

Developing Our Employee Value Proposition



What we will cover

Explanation of what an EVP is and why we are focusing on it now

Clarification of our ambition in terms of the impact this work will have

A high level overview of the roadmap we are working to

How we will measure success

People and Organisational Development - 3 strategic objectives

By 2026:

- **Culture and experience:** we will have a compelling cultural narrative; we will be working how and where it works best; we will have an employee value proposition that embraces flexibility and inclusivity; we will understand and advocate for diversity; and we will attract and recruit so that our people more accurately reflect the communities we serve.
- **Organisational effectiveness:** we will actively plan and manage towards our agreed optimum workforce size and shape aligned to our LTS; manage change successfully; have clear approaches to develop or access the skills we need and increased agility, deploying resources where needed, reducing silos and increasing collaboration to support organisational performance
- **Business and processes:** we will have policies, processes, and supporting services which drive and enable high performance through managers; key people metrics will inform planning, decision-making and team management.

Some of the challenges we face

Business challenges

- The past few years have demonstrated how changeable the world can be and business priorities need to be agile to keep up
- Budgets have been reduced across the board and yet organisations need to overhaul their strategy, culture and systems to keep up with the flexible working offer
- The impact of socio-economic issues nationally and globally is causing uncertainty about business sustainability and priorities
- Technology is evolving so quickly and businesses need to be agile, innovative and responsive in order to capitalise on this

Public Health Wales challenges

- Rapid change of priorities in 2020- meaning the need for fast growth and upskilling
- Covid 19 shutdowns widened the employment and income inequalities in Wales
- Public Health Wales is redefining itself after the Pandemic and is working to develop a clear articulation of who we are and what we do
- The British health care system is perceived to be overstretched, with an uncertain future [Ipsos Mori, 2021].
- More young people are leaving Wales to find work than are staying
- Many areas of Wales are remote with limited public transport

Attraction of talent

- The recent pandemic enabled individuals to assess their priorities
- The workforce is much more mobile
- Employers need to offer a lot more in order to attract talent
- An organisation's culture, EX and EVP are growing priorities for workers
- Socio-economic issues are putting a strain on the attraction of foreign talent as well as creating a much more competitive salary market within the UK
- The media coverage of NHS and Public Sector organisations makes them look unattractive

Retention of talent

- People are burned out
- People are moving jobs based on their priorities and the employee experience
- Workload across all industries has increased due to the talent challenge
- Inflation and increase in the cost of living means that salary is very important to workers
- The mental health crisis is only getting worse following Covid
- Reward and recognition are becoming increasingly important to workers

Critical Questions

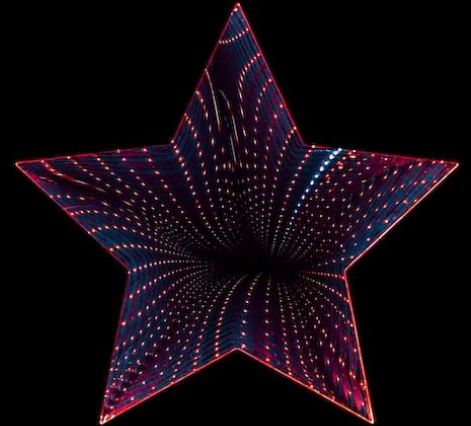
What makes Public Health attractive as an employer?

Do we have any unique qualities?

What are people saying now?

What do we want them to be saying in the future?

What would we want Public Health Wales to be famous for?



What is an EVP?

Employee Value Proposition (EVP) is the value a company offers to employees in return for the value they bring to the organization,
Or.... the promise that an organisation makes to its people in return for their hard work, commitment to the vision and embodiment of the organisational values.

Our Offer

Our Ask



How our EVP is underpinned by our wider transformation programme

Culture Narrative and Behaviour Framework (BOB):

- Creating a strong and compelling culture blueprint (which includes our EVP) and a culture narrative for how all these elements fit together is fundamental
- Using this to shape an authentic and inspiring employer brand through the way PHW position ourself and the stories we tell.
- Culture and EVP go hand in hand - it is our culture and our EVP that will enable us to recruit and retain talent.

EDI and WHIWB:

- Championing EDI and wellbeing are fundamental to creating a great, inclusive culture and employee experience
- Diversity in our people creates diversity of thought, problem solving, experience and expertise - these are all essential for supporting our service users and innovation
- Flexibility in how and where our people work, allows them to feel trusted and supports them in working in ways that best support their mental and physical health
- Recognising and supporting our employees as individuals, leads to improved performance.

Leadership and Management Development:

- We believe that leaders should actively and visibly role model and champion culture, setting the standards for how behaviours will inform decision making, interactions and problem solving
- Managers, however, are fundamental to shaping the everyday experience. They support their teams to live the values, develop and grow, working together to achieve the organisational goals.

