



Ministry
of Justice

ITT_741

Employee Value Proposition – Specialist
Support

Q5 Response

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Introduction

This document is Q5's response to ITT_74, Employee Value Proposition – Specialist Support.

We are delighted to propose our support as the external specialist agency to establish a compelling Employee Value Proposition (EVP) for the Ministry of Justice. We have deep expertise in helping organisations develop an EVP that helps them address their talent acquisition, retention and engagement issues. Our approach, starting with an analysis of the current “as is” situation before helping our clients to design, develop and implement new models, is anchored in making change stick.

Our team has a wealth of experience in EVP projects, within both the Public and Private sectors. We understand the specific challenges facing the Public Sector having worked at the MoJ, DECC, HMPO and GDS, to name but a few. We believe that our skillset along with the ‘can do’ attitude of our Q5ers is ideally set to address the challenge at hand and to help the MoJ in its ambition to create a world-class department that is not only ‘best in Whitehall’ but also a ‘great place to work’.

Our understanding of your requirements

At the 2015 Spending Review, the Chancellor announced an investment in the MoJ’s ambitious reform agenda to create a one-nation justice system. At the same time he announced a significant reduction in MoJ’s expenditure and the department has drawn up the MoJ Transformation Programme to implement the most far-reaching reforms for a generation.

As part of its drive to deliver this, the MoJ wants to implement a new EVP; a key part of creating a simpler, smarter and smaller Ministry. Not only will this help make the department a great place to work for your people but also address your talent challenges. You are seeking support to help develop a new ‘employer brand’ and promote it as part of the new employee deal. This deal will include an inclusive culture, improved work environment, enhanced development and career paths and seek to drive up retention rates and attract the best candidates to work at the MoJ.

You need the agency you partner with to review and develop insights from the employee and manager workshops held to date. You then want them to engage with your people, your HR community leaders and other stakeholders to engage with these insights and be part of developing the future; the EVP that will deliver performance improvements. You want an assessment of the opportunities for the MoJ to develop a compelling and creative EVP to attract employees. The project must be developed alongside specialist workstreams to ensure that the development of activity is consistent with the EVP and can integrate with HR processes. You want the project to result in a draft EVP that can be tested with employees of all levels, then finally using that feedback, launch the EVP.

How we will respond to your requirements

We believe that we have the experience, capability and credibility to meet all your requirements and support you effectively to design and deliver a new MoJ EVP.

We have structured our response to reflect your key questions in Section 5 of the Appendix D – Response Guidelines document.

Qualitative Responses - Question 5.1

The Potential Provider will describe how they plan to provide resources or deliver outputs on an as-needs/ad hoc basis to the programme across work areas based on programme need as described in Appendix B Statement of Requirement. As part of this proposal, the Potential Provider should demonstrate their expertise in the areas outlined in sections 4-6 of the specifications requirements


5.1 - Q5 Response

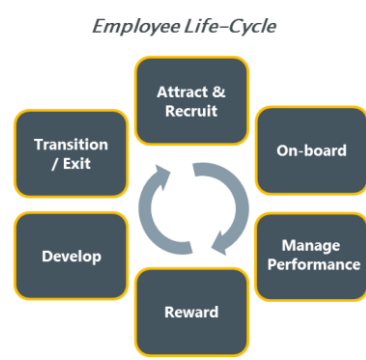
We understand that a good deal of work has already been undertaken to engage staff around the required new ways of working and culture and the new EVP that would support this. This is a fantastic start and will provide great foundations for how we can support you.

Our value add is in our ability to take these foundation stones and build upon them; driving insights from the research that can shape the new EVP. Q5 is a management consultancy with offices in London, New York and Sydney. We help our clients build exceptional organisations by enabling them to transform their people, processes and structures to best position them for growth and success. A targeted, relevant and effective EVP is a key component of this. Our experience will enable us to deliver to your requirements, to time and to budget.

Our knowledge of the MoJ also ensures that we understand that its diversity (a large number of executive agencies and arms-length bodies) that we will need to take a variety of views into account and deliver an EVP that has common elements and specific variations.

