



HSS Youth Action Plan (YAP)

2025-2028

“We cannot always build the future for our youth, but we can build our youth for the future.”

Franklin D. Roosevelt

Workforce & Organisational Development
November 2024

Our vision: Great services, valued partner, healthy Western Australians

Document control and approval

Version	Date	Responsible/Author	Comments
0.01	28.10.24	Monique Ziegelaar	Initial Structure of the plan
0.02	8.11.24	Uzma Khan	Completed action plan with updated data, actions and details.
0.03	11.11.24	Uzma Khan	Submitted first draft to the Director HR&C Pauline Woods for review.
0.04	18.11.24	Uzma Khan	Submitted final draft to the Executive Director WOD Siobhán Mulvey for approval.

Acknowledgement of Country

Health Support Services acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters, and community. We pay our respects to all members of Aboriginal communities and their cultures and acknowledge the wisdom of Elders both past and present.

Use of the Term – Aboriginal

Aboriginal and Torres Strait Islander may be referred to in the national context and 'Indigenous' may be referred to in the international context. Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. No disrespect is intended to our Torres Strait Islander colleagues and community.

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Introduction

Health Support Services (HSS) has a commitment to creating a diverse and inclusive workplace, where all employees are valued and respected so that every employee can bring their authentic, true selves to work each day. This document outlines HSS' actions 2025-2028 to increase the participation of youth employees (aged 24 and under) in the workforce.

As part of Life Stage (Youth and Mature Age) cohort, we aim to attract and retain young people and ensure that we continually support and develop our younger employees upon their entry into the workplace. We also leverage the wealth of corporate knowledge of our mature age employees and ensure there are avenues to connect with our younger employees, enabling career progression support, knowledge transfer and capability growth at HSS.

This Action Plan is embedded in the HSS Diversity and Inclusion Strategy 2023-26, which forms part of the HSS Strategic Plan.

Background and Context

Research states that multigenerational teams drive innovation, have a healthier talent pipeline, greater diversity of skills and can demonstrate increased resilience by bringing a mix of experience and energy to challenges. Adapting the workplace to be inclusive of all generations isn't just a nice to have, it's a business imperative. HSS recognises the value that both older and younger employees can offer, not only to the organisation, but to each other.

Youth employees bring a fresh perspective. They bring technical agility and capability, flexibility, thirst for growth and development, and confidence to challenge the status quo and innovate.

Whilst this Action Plan focuses on youth and is aligned with the WA Public Sector Commission's (PSC) ['Workforce Diversification and Inclusion Strategy 2020-2025'](#), it's acknowledged the actions will assist in attracting and retaining young professionals (employees aged 35 years and under). Whilst increasing/maintaining the rate of young professionals at HSS is not a target, the rate of young professionals at HSS is a valuable indicator of HSS' success at being an employer of choice for young people.

Research and Consultation

A desktop review was completed of youth workforce attraction and retention strategies currently in place across the following organisations and industries:

- WA Health Service Providers
- Public sector organisations
- Private sector organisations

The following internal stakeholders were consulted, via a combination of online surveys and workshops:

- Current youth employees at HSS participated through focus group sessions and an online survey.
- HSS employees from various age groups and business units came together as part of the working group and assisted in drafting HSS' first Youth Action Plan.
- An overview of the draft Youth Action Plan was shared with ELT members to help enhance the plan and ensure its completeness.

Previous achievements

To date, HSS has hosted 12 university graduates (typically aged 24 and under), through the WA Health Graduate Development program and 2 graduates the Department of Premier and Cabinet Graduate program.

HSS has also hosted 12 aboriginal cadets and 2 aboriginal graduates, through the Aboriginal Cadetship Program and Aboriginal Graduate Program since 2019.

The following positive feedback was received from current youth employees on how they feel about working at HSS:

- 80% of youth surveyed agreed or strongly agreed that their contributions are valued and recognised by their team and supervisors.
- 75% of youth surveyed agreed or strongly agreed that they receive constructive feedback that helps them improve their performance and grow professionally.
- 65% of youth surveyed agreed or strongly agreed that they feel motivated and enthusiastic about their daily tasks and responsibilities at HSS.

The following feedback has been received from current youth employees on what attracted them to work at HSS:

- Flexible work arrangements
- Job security
- Entry-level role
- Alignment to personal values
- Rate of pay.

Western Australia young people data.

The WA Government's recent [Youth Action Plan 2024-2027](#) is a testament to the voices of young people, ensuring they feel valued, included and supported in achieving their goals. The infographics on the next two pages represents the latest data collected for the compilation of the WA Youth Action Plan and highlights the diverse and dynamic nature of this cohort.

