

**Strategy Support Recommendations:**

Successful implementation of the YES framework requires the implementation of the following recommendations:

**Recommendation 3:** The Youth Employment Strategy and framework be supported by Executive as the guidance for employing youth within WSC.

**Recommendation 4:** The activities outlined within the YES are built into the Workforce Management Strategy and annual plans over the next four years.

**Recommendation 5:** WSC support the employment of local youth by reducing the minimum working age of 18 to 15 years of age.

## Overview of Each Activity and Recommendations

The following table identifies the key components of each activity and estimated associated costs required. A more detailed analysis and development of policies for each activity will be undertaken at the time of development.

Activity	Key components	Rationale	Stakeholders	Cost	Timing
<b>Exposure</b>					
<p><b>Activity one:</b> Work Experience Program</p>	<ul style="list-style-type: none"> <li>• Opportunities for unpaid work experience for those studying at school, university and other Registered Training Organisations</li> <li>• Continuation of improved current activity</li> <li>• Work experience placements capped at three per week unless part of a structured recruitment program to enable effective implementation, coordination and minimise impact on HR staff.</li> <li>• Build partnership with local RTO's, University's and school's to enable effective coordination and planning</li> <li>• Partner with youthconnections.com.au who coordinates (as a result of a tender process for NSW Department of Education &amp; Communities) all school VET work experience on the central coast</li> <li>• Insurances are provided by the schools/ UNI/ RTO as per normal practice</li> </ul>	<ul style="list-style-type: none"> <li>• Partnering provides one point of contact for all central coast schools</li> <li>• Exposes students to opportunities that are available at WSC</li> <li>• Promotes image within community and demonstrates our commitment to engaging with youth</li> <li>• Capping weekly numbers reduces the amount of ongoing time taken for staff to respond to work experience requests</li> </ul>	<ul style="list-style-type: none"> <li>• Local High Schools</li> <li>• University's RTO's</li> <li>• youthconnections.com.au</li> <li>• Students</li> </ul>	<ul style="list-style-type: none"> <li>• No tangible cost</li> <li>• Cost of time for HR to coordinate the program</li> <li>• Cost of time for supervisors across the business to supervise students</li> <li>• A coordinated approach could reduce staff time as this will be limited to targeted times throughout the year.</li> </ul>	2011/2012 annual plan
<p><b>Recommendation 6:</b> WSC implement an improved approach to work experience through prior planning of placements with schools/ UNI and education providers and cap placements at four per week unless part of a structured recruitment program.</p> <p><b>Recommendation 7:</b> WSC build a partnership with the most meritorious groups to implement the Work Experience Program for school students by brokering with the schools</p>					

Name: WSC Youth Employment Strategy 2012-2016

Owner: Workforce Development

Version: Ten – Councillor Report 24 October 2012

to identify suitable candidates.					
<p><b>Activity two:</b> School Volunteer Program</p>	<ul style="list-style-type: none"> <li>Volunteering opportunities for secondary school students who are participating in recognised programs such as the Premiers' Volunteer Program and Duke of Edinburgh's Award</li> <li>This is a new activity</li> <li>Volunteering opportunities for disengaged youth who are participating in federal and state programs to assist them in reengaging with their education</li> <li>Insurances are covered for the Premiers' Volunteer Program and Duke of Edinburgh's Award (Attachment 2)</li> </ul>	<ul style="list-style-type: none"> <li>Exposes students to type of work available at WSC</li> <li>Promotes image within community and demonstrates our commitment to engaging with youth</li> <li>Assists in supporting the community by re engaging youth and introducing them to real work skills</li> <li>Students undertaking volunteer programs such as the premier's volunteer program are often well performing students, who after a positive experience at WSC may choose to work with us once their education is complete or apply for one of our "Engagement" programs</li> </ul>	<ul style="list-style-type: none"> <li>Local High School students</li> <li>University students</li> <li>Local students studying at RTO's</li> </ul>	<ul style="list-style-type: none"> <li>No tangible cost for co-ordination of students completing volunteer programs</li> </ul>	2012/2013 annual plan
<p><b>Recommendation 8:</b> WSC offer opportunities each year for students undertaking volunteer programs and these opportunities are included in the capped work experience opportunities at four per week unless being undertaken as part of a structured recruitment process.</p>					
<p><b>Activity three:</b> Attendance at targeted career expos</p>	<ul style="list-style-type: none"> <li>Attendance at targeted career expos to build talent pools of youth for programs within the engagement element of the youth employment strategy framework</li> <li>This is an extension of current activity with a more strategic and targeted approach</li> <li>Develop new materials which align to the Youth Employment Strategy Framework and Employer Value Proposition</li> <li>Keep a register of talent pools and actively use when recruiting for suitable</li> </ul>	<ul style="list-style-type: none"> <li>Educates students about employment opportunities at WSC</li> <li>Cost effective marketing of our programs and employment opportunities</li> <li>Creates talent pools for our programs, but can also be extended to skill shortage areas</li> </ul>	<ul style="list-style-type: none"> <li>Local high schools</li> <li>Expo coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Cost of developing and printing new materials to align with the program of \$1500 (existing budget)</li> <li>Cost of time to prepare for and attend expo (This falls within the current role of</li> </ul>	2012/2013 annual plan

