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Australian Government

Department of Defence
Defence Intelligence Group

Defence Intelligence Group Employee Value Proposition (EVP)

Design Report

June 2022

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Section one: What is an EVP?

- What is an EVP?
- Why does an organisation need an EVP?
- What does this mean for DIG?

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What is an EVP?

*“The Employee Value Proposition is an **ecosystem of support, recognition, and values** that an employer provides to employees to achieve their highest potential at work” (Jouany, 2022).*

An Employee Value Proposition (EVP) articulates the rewards and benefits expected by employees. An EVP should communicate the tangible and non-tangible value that employees will receive from working for the organisation, and why they should choose it above others.

An EVP is about defining the essence of an organisation – how it is unique and what it stands for. It encompasses the central reasons that people are proud and motivated to work there, such as the inspiring vision or distinctive culture.

An EVP is typically enacted at an organisation level. In this instance, a unique EVP is proposed for the Defence Intelligence Group (DIG), and as such this Design Report intermittently refers to DIG as an organisation.



Image 1: Employee Value Proposition, MacDonald, G., As cited by Jouany, 2022.

When an organisation is enacting its EVP, it is considered and referenced in strategic and operational decision making. It provides a point of alignment across all workforce and people initiatives. An EVP should not just be words in communications; rather, it must be founded in reality and be an accurate representation of what employees receive and experience.

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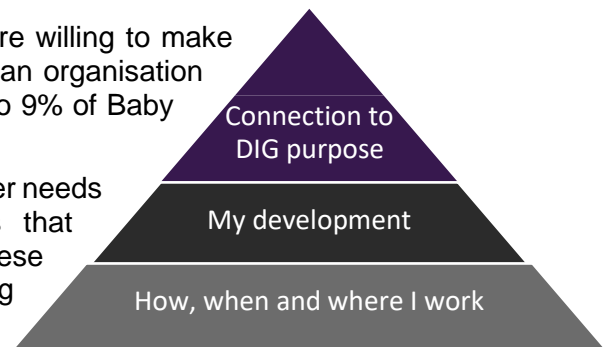
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Why does an organisation need an EVP?

Over the past decade, workforce expectations, experience and motivations have been shifting. Propelled by recent events such as COVID-19, employees are critically reflecting on their experience in an organisation and are reconsidering what elements of their experience are most important to them – beyond traditional consideration of remuneration.

Evidence suggests that 86% of young employees are willing to make sacrifices to their title and compensation to work at an organisation aligned with their values or mission, in comparison to 9% of Baby Boomers (Nair, Dalton, Hull & Kerr, 2022).

The pyramid at right represents the shift in higher-order needs for employees' post-COVID; this shift reinforces that designing a holistic EVP that addresses these considerations is critical to attracting and retaining talent.



Certain aspects of the employee experience, such as flexible working arrangements, modern amenities and responsive shared services, have become foundational expectations. Assuming that these 'hygiene factors' are met, current and potential employees look to broader offerings that enhance and support career development, enable a positive culture and defined identity, and connect them to a shared purpose and vision. An effective EVP enables employees to address each of these elements in their role and throughout their career lifecycle.

Image 2: Adapted from Travers, Nice, White, 2022.

Beyond the anticipated internal benefits, creating a compelling and holistic EVP will improve attractiveness and drive an advantage in a highly competitive labour market. Organisations with effective EVPs draw candidates from approximately 60% of the labour market (including 'passive' candidates who are not actively looking for new roles), whereas those with weaker EVPs can only source their talent from 40% of available candidates (Browne, 2012).

Consistent and efficient communication of an EVP as part of an employer brand helps to differentiate an organisation from competitors and peers by promoting the unique combination of benefits, rewards and conditions it offers, and supports an authentic articulation of the employee experience within the organisation (Mascarenhas, 2019). 42% of high-performing organisations have a formalised EVP which has led to improved attractiveness in the market, greater employee commitment and compensation savings (Browne, 2012).

However, the externally promoted EVP must be reflected in the lived experiences of employees. If the employee experience is not consistent with the EVP, the employer brand will be damaged.

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What does this mean for DIG?

Opportunity for the Group

As a new Group, DIG has not yet had the opportunity to deliberately design and align a shared identity and culture. DIG is at a pivotal point in establishment and has a unique opportunity to invest in priorities that have been identified by the workforce during the development of the EVP. The development of a DIG EVP has been a collective reflection by the workforce as to why DIG exists and the reasons individuals are choosing to remain part of the organisation.

Importantly, the DIG EVP does not replace or supersede the unique cultures within each component organisation; it is recognised that the Australian Geospatial-Intelligence Organisation (AGO), Defence Intelligence Organisation (DIO), Intelligence Capability Division (ICD) and Intelligence Policy & Priorities Branch (IPP) all have meaningful identities and a Group-level conversation does not invalidate these. Much like Australian Defence Force (ADF) members identify with a shared culture as well as their unique Navy, Army or Air Force identity, the DIG EVP provides an opportunity to enable a shared identity around what the organisation offers to those who choose to contribute.

Benefits of an EVP for DIG

The aim of the DIG EVP is to clearly define the Group's competitive employee offering, provide a framework that continually supports, recognises and values employees, and empowers and enables all to deliver to their highest potential. At the heart of the EVP concept is the idea of positively influencing the choice that individuals have around their employment and how they choose to engage with and contribute to their workplace.