Answering to the EVP programme director, we will deliver to your requirements in the following ways:

MoJ Requirements	How Q5 will deliver to them
<ul style="list-style-type: none"> <i>Reviewing the material and data that has been collected so far in relation to employee engagement, ways of working and organisational culture in the MoJ</i> <i>Critically analysing this material to identify key priorities and themes that should underpin an EVP for the MoJ</i> <i>Produce a robust analysis of employee and stakeholder data and identify key strengths and opportunities for MoJ with recommendations for action</i> 	<ul style="list-style-type: none"> We will direct our team to review the material and data already collected in the first 2 weeks of the contract, highlighting any gaps and pulling out the key insights that have relevance for the future EVP. Using the Q5 Effective EVP model, we will draw out and critique your current thinking across each of the areas of our model. This will enable us to identify any priority areas for you and to focus on and direct the further data gather, etc,  <p>The diagram illustrates the Q5 Effective EVP model. It features a central grey circle labeled 'Employee Value Proposition'. Surrounding this central circle are six green circles, each representing a key area of focus. These circles are connected to the central circle by arrows pointing outwards, indicating that each area contributes to the overall EVP. The six areas are: 'Rewards & Recognition' (top), 'Performance & Image' (top-right), 'Skills & Career Development' (bottom-right), 'Management Style & Behaviours' (bottom), 'Culture & Values' (bottom-left), and 'Working Processes' (top-left).</p>
<ul style="list-style-type: none"> <i>Engage with specific groups of staff where it is identified that further input is required from them and to test emerging proposals for the EVP</i> <i>Meet key Directors and other senior stakeholders to secure their input</i> <i>Partner with MoJ Communication function to</i> 	<ul style="list-style-type: none"> Based on the outcome of our analysis we will produce a targeted plan for further investigation, communication and engagement. We will engage with/interview employees of all levels (depending on what we need to find data on), make sure the project is aligned within the department and produce robust data to establish those themes and opportunities. We have a collaborative style of working with joint teams, for clear outcomes, agreed benefits and shared success. We bring the right talent with the right experience to bring genuine insight into the work we do. Being a nimble, growing firm we are responsive to the changing demands of a project. We work on an ad hoc

<p><i>ensure alignment of activity and agree ways of working</i></p>	<p>basis that means we can scale projects up and down on short notice.</p> <ul style="list-style-type: none"> • We will work in a completely joined up way with your Communication function to ensure aligned outcomes.
<ul style="list-style-type: none"> • <i>Meet the individual leads of the People Workstreams for MoJ Transformation to secure their input; in particular on how the EVP integrates with their work. Recommend appropriate policy response/developments in support of effective EVP</i> 	<ul style="list-style-type: none"> • We will make sure that the project is aligned with other initiatives across the Department. We are keen to ensure that our work fits seamlessly into the broader Modern Employee Proposition (MEP) programme. To do this we will work with you in the first 2 weeks of the contract to create a stakeholder engagement plan that will drive regular engagement, information sharing and challenge. • We will also ensure that we use our experience and point of view to bring 'best practice' thinking into our work and also into the broader MEP, where appropriate. It is our belief that to be truly effective your MEP will need to interact with and not just take as input what EVP delivers
<ul style="list-style-type: none"> • <i>Develop an approach to the EVP that is relevant for existing staff and potential recruits to the MoJ paying particular emphasis to MoJ identity and emotional engagement.</i> • <i>Develop a draft framework for an MoJ EVP, including proposals for how the MoJ HQ and individual agencies should be covered, and pilot</i> • <i>Review outcomes of the pilot and create final EVP</i> • <i>Implement EVP</i> 	<ul style="list-style-type: none"> • We believe that the EVP is the articulation of what makes your organisation a unique and compelling place to work. As such it should be reflected in all aspects of your organisation. • Increasingly our clients are now starting to develop more tailored EVPs that focus on different segments of their employees and this is particularly important for the MoJ. • In order to make the MoJ's EVP successful, we would help you clearly and simply define what it means to be an employee of your organisation. Including what this means for the following core areas: <ul style="list-style-type: none"> ○ <i>Rewards and recognition</i> ○ <i>Current and future roles</i> ○ <i>Values and ways of working</i> ○ <i>Capability development</i> <div data-bbox="1005 1120 1372 1478"> <p><i>Employee Life-Cycle</i></p>  <pre> graph TD A[Attract & Recruit] --> B[On-board] B --> C[Manage Performance] C --> D[Reward] D --> E[Develop] E --> A E --> F[Transition / Exit] </pre> </div> <ul style="list-style-type: none"> • <i>Looking at all stages of the employee life-cycle we will align with wider strategic goals</i> • We would work to bring your department brand to life – walking the walk, as well as talking the talk • Identify the ways of differentiating yourself – Making the MoJ the employer of choice • <i>Resonate with your employees – is the EVP true now, does it appeal and does one size fit all?</i> • <i>Consider the future – are there any aspirational elements that should be incorporated?</i> • <i>Input relevant information/ insight into your HR processes and strategy</i>

