



### **Winner: Best Employee Value Proposition 2014**

The Australian Red Cross Blood Service collects, tests, processes and distributes all blood in Australia. One in three Australians will need blood in their lifetime and every year we collect 1.3 million blood donations thanks to our 600,000 voluntary donors.

The main products we supply:

- Red cells (used for people undergoing surgery and those with blood disorders).
- Platelets (used for people with blood loss and various cancers like leukaemia).
- Plasma (used to create many types of products for a variety of conditions).

We employ around 3800 people, many of whom are based within our national network of 83 blood donation centres and mobile donation units. We also have large state-of-the art blood processing centres in Melbourne, Sydney, Brisbane and Perth which test, process and deliver the blood to hundreds of healthcare providers around the country.

[Find out more about Text.](#)

### **Overview of your Employee Value Proposition (EVP)**

#### **Audiences**

1. Passive job seekers who may not have previously considered a career at the Blood Service.
2. Current employees who need to feel inspired and engaged with the business strategy.

#### **The insight**

Our research found that candidates understand the humanitarian aspect of our work but underestimate the business challenge we face and therefore the career challenge and opportunities that this creates for people with a wide variety of skills.

#### **Call to action**

Play your part in the business of saving lives.

#### **Single-minded proposition**

We offer a career with meaning, challenge and professionalism.

