

## **EMPLOYMENT MATTERS COMMITTEE**

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### **EMPLOYEE VALUE PROPOSITION**

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#### Summary

To introduce the Councils' Employee Value Proposition

1. Budget and Policy Framework
  - 1.1 This is a matter for the Employment Matters Committee
2. Background
  - 2.1 The council, together with local authorities nationally, are experiencing significant recruitment and retention challenges in certain professions. It is therefore imperative that we continually consider ways we can enhance our attraction strategy to attract and keep the best talent.
  - 2.2 A key way of doing this is to position ourselves in the jobs market as an 'employer of choice' and stand out from the crowd. We can do this by showcasing what we have to offer to potential candidates and re-enforce to current employees the reasons they should stay with us.
  - 2.3 The Employee Value Proposition (EVP) supports this objective by setting out a summary of the significant benefits individuals can receive in exchange for choosing to work for the council.
  - 2.4 The employment contract sets out a number of explicit terms such as salary, annual leave entitlement, special leave provisions, maternity and paternity provisions etc. However, there are also a range of implied terms that are not set out in writing but will nevertheless form part of the 'deal' between employer and employee. These are the added 'extras' an employee may expect in return for working with an employer and these form the Employee Value Proposition.
  - 2.5 Our EVP can be found in appendix one. This features a large number of these 'added extras' seeking to capture the essence of our organisation by

focusing on our values, compensation, benefits, career development, work environment, and culture.

### 3. Options

3.1 In such a competitive jobs market, the council can either carry on with current methods of attracting new talent or seek to develop new creative ways of appealing to prospective candidates. The EVP is one way to support the council's attraction strategy.

3.2 Likewise, the council needs to retain its valued workforce. By setting out what individuals can expect from their employer and continually reviewing the package of benefits that support the employment contract, the council has a better prospect of retaining talent.

### 4. Advice and analysis

4.1 Another key aspect of having an EVP is to promote the aspects of our employment offer that resonate with our ideal candidates and make them choose us over our competitors. With the "ideal" employee in mind, we can specify the main components of our EVP in a way that makes them attractive to the desired candidate.

4.2 What makes our 'ideal' candidate? Work has been undertaken with managers to find out what characteristics they would look for in our 'ideal' employee. Some of these are listed below. Knowing these enables us to tailor our EVP to attract those with similar values.

- personal values that accord with the councils'
- team player and supportive colleague
- forward thinking
- aspires to progress and develop
- embraces change
- innovative and not afraid to challenge
- conscientious, honest, and a good work ethic
- climate change advocate
- commitment to being a corporate parent, and more.

4.3 Key to the success of the EVP is to only offer what we can deliver. Unrealistic promises may well result in disappointment, disillusionment, and employees 'voting with their feet'. To be confident our EVP reflects current employee views several checks have taken place with staff. Medway Makers and HR colleagues views were sought, data from previous staff surveys and exit interview information has been used to arrive at what we believe to be a fair reflection of our employer offer at this time.

4.4 Future review and monitoring will take place on an annual basis through the all-staff survey. A set of questions have been included within the survey to be able to monitor staff feeling towards the components of the EVP. The

next all-staff survey will be in September 2022, this will give a set of benchmark data from which we can both test the current position to see if the EVP is a fair reflection and put in place any action to remedy any shortfalls. In addition to the employee survey, exit interview information will be regularly reviewed.

#### 4.5 Next steps

- 4.6 The EVP will be organic in nature, it will over time change, as candidate and employee expectations change and as the council's priorities and culture changes.
- 4.7 The EVP diagram will be used in recruitment processes, on council webpages and in external recruitment literature.
- 4.8 The second part of this project is to develop a complimentary communication for prospective and current employees highlighting what the council expects from them as part of the 'deal'. This is currently a work in progress and will include areas such as those mentioned in par. 3.2.
- 4.9 It is acknowledged that as a unitary local authority the range of services we provide to the community are diverse in nature. This EVP is a generic corporate version but it may be beneficial to create EVP's for specific services to appeal to candidates and employees who have specific characteristics, purpose or vocation.

### 5. Risk management

5.1 Risks can be found in the table below.

Risk	Description	Action to avoid or mitigate risk	Risk rating
Candidates choosing to work elsewhere leading to staff shortages and negative impact on service delivery.	Failing to promote our offer to prospective candidates.	Promote the EVP in recruitment advertising and on council website.	
New appointees disillusioned and leave - costing the council in recruitment and development costs and having a negative impact on service delivery.	Failing to promote a realistic overview of our offer in the EVP	Monitor and evaluate the EVP through the employee survey to ensure we are delivering on what we promise.	

## 6. Consultation

- 6.1. The draft EVP has been shared with staff at Medway Makers and within HR Services. It has also been shared with the Business Support Department Management Team and Corporate Management Team. A number of changes have been made following these meetings and the final version is considered one that can be used going forward.

## 7. Climate change implications

- 7.1. An employee who shares the same or similar values to that of its employer would feel more of a sense of purpose, motivation and commitment to that organisation in their everyday working life. Our EVP highlights our core values as integral to the way we work. It also highlights the environmentally friendly employee benefits the council has to offer such as green travel schemes and climate response volunteering.

## 8. Financial implications

- 8.1 There are no financial implications.

## 9. Legal implications

- 9.1 There are no legal implications.

## 10. Recommendations

- 10.1. The Employment Matters Committee is asked to note the contents of the report.

## Lead officer contact

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## Appendices

Appendix one, Employee Value Proposition

## Background papers

None