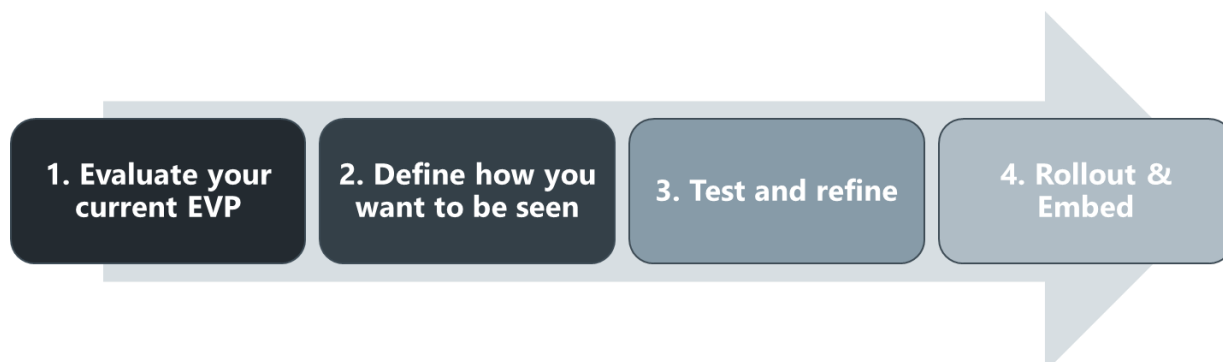
We will outline the phased process we will use to review, design and implement your new EVP in the following section.

Qualitative Responses - Question 5.2

The potential provider will describe how they will deliver and phase the project with reference to the indicative timeline in section 6 of the statement of requirements, but adhering to a latest end of June project completion date.

5.2 - Q5 Response

We would recommend using the following proprietary Q5 model for identifying, designing and implementing an EVP.



<ul style="list-style-type: none"> • Set up an EVP team to champion, run and sponsor this work. • Create and initiate a project plan including engagement activities • Confirm your employer branding objectives – what do you need your EVP to do • Review information from existing sources and set up working groups for additional ideas and feedback • Develop key insights and a report outlining key priorities 	<ul style="list-style-type: none"> • Collaboratively develop the ‘What’ and the ‘How’ • Develop a first draft EVP that covers: <ul style="list-style-type: none"> ○ Rewards and recognition ○ Current and future role pathways ○ Values and ways of working ○ Capability development opportunities • Conduct a realistic assessment of your distinctive strengths in each area and the journey to implement • Complete a draft EVP ready for testing 	<ul style="list-style-type: none"> • Consider your different types of employee/ groups/ agency, etc • Develop a clear set of needs for each group • Create a tailored and compelling EVP for each group • Test with key groups and ensure relevancy and the ways to deliver • Refine the EVP and ensure sign-off 	<ul style="list-style-type: none"> • Create an implementation plan • Create a toolkit to assist employees and management • Enlist senior leadership support to communicate the new EVP and next steps to the business • Embed any changes <p>NB: Although not included in current scope of this RFP we would recommend that you consider the following activities 6 months after the launch of the EVP:</p> <ul style="list-style-type: none"> • Measure success • Review/update to reflect key strategic changes • Ensure alignment to current capabilities and longer term strategy • Improve and flex as required • Re-test & re-launch
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You set out a very clear schedule with milestone dates from early January to the end of June 2017. We can confirm that we have tailored our plan and our resource levels to meet your timeline and deliver to your requirements.

