HSS Multicultural Action Plan
2023 – 2026

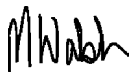(1 January 2023 – 30 June 2026)

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Foreword: Message from our Chair and Chief Executive

We are pleased to launch Health Support Services' (HSS) Multicultural Action Plan (MAP) 2023-2026, which carries on the work commenced in its inaugural MAP 2020-2022. It sets out our plan to better integrate the skills and perspectives of people from culturally and linguistically diverse (CaLD) backgrounds, and in doing so, create a sense of belonging for all our people and improve services to our customers.

HSS benefits from strong representation from the CaLD community, with 25% of our employees self-identifying as being from a CaLD background. Through strong leadership and the implementation of foundational programs and initiatives, HSS has made good progress over the course of its first MAP in making HSS feel welcoming and inclusive. Our new MAP sets our focus on moving beyond "awareness building" towards true inclusivity through better integration of the skills and perspectives of people from CaLD backgrounds and a true appreciation for diversity in the things we do and the way we operate.

The Western Australian Multicultural Policy Framework (WAMPF) continues to provide a structure for all agencies to direct their efforts in achieving the Government's vision for multiculturalism in Western Australia. The WAMPF outlines three policy priorities: (1) Harmonious and inclusive communities; (2) Culturally responsive policies and services; and (3) Economic, social, cultural, civic and political participation. Our Plan aligns to these three priorities.

We acknowledge and thank the HSS Multicultural Reference Group, HSS employees and executives who participated in consultation and provided feedback. We commend this Plan and ask that all employees consider what they can do to contribute to a culturally diverse and inclusive Health Support Services.

Signed on 1 Dec 2022, 10:52 AWST

Michael Walsh
Chair

Robert Toms
Chief Executive

Overview: HSS Multicultural Action Plan

HSS is a proudly diverse organisation and the richness of this diversity adds to our unique culture across all our work locations.

To build on the success of the previous MAP 2020-22 and increase our maturity, HSS will continue to deliver communications and events that build mutual understanding and respect of our CaLD workforce, while also emphasising the benefits of diversity and achievements of people from CaLD backgrounds. Our new MAP 2023-26 sets our focus on moving beyond "awareness building" towards true inclusivity.

A culturally diverse and inclusive workplace is one where:

- a sense of belonging, connection and community is fostered;
- respect, appreciation and understanding of others is demonstrated;
- people feel safe to bring their 'whole selves' to work;
- policies, programs and services are free of prejudice, discrimination and exclusion; and
- diverse perspectives are sought, considered and harnessed to create business value

Showcasing actions that will work towards greater inclusion, this Plan strives to achieve a workplace where everyone has a strong sense of belonging, can participate fully, achieve their goals and improve services to our customers.
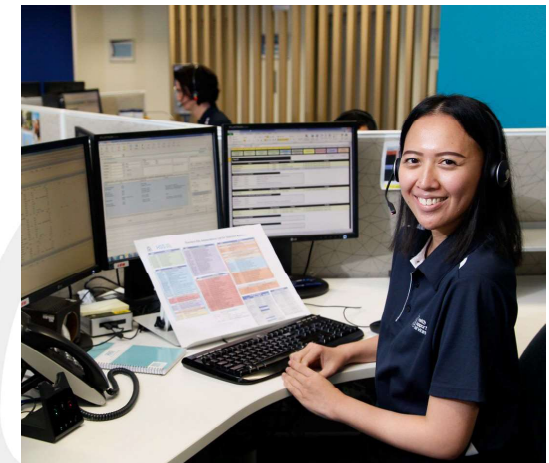
Priority One: WA Multicultural Policy

1. Harmonious and inclusive communities

Policy Outcome:

• Every Western Australian values cultural, linguistic and religious diversity and feels that they belong.

Strategies*:

1.1 Promote the benefits of cultural and linguistic diversity (CaLD) and celebrate the achievements of people from culturally diverse backgrounds.