Name: WSC Youth Employment Strategy 2012-2016  
 Owner: Workforce Development  
 Version: Ten – Councillor Report 24 October 2012

<ul style="list-style-type: none"> <li>positions</li> <li>The number of expos attended will be dependent upon budget constraints</li> </ul>		<ul style="list-style-type: none"> <li>staff within HR)</li> <li>Cost to attend \$3500 each year</li> </ul>	
---	--	---	--

**Recommendation 9:** WSC continue to attend career expos with a targeted approach to build talent pools of youth for activities identified within this strategy.

## Engagement

<p><b>Activity four:</b> School based apprenticeships/ traineeships</p>	<ul style="list-style-type: none"> <li>School based Apprenticeships/ Traineeships (SBAT's) for students completing their HSC wishing to undertake VET subjects as part of their ATAR or trade school completion</li> <li>This is a new activity for WSC</li> <li>Traineeships are offered part time over a two year period requiring 100 paid work days throughout this period</li> <li>Apprenticeships offered over five years - the first two years part time and the following three years at full time</li> <li>This activity is recommended to include Aboriginal youth and connect with Aboriginal mentoring programs as provided by the Department of Education and Communities and/or Aboriginal Employment Strategy Ltd (AES)</li> <li>Advertise through Koori connect to identify Aboriginal students</li> <li>Implement trainees first and assess the success, before considering areas in apprenticeships</li> </ul>	<ul style="list-style-type: none"> <li>SBAT's are growing in popularity due to the Certificate II level or age of 17 age restriction for school leavers</li> <li>Provides real experience to our local youth</li> <li>Provides opportunity for WSC to identify top talent for other employment options within WSC</li> <li>SBAT's are considered a very positive tool within the Aboriginal community for engaging with youth</li> <li>Demonstrates WSC real commitment to supporting students with their High School education</li> <li>Assess success of traineeship prior to seeking other areas as this will give a good indication of likely success in apprenticeships</li> <li>Minimum three recommended as this allows students to support each other through their work and study. This also enables a larger test group to assess the success of the program</li> </ul>	<ul style="list-style-type: none"> <li>Koori connect</li> <li>Aboriginal Employment AES</li> <li>Department of Education &amp; Communities Local high schools youthconnecti ons.com.au</li> </ul>	<ul style="list-style-type: none"> <li>No cost for mentoring program</li> <li>Up to \$2000 funding for each certificate II student returned to the employer through Commonwealth incentives</li> <li>Cost of salary and on costs for 100 days work experience over the 2 year period for traineeship students \$12000 (\$6 000 pa) based on Award rates 15-18 year olds – (due to this impact and the need to allocate budget, this program has been</li> </ul>	<p>When budget available</p>
---	--	---	---	---	------------------------------