Western Australia's young people at a glance¹

Young people make up

19.5%

of WA's population (10–25 years), a total of **517,557 young people** in WA.

This has increased by **21,000 people** since 2016 (**4.2%**).

265,950

are 10 to 17 years old

251,607

are 18 to 25 years old

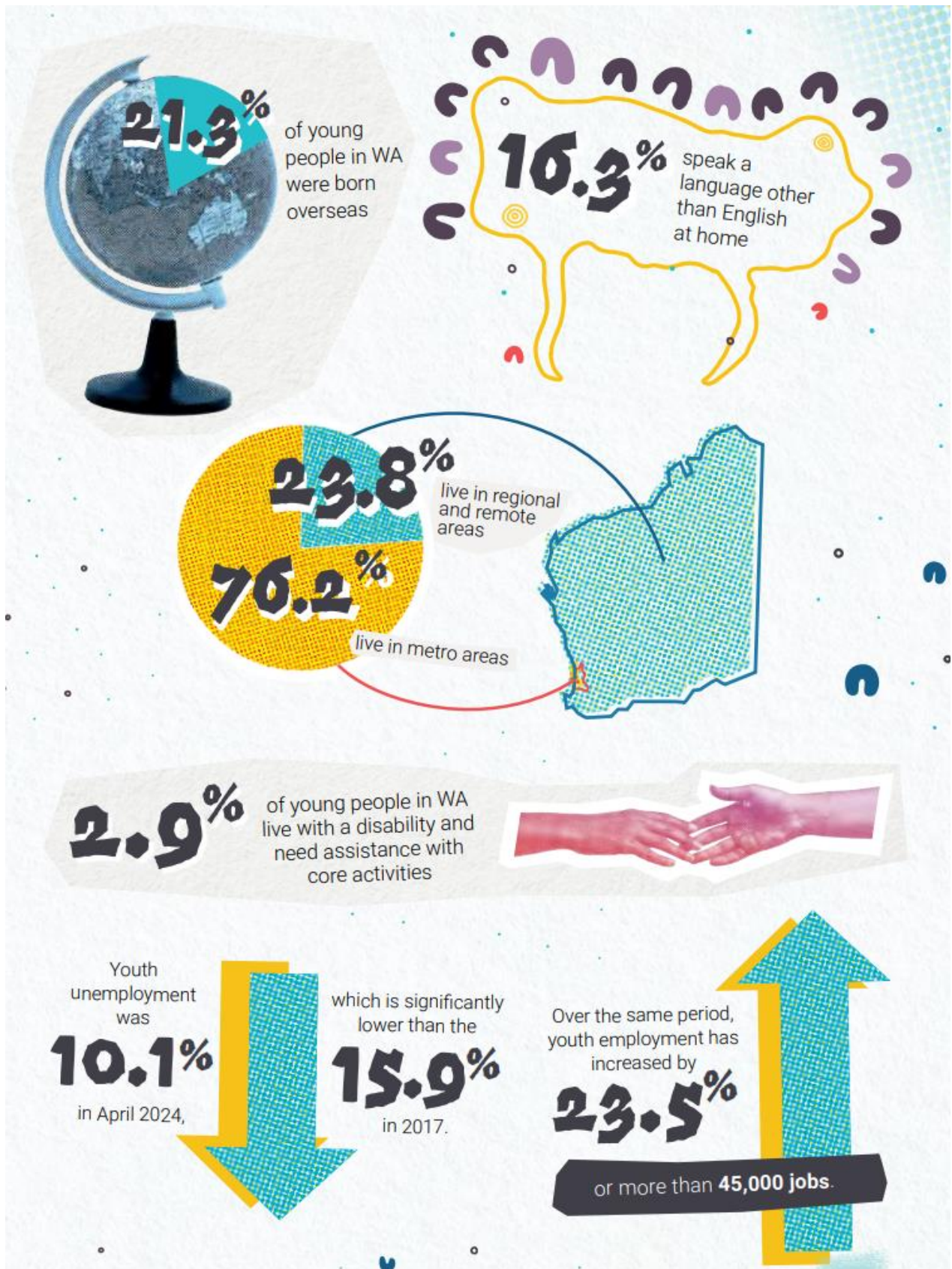
51.3%
are male

48.7%
are female

Up to
11 in 100
Australians may have a diverse sexual orientation, sex or gender identity²

5.2%

of young people in WA are Aboriginal or Torres Strait Islander



Source: [Western Australia Youth Action Plan 2024-2027](#)

Current youth workforce representation and youth workforce target

As at October 2024, HSS had 50 youth employees (employees aged 24 and under). This represents 2.9% of HSS’s total workforce.