1.2 Address racism and discrimination at both an individual and institutional/systemic level, including implementing the Policy Framework for Substantive Equality.

1.3 Develop workplace cultures that are welcoming and inclusive of all Western Australians.

1.4 Initiate and support events and projects that build mutual understanding and respect between cultures.

Agencies are not required to commit to actions for every strategy

1. Harmonious and inclusive communities

Strategy	Actions	Responsibility	Key Performance Indicators	2022-24	2024/25	2025/26
Strategy 1.1: Promote the benefits of cultural and linguistic diversity and celebrate achievements	**1.1.1:** Increase the focus in HSS communications on: a) celebrating CaLD employees' achievements; b) promoting the benefits of team cultural diversity; and c) showing how D&I initiatives are integrated on the ground at HSS.	MRG HR & Capability Communications	• Minimum of 2 articles published per quarter. • 5% increase in culture/engagement survey : 'We recognise each other's diverse contributions' across 2023-26".			
Strategy 1.3: Develop workplace cultures that are welcoming and inclusive of all Western Australians.	**1.3.1:** Develop and implement an HSS "belonging" framework that may include (but is not limited to) the following activities: a) work with employees to define what "belonging" should look and feel like at HSS, and identify the behaviours and moments that matter most; b) identify and leverage synergies between MAP 2023-26 actions and other D&I actions at HSS; and c) investigate implementing a Diversity Champion Award	MRG HR & Capability Communications HSS employees	• Framework development approach utilises co-design. • Framework is developed and implementation progress achieved. • Baseline + 1.5% increase in CaLD engagement score in each yearly MfH survey. • New Diversity Champion Award in place.			
	1.3.2: Develop a Welcoming and Inclusive Workplace intranet hub that provides relevant D&I information to CaLD and other diverse employees	MRG HR & Capability Communications	• Intranet hub page created by March 2023. • Initiatives and content developed on an ongoing basis.			
	1.3.3: Continue promoting the CaLD module in the Equity, Diversity and Inclusion Learning Suite to HSS employees and offering the Inclusive Leadership training sessions to our Leadership Academy.	MRG HR & Capability	• HSS employees (CaLD module) – Baseline + 5% across 23-26. • L'ship Academy attendees (Inclusive Leadership) – 100% completion.			
Strategy 1.4: Initiate and support events and projects that build mutual understanding and respect between cultures.	**1.4.1:** Create a calendar of cultural days of significance and continue celebrating these with events and/or communications	MRG HR & Capability Communications	• Diversity calendar finalised by 31 December each year. • Four significant days acknowledged.			
	1.4.2: Continue including positive representations of people from CaLD backgrounds and promoting mutual understanding in HSS' communication channels.	MRG HR & Capability Communications	• Minimum of2 communication channels employed per initiative. • # thank you notes achieved against value 'we make a difference together?'.			
	1.4.3: Work with HSS' Warehouse and Customer Supply teams to ensure communications and other diversity initiatives are implemented in ways that strengthen access, engagement and ownership at a local level.	MRG Warehouse and Logistics Team	• Two locally driven CaLD initiatives per year.			

*Agencies are not required to commit to actions for every strategy, MRG = Multicultural Reference Group

Priority Two: WA Multicultural Policy

2. Culturally responsive policies, programs and services

Policy Outcome:

- All West Australians are informed of and have equitable access to government services.
- Programs and services are culturally appropriate and responsive to the needs of all Western Australians.
- Customised CaLD specific services are provided for those that need them.
- A workforce that is culturally competent and representative of it's community and business and client needs.

Strategies*:

2.1   Integrate multicultural policy goals into strategic and corporate planning, procurement and review processes.

2.2   Identify inequities in service access and outcomes for Western Australians from CaLD backgrounds and develop strategies to address them.

2.3   Provide language services to ensure language is not a barrier to equitable access to information and services, including complaints processes.

2.4   Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes.