DIG needs a competitive EVP to ensure the Group attracts and retains the talent it requires now and into the future. DIG currently has unacceptably high rates of attrition and is losing skilled intelligence professionals faster than they can be replaced, impacting capability and placing additional strain on the remaining workforce. As the competition for talent continues, it will be increasingly important for DIG to present a compelling EVP that differentiates the Group and values and inspires its current and potential workforce.

The EVP is an agreed set of expectations that must become living and central to the everyday experience of all employees; a 'north star' for leaders at all levels and for talent functions as they define and mature a positive, cohesive employee experience. The EVP is also a cultural aspiration around the performance environment that allows everyone to contribute.

Establishing the DIG EVP represents a commitment to driving ongoing and positive change across DIG that impacts everyone. Establishing DIG's EVP is neither a small nor simple task, but it is a unique opportunity to drive organisational performance through people. Critically, *how* DIG chooses to establish the EVP will be as significant as *what* is delivered – demonstrating an approach to implementation that authentically embodies the cultural components of the EVP will be a clear indication of genuine commitment to change. This approach is explored more in Section three: Implementing an EVP (p. 25).

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The EVP in the employee lifecycle

The employee lifecycle represents the progressive stages of an employee's journey at an organisation.

An employer's EVP will have a direct and ongoing impact on its workforce's experiences throughout every stage of this cycle, from the time they apply for their position to the time they depart for another opportunity.

Image 3 demonstrates the five key stages of the employee lifecycle. The DIG EVP will be influential within each of these stages in the following ways:

Attraction, Recruitment and Selection – By offering an appealing EVP, the most talented intelligence professionals will seek out opportunities to work for DIG due to the prospective benefits it will have on their career.

On-boarding, Induction and Orientation – When a new starter commences, they will be excited by the opportunities that await them through the delivery of what they can expect to receive through a career in DIG.

Probation, Performance and Development

– Through the experience of their leaders and peers, an employee will be empowered to hone their skills within the intelligence field and undertake work that clearly aligns to the Group's mission.

Talent Management, Succession and Retention – As an employee grows in experience, so will their capability and corporate knowledge. Through enhancing their expertise, their career pathways within the Group will be clearly defined and aspirational. The EVP articulates how DIG invests in its people and helps drive retention through building engagement and loyalty.

Transition and Exit – When an employee departs DIG, their feedback will be captured and this will be used to continue refining the Group's EVP.