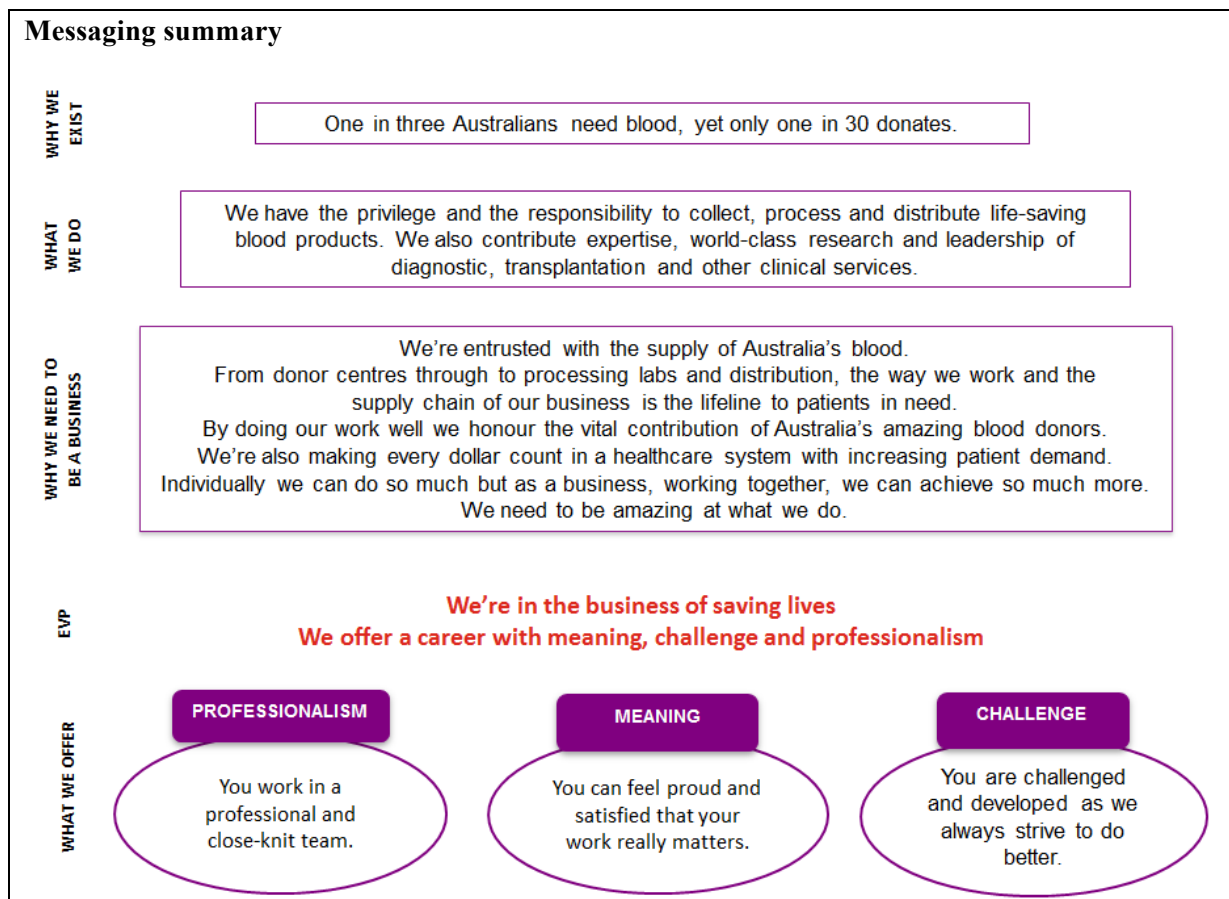
#### **Substantiation**

The criticality of our role in the healthcare system means that our work is a privilege and a responsibility. Our challenge is to deliver safe products at the right time, quality and cost and our effectiveness matters to the people who receive our products and those who donate them.

#### **Communication Objectives**

- To differentiate the blood service employee value proposition in order to maintain the supply of - appropriate candidates through effective branding.
- To help potential applicants consider exploring the Blood Service as a potential career choice for them, when they may not have previously considered us in the past.
- To communicate our culture by emphasising the themes of challenge, professionalism and meaning through story telling.
- To promote our employee benefits – financial and non-financial.

## Messaging summary



## Competitor differentiation

The Blood Service has a monopoly on delivering Australia's blood supply therefore we have no industry specific competitors however we are in competition for talent from other healthcare providers, hospitals and many other sectors.

### Markets we recruit from and the roles we require:

- Private Sector – Project Managers, contact centre roles, HR, IT, Marketing and other corporate roles
- Retail – customer service roles, retail management
- Manufacturing – supply chain specialists, LEAN practitioners and manufacturing supervisors
- Healthcare – Nursing, medical, research and non-medical support staff
- Management – management roles from a range of sectors

Shifting perceptions that the Blood Service only recruits from other NFP or healthcare backgrounds is a core aim of the EVP and subsequent employer brand communication.

The experience people get when they engage with our EVP elicits a rational and emotional reaction:

- **Rational:** Our continuous improvement challenge offers a professional businesslike culture.
- **Emotional:** Our critical role of saving and improving lives offers a job with meaning.

## Formulation of the EVP

We assessed the current position through a series of employee interviews and workshops to determine the attractors and detractors of a career at the Blood Service. Sample interview and workshop questions included things like:

- What attracted you to work with the Blood Service?
- What do you enjoy most about your role at the Blood Service?
- What is your motivation to perform at the Blood Service?

- What career development opportunities have you had at the Blood Service?
- What differentiates the Blood Service from other employers?
- Do we deliver on the brand expectations new employees would have?