Youth representations in every BU are indicated in Figure 1. The workforce percentage and respective target rates are indicated in Figure 2.



Figure 1: HSS Youth Representation in each BU

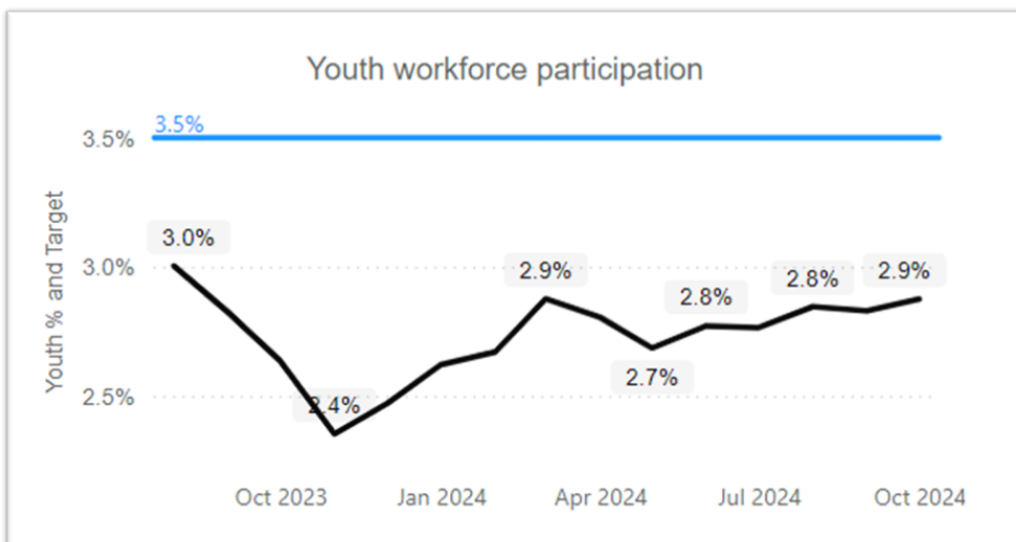


Figure 2: HSS Youth Workforce Participation and target

Plan Overview

To increase representation of youth employees within HSS as part of our existing workforce, following actions will be implemented over the span of this plan.

The Youth Action Plan is classified into three themes:

1. Attraction and recruitment
Objective: To increase the attraction and successful recruitment of prospective youth employees and to achieve the target of 5.8% by June 2026.
2. Engagement and retention
Objective: To ensure youth feel engaged and welcomed in their role, team and HSS.
3. Development and growth
Objective: To support youth to develop their skills and progress their careers.

Measures

The following data will be tracked to monitor progress towards our target for youth workforce representation. The measures will also inform progress on the actions, which may result in further actions being identified.

- Count of youth employed by HSS.
- Count of youth in every BU.
- Feedback from youth new starters.
- Feedback from youth who leave HSS.
- Count of youth employees as part of HSS' youth specific recruitment programs.

Monitoring and evaluation

HSS Human Resource and Capability team will monitor progress against each action, track youth workforce representation, evaluate trends and identify opportunities for improvement biannually via a report to the Executive Director, Workforce & Organisational Development.

HSS will implement the plan over the next 3 years from 2025 until 2028.

Theme 1: Attraction and recruitment

Objective: To increase the attraction and successful recruitment of prospective youth employees and to achieve the target of 5.8% by June 2026.

	Action	Measure	Led by	By when
1.1	Expand the reach of HSS opportunities to a youth audience			
1.1.1	Identify channels to post job advertisements that reach a youth audience e.g. social media platform.	Identify at least 2 channels.	HSS HR & Capability	Mar 2025
1.1.2	Identify and establish partnerships with universities and TAFE to promote opportunities at HSS for youth e.g. establish HSS as an available placement for university students to complete their internship and vacation programs via advertising on university Careers portals etc.	Establish partnerships with at least 2 universities/ agencies and have an SLA in place.	HSS HR & Capability	Dec 2025
1.1.3	Build on our employer of choice brand by attending career expos and job fairs.	Attend at least 2 expos/fairs.	HSS HR & Capability	Mar 2026
1.1.4	Explore the opportunity to partner with specialist employment service providers to attract young job seekers.	Engage with at least 2 service providers.	HSS HR & Capability	Dec 2025
1.1.5	Ensure Youth employee representation on the HSS Hub pages, website, LinkedIn.	Regularly publish youth focused articles.	HSS HR & Capability HSS Communication	April 2025
1.1.6	Identify barriers to Youth employment and potential actions to remove them.	Engage with BUs to identify barriers and	HSS HR & Capability HSS Business Units	June 2025