				<ul style="list-style-type: none"> <li>held until 2012/2013 annual plan, therefore students wouldn't be offered opportunities until 2013)</li> <li>Cost per year for 3 trainees \$18 000 in first year and \$30 000 in each following year (\$36 000 less \$6 000 received in Commonwealth Incentives)</li> </ul>	
<p><b>Recommendation 10:</b> WSC implement school based traineeships where one is nominated for an Aboriginal student utilising the free mentoring programs that available to support the trainee, when budget is available to implement</p>					
<p><b>Activity five:</b> Scholarship Program</p>	<ul style="list-style-type: none"> <li>Annual Scholarships provided to first and second year university students studying in targeted areas.</li> <li>This includes scholarships of \$2500 to each recipient from the Councillors, along with four weeks paid work experience over a 12 month period</li> <li>Allows one day exam and study leave per subject</li> <li>This is an extension of our current approach which applies to first year university students only.</li> </ul> <p>No increase in numbers, just split to two first year students and two second year students</p>	<ul style="list-style-type: none"> <li>Extending to second year students will fill the gap between the scholarship program and the internship program which is open to third and fourth year students</li> </ul>	<ul style="list-style-type: none"> <li>Local school students</li> <li>Local schools</li> </ul>	<ul style="list-style-type: none"> <li>Current budget remains the same at \$16 000 pa for wages + salary increases</li> <li>Current scholarship amount remains unchanged at \$10 000 pa</li> </ul>	<p>2012/2013 annual plan</p>
<p><b>Recommendation 11:</b> The current Scholarship Program to be offered to 1<sup>st</sup> and 2<sup>nd</sup> year university students.</p>					

Name: WSC Youth Employment Strategy 2012-2016  
 Owner: Workforce Development  
 Version: Ten – Councillor Report 24 October 2012

<p><b>Activity six:</b> Internship Program</p>	<ul style="list-style-type: none"> <li>• Internships for students completing their last or second to last year of university</li> <li>• Internships provide three days paid part time employment per week</li> <li>• Working days are scheduled to align to study requirements of individuals for a temporary 12 month period.</li> <li>• The students are also supported with study and exam leave days</li> <li>• This is a continuation of the current activity</li> <li>• Currently eight students per year within infrastructure management (engineering)</li> <li>• Provide opportunities within areas of study outside engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Rotation throughout WSC midway through the program continued to ensure the integrity of the program as a learning experience is maintained and not used as a cheap labour alternative</li> <li>• There are skill shortage areas across other areas of WSC and the internship program could be used to attract high calibre graduates in these areas</li> </ul>	<ul style="list-style-type: none"> <li>• University students</li> <li>• Universities</li> </ul>	<ul style="list-style-type: none"> <li>• Current budget applies of \$32 000 per student</li> <li>• No additional budget required if opportunities for other areas of WSC are provided within the current 8 intern numbers</li> </ul>	<p>2011/2012 annual plan</p>
<p><b>Recommendation 12:</b> WSC continue the Internship Program in a corporate framework, including the rotation of interns at six months for students studying in skills shortage fields across the organisation and the number of interns remain at eight across the organisation.</p>					
<p><b>Activity seven:</b> Graduate Program</p>	<ul style="list-style-type: none"> <li>• Graduate Program offering full time employment to candidates in targeted areas immediately after completion of their university studies</li> <li>• The program requires rotation throughout WSC</li> <li>• The program will be up to two years duration, with each applicant eligible to apply for appropriate permanent positions after completion of the first 12 months of the program. The role would be advertised for 12 months with an opportunity to apply for a second year.</li> <li>• This is a new activity</li> </ul>	<ul style="list-style-type: none"> <li>• Fills a gap between the Internship Program and permanent employment by offering the experience often required to obtain a full time position</li> <li>• Rotation enables understanding of the organisation and an opportunity to expand experience to increase employment opportunities</li> <li>• Opportunity to apply for permanent positions after 12 months</li> <li>• Funds could be sources through restructures of current positions within teams</li> </ul>	<ul style="list-style-type: none"> <li>• Universities</li> </ul>	<ul style="list-style-type: none"> <li>• One year salary and on costs per graduate up to \$76 421 p.a. based on Award professional band 3, level 2</li> <li>• Since it is up to two years the investment per year would be up to \$124 000</li> </ul>	<p>When utilised by managers within existing budgets</p>

Name: WSC Youth Employment Strategy 2012-2016  
 Owner: Workforce Development  
 Version: Ten – Councillor Report 24 October 2012