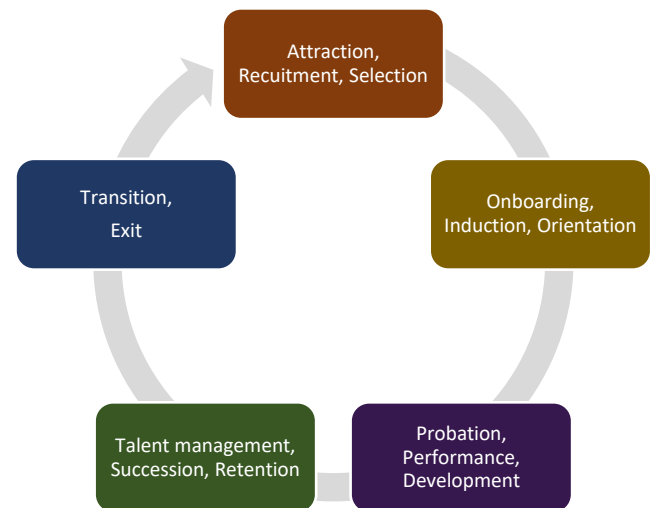


Image 3: The employee lifecycle

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Section two: The DIG EVP

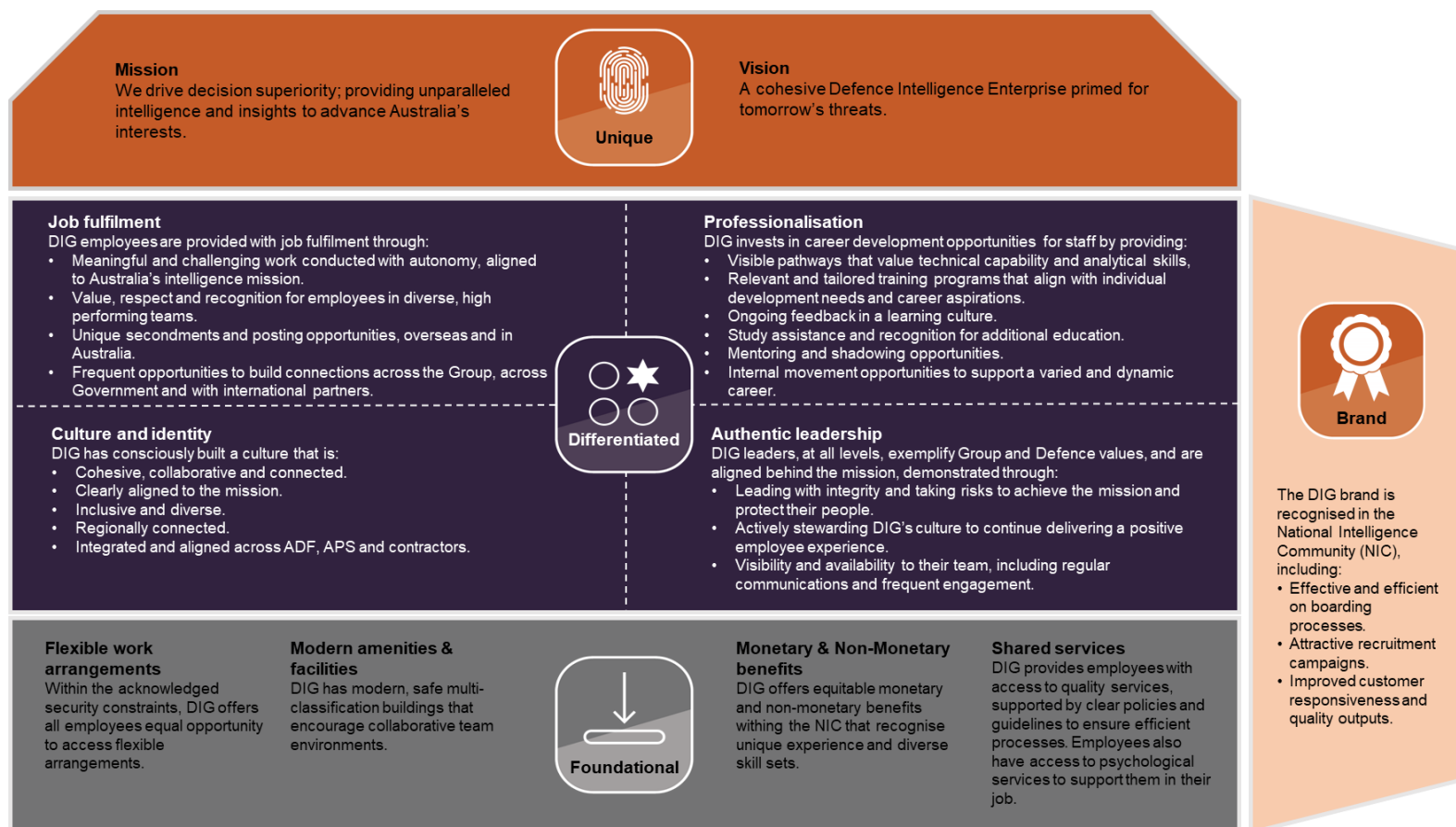
- The DIG EVP
 - Unique
 - Differentiated
 - Foundational

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Defence Intelligence Group's Employee Value Proposition

The below EVP has been specifically designed for DIG, based on research and the feedback provided by employees. For further information on the work undertaken to define this EVP please refer to Appendix A.



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The EVP is broken down into three sections: Unique, Differentiated and Foundational.

Unique: DIG's mission is something that is inherently unique to the Group and should be foundational to designing and implementing future activities. This component can be utilised in both attraction and retention efforts and should form a core theme in the narrative for DIG's EVP.

Differentiated: Differentiated elements are components of the EVP that speak to the experience that employees will have within DIG. While other areas or organisations may offer similar components, DIG's experience connects the motivation of the individual with the purpose of the organisation and encourages retention. These elements therefore provide an opportunity to deliberately design and invest in activities that demonstrate the desired future state and that set DIG apart from competitors and peer organisations.

Foundational: Foundational elements are the EVP components that represent baseline expectations of DIG employees. They are assumed employer offerings that must be addressed to ensure attraction and retention; once expectations are met, the Group should monitor and maintain standards in these areas.

In addition, DIG's **brand** is aligned with and influenced by the EVP. Word of mouth about individual employee experiences and the Group's delivery against EVP expectations has a strong external influence on brand; at the same time, DIG's brand influences individual employee experience through connection and identification with the Group's mission and purpose. This relationship means that DIG needs to be cognisant of what the brand is and ensure that external promotion of the EVP and its components aligns with the lived experience of individual employees.

Each of these sections are explained in more detail on the following pages.

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Unique

Unique traits of an organisation can be leveraged to emphasise what is being offered by the employer that cannot be offered elsewhere. When these traits are part of everyday and core business, they can attract and retain employees.

Mission

[An organisation's] higher sense of purpose needs to touch people at an emotional level and raise people's aspirations to achieve something they perceive to be worthwhile.

(Holbeche & Springett, 2009)

A unique mission defines an organisation's purpose and provides motivation and general direction to employees (Ireland & Hitt, 1992). DIG's mission of "*driving decision superiority; providing unparalleled intelligence and insights to advance Australia's interests*" is an offering that no one else can make. This mission is truly unique and should feature as the focal point in the DIG EVP. DIG's mission should be front of mind for all DIG employees in their day-to-day work, and they should be supported to understand how they are contributing to the delivery of this mission.

DIG is critical to enabling defence capability, enhancing national security, and supporting decision-making in Defence. The intelligence gathered and analysed within the Group supports ADF operations, national disasters and crisis response, and provides critical intelligence to the nation and its allies. Clearly communicating DIG's mission to current employees and potential new starters, and supporting their understanding of how their work aligns with the mission, is essential – particularly for the Group's future workforce.

