ROYAL CANADIAN MINT DETAILED ACTION PLAN
to the recommendations of the Special Examination of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental/Organisation Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
21	The corporation should ensure that its risk mitigation actions have timelines that allow for measurement of progress against them.	Agreed. At the end of 2022, the corporation commenced the documentation of timelines for mitigation plans of functional risks, which will be completed by the end of 2023.	**Risk Mitigation Actions** To ensure that the risk mitigation actions have timelines that allow for measurement of progress against them.	**COMPLETE** Q4 2023	1. The corporation has included timelines for all risk mitigation actions plans in the risk registers.	Francis Mensah VP, Finance and Admin. & CFO 343-552-3907	
34	To optimize the efficiency of its Winnipeg plant, the corporation should establish mitigating strategies in response to long-term trends in demand for foreign circulation coins.	Agreed. By the end of 2024, as part of its next strategic plan, the corporation will develop an action plan that would allow it to respond to the risks associated with long-term trends of foreign circulation and optimize the use of its resources in a timely manner.	**Mitigating Strategies with Long-Term Trends of Foreign Circulation** To optimize the efficiency of the Winnipeg plant, the RCM should establish mitigating strategies in response to long-term trends in demand for foreign circulation coins.	Q4 2024	1. Develop and document scenarios and mitigating strategies to each scenario by Q2 2024. 2. Integrate mitigating strategies into One Mint corporate strategy by end of 2024.	Jean-Laurent Rousset VP, Operations 343-551-1545	
39	The corporation should provide the board with comprehensive reporting on the performance of its environmental management system.	Agreed. The corporation will report its environmental performance, which includes environmental management system information, annually to the board beginning in 2024. Furthermore, since the beginning of 2023, the corporation has improved the documentation of the explicit links between its environmental, social, and governance initiatives and the United Nations' Sustainable Development Goals, and will continue to develop these linkages with the corporation's other activities and programs.	**Environmental Management System Performance** Provide the board with comprehensive reporting on the performance of the environmental management system.	**COMPLETE** Q4 2024	1. The corporation has made explicit links between its ESG initiatives and the UN SDGs in the 2023 Impact Report and its regular reporting. The corporation will continue to strengthen these links as new ESG initiatives and activities are launched.	Michelle Richardson Chief Impact Officer 613-286-2698	
				Q4 2024	2. Management will report on its environmental performance, including the environmental management system information on an annual basis through its ESG reporting at the Governance Committee starting in Q4 2024.		
43	The corporation should develop and implement a comprehensive information management and data governance policy, framework, and program to support information and data security objectives.	Agreed. The corporation has prioritized its Information Management and Data Governance program to begin in 2023. Implementing information management classification is a critical next step, which the corporation will also integrate with its overall Information Management strategy. The corporation will develop and implement its information management and data governance policies, frameworks, and programs by the end of 2025.	**Information Management and Data Governance** Develop and implement an information management and data governance policy, framework, and program to support information and data security objectives.	Q4 2025	1. The corporation has launched its Information Management and Data Governance program in 2023 with a target completion in 2025.	James Malizia VP Corporate Security and IT 613-327-7254	

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46	The corporation should maintain a centralized list and perform regular cybersecurity risk assessment of all third-party service providers that have access to its information and data assets.	Agreed. The corporation recognizes the importance of vendor management. The corporation will establish a centralized list of third-party service providers by the end of 2023. The corporation will also enhance our cyber security program to cover all third-party service providers that have access to our information and data set between now and the end of 2025.	**Cyber Security** Help Establish a centralized list and perform regular cybersecurity risk assessments of all third-party service providers that have access to information and data assets.	Q4 2025	1. Develop Cyber Security awareness training for all contractors with Mint accounts by end of 2023 (completed). 2. Cyber Security will work with Procurement and other internal groups to establish a defined list of third-party service providers and prioritize from High to Low the list of third-party service providers by end of 2023 (completed). 3. Cyber Security conducts assessments on existing contracts. (TBD – dependant on the number of contracts and risk ratings).	James Malizia VP Corporate Security and IT 613-327-7254	
51	The corporation should develop and implement a workforce plan that identifies its future skills and resource needs beyond 12 months.	Agreed. Although the corporation's current workforce planning tools include some data beyond 12 months, the corporation will enhance its workforce planning process with a focus beyond 12 months, beginning in 2024. The competitive labour market may continue to impact the corporation's ability to attract talent in certain areas.	**Workforce Plan** Develop and implement a workforce plan that identifies its future skills and resource needs beyond 12 months.	**COMPLETE** Q2 2023	1. The corporation implemented a workforce plan with a detailed view of FTE requirements beyond 12 months, beginning with the 2024-2028 Corporate Plan development process.	Michel Boucher VP, Human Resources 613-993-2800	
54	The corporation should develop an organization-wide succession planning process and ensure that related development plans or recruitment strategies are in place for key positions.	Agreed. As it develops a more comprehensive succession planning process, to be implemented by the end of 2024, the corporation will identify and develop successors for key positions among current employees and through targeted external recruitment, where necessary.	**Succession Planning** Develop an organization-wide succession planning process and ensure that related development plans or recruitment strategies are in place for key positions.	Q4 2024	1. Develop list of key positions (critical roles) by the end of 2023 (completed). 2. Implement a succession planning process for key positions (critical roles) by end of 2024.	Michel Boucher VP, Human Resources 613-993-2800	
57	The corporation should implement an effective process for scheduling, delivering, and monitoring health and safety training, with the aim of ensuring that all individuals required to have hazardous materials training receive the training in a timely manner.	Agreed. Hazardous materials training is one element of the emergency management program. Although COVID-19 created challenges to delivering hazardous materials training in a timely manner, the corporation was able to respond to incidents. By the end of 2023, the corporation will implement an improved process for scheduling, delivering and monitoring health and safety training.	**Health and Safety Training** Implement an effective process for scheduling, delivering, and monitoring health and safety training, with the aim of ensuring that all individuals required to have hazardous materials training receive the training in a timely manner.	**COMPLETE** Q4 2023	1. The corporation has established a training delivery contingency plan and the resources needed to ensure sustainability and effective training delivery. 2. The entire end-to-end process has been documented for scheduling, delivering, and monitoring health and safety training.	James Malizia VP Corporate Security and IT 613-327-7254	