<p><b>Recommendation 13:</b> WSC develop a two year Graduate Program to be offered for youth immediately after completing their university qualification which managers can choose to utilise within existing budgets.</p>					
<p><b>Activity eight:</b> Apprenticeships</p>	<ul style="list-style-type: none"> <li>Apprenticeships provided to those wishing to gain a trade on a full time basis</li> <li>Continue approach of hosting employees and using a Group Training Organisation as the employer</li> <li>This is a continuation of our current activity, testing the market to review our preferred GTO/ or GTO's</li> <li>Recommend that for transparency, tender approach to securing a GTO, or group of GTO's for the next four years</li> <li>Focus on offering apprenticeships to youth (from the age of 15 as per recommendation five</li> </ul>	<ul style="list-style-type: none"> <li>Cost of employing our own apprentices is higher than hosting</li> <li>If current GTO unsuccessful, current apprentices will be able to be placed with new host employers</li> <li>Aim to achieve the most number of apprentices for the current cost of hosting them</li> </ul>	<ul style="list-style-type: none"> <li>Current GTO</li> <li>Other local GTO's</li> </ul>	<ul style="list-style-type: none"> <li>Expected to remain the same, with an aim to achieve the most number of apprentices for current costs</li> </ul>	<p>2012/2013 annual plan</p>
<p><b>Recommendation 14:</b> WSC test the market for the placement of apprentices and call for tenders to identify GTO's for the next four years - to commence Jan 1 2013.</p>					
<p><b>Activity nine:</b> Traineeships</p>	<ul style="list-style-type: none"> <li>Temporary full time traineeships offered in targeted areas to address skill shortages and business needs. Once completed a new traineeship would be offered so the FTE within the work area is not affected, unless otherwise determined at the time</li> <li>These are registered traineeships and apprenticeships, falling under the Apprenticeship and Traineeship Act on a temporary basis</li> <li>During the last three months of the</li> </ul>	<ul style="list-style-type: none"> <li>Provides post school level qualifications to employees, building capability within the local area</li> <li>Mentoring support for Aboriginal employees increases successful completion rates</li> <li>Provides career pathway for youth, as follow on qualifications can be achieved</li> <li>Provides WSC opportunity to assess calibre of candidates during temporary appointments and consider for permanent roles when they arise</li> </ul>	<ul style="list-style-type: none"> <li>RTO's</li> <li>AAC</li> </ul>	<ul style="list-style-type: none"> <li>Cost per full time trainee would be dependent on level of school education \$25 000 - \$42000 salary range</li> <li>Incentives of up to \$4000 per Certificate III level trainee from the Commonwealth</li> </ul>	<p>2012/2013 annual plan</p>

<p>Traineeship, employees will be eligible to apply for permanent positions within WSC structure</p> <ul style="list-style-type: none"> <li>This activity is recommended to include Aboriginal youth and connect with Aboriginal mentoring programs as provided by the Department of Education and Communities and/or Aboriginal Employment Commission (AEC)</li> <li>This is a continuation of the current activity implemented in the area of Child Care with an extension to other areas of the business</li> <li>Withdrawal time from the workplace required up to 1 day per week</li> <li>The course completion and traineeship can also be offered to permanent staff to up skill without impacting their permanent employment status</li> </ul>	<ul style="list-style-type: none"> <li>Provides skill shortage areas an opportunity to build grass root succession plan for their area (e.g Design, Libraries)</li> <li>Currently very successful in Child Care Centres</li> <li>Minimum salary for productive employee</li> <li>Trainees that do not gain a permanent appointment will be better educated and skilled to gain other employment opportunities, meeting objective two of this strategy.</li> <li>Used as a tool to replace non-indentured trainee programs which are currently being phased out due to budget and FTE management approach (phased out by 2015)</li> </ul>		<ul style="list-style-type: none"> <li>Government cost of course for each student would be \$800 average</li> </ul>		
<p><b>Recommendation 15:</b> WSC offer traineeships in other skill shortage, and business need areas (Also available to existing employees) with a focus on offering positions to youth within existing budgets.</p> <p><b>Recommendation 16:</b> WSC invest allocated funds from the non indentured trainee education budget (\$20 000) into programs within this strategy as they are phased out through natural attrition.</p>					
<h2>Employment</h2>					
<p><b>Activity ten:</b> Study Assistance Scheme</p>	<ul style="list-style-type: none"> <li>Study Assistance provided to permanent employees wishing to continue their studies in areas which align to business needs</li> <li>Assistance is in terms of financial (either full or part time) and study leave</li> </ul>	<ul style="list-style-type: none"> <li>Program well received within the organisation</li> <li>Anticipated that interest in this program will increase as succession planning integrated within the organisation</li> <li>Further interest will require further</li> </ul>	<ul style="list-style-type: none"> <li>RTO's</li> </ul>	<ul style="list-style-type: none"> <li>Current budget allocated is \$100 000 p.a</li> <li>Old Education Assistance Program (EAP)</li> </ul>	<p>current</p>