Opportunity for value proposition

Employees value the unique mission of DIG that unifies the Group and provides internal clarity on purpose and direction. Employees who do not understand how their day-to-day work contributes to the Group's ultimate goal will not feel aligned and motivated to achieve the mission (Mullane, 2002). Many workshop participants expressed a desire to better understand the mission and vision of DIG, and how their work aligns with and supports them.

The importance of instilling DIG's mission to all employees cannot be overstated. When employees feel there is meaning in their work, their performance and engagement improves alongside the organisation's ability to retain people. Providing additional clarity and alignment around DIG's mission, and supporting staff to more readily identify how their work contributes (throughout all aspects of the employee lifecycle) is DIG's most powerful lever in supporting enhanced employee engagement and retention.

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Brand

“Effectively branding an organisation as a potential or current employer... helps a company compete in the ‘war for talent’ by attracting and retaining talented personnel, which in turn is essential for delivering service quality to the customer.”

(Rampl & Kenning, 2014).

Employer brand refers to the way that an organisation is perceived as a place to work. It demonstrates the package of functional, economic and psychological benefits available with the employing organisation (Mosley, 2007) and plays a vital role in attracting and retaining employees (Rampl & Kenning, 2014). Current employees have raised the importance of further developing and enhancing DIG's brand.

A key component of an employer brand is the recruitment process experienced by candidates as they apply for a role in the organisation, and continues through the remainder of the employee lifecycle. High-quality candidate and employee experiences are more likely to attract and retain the best talent, as individuals develop a connection with the organisation that shapes their attitude and behaviours towards the employer (McCarthy, Bauer, Truxillo, Campion & Van Iddekinge, 2018).

Opportunity for value proposition

The development of a DIG EVP provides an opportunity to further define and develop a strong and unified brand at the Group level. A clear and cohesive DIG brand guides enterprise efforts to improve attraction, recruitment and all elements of the employee experience, and aligns with the EVP priority of supporting staff to connect to vision and mission as a key retention lever. In particular, a strong DIG brand empowers the enterprise people function in its pursuit of a consistently compelling employee experience across the employee lifecycle.

As an immediate action to address staffing shortages, the Group has the opportunity to drive an enterprise-level approach to attraction and recruitment that achieves the volume and quality of candidates it requires. Integration of the EVP into recruitment through clear articulation of the benefits that come from being a part of the Group would help to strengthen DIG's brand and enhance the Group's attractiveness to potential recruits.

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Differentiated

Through clarifying its EVP, DIG makes choices as to what elements differentiate itself as an employer. While other organisations can, and do, offer benefits such as career development, actively building these aspects of the EVP in a way that delivers a positive employee experience will help to set the Group apart from peers and competitors.

Understanding and deliberately investing in the differentiated EVP components will help to attract key talent, as well as support enhanced retention through demonstrating that DIG values its workforce and continuously reminding current employees of the reasons they chose and continue to choose employment with DIG (Markman, 2022).

Job fulfilment

“Seventy percent of employees surveyed said that they would consider leaving their role for a more fulfilling one, and one in three said they would consider lower pay.”

(Stewart, 2018).

DIG’s ability to align to employees’ intrinsic values and motivators is a key differentiator in the employment market. DIG’s unique mission is inspiring to those who participate, particularly when their daily experience affirms their contribution to a broader purpose.

Job fulfilment means employees feel they are useful, respected, valued, recognised, continuously growing and inspired (Stewart, 2018). Intrinsically motivated employees are more likely to exhibit higher performance, commitment, and greater job fulfilment (Baker, 2020). Given the nature of DIG’s work, the Group can leverage and emphasise this as an element of their EVP. Workshop participants indicated that this was already a key factor in attraction and retention within DIG. Many participants cited ‘interesting work’ with ‘direct contributions they make to national security’ as the best part of their jobs.

To ensure employees remain engaged and continue to see meaning in their work, they should be given scope to amend their roles to maintain job fulfilment. Job crafting is the process of allowing employees to redesign their work duties to uphold job satisfaction which in turn leads to improved engagement (Berg, Dutton & Wrzesniewski, 2007).

DIG is also in the position to offer additional aspects of job fulfilment, such as opportunities for growth and new experiences through secondments, postings, travel opportunities, and the respect and inspiration gleaned from a positive team environment – all of which were highly valued by workshop participants.

Opportunity for value proposition

Employees value opportunities for secondments and overseas postings and believe that the work within DIG is highly interesting. The type of work, opportunities available and the connection to the Defence and national security mission is often a primary reason for remaining with the Group.

Beyond the immediate, tangible activities, a deliberate focus on job fulfilment (including through connection to DIG’s mission, as well as consideration of how additional benefits such as posting and travel opportunities can be leveraged) provides an opportunity for DIG to drive increased employee engagement and to help ensure the workforce feels valued and respected. In contrast, if employees’ daily experience does not support them in connection with their personal purpose and with DIG’s vision and mission, this represents an ongoing risk to the Group’s ability to retain talent.

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Authentic leadership

“Employees’ perception of authentic leadership serves as the strongest predictor of job satisfaction and can have a positive impact on work-related attitudes and happiness”

(Gavin, 2019).

Authentic leadership is recognised as a differentiator within the DIG EVP, leading to more engaged, enthusiastic and motivated employees. An authentic approach to leadership is one that is centred on building legitimacy through honest relationships.

