

2025 Census Action Plan

Operational context

The census was undertaken in May/June 2025, when the agency was implementing a new operating model which had direct impact on the future of a number of roles and role holders within the agency. We recognise these changes have impacted on some specific census questions, particularly around job security and people's plans to stay with us or seek roles elsewhere.

Our people are our greatest asset. We can't achieve our strategic goals without their input and commitment. Their feedback will drive us to continue to improve how we work together and support each other.

In implementing this plan, we may experience obstacles or barriers to completing or progressing all of the actions in this plan, where we need to maintain our focus on core business – to serve the tax paying community. We will keep this under close review. Where we cannot achieve an initiative or complete an action we have committed to in this plan, we will communicate that with our staff.

Achievements

We have had high levels of participation in the survey.

We have a strong sense of purpose amongst the team – everyone connects to our purpose

Our people have clarity on our future direction

We have seen significant uplifts in scores on team leaders, following lower scores in the last 2 years

Our people feel inspired and recognised to come up with new or innovative ways of working.

Focus areas	Initiatives and actions	Responsibility
Health and Wellbeing	<ol style="list-style-type: none"> 1. Equip immediate supervisors with the skills, capability and information to manage and support staff wellbeing as a first line of support, through senior leaders role modelling healthy behaviours, a wellbeing checklist and leveraging data insights to support staff conversations. 2. Support staff to achieve their career goals in the APS by helping them understand and connect with other APS agencies, consider new career pathways and offer support to identify areas of strengths and growth to position them as strong contenders in job applications, transfers or promotions. 3. Support staff through organisational change through enhanced communications, more focused consultation and more regular team leader conversations. 4. Develop and implement an agency-wide wellbeing plan that includes, but is not limited to, employees being equipped to manage their own wellbeing and building managers' capability to support staff wellbeing (refer action 1). 5. Develop and implement a blended learning and development plan – that explores new ways of learning including on-the-job learning, immersion with the ATO and key industry stakeholders, internal knowledge sharing as well as external courses. 6. More regular pulse checks on employee engagement through an annual employee engagement survey in January 2026 (alternative 6 months to APS census). 	<p>Chief Operating Officer, with support from the Executive Committee to shape and implement initiatives.</p> <p>Director Business Improvements (<i>pulse checks</i>)</p>
Communications and change management	<ol style="list-style-type: none"> 1. Communicate the 'why' when we make changes or implement initiatives and encourage staff to provide feedback to their leaders. 	<p>DTOs and Director Communications</p>

	<ol style="list-style-type: none"> Refresh the internal communications strategy that responds to staff feedback – and helps to keep staff informed, engaged and connected. Be purposeful with staff consultations when we do consult (scope, timeframes, how you can participate and how you will be involved and how your feedback will be considered) and also be clear when we don't consult or the limitations of consultation. Identify, communicate and implement a strategy that involves regular opportunities for staff to connect and collaborate online and face-to-face. Focused effort on managing the impact of change on people, our work and our customers, ensuring we work together to stage change and implementation of initiatives. 	
SES working together	<ol style="list-style-type: none"> Invest in bringing together our new leadership team to build the foundations of working as a united team. Extending the focus to the Executive Committee to work as a united team. Clarifying roles and responsibilities and connections within the teams and between the teams. Investing in all leaders' learning and development including on-the-job learning. Enhance visibility and connection of work across the agency to remove silos and build opportunities to connect the work and share information about work across the teams. For example, providing leadership, operational, review and complaint updates at all team meetings. 	Tax Ombudsman
Innovation	<ol style="list-style-type: none"> Building awareness and support for staff in recognition of the fact that change, and continuous improvement is part of our agency's culture to reach our strategic goals Recognise and build a culture that supports failure being part of innovation by encouraging greater risk taking and testing of new approaches (in a managed way). Involving staff and seeking their input on ideas to improve and shape the future of the agency. Creating staff buy-in and participation in business improvements and communicating to staff how we have considered the improvements they put forward via the business improvement register and other means. 	<p>Executive Committee</p> <p>Director Business Improvements (<i>change management policy and owner of the improvements register</i>)</p>
Workplace behaviour and integrity	<ol style="list-style-type: none"> Increase awareness and understanding of bullying and harassment and reinforce what is inappropriate behaviours and actions in the workplace. Discuss in team meetings and ensure staff are aware of safe and confidential reporting channels. Build awareness and clarity around behaviours that do and do not amount to corruption through practical policies which will provide staff with the skills to be able to confidently identify and report behaviours of concern. 	Executive Committee