We want our EVP to:

Have elements which will appeal to
a diverse audience

Be built around factors which
engage, attract and retain

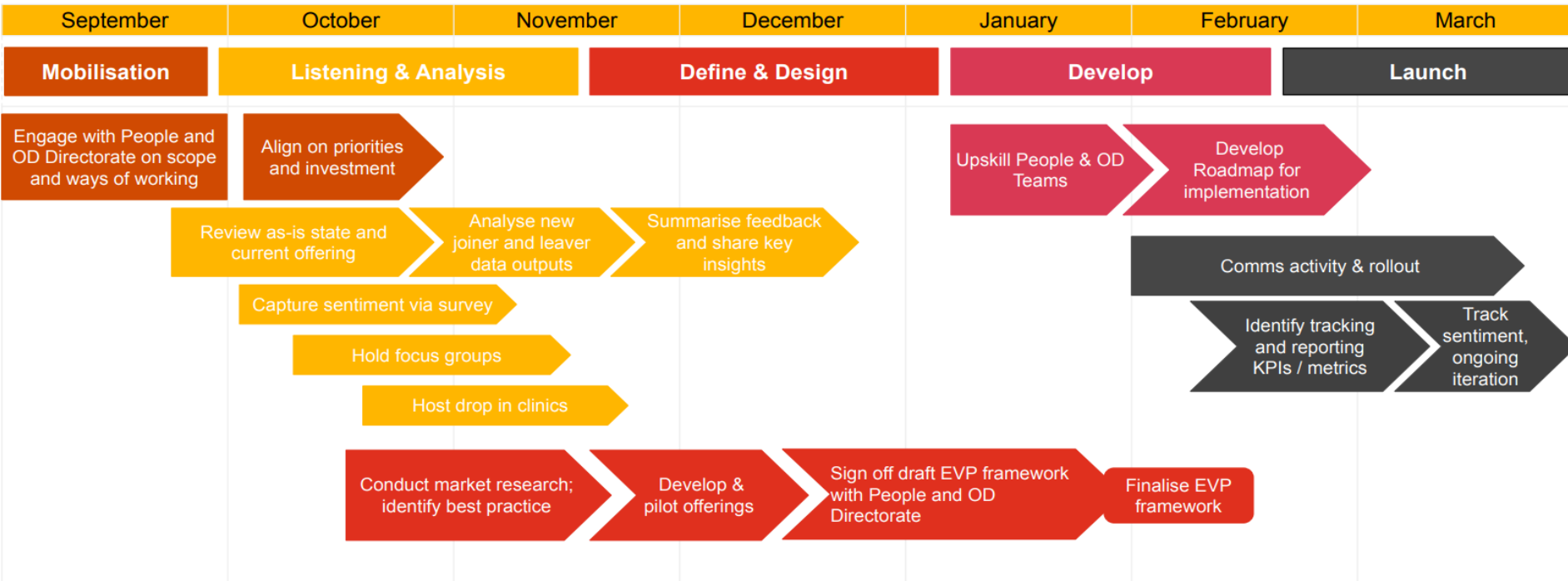
Be developed *with* the
engagement of current and
prospective employees



Our ambition in terms of impact

- Increased employee engagement and intention to stay
- Increased social engagement / widening access
- Optimised understanding of the organisation, its career pathways and development opportunities
- Increased candidate and new hire satisfaction
- Increased quality / standard and diversity of the new applicants
- Reduced employee turnover
- Improved time to hire
- Strengthened organisational culture
- Delivery of a unifying and pioneering EVP

High Level Project plan



Listening and Analysis Phase

- Desktop Immersion
- Senior Stakeholder Interviews
- Engagement Sessions with Exec and Leadership teams
- Engagement session with LPF, POD, Network Chairs, Business Leads
- All Staff Survey
- External partners including schools and universities and hard to reach groups
- 9 internal focus groups with a cross section of staff during January
- Additional Exec and Leadership Team meeting in Feb to share / test findings and start to build EVP

Measuring success

Most of the data required to measure the success of an EVP is collected as standard within HR reporting. These measures include;

- Staff engagement scores
- Attrition rates (regretted)
- Staff and candidate diversity measures
- Quantity and quality of applications (particularly for hard to fill roles)
- Candidate satisfaction
- Employee turnover statistics

However, there will be specific measures for each pillar of our finalised EVP. For example, we had a learning and development pillar, statistics around the level of uptake of courses, traffic on the L&D intranet page, secondment and internal mobility statistics could be utilised.

What's next?

- Train the Trainer
- Internal Focus Groups
- External Talent Survey & Conversations
- Leaders Lab #2
- Shaping EVP Territories
- V1.0 Draft EVP
- Internal Validation Drop ins
- External Validation Survey





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Questions