Research shows that leadership should prioritise a sense of belonging and connection; aspiring leaders should work to create, represent, promote, and embed a shared sense of ‘us’ (Haslam, 2021).

Employees who are led by authentic leaders report better productivity, higher trust, and more positive working environments and therefore are more likely to remain (Gavin, 2019).

Authentic leaders have the integrity and skills to make the right choices. They demonstrate the desired skills and attitudes required in an organisation and act as a role model and influential driver of team performance and steward of culture.

Employees want to see authentic leaders who:

- Are self-aware and genuine,
- Display empathy and ethics,
- Are mission driven and focused on results,
- Have a growth-mindset,
- Are willing to make the hard choices, and
- Focus on the “we” and “us” (Bruhn, 2021).

Opportunity for value proposition

Employees stated that leadership practices and transparent management of risks and responsibilities is critical in feeling secure and confident in their work and in creating an environment of psychological safety. Many workshop participants expressed a desire to develop stronger relationships with leadership and a need to establish more regular and meaningful communication within and across DIG.

Communication channels to and from employees can be improved and will contribute to the rapid identification and resolution of issues, as well as the alignment of individual efforts with the Group’s strategic intent. Investing in processes and channels to enhance connection within and across DIG, as well as providing support and space for leaders to deliberately consider their individual and collective role in establishing the EVP, acts as a signal that the Group is aligned and committed to this program of work.

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Professionalisation

“When highly engaged employees are challenged and given the skills to grow and develop within their chosen career path, they are more likely to be energized by new opportunities at work and satisfied with their current organisation.”

(Brassey, Christensen & Damn, 2018).

Investment in career pathways has been identified as a key differentiator within the DIG EVP – highlighting the clear and purposeful pathways available for employees to professionalise within the field of intelligence is an opportunity for DIG to drive increased retention and support staff to see a future with the organisation.

The strategic and operating context that DIG faces is characterised by “persistent uncertainty, a multigenerational workforce, and a shorter shelf life for knowledge [which has] placed a premium on reskilling and upskilling” (Brassey, Christensen & Damn, 2018). At the same time, research has shown that companies that invest in the development of their employees are nearly two and a half times more likely to reach their performance targets (Sotubo, 2019).

Providing clear pathways for employees helps boost real and perceived career opportunities and reduces career stagnation (Chamberlain, 2017). Research indicates that the focus needs to not just be on vertical progression but should also consider lateral and cross-functional roles (Schreiber-Shearer, 2021), enabling a breadth of opportunities to be accessed within the organisation.

Opportunity for value proposition

Employees value progression pathways and opportunities for skills development across the Group; secondments, postings and deployments that allow ongoing development of skills and enable progression along a pathway were often described as key motivators for staying in DIG.

Clearly defined career pathways support employees to remain in the profession. There is a particular desire to build opportunities for technical specialists who want to continue on technical pathways before undertaking managerial roles. Offering pathways beyond the APS 6 level allows for the retainment of expertise and knowledge within the Group which will allow for the continued output of quality outputs.

Employees indicated that training needs to be specific and targeted to their individual needs as a demonstration that DIG is invested in their career and future with the organisation. Through providing increased visibility of work already underway to define future intelligence careers, as well as deliberate consideration of the needs of the future workforce, DIG has an opportunity to clearly articulate career pathways for all staff and to drive targeted investment in professionalisation and skilling as a differentiated lever for attraction and retention.

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Culture and identity

“Belonging and culture is a primary driver of organisational performance.”

(Prof Alex Haslam, 2021).

Culture and identity is a key pillar of any organisation's EVP and serves as a primary differentiator between businesses.

Workplace culture can be defined as a set of norms and values that are widely shared and deeply held throughout the organisation (O'Reilly and Chatman, 1996) and has the potential to influence an employee's performance and determine individual experiences and behaviours in workplace interactions (Sanchez-Burks, Bartel & Blount, 2009).

An organisation's identity can also impact its turnover rate and employee productivity (Melewar, Karaosmanoglu & Paterson, 2005). Whilst some employees of well-established groups can develop a sense of organisational identification (Bergami & Bagozzi, 2000), evidence shows that when separate organisations merge, it can disrupt internal cultures and cause confusion about the new identity being formed (Melewar et al, 2005).

Culture and identity within DIG was frequently discussed during workshops – particularly by those in AGO and DIO, who feel that the formation of DIG is causing the erosion of their foundational culture and identity.

Opportunity for value proposition

Culture and identity within DIG is at the forefront of employees' minds and as a newly established Group, DIG has not yet had the opportunity to define and build a cohesive, shared culture. Deliberately investing in DIG's culture – including through establishment of the EVP – provides an opportunity to confirm that a DIG identity does not supersede the unique cultures within each component organisation, but drives enhanced connection to reinforce a sense of shared mission, values and norms benefiting all components, categories, teams and roles within DIG.

Most employees are extremely passionate about their culture and are seeking opportunities to participate in deliberately shaping DIG's future and in building a shared Group identity; this represents a powerful lever for DIG in establishing the EVP and should underpin future implementation activities.

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Foundational

The foundational elements of an EVP are the baseline, core factors that impact an employee's ability to function within the workplace. DIG must remain competitive by matching, or exceeding, employee expectations as well as competitors' offerings in order to attract new talent and retain their current workforce.

