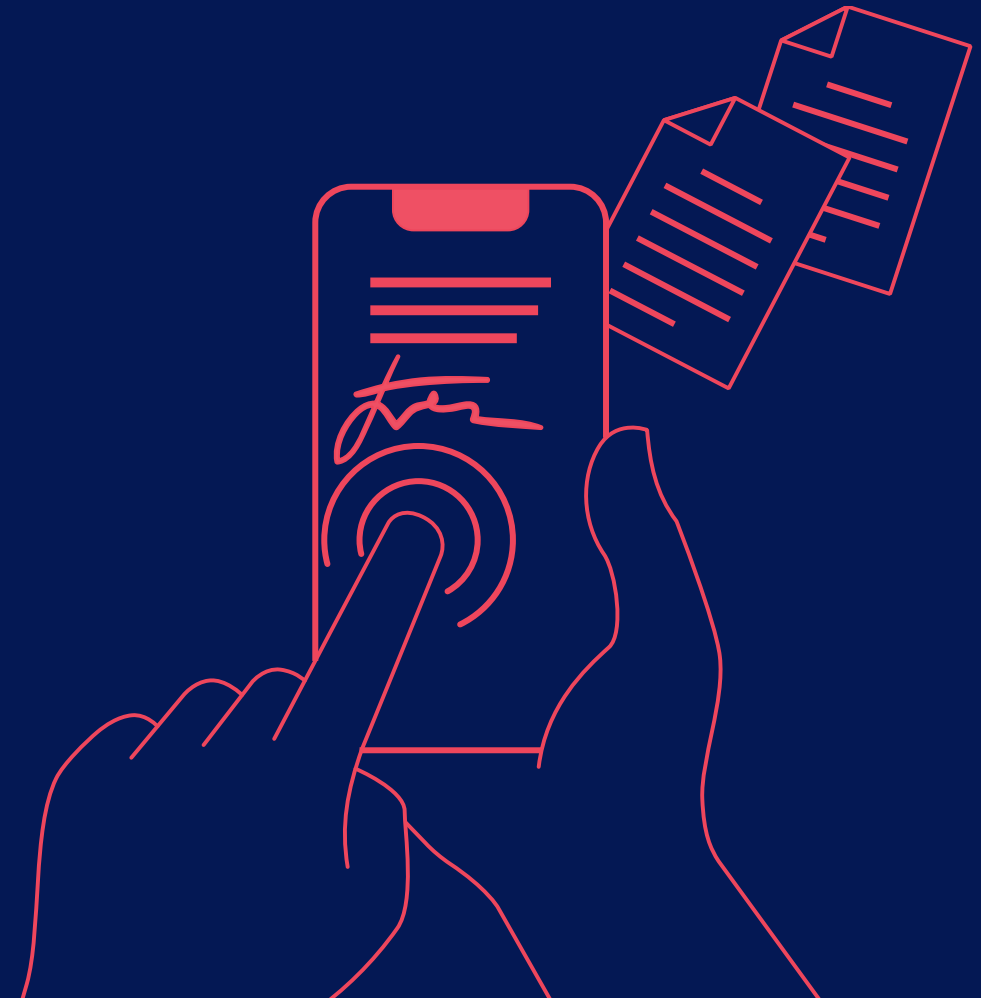


# RoS Board People Session

15<sup>th</sup> March 2024



# Employee Value Proposition (EVP)



# EMPLOYEE VALUE PROPOSITION (EVP):

The unique value we offer as an employer to our employees in return for their skills, experience, and commitment to our business.

- Building RoS' Employee Value Proposition is a key tool in the competition for talent.
- There is a clear link between a strong EVP and attraction and retention of talent.
- RoS' Employee Value Proposition Project was signed off by EMT in October 2023.
- The project has 3 phases:
  - Phase 1: **Research** EVP
  - Phase 2: **Design** and agree EVP
  - Phase 3: **Embed** EVP
- The project is focused on existing and potential employees in the functional areas where we struggle to fill roles: primarily Digital, Tech, Data, HR, Procurement and Finance.

# EMPLOYEE VALUE PROPOSITION (EVP):



## RESEARCH & DESIGN – Q3&4 23/24 - focus groups, online surveys and desk research.

- Surveys conducted with RoS employees, RoS contractors, recruitment agencies, target employees on LinkedIn, and Students at the University of Dundee, on what employees want from an employer.
- Focus groups conducted with Digital, HR, Procurement, Data, Finance and PCS on what attracts and retains colleagues in RoS.
- Focus group with EMT and C2 colleagues on what we want from our employees in return for what we offer them: what does a model RoS employee look like in terms of skills, attitudes, behaviours and performance.
- A full day workshop is planned for the final week in March to agree on the key pillars of our EVP and then complementary areas to highlight to attract specific target groups of employees.

## EMBED – Q1&2 24/25

- We will work with EMT and comms to land on the final content and design of our EVP, to develop a Career Microsite and to embed the EVP in all relevant RoS processes.

# EMPLOYEE VALUE PROPOSITION (EVP)

## WHAT WE NEED FROM YOU



Where have you seen **effective EVPs**, particularly across public sector and what makes them effective?

