Royal Australian Mint 2026 Enterprise Census Action Plan

The 2026 Census Action Plan outlines the Mint's response to the 2026 APS Employee Census results. These initiatives are informed by analysis of both the 2026 APS Census and psychosocial hazard assessments conducted by the Health, Safety and Environment function. The 2026 APS Census identifies that workplace culture, leadership, wellbeing and accountability are the most important areas to Mint employees. Each initiative has been deliberately designed to sit within existing structures, with ownership distributed across the organisation.

This plan is built on the idea that a great workplace is everyone's responsibility. By acting on what our people have told us, we are reaffirming our commitment to a workplace where everyone is supported, respected and able to do their best work.

Accountability and Reporting: The EL Leadership Team is responsible for delivering this plan. Action owners will report progress to the SES and the Mint Consultative Committee every quarter.

Target areas	Actions
1. Making it easier to do the work — technology and processes *Results from the 2026 Census indicate opportunities to improve how work moves through the Mint by strengthening process clarity, reducing administrative burden and improving understanding of APS governance and decision-making frameworks.* ***Outcome sought**: A streamlined, well-understood operating environment where employees can complete work efficiently, navigate processes confidently and experience fewer barriers to delivering high-quality outcomes.* ***2027 APS Census Target:*** • *Tools and resources >=50% positive (2026: 43%).* • *Technology as a major barrier <=35% (41%).* • *Multiple decision-making layers as a major barrier <=33% (38%).* • *Administrative processes as a major barrier <=30% (35%).* • *Confidence that a flexible work request would receive reasonable consideration >=80% (74%).*	**1.1 MS Teams Implementation** The Mint will replace its existing Webex platform with Microsoft Teams. The 2026 Census results identified technology as a significant barrier to effective collaboration. Staff feedback indicated that operating across multiple disconnected platforms makes information difficult to locate and limits sharing across teams. Microsoft Teams will bring these functions into a single, integrated platform, reducing duplication and improving how staff work together. This change will also establish a stronger foundation for future digital workplace improvements across the Mint. **Deliverables:** • Develop a Microsoft Teams adoption and implementation plan • Assess compliance, security, and governance requirements and create a plan to address these, referring to the SharePoint Information Architecture **Owner:** PMO, IT&S **Timeline:** December 2026 **1.2 HR Delegations Review** The Mint will conduct a structured review of its HR delegation settings to ensure routine people management decisions can be made at the lowest appropriate level. The 2026 Census results indicate that staff experience routine decision-making processes as slow, unclear or requiring escalation that is not proportionate to the complexity of the decision. Where delegation settings are overly centralised, supervisors are limited in their ability to respond to their team's needs in a timely way. Addressing this barrier will support both supervisor effectiveness and the timeliness of staff requests being processed. **Deliverables:** • Audit of current HR delegation settings across key decision areas (e.g. leave approvals, flexible work arrangements, recruitment, performance, learning and development) • Revised delegation framework with decisions devolved to the lowest appropriate level • Updated guidance to support supervisors to manage their teams and make effective decisions **Owner**: HR, supported by Legal **Timeline**: By November 2026 **1.3 Fast Fixes and Friction Register** Create a simple register for staff to raise process improvement opportunities — such as unclear forms, duplicate steps or missing instructions. The register should also identify where an administrative process is unnecessarily burdensome. This should include a digital solution that can aggregate frequently raised items to highlight where a process may need greater resources to address.