Shared services and business processes

"Management models need to be agile, integrative and flexible in order [to] cope with challenges [while also] being able to sustain and increase the level of performance of its respective organisation."

(Nadarajah & Latifah, 2014).

Shared services and business processes have been established as a baseline of DIG's EVP as they directly impact efficiency and function in the workplace.

An organisation's performance is improved with high-functioning HR roles (Hailey, Farndale & Truss, 2005), and business processes are a critical enabler for an organisation to maximise its available resources to achieve strategic objectives and meet customer demands (Nadarajah & Latifah, 2014).

Opportunity for value proposition

Workshop participants often stated confusion at DIG's internal processes and a concern that this has resulted in a duplication of effort throughout the Group. They indicated a need for greater awareness of procedures and points of contact for internal administration. DIG has an opportunity to review current administrative processes, the impact to current workflow and the strategies and education required in reducing the burden.

Ultimately, reviewing and refining the service offers for shared services (including HR, ICT, finance and facilities) across DIG provides an opportunity to better support staff in accessing services as well as to identify and remediate any gaps.

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Environment

“We spend almost a third of our lives in the office, and in order to find and retain top talent, it’s essential for companies to foster an environment that empowers people with the right space to work, think and collaborate naturally.”

(Morten Meisner-Jensen, 2019).

The environment in which an employee spends their workday and the amenities and facilities their employer can offer them is a cornerstone of an organisation’s EVP. An employee’s work environment has a direct impact on their mood (Woo & Postolache, 2008). A positive work environment enhances the fulfilment of its employees while also strengthening their attachment to their organisation (Arasanmi & Krishna, 2019).

Opportunity for value proposition

The work environment throughout DIG and the facilities and amenities available to the workforce was identified as a critical factor in employee wellbeing and productivity. There is an opportunity for the Group to improve employee collaboration by reviewing current accommodation barriers that are negatively impacting team cohesion.

Investigating the validity of WH&S concerns raised by staff should be a priority for DIG. Beyond this initial action, there is an opportunity throughout establishment of the EVP for DIG to involve staff in co-designing additional investments in their work environment.

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Monetary and non-monetary benefits

An individual's pay is important, but their awareness of their salary compared to others in the same field is crucial.

(Chaudhry, Sabiri, Rafi & Kalyar, 2011).

Competitive and equitable salary packages have an essential role within any organisations' EVP. Salary dissatisfaction among employees can result in a myriad of ramifications including a decrease in job satisfaction, motivation and performance while increasing absenteeism and turnover (Chaudhry et al, 2011).

Opportunity for value proposition

DIG staff currently perceive that their salaries are not competitive with other NIC organisations and are not equitable to comparable roles outside the Group; more than the level of remuneration, staff expressed that fairness and parity in pay was important to them. They are aware of the higher salary packages available to them in the intelligence community (particularly loading for maintaining a TSPV clearance) and are equally mindful that their skillsets and security clearance make them highly desirable candidates for industry.

Beyond addressing perceived inequity in salary, DIG has an opportunity to holistically consider monetary and non-monetary reward and recognition of employees. Providing greater clarity on DIG's recognition and reward structure will improve transparency for employees and allow room to have necessary professional conversations.

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Flexible work arrangements

“Our findings support existing research where employees with increased schedule control or flexibility have less emotional exhaustion, burnout and fatigue.”

(Hokke et al, 2020).

Increased flexibility in the workplace has established itself as an expectation among employees due to the way work was conducted during the emergency response to the pandemic (Vyas, 2022). Flexible work arrangements (FWAs) are becoming a stronger consideration for current and potential employees and will contribute to an organisation's ability to attract and retain talent (Gunn, Garcia & Bradley, 2022).

FWAs are defined as work options that permit employees to have some control over work hours, pattern or location (Fair Work Ombudsman, 2013), and their implementation is associated with improved wellbeing among employees and reduced exhaustion, burnout and fatigue (Hokke et al, 2020).

Opportunity for value proposition

Employees appreciated that the nature of their work often requires the need to work in a secured facility; however, given the changing nature of the modern workspace they expressed a desire for modifications to their current work pattern and location requirements.

There is an opportunity for DIG to provide support and guidance to managers in the application of the current flexible work policy to enable a consistent application across the Group. Beyond this, deliberate consideration of roles that may be able to be performed flexibly (for example, through remote working) as part of workforce planning would enable access to a broader talent pool and provide additional flexibility to current employees.

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Section three: Implementing an EVP

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Implementing an EVP

Driving towards change

As DIG evolves and responds to an increasingly dynamic and complex operating environment, the EVP provides a framework of reference that the Group can use to ensure a consistent and coherent approach to people initiatives (including career, workforce, learning and development, and recruitment activities).




The DIG EVP focuses on people as the Group's most important resource and places strong emphasis on building DIG's brand. It explains how DIG will meet future challenges through investment in people and how the Group will integrate a people focus into every aspect of organisational activity. The DIG EVP champions a shared culture and identity, authentic leadership, career development and job fulfilment as key levers for enabling a people capability that meets the Group's purpose and objectives.