	Action	Measure	Led by	By when
		work together to address them.		
1.2	Identify opportunities to increase likelihood of youth applicants to roles at HSS			
1.2.1	Review existing job advertisements to identify opportunities to make them more appealing to a youth audience e.g., videos.	Create job adverts that attracts youth.	HSS HR & Capability HSS Employee Services HSS Communication	Oct 2025
1.2.2	Review the application requirements of entry level roles to identify opportunities to increase the likelihood of youth applying to the role e.g. relaxation in the evaluation of the selection criteria.	Identify opportunities to design youth friendly recruitment process.	HSS HR & Capability HSS Employee Services HSS Hiring Managers	Dec 2025
1.2.3	Design and Develop HSS youth specific branding and promotional material to be distributed during job expos and university visits.	Design and Develop youth attractive brochures/flyers.	HSS HR & Capability HSS Communications HSS Employee Services	Dec 2025
1.2.4	Identify existing and potential new roles in HSS suitable for university graduate (skilled) and school graduate (unskilled).	Identify suitable roles for 2 business units.	HSS HR & Capability All Business Units	Aug 2026
1.2.5	Trial the implementation of section 66ZP of the Equal Opportunity Act 1984 to target recruitment and development opportunities to increase representation and progression of youth.	Identify opportunities to apply section 66ZP.	HSS HR & Capability HSS Employee Services	Jan 2026
1.3	Improve the recruitment experience for youth			
1.3.1	Complete analysis of recruitment rates amongst youth to identify their success rate at the shortlist and interview stages.	Complete analysis and report findings.	HSS HR & Capability HSS Employee Services	Dec 2026

	Action	Measure	Led by	By when
1.3.2	Review recruitment training to ensure it includes information on how to create an inclusive environment for youth applicants.	Complete review and report findings.	HSS HR & Capability	Aug 2025
1.3.3	Explore the possibility to create/tailor the standardised interview content, provided to interviewers to ensure it promotes diversity and inclusion e.g. a statement read aloud at the commencement of the interview.	Draft standardised D&I statement for the interview.	HSS HR & Capability	May 2025
1.4	Explore the possibility to establish / expand on existing program(s) targeted to youth			
1.4.1	Implement youth employment programs such as Public Sector Commissions's (PSC) School based traineeship , Solid Future Aboriginal Traineeship Program , Internships and vacation work.	Identify opportunities to apply for the program.	HSS HR & Capability HSS Business Units	July 2025
1.4.2	Use PSC's youth employment referral program to hire youth employees at entry level positions.	At least 2 business units to identify entry level positions.	HSS HR & Capability HSS Employee Services HSS Business Units	Jun 2026
1.4.3	Development and implementaion of a structured HSS Graduate Progam.	Encourage business units to apply for a graduate.	HSS HR & Capability HSS Business Units	Jun 2025

Theme 2: Engagement and retention

Objective: To ensure youth feel engaged and welcomed in their role, team and HSS.

	Action	Measure	Led by	By when
2.1	Increase youth engagement at HSS			
2.1.1	HSS youth employees to complete the PSC's Induction to the WA Public Sector module to understand the public sector expectations.	Training link shared as part of the onboarding process.	HSS HR & Capability	Jun 2025
2.1.2	Provide support to complete all HSS mandatory training as part of the onboarding process.	Detailed youth onboarding guidelines developed.	HSS HR & Capability	Dec 2025
2.1.3	Establish an opt-in 'Youth at HSS' group to provide peer and social support.	Establish group	HSS Youth HSS HR & Capability	Sept 2025
2.1.4	Raise awareness amongst youth employees of the existence and the benefits of being a member of the Institute of Public Administration (IPAA) Young Professionals Network and/or joining the IPAA Young Professionals Committee: Young Professional Committee - IPAA Western Australia	Create communication plan to raise awareness	HSS HR & Capability HSS Communications	Oct 2025
2.1.5	Build awareness in the organisation on how to include, respect and support youth employees.	Create communication plan.	HSS HR & Capability HSS Communications	Dec 2025
2.1.6	Establish a process for SHRBPs and HR Consultants to engage regularly with youth employees to provide support.	Establish process	HSS HR & Capability	Dec 2025
2.1.7	Ensure youth represented in the HSS Hub page, branding materials and relevant channels and platforms e.g LinkedIn.	Complete review and create communication plan.	HSS HR & Capability HSS Communications	Mar 2025