	Week 1	Week 2	Mid Feb	End Feb	End March	End April	End June
Focus	Project set up 121 interviews	Review the As Is Picture	Recommendations on strengths and opportunities	Further data gathering/ EVP recommendations	Draft EVP	Test EVP	Final EVP design, Go/No Go decision
Activities	<ul style="list-style-type: none"> Agree interview list Set up interviews Conduct initial interviews 	<ul style="list-style-type: none"> Interviews with core team Desk research of current activity Input workshop for field staff and mid-level managers 	<ul style="list-style-type: none"> Complete assessment and heatmap of current EVP Map strategy, policy and organisation changes to current EVP Design guiding principles for future EVP development 	<ul style="list-style-type: none"> Carry out further interviews and data gathering Draw up recommendations on EVP testing, roll out and ongoing review 	<ul style="list-style-type: none"> Draft complete lifecycle EVP 	<ul style="list-style-type: none"> Test EVP with focus groups representing interests across all appropriate areas 	<ul style="list-style-type: none"> Draw up the final EVP design with modifications from the focus group, HR and business strategy inputs A decision on whether to go ahead and implement it.
Outcomes	<ul style="list-style-type: none"> Agree plan and approach 	<ul style="list-style-type: none"> Baseline current research Heatmap of 'missing' data and plan for delivery 	<ul style="list-style-type: none"> Alignment on future direction of the EVP 	<ul style="list-style-type: none"> Set of recommendations ahead of drawing up the draft EVP plan Impact of the recommendations on structures and ways of working 	<ul style="list-style-type: none"> What MoJ needs to deliver Where the natural accountabilities and responsibilities lie Initial change impact 	<ul style="list-style-type: none"> Understanding of the implications and requirements of the EVP more fully Refinements as required 	<ul style="list-style-type: none"> The final report and a decision over whether to proceed

Outputs – what you will get at the end of the process

- You will have a fully developed, tested EVP that fully fits the needs of the department, ready to take a “Go/No Go” decision to be implemented by the end of June
- A compelling narrative that brings the project to life for your people. We will explain simply and succinctly the benefits of the new model and how it will underpin your ambitions and the transformation programme.
- A team that understands what’s changing and why. They will have been part of the process and will understand at a deep level what needs to change and why

Qualitative Responses - Question 5.3

The potential provider shall provide case studies of similar services provided to a minimum of three other clients in the last three years demonstrating the consultants capability for the following: Developing a compelling and cohesive EVP with core messages in a large and complex organisation with subsidiary business units operating with a level of autonomy and own identity

Challenging existing organisational thinking to produce a truly distinctive, innovative and creative EVP which makes a significant step change in the perception of reward. Balancing the requirement to engage existing MoJ employees, attract broader civil service employees and potential external recruits from the private and public sectors.

Working closely with internal communication, business strategy and transformation teams to ensure complete alignment with internal messaging, business objectives and transformation programmes.
Harnessing a multi-channel approach to promotion of EVP e.g. online, social media etc. Effective data gathering, analysis and application to effective solution

5.3 - Q5 Response

Q5 is a growing global consultancy organisation that helps organisations deliver across a broad range of organisational change. Our raison d'être is to help organisations align their structures, processes, ways of working and talent to their strategic choices.

As has been said before, aligning your EVP to do this effectively is critical. Being able to understand what you offer to new recruits, current colleagues and aspirational leaders is essential if you are to build and deliver a workforce plan that meets your needs. We have worked with a wide range of clients, across industries and geographies on employer brand and employee engagement strategies and interventions to do this.

The aftermath of global recession, new generations entering the workplace and the impact of social media have forced companies to reconsider their EVP as more than the articulation of the 'employee deal', but as something of strategic importance. We have found this a strong starting point for the work we do around strategic organisational change.

Our work has included:

- Developing full engagement programmes that look to identify and address key drivers and barriers to engagement in your workforce including supporting tools & interventions.
- Benchmarking and engagement surveys
- Measuring the value through a robust balanced scorecard approach
- Strategy articulation – creating narratives for managers and employees that answer both strategic questions and highlight business priorities to deliver on the strategy.
- Designing and delivering strategy cascade master classes for executives and line managers along with provision of coaching support and tools to help managers improve engagement in their teams.
- Developing tailored EVPs and employer brands.

[REDACTED]

Qualitative Responses - Question 5.4

The Potential provider should demonstrate how they plan to meet the resource requirements. Please provide Curriculum Vitae for ALL personnel who will work on these activities demonstrating their specialities, experience and skills to meet the requirements

5.4 - Q5 Response

We know you are keen to have boots on the ground quickly, make an impact in a short space of time and provide both structured interventions and ad-hoc support. We know too that you have a specific and ambitious timescale, a set budget limit and a broad and diverse range of stakeholders to involve.