	Deliverables: • Live register accessible to all staff • Register published quarterly with progress updates • Assigned owners for each fix • Digital aggregation of frequently raised items **Owner:** IT, supported by all areas of the Mint **Timeline**: By December 2026
2. Clearer communication and better change engagement *2026 Census results show clear opportunities to strengthen internal communication, particularly around priorities, decisions and organisational change.* ***Outcome sought**: A communication culture that is timely, consistent, transparent and inclusive—where employees understand what is happening, why decisions are made and how they can contribute to shaping change.* ***2027 APS Census Target:*** • *Communication Index >=65 (2026: 61).* • *Immediate Supervisor Index >=77 (73).* • *Internal communication effective >=45% positive (37%).* • *Staff consulted about change >=50% positive (42%).* • *Change managed well >=45% positive (35%).*	**2.1 Monthly EL1 Forum** Establish a monthly EL1 O&I Forum to serve as the primary engine for information sharing at the operational level. Building greater strategic understanding at the EL1 level of how the Mint's branches operate together will reduce information and cultural silos, facilitating more effective collaboration. Strengthened informal relationships will support improvements to the Communication Index and perceptions of internal communication effectiveness. The Forum will also provide an additional vehicle to surface concerns about change at an appropriate level, where they can be built into both strategic and operational deliverables. **Deliverables:** • Monthly O&I Forum Summary and Action Items: key recommendations and cross-team operational decisions • Quarterly Strategic Progress Report: high-level progress summary and escalated decision requests provided to EL2/SES **Owner**: HR, ELs **Timeline**: Commence by March 2027; ongoing monthly cycle **2.2 Change Management Strategy Refresh** The Mint will develop a refreshed Change Management Strategy, built in genuine consultation with employees. The 2026 Census results show that only 35% of employees believe change is managed well, and only 42% feel consulted about change. These are among the lowest scoring areas in the Census and indicate that current practices are not meeting employee expectations for communication, involvement and support. The refreshed strategy will be developed with staff and informed by their direct experience of change at the Mint. It will establish a consistent, accountable approach to managing change across the organisation. **Deliverables**: • Staff consultation process to inform strategy development capturing employee experience of change and what good looks like • Refreshed Change Management Strategy and supporting framework, co-designed with employees • Mandatory change management training for all ELs and supervisors • Post-change review mechanism to capture lessons learned and staff experience **Owner**: HR, PMO **Timeline**: Consultation by March 2027; Strategy finalised by June 2027
3. Sustainable workloads *The 2026 Census results indicate that some employees are experiencing workload pressure, driven by peak operational demands, unclear prioritisation and limited early intervention when workloads become unsustainable. Employees also expressed a desire for more visible wellbeing supports and more proactive conversations with supervisors about workload and stress.* ***Outcome sought**: A workplace where workloads are planned, monitored, and adjusted proactively; where wellbeing supports are visible and accessible; and where employees feel safe raising concerns early.* ***2027 APS Census Target:***	**3.1 Burnout Risk Mapping and Root Cause analysis** Conduct cross-branch analysis to identify teams at high burnout risk, map workload patterns and establish surge capability protocols to share resources during peak periods. The 2026 Census results show that approximately 32% of employees report burnout and 55% report workload above capacity. These results are not evenly distributed — certain teams and periods carry disproportionate risk due to operational cycles, staffing constraints or cumulative psychosocial hazards. A structured approach to identifying the drivers of burnout risk allows the Mint to target interventions effectively. Burnout Risk Mapping will provide a data-driven, cross-branch view of where risk is highest, what factors contribute and what surge and mitigation strategies can be deployed. **Deliverables**: • Burnout risk assessment tool and methodology, incorporating workload data, overtime and flex records, Census results, psychosocial hazard data and engagement scores • Analysis of contributing factors for each high-risk area, including workload patterns, use of overtime and flex, psychosocial hazards and levels of employee engagement • Surge capability framework (cross-training, resource sharing protocols, temporary redeployment guidelines) • Targeted intervention plans for high-risk teams developed in consultation with affected staff and supervisors **Owner**: HSEF, HR