Implementation of the DIG EVP provides an opportunity to:





- Further define DIG's cultural aspiration: a culture that is inclusive, collaborative and clearly aligned with the mission.
- Influence talent functions and help to align all people, workforce, learning and career initiatives across all stages of the employee lifecycle.
- Empower leaders (as individuals and as a team) to lead in a way that supports the values and the strategic direction of the Group.
- Promote investment in career development mechanisms and establish visible career pathways to enable all employees to have tailored and meaningful careers.
- Influence job design and investment in team performance environments, seeking to empower employees with meaningful work, a high degree of autonomy, professional mastery and connection with peers across the Group and partner organisations across the NIC.

Guiding principles

Critically, *how* DIG chooses to implement the EVP will be as significant as *what* is delivered – demonstrating an approach to implementation that authentically embodies the cultural components of the EVP will be a clear indication of genuine commitment to change. To support this, the following guiding principles will shape implementation.

Principle	So what?
 Championed by leaders	Senior leadership is aligned and committed to action in implementing the DIG EVP. DIG leadership will actively work to set and communicate a clear direction, enable momentum and manage risks as a team.
 Designed by workforce	DIG will empower the workforce through collaborative efforts of co-design and ensure all employees have the opportunity to contribute to designing the future that they will be part of.
 Aligned with mission	Shared commitment to mission will provide a central focus throughout EVP implementation and will underpin design and execution of all identified activities.

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Principle	So what?
 Central point of reference	<p>The EVP will act as the aspirational state and will guide and influence all people and workforce projects undertaken throughout DIG to ensure a consistent and coherent approach.</p>
 Recognise progress	<p>DIG will integrate the EVP implementation with initiatives already underway and identify opportunities to share successes across the Group to improve practice and create efficiencies</p>
 Continually evolving	<p>DIG will regularly review the status of activities and monitor progress, adapting and shifting the EVP in alignment with feedback and workforce needs to ensure ongoing transparent and authentic communication against practice.</p>
 Promotes visibility	<p>DIG will be clear about where the organisation is now, where it wants to be and will regularly and transparently communicate progress.</p>

Summary

An effective EVP articulates the rewards, benefits, and tangible and intangible value that employees receive from working for an organisation.

DIG is at a critical point, with an opportunity to extend on the broad staff engagement that generated the EVP aspiration, and achieved an understanding of current challenges, to build trust in the organisation's ability to drive positive change. The suggested next step is for the Group to identify key initiatives to make the EVP a lived reality and integrate these with existing people strategy to ensure a coherent program of work. Staff engagement will continue to feature in the development and execution of the implementation plan, reflecting the principle of co-design.

Many levers contribute to achievement of the stated EVP, across talent functions and beyond, and a critical success factor is the ability of the organisation to achieve alignment across heavily interdependent initiatives, rather than a 'stove piping' of work. The cultural conversation in the organisation will also evolve over time and, equally critical to success, is an active approach to management of the program as a strategic conversation, rather than a 'set and forget'.

The DIG EVP focuses on the mission; differentiated job fulfilment; careers; authentic leadership; culture and identity; foundational flexible work arrangements; equitable salary packages; shared services; and modern amenities and facilities. Reinforced by a strong DIG brand, and placed at the centre of strategic and operational workforce decisions, the EVP will ensure that employees feel supported, recognised and valued.

The recommended approach moving forward is to highlight the importance of project management, authentic leadership, and engaging with the workforce to make the DIG EVP a reality. Critically, *how* DIG chooses to implement the EVP will be as significant as *what* is delivered – demonstrating an approach to implementation that authentically embodies the cultural components of the EVP will be a clear indication of genuine commitment to change.

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Appendices

- Appendix A – Work to date
- Appendix B – Reference

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Appendix A – Work to date

Summary

To design a tailored and competitive EVP for DIG, 54 workshops were held across March and April 2022 to understand the lived experiences of DIG's workforce. All DIG employees were invited to participate; however, attendance and participation was on a voluntary basis.

Approximately 300 (28%) DIG employees attended workshops. This involved pre-work to capture quantitative data about individual experiences and perspectives, which was then consolidated and analysed to inform qualitative discussions. In particular, at each workshop participants were asked to reflect on the themes identified through the pre-work and to share their thoughts on what might be driving the concerns, and put forward their view as to a desirable future state for the Group.

A co-design approach, that engaged staff in a series of workshops, was undertaken due to the importance of the conversation as well as the ultimate product. Comments from these workshops were grouped into six categories:

- Career growth and development
- Nature of work and the work environment
- Monetary and non-monetary benefits
- Relationships and belonging
- Structures and processes, and
- Organisational values, mission and purpose.

The EVP workshops highlighted a number of consistent, central themes as to what the workforce values about their job and their expectations of a positive employee experience. Some of these themes are detailed in the table below.

EVP category	Themes
Career growth and development	<ul style="list-style-type: none"> • Career pathways • Career progression • Secondments, postings and deployments
Nature of work and work environment	<ul style="list-style-type: none"> • Communication, consultation and connectivity • Infrastructure and workplace conditions • Amenities • Resourcing
Monetary and non-monetary benefits	<ul style="list-style-type: none"> • Remuneration • Flexible working arrangements
Relationships and belonging	<ul style="list-style-type: none"> • Leadership • Recognition
Structures and processes	<ul style="list-style-type: none"> • Recruitment • Shared services • Understanding of Group roles and responsibilities
Organisational values, mission and purpose	<ul style="list-style-type: none"> • Culture • DIG identity & cohesion

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Workshops were scheduled in Canberra, Wollongong, and Bendigo to capture the unique thoughts and challenges facing all locations.