Name: WSC Youth Employment Strategy 2012-2016  
 Owner: Workforce Development  
 Version: Ten – Councillor Report 24 October 2012



	<ul style="list-style-type: none"> <li>Applied for annually and support is determined by formal application and selection process</li> <li>The Study Assistance scheme was implemented to replace the Education Assistance Program (EAP)</li> <li>This is a continuation of current activity.</li> <li>Allocate a minimum amount towards supporting the development of our youth under this program</li> </ul>	<p>investment if WSC aims to support high performing employees, including youth</p> <ul style="list-style-type: none"> <li>Transferring funds from EAP to other programs within this strategy will allow increased opportunity for developing talent and supporting youth</li> <li>Recommend that a percentage of SAS budget per year be identified for youth so that there is an obvious and intended commitment to supporting youth across the organisation</li> </ul>		<p>also has allocation of \$50 000 which will be phased out through natural attrition by December 2015</p> <ul style="list-style-type: none"> <li>Additional \$50 000 from EAP to be transferred to other recommended programs within this strategy</li> </ul>	
<p><b>Recommendation 17:</b> WSC continue to invest \$100 000 in the Study Assistance Scheme each year for staff.</p> <p><b>Recommendation 18:</b> WSC invest allocated funds from the non Education Assistance Program budget (\$50 000) into programs within this strategy as they are phased out through natural attrition.</p> <p><b>Recommendation 19:</b> WSC allocate a minimum 5% of the Study Assistance Scheme annual budget to support our youth employees.</p>					
<p><b>Activity eleven:</b> Mentoring Program</p>	<ul style="list-style-type: none"> <li>Formal mentoring provided to high potential employees</li> <li>This has a particular focus on those who have completed their apprenticeship, traineeship or graduate program and achieved full time permanent positions within WSC</li> <li>Program also focuses on high performing youth within WSC, as well as other staff</li> <li>This is a new activity</li> </ul>	<ul style="list-style-type: none"> <li>Tool to recognise high performing employees and developing youth</li> <li>Mentors and mentees develop skills simultaneously</li> <li>Coordinated by HR</li> <li>Aligns with succession pools within WSC</li> </ul>		<ul style="list-style-type: none"> <li>No direct cost for development as skills in house</li> <li>Printing materials to support program within current budgets for printing – developed in house at an estimated \$200 for 10 workbooks</li> <li>Indirect cost for delivery of training sessions on the program</li> </ul>	<p>2013/2014 annual plan</p>

				<ul style="list-style-type: none"> <li>Indirect cost for time of staff to attend mentoring sessions</li> </ul>	
<p><b>Recommendation 20:</b> WSC develop and implement a voluntary formal mentoring program to be coordinated by HR.</p>					
<p><b>Activity twelve:</b> Professional Development</p>	<ul style="list-style-type: none"> <li>Professional development opportunities provided to staff to ensure industry specific skills are maintained and current.</li> <li>This includes short courses, conferences, workshops and seminars</li> <li>Applications are via written application and determined against business needs, alignment with current or future role and budget</li> <li>This is a continuation of current activity and open to all staff</li> </ul>	<ul style="list-style-type: none"> <li>Current approach is effective in determining suitability of learning opportunity</li> <li>Youth employees have equal access</li> <li>No changes recommended</li> </ul>	<ul style="list-style-type: none"> <li>RTO's</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities ceased within organisation budget for professional development and external learning</li> </ul>	current
<p><b>Recommendation 21:</b> WSC continue its current approach to Professional Development.</p>					
<p><b>Activity thirteen:</b> Supervisor Training Program</p>	<ul style="list-style-type: none"> <li>WSC Supervisor Training Program is offered to all staff in frontline leadership roles, or those wishing to progress into a team leader position</li> <li>This three day customised program is the first step in our leadership training and will provide exposure to leadership skills for our high performing youth as identified through our programs</li> </ul>	<ul style="list-style-type: none"> <li>All current employees can access including youth</li> <li>Compulsory for all team leaders</li> <li>No changes recommended</li> </ul>		<ul style="list-style-type: none"> <li>Current cost of attendance is \$60 per employee</li> <li>Indirect cost of time to attend and facilitate</li> <li>No additional budget required as part of ongoing</li> </ul>	current

Name: WSC Youth Employment Strategy 2012-2016  
 Owner: Workforce Development  
 Version: Ten – Councillor Report 24 October 2012