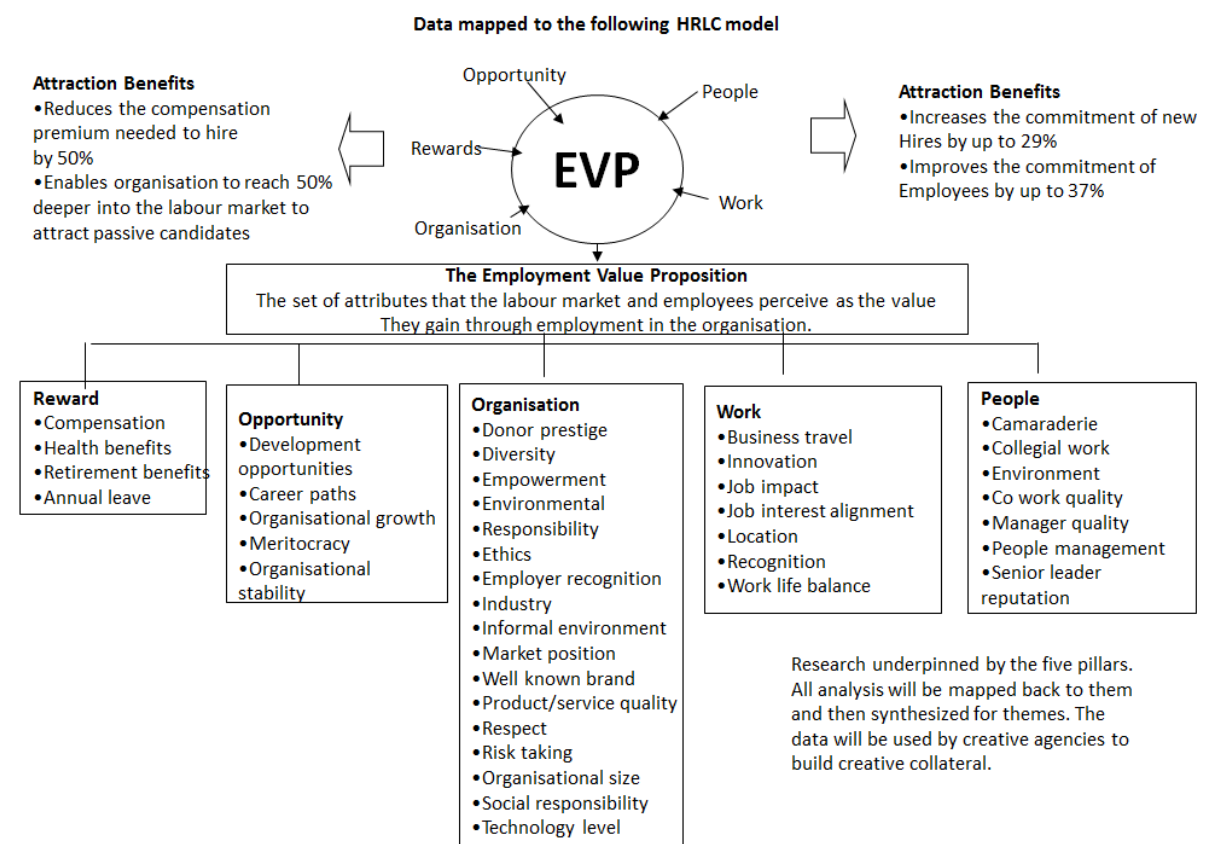
This consultation took place at the initiation, research and testing phase and involved:

- The Executive Team
- Senior leaders
- HR senior leaders
- Marketing and Internal Communications colleagues
- A cross section of employees and other internal stakeholders (i.e. Government Relations Team)
- Consultation with external recruitment providers

In all, 120 people were consulted. We also drew upon the significant data from our employee engagement survey, exit/entry data and external benchmark research.

### The Human Resources Leadership Council model of EVP

We used the HRLC model to map and synthesize the research into key areas of feedback:



### Summary of the research

In 2012 our research indicated a number of aspects that employees valued which made up the Blood Service EVP at that point:

- Teamwork / professional working culture
- Community focus of saving lives
- Work-life balance

The research showed that alignment to the mission of saving lives was strong and the professional culture of working at the Blood Service was a big factor in attraction and retention. Both of these

factors would feature in the final EVP. The exit/entry data and employee engagement data also validated these as key factors for retention and engagement.

However there was a distinct absence of evidence around our employee engagement with the strategic direction of the Blood Service - to become more commercial and responsive to customer needs. The view of senior leaders compared to employees, indicated a gap in understanding about what being 'business-like' means. This was also becoming more important as a significant amount of organisational change was driving efficiency gains and new ways of working, demanding a new mindset and skillset from employees about our challenge and responsibilities.

The research recommended developing a new 'narrative' for the Blood Service in order to incorporate messaging about our operational environment and the strategy that the Blood Service embarked upon to become an efficient and effective manufacturer of blood products. By articulating our direction through a narrative, we would have a better chance of engaging highly capable external candidates and helping to shape internal employee engagement with our change journey.

## Communicating the EVP

The challenge is to create an **emotional connection** with being a 'business' as well as 'saving lives'.

This means defining our aspiration to be a better run business (efficiency + effectiveness) and using relevant calls to action.

*Externally – attraction*

**Play your part in the business of saving lives**

Emphasize 'play your part' as a call to action.

Seed 'amazing' in body copy of external communications where people are less familiar with our business aspirations

i.e. in job ads talk to amazing blood donors and on website talk to amazing journey of blood.

*Internally – engagement*

**We're in the business of saving lives.**

Define what an amazing business means and how we work together to achieve this.

By connecting and achieving our targets in each part of the business we are the lifeline to patients in need.

Theme for internal communications:

**Let's be amazing**

## Creative solution

The creative solution had two main elements:

- Photography and using real employees to showcase 'professionalism'
- The use of the blood 'life line' as a visual element for identifying our EVP brand.