We have recommended a resourcing approach that can and will deliver to your requirements and flex as required to do so. As with all our projects, we will assign an Engagement Partner to oversee the quality of the work, manage senior relationships and attend governance meetings. We would expect this to be [redacted] over the 6 months duration of the project. We do not charge for this to demonstrate our commitment to quality delivery and our investment in the relationship with you. We propose [redacted] of Q5 to take on this role. Chris has worked previously on an assignment at the MoJ.

To drive the project forward we recommend utilising one of our Senior Principal Consultants part-time over the duration of the project. They will lead all the activities, bring their 'best practice' experiences and be the day-to-day contact for the project.

They would be supported part-time by one of our Consultants. Their support will bring experience of projects of this type and also enable the Senior Principal Consultant to focus on the more higher-end activities.

We have included the CVs of 2 of our team whom we believe would be an excellent job for you.

The work outlined here represents about six months effort (exact dates to be confirmed).

Activity	Timescale	Q5 resources
Phase 1 Evaluate Your Current EVP – Mobilisation	Within two weeks of contract award	• [redacted]
Phase 1 – cont'd Evaluate Your Current EVP – Finalise As Is data gather, etc	By the end of Feb	• [redacted]
Phase 2 Define how you want to be seen	By the end of March	• [redacted]
Phase 3 Test & Refine	By the end of April	• [redacted]
Phase 4 Rollout & Embed	By the end of June	• [redacted]

We prefer to work on a fixed fee basis as this focuses the mind on delivery of outputs, rather than counting days. The fees will reflect our rates on G-Cloud at [Q5 Partners on the Digital Marketplace](#).

We assume that you will manage set up and logistics for the interviews and design sessions. Work will take place in the most appropriate location. As before, we'd be happy to host working sessions at our London office

Qualitative Responses - Question 5.5

The Potential Provider shall describe the arrangements they shall put in place to meet the following: Monitoring progress against and ensuring the achievement of key milestones; Monitoring the quality of services and outputs for each member of staff; Preparation and validation of invoices; Maintaining contact and obtaining feedback on the performance of the services with the client.

5.5 – Q5 Response

We understand and appreciate the need for effective project management, governance and operation. As such we adapt our project management approach to suit the needs and style of our clients and to be proportionate to the nature of the engagement. For this project, we would recommend a light but robust approach to ensure progress is transparent, stakeholders are well informed, invoices are accurately managed and high quality outputs are achieved, in line with your expectations.

At a high level we will do this by utilising the key principles of good project management and applying them in a way which feels integrated with the project. We will provide the right level of control but not make this the primary focus of our costed support; that will be on the delivery of your requirements. Where you have project methodology in place, we will adapt our approach and work with your preferred tools and processes.

Requirement	Activity
<i>Monitoring progress against and ensuring the achievement of key milestones</i>	<ul style="list-style-type: none"> • Within the first 2 weeks of contract award we will have established and agreed with you the detailed milestone plan and this will act as the guide for the project activity • This plan will be managed by the Senior Principal Consultant who will act as Project Manager for the duration • Progress against the plan will be tracked each week and any deviation from the plan noted and communicated. The approach would be integrated into your existing Programme Management, to ensure that the deliverables here dovetailed with your wider strategic priorities • We recommend a Project Steering Group be set up with bi-weekly meetings at which we will discuss progress (using a RAG status report), address issues and agree actions
<i>Monitoring the quality of services and outputs for each member of staff</i>	<ul style="list-style-type: none"> • The Engagement Partner is ultimately accountable for monitoring the quality of outputs. As such they will a) be involved in reviewing all key deliverables before being sent to the client and b) for regularly discussing outputs with the team. All our team members are trained in our methodology, and understand the appropriate standards that we expect • Any issues identified with quality with quality should be addressed to and will be addressed by the Engagement Partner
<i>Preparation and validation of invoices</i>	<ul style="list-style-type: none"> • We will agree the invoice schedule up front as per your specification document and link the timing of the invoice to the agreed date in the milestone plan • The Q5 Project Manager will liaise with the Q5 Financial Controller to set up and deliver the invoice • Any issues with the invoicing will be addressed by the Project Manager
<i>Maintaining contact and obtaining feedback on the performance of the services with the client</i>	<ul style="list-style-type: none"> • The Engagement Partner will seek to meet monthly with the key client stakeholder to assess feedback on the Q5 team • The Q5 Project Manager will also seek feedback on a regular basis from the MoJ project team to test satisfaction and review performance. • Any issues will be addressed quickly and effectively.