What do you believe to be **RoS' key selling points** as an employer and does this need to be differentiated across directorates? To assist with this discussion, we will have the high-level outputs of our research so far, and we will be seeking your vote on RoS' top 6 EVP hooks.

What are your thoughts on the **model employee** we should be aspiring to attract to RoS? To assist with this discussion, we will also have the high-level outputs of our research so far in this area and will once more conclude this part of the discussion with your vote on the attributes of our model employee.

# Succession Planning



# Objective: Right People in right place at the right time with the right skills, affordably

## Why focus on succession planning

- With a shrinking workforce we need to be more proactive about identifying talent to build resilience to mitigate risk
- Developing our talent supports us in filling critical and in demand roles, cost effectively
- Succession planning takes time – need to prepare for the future now
- Our leadership development strategy was go broad then go deep – time to go deep and focus on HIPOs as a way to retain our top talent

## Agreed Outcomes

1. Define high potential and high performance in RoS so that we understand our high potentials and the actions needed to unlock their full potential.
2. Design and deliver a robust, effective, transparent and objective approach to succession planning with agreed frameworks, tools and cadence.
3. Ensure robust governance is in place ensuring actions are implemented in a timely manner and outcomes are reviewed and monitored over time (to ensure effective and continuous progress).
4. Agree scope (in/out of scope) of activities to prioritise actions.



Strategic Objective 4:

Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation



Strategic Objective 5:

Be an effective and efficient, future focussed delivery organisation

Risk No.	Name	Scenario
<b>4</b>	People & Change (2023-26)	There is a threat that our people* are not ready to deliver the step change in productivity required to substantially reduce open casework. (*including attitudes, skills, behaviours)
<b>Status</b>		
Open		

\* People & Change are responsible for process, frameworks and tools

# Example tools

## Leadership mapping

H	Sandra Gov		Rosmery Scot Rose Scott
( Potential )	Scott Rosney	Rodney Ros	
L			Sarah Govern
	L	(Performance)	H

## Succession planning

Directorate	Customer & Business Development	Digital, Data & Technology	Policy & Corporate Services	Operational Services	People
Emergency	Rosmery Scot	Rodney Ros	Sandra Gov	Sarah Govern	Rosmery Scot
Ready in 6-12 months	Rosmery Scot Sarah Govern	Geff Scot (Ext) Rosmery Scot		Rose Scott	Steve Gov (Ext) Rodney Ros
Ready in 12-24 months	Ryan Scot Rodney Ros		Sandra Gov Rosmery Scot	Rosmery Scot	
Ready in 24-36 months	Scott Rosney	Scott Rosney			Sandra Gov

- To help reach consistent agreement on level of performance and potential across one population (e.g. C2s or C1s).

- To identify and agree on individuals in successor pool for future EMT / Leadership roles and clarify development actions toward destination role(s).
- Help to identify and manage areas of risk ( e.g. Weak bench strength, over-reliance on one individual on multiple leadership benches, identify individuals not on any bench.)



# Example competency heatmap

This approach can:

Assess maturity in line with critical leadership competencies

Help us identify individual versus cohort development need

Evaluate progress of leadership capability

	Setting direction			Engaging people			Delivering results		
	Thinking wider	Changing & improving	Analysis & Effective Decision Making	Leading and communicating	Collaborating and partnering	Building capability for all	Delivering value for money	Delivering a quality service	Demonstrating commitment and drive
Colleague 1	rarely	rarely	sometimes	consistently	consistently	consistently	rarely	consistently	consistently
Colleague 2	consistently	rarely	consistently	consistently	consistently	consistently	consistently	consistently	sometimes
Colleague 3	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes
Colleague 4	consistently	sometimes	sometimes	sometimes	sometimes	consistently	sometimes	sometimes	consistently
Colleague 5	sometimes	rarely	sometimes	sometimes	rarely	consistently	sometimes	rarely	consistently
Colleague 6	sometimes	sometimes	consistently	consistently	consistently	consistently	sometimes	rarely	consistently
Colleague 7	sometimes	sometimes	sometimes	sometimes	sometimes	consistently	sometimes	sometimes	consistently
Colleague 8	consistently	sometimes	consistently	consistently	consistently	consistently	sometimes	rarely	consistently
Colleague 9	consistently	sometimes	sometimes	sometimes	sometimes	consistently	sometimes	sometimes	consistently
Colleague 10	consistently	sometimes	sometimes	sometimes	sometimes	consistently	sometimes	rarely	consistently
Colleague 11	consistently	rarely	consistently	consistently	consistently	consistently	sometimes	sometimes	consistently
Colleague 12	consistently	rarely	sometimes	sometimes	sometimes	consistently	sometimes	sometimes	consistently
Colleague 13	consistently	rarely	consistently	consistently	consistently	consistently	consistently	consistently	rarely
Colleague 14	consistently	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes	consistently
Colleague 15	consistently	rarely	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes	sometimes
Colleague 16	consistently	sometimes	consistently	consistently	consistently	sometimes	sometimes	sometimes	consistently
Colleague 17	sometimes	rarely	rarely	rarely	rarely	rarely	sometimes	sometimes	sometimes
Colleague 18	consistently	rarely	sometimes	consistently	consistently	consistently	consistently	consistently	consistently