## Real employees as brand advocates

Fifteen employee ambassadors were selected from a high-performing group, representing various parts of the business. Four of these employees were filmed; these video have subsequently been used for internal and external communication. [Click each image to view the videos:](#)



## Results

### Employee engagement results

The main measure we use to assess internal alignment to the EVP is the annual employee engagement survey results. The survey is provided by IBM. In 2014 response rates were high, at 78%.

The 2014 results indicated that there is a high level of pride amongst our workforce, with **92% of our employees saying they strongly believe in the goals and objectives of the Blood Service** – 14% above the ‘IBM norm’.

The table below shows the shift in some other key relevant engagement categories that support the EVP pillars of ‘challenge, professionalism and meaning’ although the positive shift can only be partly attributed to the EVP.

Any score over +6 is meaningfully above the IBM norm which is an international and national benchmark against other organisations.

EVP pillar:	Challenge “Be challenged and developed as we always strive to do better”	Professionalism “Work in a professional and close-knit team”	Meaning “Feel proud and satisfied that your work really matters”
<b>2013 (pre-EVP implementation)</b> Against the Australian National Norm (Towers-Watson) Benchmarks	Performance Management (+6%) Change management (-7%)	Ethics and Values (+2%) Working relationships (-1%)	Image (+13%) Employee engagement (-0.56%)
<b>2014 (post-EVP implementation)</b> Against the IBM Norm Benchmarks	Performance Management (+8%) Change management (+7%)	Ethics and Values (+8%) Working relationships (+5%)	Image (+13%) Employee engagement (+2%)

*Please note that we changed survey provider in 2014, therefore the benchmark we were comparing against in 2013 was the Towers-Watson National Norm whilst in 2014 it was the IBM norm.*

### Recruitment advertising

The recruitment advertising was focused on the recruitment website and online job advertisements

#### Website

New content was launched on the recruitment site, which focused on telling the story of the business of saving lives – allowing candidates to find out about our purpose and mission before applying.


Comparing pre and post-launch\* of the EVP employment branding, we saw an increase in the careers site ‘stickiness’ as a result of more engaging content:

- 25% increase in total views of the careers page
- 9% increase in views of other careers sub-pages
- 15.5% increase in page views per visit.

*\*Period 1 January – 28 February 2014, compared to pre-launch period 1 May – 30 June 2013.*



Our LinkedIn follower base also grew by 76% over six months from November 2013 to May 2014.

## Example job advertisement



**Australian Red Cross**  
**BLOOD SERVICE**

**"I'm creating an efficient and happy environment for our donors"**  
Sarah, Donor Services



### Session Leader (Nurse)

#### Location

- Full-time permanent (part-time considered)
- Donor Centre Name
- Option of a third bullet

The Australian Red Cross Blood Service is entrusted with the supply of blood in Australia. We collect and process life-saving blood products for patients in need.

Within a professional and close-knit team, you will support the centre manager with clinical leadership of the team. You will medically assess our blood donors before collecting blood, blood components and samples. Your challenge will be to ensure that the donation process is efficient and your caring nature will make our amazing donors want to come back. You will also assist in staff recruitment, training and rostering.

**You will have:**

- Current registration as a Registered or Enrolled Nurse with AHPRA (Flexible text: not needed on all roles)
- Previous experience as a Nurse with general nursing experience
- Demonstrated team management and leadership abilities
- Excellent interpersonal skills to interact with our donors and to support the coaching of team members in clinical matters

**You will also be:**

- Focused on providing great customer care
- Excellent at adapting to change in a regulated environment
- Great with detail, working under pressure and problem solving
- Computer savvy and able to multi task

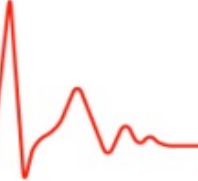
**Your dedication and hard work will be rewarded with:**

- Pride that your work will impact lives for the better
- Generous salary packaging benefits
- Corporate rates for private health insurance

**For further details on this position please [instruction].**

**Applications for this role close (DATE).**

**Play your part in the business of saving lives**



[donateblood.com.au/careers](http://donateblood.com.au/careers)



## Careers site content



### CAREERS

Welcome

Explore Our Business

Working with us: the benefits

Our Everyday Heroes



"We have high standards and phenomenal investment in safety."