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67	The corporation should allocate sufficient resources and define the mandate and structure for its transformation office.	Agreed. Since the end of the examination period, the corporation has restructured its Project Management Office (PMO) to include the management of the organizational and digital transformations. The new structure harmonizes all project management offices, which play a key role in delivering on transformation projects and initiatives. By the end of 2023, the corporation will formalize the mandate of the Project Management Office.	**Transformation Office Mandate and Structure** Allocate sufficient resources and define the mandate and structure for the transformation office.	**COMPLETE** Q4 2023	1. The corporation has fully staffed its PMO, including organizational change management roles. 2. The PMO has advanced our program and project management to an adequate level of maturity. In 2023, as most transformation projects have been completed or are nearing completion, some of its project management and change management capacities have been redeployed to focus on the ongoing ERP implementation program.	Francis Mensah VP, Finance and Admin. & CFO 343-552-3907	
70	The corporation should develop the methodologies and tools needed to make its project management framework more comprehensive.	Agreed. Since the end of the examination period, the corporation has approved its Benefits Realization Framework. The framework includes measurable benefits, which are then tracked throughout both the project life cycle and post-project close-out by the business owner. This provides an opportunity to use the measurable benefits as target achievements against the One Mint strategy. Furthermore, by the end of 2024, the corporation will complete an assessment to determine additional methodologies and tools to help improve its project management framework with the support of its third-party risk adviser.	**Project Management Framework** Develop the methodologies and tools needed to make the project management framework more comprehensive. As a result of a reduced and more focused project implementation program the PMO will leverage learnings and findings from its involvement in our ERP implementation program to mature further the project management methodologies, tools and frameworks in 2025, with an anticipated completion in 2026. A change from our original expected completion date of Q4 2024.	Q4 2026	1. Continue development of maturity in 2024, ramping up in 2025 and 2026. 2. Leverage all learnings and maturity from ERP implementation program for future projects and frameworks.	Francis Mensah VP, Finance and Admin. & CFO 343-552-3907	
73	The corporation should establish a plan and strategy to manage culture change efforts in a coordinated manner, and should monitor and report on progress made toward all aspects of its desired culture.	Agreed. By the end of 2023, as the corporation prepares its next strategic plan, it will consider any additional areas of desired culture change and develop a process to integrate them with the management, monitoring, and reporting on culture change.	**Culture Change – Plan and Strategy** Establish a plan and strategy to manage culture change efforts in a coordinated manner, and monitor and report on progress made toward all aspects of desired culture.	**COMPLETE** Q4 2023	1. Through the strategic planning and development of its 2024-2028 corporate plan the Mint has not identified any specific organization wide culture change goal. We will continue to monitor progress and report to the Board on our organisational change culture as embodied in the DEI space and health and safety.	Michel Boucher VP, Human Resources 613-993-2800	

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76	The corporation should assess its needs in culture change expertise and skills, and address any gaps to ensure the successful achievement of desired culture change.	Agreed. By the end of 2023, as it prepares its next strategic plan, the corporation will review internal talents to assess the culture skills and expertise needed to implement the plan and provide, as needed, training with the support of external advisers by the end of 2024.	**Culture Change – Expertise and Skills** Assess needs in culture change expertise and skills, and address any gaps to ensure the successful achievement of desired culture change.	**COMPLETE** Q4 2023	1. Members of the Human Resources team HR Business Partners and Talent Management Advisors 2024 learning objectives will include the development of culture change expertise and skills aligned with the existing corporate change management expertise.	Michel Boucher VP, Human Resources 613-993-2800	