2.5   Enable culturally diverse communities to have meaningful input into policies, programs and systems through co-design and planning, co-delivery and implementation, and evaluation processes.

2.6   Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce.

Agencies are not required to commit to actions for every strategy

Strategy	Actions	Responsibility	Key Performance Indicators	2022-24	2024/25	2025/26
Strategy 2.3: Provide language services to ensure language is not a barrier to equitable access to information and services	**2.3.1:** Identify channels where barriers exist for employees who have English as their second language and investigate ways to overcome. These may include (but not limited to): translation of key HSS documents, adding "Translate" and other D&I functionality to HSS website, promoting opportunities for CaLD employees to develop their business English skills.	MRG HR & Capability Communications ICT	• Documents translated into agreed languages • Integration of functionality improvements and org wide communications. • Identification of an L&D provider, %CaLD employee uptake in training.	▓	▓	▓
Strategy 2.4: Collect and analyse cultural and linguistic data to contribute to the identification of client needs, the development of policies and programs, and evaluation of outcomes.	**2.4.1:** Implement a Workforce and Customer Diversity Data intranet hub that publishes CaLD and other D&I data to inform the development of HSS plans, policies and services, and monitor the effectiveness of actions.	MRG HR & Capability Communications DoH	• Intranet hub approach utilises co-design. • Intranet hub is published and maintained. • Increased number of employee disclosures about CaLD status.	▓	▓	▓
	2.4.2: Utilise data and collaborate with CaLD employees to identify and implement actions that will improve HSS' internal systems and service delivery from the perspective of cultural and linguistic diversity.	MRG HSS Business Units	• Number of internal service, system or process improvements that are informed by CaLD insights.		▓	▓
	2.4.3: Collaborate with customer-facing teams to identify and implement actions that will improve HSS' external service delivery from the perspective of cultural and linguistic diversity.	MRG HSS Business Units	• Number of external service improvements that are informed by customer CaLD insights.			▓
Strategy 2.5: Enable culturally diverse communities to have meaningful input into policies, programs and systems through co-design and planning, co-delivery and implementation, and evaluation processes.	**2.5.1:** Improve the representation of diverse views in the design of policies, programs and processes by implementing initiatives that may include (but are not limited to) the following: (a) Promote the availability of the data associated with Action 2.4.1; (b) Link with existing methodologies/artefacts to encourage HSS people to use a CaLD lens when making decisions and designing policies, programs and processes (e.g. project management methodology; internal committee Terms of Reference template); and (c) Promote opportunities to provide input or codesign policies, programs & systems on the hub page described in Action 1.3.2.	MRG HSS Principal Consultants HSS Business Units and Project/Program Team Leaders	• Number of policies, programs and processes that seek CaLD insights during development and review.	▓	▓	▓

*Agencies are not required to commit to actions for every strategy, *MRG = Multicultural Reference Group, ICT = Information, Communications and Technology Business Unit

2. Culturally responsive policies, programs and services (page 2 of 2)

Strategy	Actions	Responsibility	Key Performance Indicators	2022-24	2024/25	2025/26
Strategy 2.6: Implement recruitment and selection processes that facilitate workforce diversity, and provide opportunities for the development of cultural competencies across the workforce.	**2.6.1:** Identify and implement new diverse and non-digital recruitment channels for reaching CaLD candidates (for example, relevant for warehousing and logistics team).	MRG HR & Capability Employment Services HSS Hiring Managers	• # of alternative channels identified, # used and # CaLD applicants received. • Tracking of hiring managers/recruitment panel Chairs who complete cultural diversity training. • % HSS employees who have completed available training relating to inclusive interviewing. • % workforce who identify as CaLD • # CaLD employees recruited through the C1 39.		▓	▓
	2.6.2: Provide professional learning and support to enhance leaders' and our workforce's cultural competence, with an emphasis on recruitment and selection. For example, in addition to promoting the CaLD module in the Equity, Diversity and Inclusion Learning Suite to HSS employees, this module may be made mandatory for all hiring managers. This action could also include an initiative to work with HSS' Quality Release Management team to develop an online program focused on inclusive interviewing and reducing unconscious bias in the recruitment process.	HR & Capability Assurance and Knowledge Management Employment Services ICT		▓	▓	▓
	2.6.3: Leverage the opportunity to utilise the current Commissioner's instruction to directly appoint people from diverse backgrounds.	HR & Capability Employment Services HSS Hiring Managers		▓	▓	▓

