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| Employee value proposition |
| Leading practice statements |
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### These leading practice statements are designed to assist health services to understand their employment offer in the context of leading practice across nine employee value proposition (EVP) domains and determine opportunities for improvement.

Stakeholder engagement and analysis of employee experience data undertaken in development of Victoria’s Health Workforce Strategy identified nine key employee experience domains that impact healthcare workers’ decisions to join or stay in an organisation or role.

The nine elements of the EVP are:

* Leadership
* Wellbeing and safety
* Career development and agility
* Flexibility
* Purpose
* Co-worker relationships
* Compensation
* Technology
* Workplace

Implementing leading employment practices across these nine EVP domains has the potential to increase attraction and retention of staff, improve productivity, and ensure health services are positioned to meet the needs of staff, clients, patients and community through a strong workforce base.

The tool is designed to be used at an organisational level to enable health services to understand where they are already driving a leading employee experience, and where there is room for improvement. It also guides to what those improvements may look like. Whilst delivery of some elements requires funding, there are some that can be done at low or no cost. This tool seeks to help organisations to look at their employment offer through the employee experience lens and gradually move and improve over time.

### Using the self-assessment tool

Each organisation – and potentially team and individual within the organisation – will place a different priority on the various aspects of the EVP, and therefore the actions and activities each organisation needs to take to address the areas for development will vary in terms of timing and approach.

Services may wish to undertake these self-assessments initially at the team level, and then consolidate up to an organisational level, to understand the varying needs and wants of different groups within the overall workforce. Services may also wish to add additional tailored items to the assessment where they are seeking to understand the uptake across the organisation of particular programs or supports.

At the organisational level, this self-assessment tool should be used alongside the EVP maturity matrix to understand where additional actions are necessary to ensure an engaged and stable workforce.

# EVP leading practice statements

## Leadership

Organisational values, strategic direction, clear goals, feedback, support and recognition.

*This is exemplified by:*

* *Strong leadership behaviours that optimise team performance*
* *High levels of autonomy and accountability.*
* *Performance expectations aligned from the frontline through to executive.*
* *Staff engagement and retention.*

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|  | Yes | No | Partial | Comment |
| *Leading practice* |  |  |  |  |
| The organisation has a leadership framework in place that outlines clear accountabilities on the roles, skills and behaviours expected of their leaders. |  |  |  |  |
| The organisation provides leadership skill training and development at all levels of leadership and management. |  |  |  |  |
| The organisation provides clear pathways into leadership across a range of professions and roles. |  |  |  |  |
| The organisation provides people with training on how to set goals for their teams and the supporting resources and templates. |  |  |  |  |
| The organisation has systems in place to for leaders to receive continuous feedback, development and recognition for their performance (such as 360 degree reviews). |  |  |  |  |
| The organisation has processes in place to ensure all staff receive regular and timely feedback on performance. |  |  |  |  |

## Wellbeing and safety

Safety (physical, psychological and cultural) including occupational violence, workload, stress, bullying and discrimination.

*This is exemplified by:*

* *A strong health and wellbeing culture with a high level of staff ownership and innovation of health, safety and wellbeing practices*
* *Promotion of health, safety and wellbeing as a part of everybody's job and as a shared responsibility*
* *Culture of continuous learning and improvement*
* *Safe systems of work in place that reduce risks to physical, psychological and cultural safety*
* *Workplace relationships that are respectful and built on trust*

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| *Leading practice* |  |  |  |  |
| The organisation has systems and processes in place to reduce violence from patients and families (such as Safewards). |  |  |  |  |
| The organisation has processes and systems in place to actively manage and mitigate physical safety risks. |  |  |  |  |
| The organisation has processes and systems in place to actively manage and mitigate psychological safety risks (such as self-care management plans). |  |  |  |  |
| The organisation has systems and processes in place to actively encourage and support people to report bullying, harassment, and discrimination. |  |  |  |  |
| The organisation has systems and processes in place to manage and eliminate negative behaviours. |  |  |  |  |
| Wellbeing discussions are embedded in business-as-usual practices (such as performance conversations and peer de-briefing after incidents). |  |  |  |  |
| The organisation has anonymous wellbeing supports in place (such as access to a centralised employee assistance program or dedicated Wellbeing Officers). |  |  |  |  |
| The organisation provides all staff with training on their role in contributing to a healthy and safe culture (including behavioural expectations and risk reporting) |  |  |  |  |
| The organisation provides staff with opportunities to develop knowledge and skills that support a healthy and safe culture (such as mental health first aid or peer de-briefing) |  |  |  |  |
| The organisation has systems and processes in place to identify risks, learn from incidents and continuously improve. |  |  |  |  |
| The organisation has physical wellbeing spaces. |  |  |  |  |

## Career development and agility

Learning and development, progression, career pathways, mobility and equal access.

*This is exemplified by:*

* *A lifelong learning culture*
* *Staff access to development (educational and experiential)*
* *Clear career pathways with opportunities for advancement*
* *Open and facilitated role mobility*
* *Robust performance and talent management processes*

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| *Leading practice* |  |  |  |  |
| The organisation has a learning and development system in place and promotes opportunities to all staff. |  |  |  |  |
| The organisation creates opportunities for advanced practice roles. |  |  |  |  |
| The organisation supports staff to develop advanced and specialised skills through access to structured training, time to study, mentoring, and related activities. |  |  |  |  |
| The organisation actively develops and promotes programs that enable mobility such as a mobility register, secondment program, or temporary assignment expressions of interest. |  |  |  |  |
| The organisation actively encourages non-clinical staff to undertake career development opportunities. |  |  |  |  |
| The organisation has systems and processes in place to ensure that all staff are made aware of career opportunities. |  |  |  |  |

## Flexibility

Flexibility in hours, location, role/tasks and staffing that enable a high degree of autonomy and life balance.