Jenny,  
Donor Services



#### THIS WEEK'S JOB PICK

Contact Centre Agent  
Adelaide CBD

[Find out more](#)

[SEE ALL JOBS](#)

#### WELCOME



MEET THE CEO

Meet Jennifer, our CEO

Welcome to the Australian Red Cross Blood Service. I am pleased you are considering a career with us.

[READ MORE](#)

#### EXPLORE OUR BUSINESS

FACT !

We collect one million blood donations each year and we supply three million blood products to customers.

Essential for those considering a career us - an overview of our business

Learn more about the business of saving lives and the teams that work together to make it happen.

[READ MORE](#)

#### WORKING WITH US: THE BENEFITS



We offer a range of benefits

From wellbeing programs to salary packaging, take up the benefits that work for you.

[READ MORE](#)

#### OUR EVERYDAY HEROES



MEET THE TEAM

A small appreciation of our wonderful staff

We are very proud of all our staff at the Blood Service. As humble as they all are, we can't help but celebrate them.

[READ MORE](#)

#### WHY DONATE BLOOD

Who your blood helps  
How donated blood is used

#### WHO CAN GIVE

Am I eligible to donate blood?  
When can I donate next?

#### I'M READY TO DONATE

What happens on the day  
Make an appointment

#### ABOUT BLOOD

Blood types  
Blood components

#### NEWS

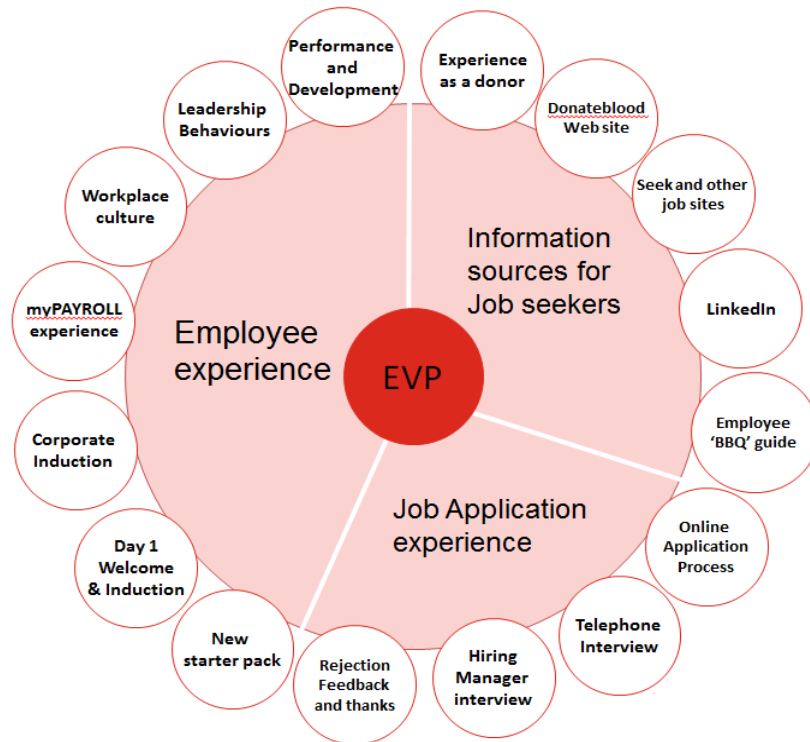
Latest news  
Media resources

## Embedding the EVP

### Living the EVP through the employment lifecycle

The Blood Service EVP touches each part of the employment lifecycle:

- Job advertisement branding
- The interview experience and job offer stage
- Welcome materials for new employees
- Corporate Induction
- Environment and culture
- Performance and development



### A good example: Site branding

The EVP messaging has been incorporated into our site branding which is now live in each of our key sites. These two examples are from the National Office and Brisbane Processing Centre.







### **Recruitment and induction**

The EVP themes that are introduced at job advertisement stage are carried through to the induction and onboarding process. See the attached presentation that all new employees experience in a face to face corporate induction session.

### **Strategic plan**

The messaging from EVP has also been incorporated into the organisation's new strategic plan '[At the Leading Edge](#)' which launched in 2014. The narrative delivered by the EVP, has helped to set the tone for how we talk about the Blood Service, our customers, our challenge and our employees.