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Priority Three: WA Multicultural Policy

3. Economic, social, cultural, civic and political participation

Policy Outcome:

- Western Australians from CaLD backgrounds are equitably represented in employment and on boards, committees and other decision-making bodies.
- Western Australia's CaLD community is harnessed to grow economic, social, cultural, civic and political development.

Strategies:

3.1   Implement recruitment and career development processes that support employment and progression of employees from CaLD backgrounds.

3.2   Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles.

3.3   Identify, develop and promote initiatives that support the development of businesses and entrepreneurial potential of Western Australia's CaLD community.

3.4   Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's CaLD community.

3.5   Develop and strengthen global connections through partnerships with Western Australia's CaLD communities and businesses.

Agencies are not required to commit to actions for every strategy

3. Economic, social, cultural, civic and political participation

Strategy	Actions	Responsibility	Key Performance Indicators	2022-24	2024/25	2025/26
Strategy 3.1: Implement recruitment and career development processes that support employment and progression of employees from CaLD backgrounds.	**3.1.1:** Collaborate with CaLD employees to understand the stages in the recruitment and selection process where they need extra support, and respond with appropriate resources or adjustments to enhance access.	MRG CaLD Employees Employment Services Assurance and Knowledge Management	• # improvement opportunities identified and % implemented. • % workforce recruited per quarter who identify as CaLD.			
	3.1.2: Partner with providers to design an appropriate mentoring program that supports career development for all people at HSS while also integrating D&I considerations.	MRG / ERG HR & Capability	• Exploration and identification of providers. • Co-design with CaLD employees. • Program uptake by CaLD employees.			
	3.1.3: Through HSS' EVP project, develop a Welcoming and Inclusive Workplace internet page that promotes HSS as a place where CaLD and other diverse candidates will feel supported and encouraged to achieve their potential.	MRG / ERG HR & Capability Communications	• % workforce recruited per quarter who identify as CaLD. • Internet page development approach utilises co-design. • Internet page is published and maintained. • Internet page engagement.			
Strategy 3.2: Achieve equitable representation of people from CaLD backgrounds at all levels and in decision-making roles.	**3.2.1:** Improve the representation of CaLD perspectives in HSS decision-making forums by implementing initiatives that may include (but are not limited to) the following: a) Publish data showing CaLD representation across HSS Tiers and Business Units; b) Link with existing artefacts to encourage HSS committee chairs to ensure diversity in their membership (e.g. Terms of Reference template); and c) Identify and promote opportunities for CaLD employees to contribute to, and participate in working groups and committees.	MRG HR & Capability Communications HSS Business Units	• CaLD representation across Tiers and Business Units published in monthly Executive and Board reporting. • Update to corporate templates. • # identified forums that are implementing ways to integrate CaLD perspectives. • # opportunities promoted/quarter seeking CaLD perspectives.			
Strategy 3.4: Identify, develop and implement initiatives that encourage social, cultural, civic and political participation by members of Western Australia's CaLD community.	**3.4.1:** Build awareness and promote avenues by which CaLD employees can contribute to, and participate in social, economic, civic, and political events.	MRG CaLD Employees Communications	• Number of avenues promoted/quarter. • Number of articles published by CaLD employees sharing their involvement in social, economic, civic and/or political events.			

*Agencies are not required to commit to actions for every strategy, *MRG = Multicultural Reference Group, ERG = Employee Reference Group