*This is exemplified by:*

* *Staff that are empowered to manage when, where and how they work*
* *Policies and practices that enable staff to access flexibility*
* *An organisation that embraces flexibility and autonomy through leading programs like split shifts and phased retirement programs.*

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| *Leading practice* |  |  |  |  |
| The organisation implements employee-centred rostering principles that enable choice in when, where and how people work. |  |  |  |  |
| The organisation facilitates hybrid work across settings/locations (such as virtual shifts). |  |  |  |  |
| The organisation has policies that enable flexible work and leave practices (such as sabbaticals, half-pay leave, compressed hours and rostered days off). |  |  |  |  |
| The organisation provides staff with part time employment options at all career stages and roles. |  |  |  |  |
| The organisation has transition programs in place (such as supporting transition to retirement through pathways into part time or enabling roles such as educators, or transitioning between settings such as clinical and acute). |  |  |  |  |
| The organisation provides supports and tools to managers to allow them to manage a flexible workforce. |  |  |  |  |

## Purpose

Desire to help others, passion for field, achievement, pride and attachment.

*This is exemplified by:*

* *Staff that actively contribute to, understand, and champion the organisation's vision and strategic priorities.*
* *A culture of high alignment between individual behaviours and organisational purpose.*
* *High levels of autonomy*
* *Staff that are routinely recognised and rewarded for high performance.*

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| *Leading practice* | Yes | No | Partial | Comment |
| The organisation facilitates staff input into development or update of its vision and strategic priorities. |  |  |  |  |
| The organisation provides structures and processes (such as team planning sessions and templates) that enable staff to see the link between organisational strategic priorities and their team/individual goals. |  |  |  |  |
| The organisation empowers staff through clear goal setting and performance measures, while enabling individual autonomy (flexibility in when, where and how goals are achieved). |  |  |  |  |
| The organisation has performance processes in place to enable systematic recognition of high performance. |  |  |  |  |
| The organisation has established a suite of rewards to honour high performance (such as awards or access to additional development opportunities). |  |  |  |  |

## Co-worker relationships

Personal connectionand teamwork.

*This is exemplified by:*

* *Shared goals, and established team norms and values.*
* *High levels of collaboration, cross-skilling, and trust.*
* *Performance viewed as a team effort for maximising performance and reward.*

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| *Leading practice* |  |  |  |  |
| The organisation provides collaboration spaces and tools. |  |  |  |  |
| The organisation provides for team activities to learn each other’s individual personality and/or preferred working styles. |  |  |  |  |
| The organisation has social events (such as holiday or philanthropic events) that enable social connection. |  |  |  |  |
| The organisation provides opportunities for people to share their skills and knowledge with colleagues (such as interest groups or communities of practice). |  |  |  |  |

## Compensation

Competitive remuneration

*This is exemplified by:*

* *Organisations that champion use of a ‘total rewards and recognition’ approach to flexible benefits such as additional leave, training allowances, or bonuses*
* *Organisations that embed the ‘total rewards and recognition’ approach into recruitment campaigns to position organisation as employer of choice.*

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| The organisation has systems and processes in place to ensure staff are paid on time and accurately. |  |  |  |  |
| The organisation provides staff with industry standard salary and conditions including appropriate payment of overtime. |  |  |  |  |
| The organisation takes a total rewards view to compensation packages that enables hiring managers to use a range of non-salary benefits (such as additional leave or training allowances). |  |  |  |  |

## Technology

Digital adoption, hardware, software, innovation, ease of system useability and efficiency.

*This is exemplified by:*

* *Organisations that provide staff with access to the systems and processes that optimise their productivity and are engaged in developing the strategy, design and implementation of new systems and processes*.

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|  | Yes | No | Partial | Comment |
| *Leading practice* |  |  |  |  |
| The organisation uses modern technologies to enable and augment employee effort (such as virtual care delivery, process automation). |  |  |  |  |
| The organisation has transitioned to electronic records. |  |  |  |  |
| The organisation uses modern HR systems (such as for payroll, performance and learning). |  |  |  |  |
| The organisation establishes change management plans and provides training and support systems (such as super users, helplines) when implementing new technologies or systems. |  |  |  |  |
| The organisation consults with impacted staff when scoping, designing and implementing new or updated technologies and digital systems. |  |  |  |  |

## Workplace

Physical infrastructure, amenities and work environment.

*This is exemplified by:*

* *Modern infrastructure and amenities.*
* *Technology enabled workplaces that support collaboration and hybrid work.*
* *Availability of lifestyle supporting amenities (such as childcare and gyms).*

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|  | Yes | No | Partial | Comment |
| *Leading practice* |  |  |  |  |
| The organisation has technology enabled workplaces that support collaborative and hybrid work (such as technology enabled meeting rooms or collaboration areas). |  |  |  |  |
| The organisation has processes and systems in place to ensure that facilities (such as tearooms and bathrooms) are well maintained. |  |  |  |  |
| The organisation has processes and systems in place to identify and address repairs and upkeep across all facilities. |  |  |  |  |
| The organisation consults staff in the design and development of new or upgraded facilities or amenities. |  |  |  |  |
| The organisation considers lifestyle needs in developing facilities, or partners with local providers of amenities such as car parks or gyms for improved staff access/affordability. |  |  |  |  |
| For regional services – The organisation has supports for new workers and their family to transition into the community. |  |  |  |  |