• *Wellbeing Policies and Support Index >=70 (2026: 66).* • *Employees reporting workload above capacity <=50% (55%).* • *Burnout <=27% (approximately 32%).*	**Timeline**: By June 2027 **3.3 Embedded EAP Support** Establish a regular on-site presence through its Employee Assistance Program (EAP) provider, offering counselling and targeted training sessions for staff and managers. The 2026 Census results show a Wellbeing Policies and Support Index of 66, with approximately 32% of employees reporting burnout. While EAP services are currently available, staff feedback indicates that awareness, stigma, time constraints and the need to leave the workplace are reducing uptake — particularly for early or preventative support. Providing on-site counselling on a regular schedule will reduce these barriers and make it easier for staff to access support before concerns escalate. This will be complemented by targeted training on stress management, resilience and recognising signs of burnout in others. **Deliverables**: • Contract variation with EAP provider for embedded on-site service, including provision of targeted training sessions for staff and managers • Schedule of on-site counsellor availability (e.g. weekly or fortnightly) communicated to all staff • Training calendar covering topics such as stress management, resilience and recognising and responding to burnout, delivered to staff and managers across the Mint • Quarterly utilisation and feedback reporting (de-identified) to HR and HSEF, covering both counselling uptake and training participation **Owner**: HR, supported by HSEF **Timeline**: By June 2027 **3.4 Annual Leave Encouragement Program** Equip managers with tools and practices to proactively encourage annual leave uptake, reduce leave liability and support rest and recovery. The 2026 Census results show approximately 32% of employees report burnout and the Wellbeing Policies and Support Index sits at 66. Evidence consistently links sustained periods without leave to increased burnout risk, reduced engagement and poorer health outcomes. By equipping managers to champion the benefits of time off, proactively plan leave and normalise rest as a performance enabler, the Mint can better support employee recovery, reduce burnout risk and build a culture where taking leave is seen as a positive and valued part of working life. **Deliverables**: • Manager toolkit including conversation starters, leave planning templates, frequently asked questions and case studies demonstrating the benefits of regular leave • Leave balance alerts and dashboard for supervisors to identify staff with excessive balances (>8 weeks) • Quarterly leave uptake reporting with targeted interventions for teams or individuals with persistently high balances • Communication campaign promoting the benefits of regular leave, including messaging from senior leaders **Owner**: HR, Senior Leaders **Timeline**: By March 2027
4. Culture and Wellbeing *The 2026 Census results indicate that opportunities exist to strengthen the Mint's workplace culture, particularly around how employees are recognised for their contributions, how confident they feel raising concerns, and their experience of respectful workplace behaviours.* *The data also suggests that stronger prevention of bullying, harassment and discrimination is currently a roadblock to building a culture where everyone can contribute and thrive.* ***Outcome sought**: A workplace where employees are genuinely recognised for their contributions, feel psychologically safe to speak up without fear, and experience consistently respectful behaviours — with clear, accessible pathways to raise concerns and confidence that they will be taken seriously.* ***2027 APS Census Target:*** • *Recognition for doing a good job >=65% positive (2026: 59%).* • *Speak Up Culture Index >=72 (2026: 69%).*	**4.1 Drive Leadership Recognition Program** Strengthen the Drive Leadership Behaviour Recognition awards by providing tangible rewards to make recognition more meaningful, increasing visibility of valued contributions and strengthening a culture of appreciation. The 2026 Census results show that only 59% of employees feel recognised for doing a good job. Staff feedback suggests that while informal recognition occurs, it is inconsistent across teams and often lacks visibility or tangible expression. By refreshing and strengthening the Drive Leadership Recognition Program with tangible rewards, clear criteria, accessible nomination processes and visible celebration, the Mint will build a more consistent recognition culture that reinforces valued behaviours and makes employees feel genuinely appreciated for their work. **Deliverables**: • Funding to support tangible rewards at the enterprise and branch level • Nomination process accessible to all staff, including a simple digital submission pathway • Communication campaign at launch and ongoing promotion to sustain engagement • Annual review of program effectiveness informed by staff feedback and Census results **Owner**: Executive, supported by HR **Timeline**: By June 2027 **4.2 Psychological Safety Leadership Program** Deliver targeted capability development for leaders to build psychological safety, strengthen speak-up culture and respond effectively when concerns are raised. The 2026 Census results show a Speak Up Culture Index of 69, an Immediate Supervisor Index of 73. These results indicate that while many employees feel supported, a significant proportion do not feel safe raising concerns or confident

• *Bullying and harassment <=10% (2026: 14%) and discrimination <=8% (2026: 11%).*	that they will be responded to appropriately. By investing in targeted capability development for all leaders and supervisors, the Mint will strengthen the day-to-day behaviours that create safe, inclusive team environments. **Deliverables**: • Psychological safety training for all ELs and supervisors • Leadership toolkit including conversation guides, de-escalation techniques, active listening frameworks and scenario-based exercises • Annual review of program effectiveness informed by Census results, pulse survey data and staff feedback **Owner**: HR **Timeline**: By May 2027 **4.3 Respectful Workplace Framework Refresh** Refresh and strengthen the appropriate workplace behaviour and complaints management policy and complaints management guide, with enhanced prevention, clear reporting pathways and visible accountability. The 2026 Census results show that 14% of employees report experiencing bullying or harassment and 11% report discrimination. These rates are above the targets the Mint has set and indicate that current policy settings, reporting pathways and prevention activities are not sufficient to protect all employees from harmful behaviours. A comprehensive refresh of the Respectful Workplace Framework will ensure that policies are contemporary and clearly understood, that reporting pathways are accessible and trusted, that prevention is prioritised over response. **Deliverables:** • Updated policy suite (appropriate workplace behaviour, complaints management) reviewed for currency, clarity and alignment with APS best practice • Mandatory respectful workplace behaviour training for all staff (with completion tracking) • Clear reporting pathways published and promoted through a dedicated visibility campaign • Harassment Contact Officer program uplift, including visibility campaign including published list, regular promotion and accessible information on the HCO role **Owner**: HR **Timeline**: By January 2026