The following tables indicate a breakdown of participation across the organisation.

Workshop participation across location		
Location	Participants	% of staff who participated
Bendigo	42	~ 38%
Canberra	252	~ 33%
Wollongong	42	~ 32%

Table 1

Workshop participation across organisation		
Organisation	Participants	% of staff who participated
Australian Geospatial	183	~ 44%
Defence Intelligence	123	~ 50%
Intelligence Capability	31	~ 55%
Intelligence Policy & Priorities	11	~ 33%

Table 2

Workshop participation across APS level and rank		
APS level or rank	Participants	% of staff who participated
APS2 - 4 and PTE (E) - SGT (E)	30	~ 46%
APS5 - 6 and WO2 (E) – MAJ	169	~ 36%
EL1 - EL2 and LTCOL – COL	148	~ 46%

Table 3

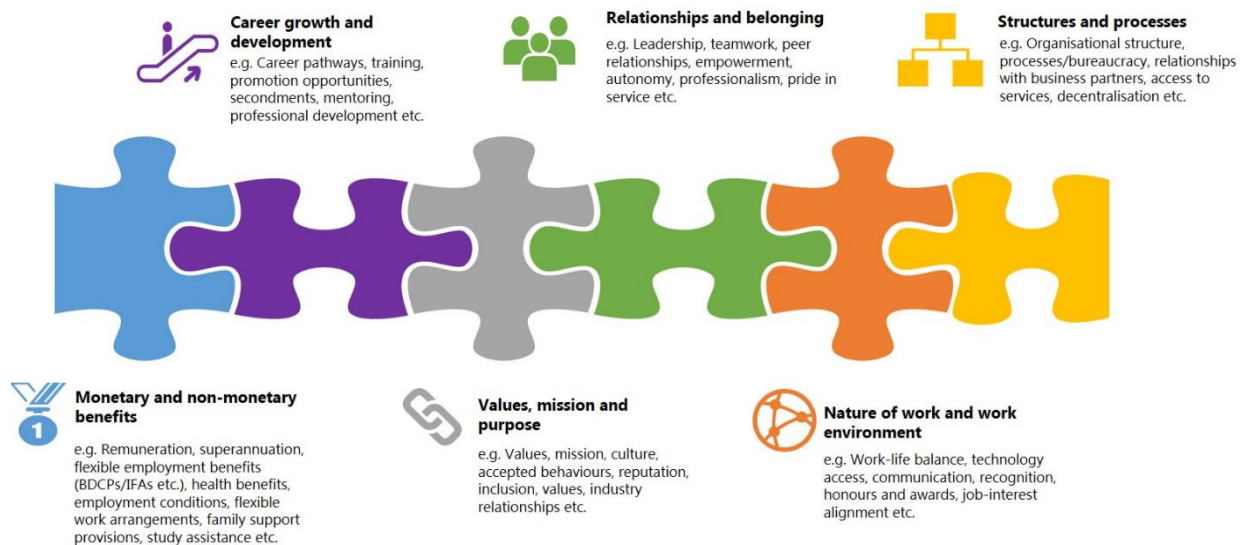
Participants were invited to participate through leadership communications via email. Attendance and participation was voluntary and employees were not made to attend the session. Upon registration for the workshops, participants were asked to consider and respond to two minor pre-work questions:

- What are three things you enjoy about working within DIG?
- What are three things you do not enjoy about working within DIG?

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An EVP framework was established to assist in analysing and quantifying the data collected in the workshops. The framework consists of six EVP categories:

- Monetary and non-monetary benefits
- Career growth and development
- Organisational values, mission and purpose
- Relationships and belonging
- Nature of work and the work environment
- Structures and processes



Every participant comment, whether it was satisfied, unsatisfied, a barrier or a solution was placed under one of these categories.

Comments recorded in the workshops were classed under one of the six EVP categories and then designated to a specific theme within each of the primary EVP categories.

Outputs and Themes

DIG employees shared their experiences honestly which emphasised their desire to see DIG become a better place to work. It is clear that the workforce has a passion for their job and can see how they contribute to Australia's national security. However, the negative aspects of the work environment are getting harder to ignore.

The overall high level themes and outcomes from the workshops can be broken down into the following categories:

Identity and culture; Most employees are extremely passionate about their culture and are seeking opportunities to participate in shaping DIG's future and in building a shared Group identity.

Leadership & communication; DIG employees expressed a desire to develop a stronger relationship with leadership and establish more-regular, meaningful communication within and across the Group.

Career growth & development; Employees felt that greater attention to career growth and development within DIG would help them as intelligence professionals.

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Shared services & DIG structure; Employees would value greater clarity on internal processes and role definitions.

Remuneration & reward; Many participants mentioned the salary and benefits that their intelligence counterparts in other agencies and in industry received compared to DIG, and a perceived inequity in their responsibilities and remuneration.

Work environment; Many participants commented that upgrades to their work environment and facilities, would aid their productivity.

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Appendix B – References

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