	Action	Measure	Led by	By when
2.2	Review retention trends amongst youth employees			
2.2.1	Review retention trends amongst youth employees.	Complete analysis and report findings.	HSS HR & Capability	Dec 2025
2.2.2	Collect and review feedback from youth employees exit interview forms to improve youth engagement at HSS.	Review exit interview forms biannually.	HSS HR & Capability	Feb 2026
2.2.3	Report on the youth employment data and measures taken to meet HSS youth employment targets.	Reporting youth employment data.	HSS HR & Capability	Feb 2026
2.2.4	Identify entry-level roles across all business units to offer to high performing youth employees on completion of their program through a structured pathway program.	Identify entry level roles in minimum 2 business units.	HSS HR & Capability HSS Business Units	June 2026

Theme 3: Growth and development

Objective: To support youth to develop their skills and progress their careers

	Action	Measure	Led by	By when
3.1	Create development opportunities targeted to youth			
3.1.1	Design and implement a 'New to Workforce' academy which upskills those who are new to the workforce (not necessarily youth only) on topics such as email etiquette, use of MS Office, professional image building etc.	Establish the academy.	HSS HR & Capability	Jun 2027
3.1.2	Design and implement mentoring program to match youth employee with a senior employee. The program is to also encourage reverse mentoring.	Establish the program.	HSS HR & Capability	Mar 2026
3.1.3	Review manager training to identify opportunities to improve the support managers provide to youth employees.	Complete review and report findings.	HSS HR & Capability	Dec 2025
3.1.4	Establish process where the My Performance plans of youth employees are centrally reviewed to confirm that suitable support and training is being provided and to identify trends in development goals.	Establish process to offer youth focused L&D courses.	HSS HR & Capability	Jun 2026
3.1.5	Explore the possibility of creating a job shadowing / rotation process to provide the opportunity for employees (not necessarily youth only) to broaden their skills and improve cross-function collaboration within HSS.	Complete review and share recommendations.	HSS HR & Capability	Jun 2027

References

References are included in this section to provide source of the data and insights presented and validating the information behind the development of the HSS' Youth Action Plan 2025-2028.

- [How a Multi-Generational Workforce is Key to Economic Growth | World Economic Forum \(weforum.org\)](https://www.weforum.org)
- [Youth - Action Plan to Improve WA Public Sector Employment Outcomes 2020–2025 \(www.wa.gov.au\)](https://www.wa.gov.au)
- [Young workers in WA \(www.wa.gov.au\)](https://www.wa.gov.au)
- [WA Youth Action Plan 2024-2027 \(www.wa.gov.au\)](https://www.wa.gov.au)
- [Action plan: Youth \(www.wa.gov.au\)](https://www.wa.gov.au)
- [Health-Support-Services-2023-24-Annual-Report.pdf](#)
- [YACWA Youth Action Plan submissions - YACWA](#)
- [wahealthdept.sharepoint.com/sites/hss-corporate-our-hss/Diversity and Inclusion/Forms/AllItems.aspx?id=%2Fsites%2Fhss-corporate-our-hss%2FDiversity and Inclusion%2FHSS Diversity and Inclusion Strategy 2023-26%2Epdf&parent=%2Fsites%2Fhss-corporate-our-hss%2FDiversity and Inclusion](https://wahealthdept.sharepoint.com/sites/hss-corporate-our-hss/Diversity%20and%20Inclusion/Forms/AllItems.aspx?id=%2Fsites%2Fhss-corporate-our-hss%2FDiversity%20and%20Inclusion%2FHSS%20Diversity%20and%20Inclusion%20Strategy%202023-26%2Epdf&parent=%2Fsites%2Fhss-corporate-our-hss%2FDiversity%20and%20Inclusion)
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- [Department of Justice, Western Australia Annual Report 2022-2023 \(www.wa.gov.au\)](https://www.wa.gov.au)
- [2022-23 Annual Report \(transport.wa.gov.au\)](https://transport.wa.gov.au)
- [Eligibility for GradStart - GradStart \(nsw.gov.au\)](https://nsw.gov.au)
- [Graduates and students \(riotinto.com\)](https://riotinto.com)
- [Our Programs — Rio Tinto Future Skills](#)
- [Graduate opportunities | Careers at NAB - NAB](#)

- [Introducing Telstra Foundation's Youth Advisory Council](#)
- [Why Telstra's grad experience has ticked all the boxes for me - Telstra](#)

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