

Royal Australian Mint 2025 Enterprise Census Action Plan

The 2025 Census Action plan outlines the Mint's response to the 2025 APS Employee Census results. It reflects our commitment to acknowledging staff feedback, identifying areas for improvement, and taking meaningful, measurable action to enhance our workplace culture and experience. The census results have highlighted both strengths to build upon and challenges to address and sets out targeted initiatives designed to foster a more engaged, respectful, and high-performance organisation. Developed in consultation with staff, leaders and stakeholders across the Mint, the action plan is both a road map for improvement and a reflection of our shared accountability. By turning these insights into action, we reaffirm our dedication to creating a supportive and inclusive workplace where all employees can thrive and deliver their best.

The Senior Leadership Team are the accountable authority for the delivery of this Action Plan. Action areas will provide updates to the Senior Leadership Team and Mint Consultative Committee, quarterly.

Target areas	Actions	Key initiatives and delivery timeframe
Leadership – at all levels of the Mint <i>Results from the 2025 Census indicate opportunities to strengthen leadership capability, visibility and consistency across the Mint. Common themes include the need for more transparent communication from Senior Leaders, improved support and development from direct supervisors, and greater accountability for modelling APS values and behaviours.</i> Outcome sought: A consistent, confident and values-aligned leadership culture that supports staff, drives engagement, and enables the Mint to meet its objectives effectively and ethically. 2026 APS Census Target: To reach an index score of: - 70 for the 'Leadership - SES manager' index - 78 for 'Leadership – Immediate supervisor' index	○ Leadership Development: Investing in targeted training and support to build capability at all levels of the Mint, with a focus on inclusive, adaptive and ethical leadership. ○ Visibility and Engagement: Creating more regular and meaningful opportunities for Senior Leaders to connect with staff, listen to feedback, and share strategic direction. ○ Manager Capability: Supporting people managers to lead effectively through clearer expectations, coaching and resources – particularly in areas such as performance management, wellbeing and communication. ○ Accountability and Culture: Embedding leadership behaviours at all levels of the Mint, that reflect APS values and ensuring leaders are held accountable for fostering respectful, safe and high performing teams.	○ HR: EL2 and EL1 Leadership programs delivered by December 2025. ○ HR: 'Respectful Behaviours' program to embed leadership behaviours at all levels of the Mint (see below). ○ HR: Draft 2025/26 Mint Learning and Development plan (including mandatory training) by October 2025; final plan by November 2025. ○ HR/IT: Learning Management System options paper or solution by end of 2025. ○ SLT: dedicate time for 'Coffee Connect' – time where staff can meet a senior leader and connect on their work, Mint priorities or provide feedback. Ongoing; 1 session per month, per senior leader.
Bullying and Harassment <i>Results from the 2025 Census results identified bullying and harassment as a continued area of concern, with a proportion of our employees reporting experiences or observations of unacceptable behaviour. These results reflect the need for more effective prevention, response and cultural change strategies to ensure all staff feel safe and supported.</i> Outcome Sought: A safe, respectful, and supportive workplace where all employees feel valued and empowered to speak up – free from fear of bullying, harassment, or discrimination. 2026 APS Census Target: in recognition of the increased focus and the implementation of the initiatives listed in the 2025 Mint Business plan and Enterprise and Branch census action plans; our target in the 2026 Census target is to see a significant improvement in this target area.	○ Prevention through culture: Promoting a culture of respect and inclusion by embedding APS values and leadership behaviours in performance conversations and workplace expectations. ○ Clear Policies and training: Review and strengthen policies and procedures, and providing regular, accessible training to all employees and managers on recognising, preventing and responding to unacceptable behaviour. ○ Support services: Expanding the suite of support services available to our employees through the re-negotiation of the Mints Employee Assistance Program (EAP). ○ Reporting mechanisms: uplift understanding of, and reporting options to address unacceptable behaviour and alternative dispute resolution options	○ HR: Develop a Mint wide 'Respectful Behaviours Program' Project plan by end of September with delivery from October 2025 – December 2026. Bystander training to be delivered by end of 2025 as part of this program. ○ HR: Building behaviour expectations into IWP process and Performance Management policy by end of September 2025. ○ HR: Review and update Workplace Behaviour policy by November 2025. ○ HR: Build Mint leadership behaviour expectations into induction program and corporate handbook by end of October 2025. ○ HR: Enhance Employee Assistance Program and services (EAP) by June 2026. ○ SLT/HR: Create an easily accessible and up to date single source of truth for induction material with links to Mint policies and procedures. Each Branch to develop branch-specific induction materials. By June 2026.

Consultation and Change <i>Results from the 2025 census results indicate that our employees seek greater clarity around direction, more timely and transparent communication during change, and stronger collaboration between branches.</i> Outcome Sought: A Mint culture where communication is open and timely, change is managed with care and transparency, and collaboration is embedded in how we work – leading to greater staff engagement, trust and collective success. 2026 APS Census Target: To reach an index score of: - 68 for 'Communication' - 70 for 'Innovation'	○ Strengthening change leadership: building change capability across the Mint by supporting managers and leaders to communicate purpose, impact and benefits of change in ways that build trust and engagement. ○ Encouraging staff input: Creating more opportunities for meaningful consultation and feedback during planning and implementation phases of activities. Ensure consultation obligations are met. ○ Breaking down silos: Promoting cross functional collaboration through shared projects, communities of practice, and knowledge sharing platforms that support whole of Mint approaches. ○ Role Clarity and alignment: Ensuring teams and individuals understand how their work contributes to broader Mint priorities – supporting alignment, purpose and coordination across branches.	○ HR: Develop a change framework for the Mint by March 2026. ○ HR: Provide training on change and consultation as part of Learning and Development Plan by November 2025. ○ All: Continue to use the Mint's governance and committee structure to raise issues, encourage collaboration and provide insights as per each Committee's Terms of Reference. Ongoing ○ SLT: will ensure their branch/ teams are consulting broadly (via email or staff notice or attendance at toolbox talks/team meetings) and connecting with peers across the Mint to achieve outcomes or implement change (process/policy or procedure). Ongoing ○ SLT/HR: conduct a review of branch position descriptions and alignment to APS standards and Mint priorities. By June 2026
Wellbeing <i>Results from the 2025 Census indicate that this is a continued area of focus for our employees, with some reporting high job demands, inconsistent access to wellbeing support and strained relationships at work.</i> Outcome sought: A safe, healthy, and supportive workplace where employees feel valued, balanced, and equipped to manage challenges – enabling them to perform at their best while sustaining their wellbeing. 2026 APS Census Target: To reach an index score of: - 70 for the 'Wellbeing policies and Support'	○ Psychosocial safety: Deliver targeted training for managers on psychosocial hazards, how to identify and support mental health issues (link to Respectful Behaviours Program). ○ Workload management and balance: Review workload distribution and resourcing in teams with reported levels of high job demands or high levels of overtime use. ○ Wellbeing and inclusion: Regular Mint- building activities and opportunities for social connection and enhance understanding of wellbeing supports.	○ MSQ: Psychosocial safety program to be developed and implemented over the life of this plan. ○ HR/WaCI: Develop a framework for the use of Enterprise Agreement clause .362 by October 2025. ○ HR/WaCI: Develop and implement a Wellbeing Program for the Mint; using the census results and the WaCI culture engagement results by December 2025. ○ SLT/HR: Embed workforce management practices in to Branch Resourcing and Recruitment decisions. Ongoing