Potential area for a cohort development topic / experience

# Steps towards increased clarity and transparency to enable our current and future leaders

## OUR FOCUS FOR TODAY

Step 1

### Clarify the WHAT

C2 vs C1 roles and responsibilities

Step 2

### Prioritize the HOW

What competencies are the critical competencies for success for RoS leadership in 2030

Step 3

### Make the HOW concrete

Provide examples of what “good looks like” for our top competencies at C2 and C1 level

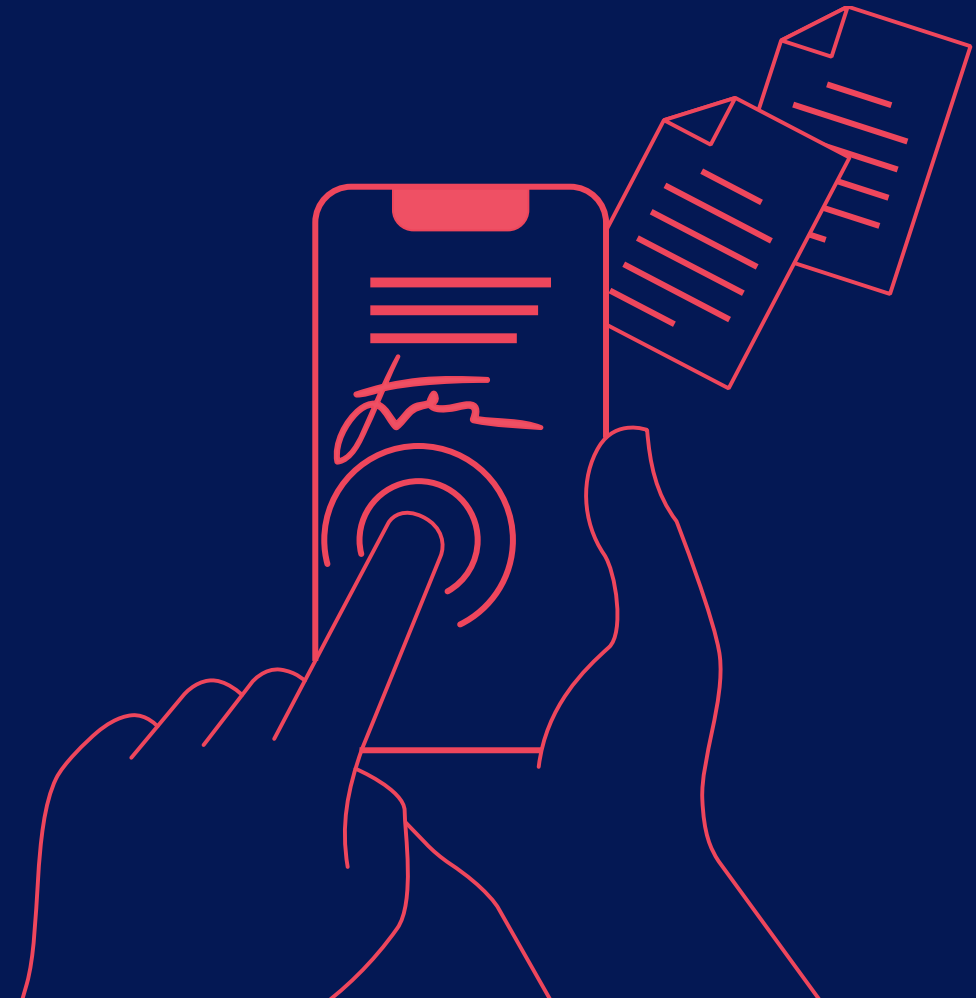
## Our ask of you

Considering our 9 competencies:

Use the competency cards to prioritise the critical competencies and behaviours that are key to deliver up to and beyond 2030

Why do you consider these to be the most critical?

# Strategic Workforce Planning



# Workforce Planning Horizons



Type of workforce planning	Summary
<b>Resource / Tactical Planning</b>	<ul style="list-style-type: none"> <li>• <b>Short term</b> – now to nine months ahead.</li> <li>• Based on headcount projections and looking at how to deploy the people currently employed.</li> <li>• May produce rotas / schedules and reprioritisation / redeployment.</li> </ul>
<b>Operational Workforce Planning</b>	<ul style="list-style-type: none"> <li>• <b>Medium term</b> – nine months to two years.</li> <li>• Often for the financial year as part of the budgeting process.</li> <li>• Considers the workforce requirements to deliver the goals for the year.</li> </ul>
<b>Strategic Workforce Planning</b>	<ul style="list-style-type: none"> <li>• <b>Longer term</b> – two years and beyond.</li> <li>• Is concerned with multiple years.</li> <li>• Identifies the people needed to achieve long term business strategies.</li> <li>• Includes skills required within job families and considers locations.</li> </ul>

# Organisational Context and Drivers

