

Target Area	Goals	Employee Census	Action Steps	Due Date	Accountable Officer	Status
1a	Build the leadership capability for immediate supervisors	Immediate Supervisor Index Score of 68 (down from 8 on 2022)	There has been under-investment in leadership training in recent years in the IGTO. To remediate this the IGTO will seek to improve this area of focus, namely: <ul style="list-style-type: none"> Support leadership training through L&D self-nomination [two officers have nominated]. Request that these two officers present the key learnings from their course to the broader IGTO team. Attendance at leadership events such as Women in Tax. 	15/9/23 30/6/24 11/10/23	Chief Operating Officer	Complete On track Complete
1b	Build the leadership capability for immediate supervisors	Immediate Supervisor Index Score of 68 (down from 8 on 2022)	There has been an under-investment in leadership training in recent years in the IGTO. To remediate this the IGTO will seek to improve this area of focus, namely: <ul style="list-style-type: none"> Host monthly one hour leadership sessions where a relevant online presentation is viewed and discussed (ie TED talk or APS Academy course) by the EL and SES cohort <ul style="list-style-type: none"> Craft Conversations - Leadership and Management March 2023 Celia Perkins Craft Conversations - Leadership and Management March 2022 Stephanie Foster and Chris Moraitis TED talks on Leadership - various sessions Simon Sinek's guide to leadership MotivationArk - YouTube 	Ongoing	Chief Operating Officer	On track
1c	Build the leadership capability for immediate supervisors	Immediate Supervisor Index Score of 68 (down from 8 on 2022)	There has been an under-investment in leadership training in recent years in the IGTO. Additionally at the time the 2023 Employee Census was undertaken the PDS cycle for May was occurring with new managers potentially inadequately equipped to give and receive feedback. To remediate this the IGTO will seek to improve this area of focus, namely: <ul style="list-style-type: none"> Procure 10 online leadership seminar tickets from Women in leadership pass - The Hatchery (the-hatchery.co) Promote attendance by people leaders at these seminars in the IGTO conference rooms throughout the 12 months. Deliver training on giving and receiving feedback that is delivered prior to each PDS round to the team. <ul style="list-style-type: none"> giving and receiving feedback - Google Search 	30/11/23 30/11/24 8/11/23	Chief Operating Officer	On track On track Complete
1d	Build the leadership capability for immediate supervisors	Immediate Supervisor Index Score of 68 (down from 8 on 2022)	For most of 2023 there have been vacancies at the EL1 level which have been filled with acting arrangements. This was in part due to capacity to run recruitment at the EL1 level. This may have contributed to the decline in results for immediate supervisor. To remediate this the IGTO will seek to improve this area of focus, namely recruitment for EL1s will be undertaken prior to the end of 2023 for: <ul style="list-style-type: none"> 2 x vacant Tax Manager positions 1 x expected vacancy for CDU Manager 1 x Forensic Manager 	16/12/23	Chief Operating Officer	On track
1e	Build the leadership capability for immediate supervisors	Immediate Supervisor Index Score of 68 (down from 8 on 2022)	Position descriptions at the EL and SES level do not clearly articulate the people leadership and capability aspect of the role. To remediate this the IGTO will seek to improve this area of focus, namely: <ul style="list-style-type: none"> Update position descriptions for all positions at the EL and SES levels to ensure that leadership is emphasised as part of the role description. Include the Secretaries Charter of Leadership Behaviours Australian Public Service Commission (apsc.gov.au) in the SES position descriptions. 	30/11/23	Chief Operating Officer	On track
1f	Build the leadership capability for immediate supervisors	Immediate Supervisor Index Score of 68 (down from 8 on 2022)	At the time of the survey completion the IGTO was working from home, which may have influenced the score for the immediate supervisor as there was less 'in office' contact. In addition, the number of remote workers will soon increase to four. To remediate this the IGTO will seek to improve this area of focus, namely: <ul style="list-style-type: none"> Request immediate supervisors of remote employees to check in daily, even just an MS Teams message, with their remote workers. 	30/11/23	All supervisors of remote employees	On track
1g	Build the leadership capability for immediate supervisors	Immediate Supervisor Index Score of 68 (down from 8 on 2022)	At the time the survey was undertaken the PDS cycle for May was in progress. In previous May PDS cycles, 360-degree feedback has been sourced for SES and EL2s. This did not occur in the May 2023		Chief Operating Officer	On track

			<p>PDS round due to competing priorities and the office relocation. To remediate this the IGTO will seek to improve this area of focus, namely:</p> <ul style="list-style-type: none">• Undertake 360-degree feedback for all managers (at EL1, EL2 and SES levels) in all May PDS cycles.	31/5/24 and ongoing		
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