



# EMPLOYER BRANDING

CAMBRIDGE UNIVERSITY AT SEPTEMBER 18<sup>TH</sup> 2019

Jannike Haneborg, *Head of Recruitment and Talent Management*

# Agenda

- **CONTEXT**
- **BACKGROUND AND SCOPE**
- **THE PROJECT**
- **OUR NEW EMPLOYER BRANDING STRATEGY**
- **IMPLEMENTATION**
- **LEARNING POINTS**



# Context

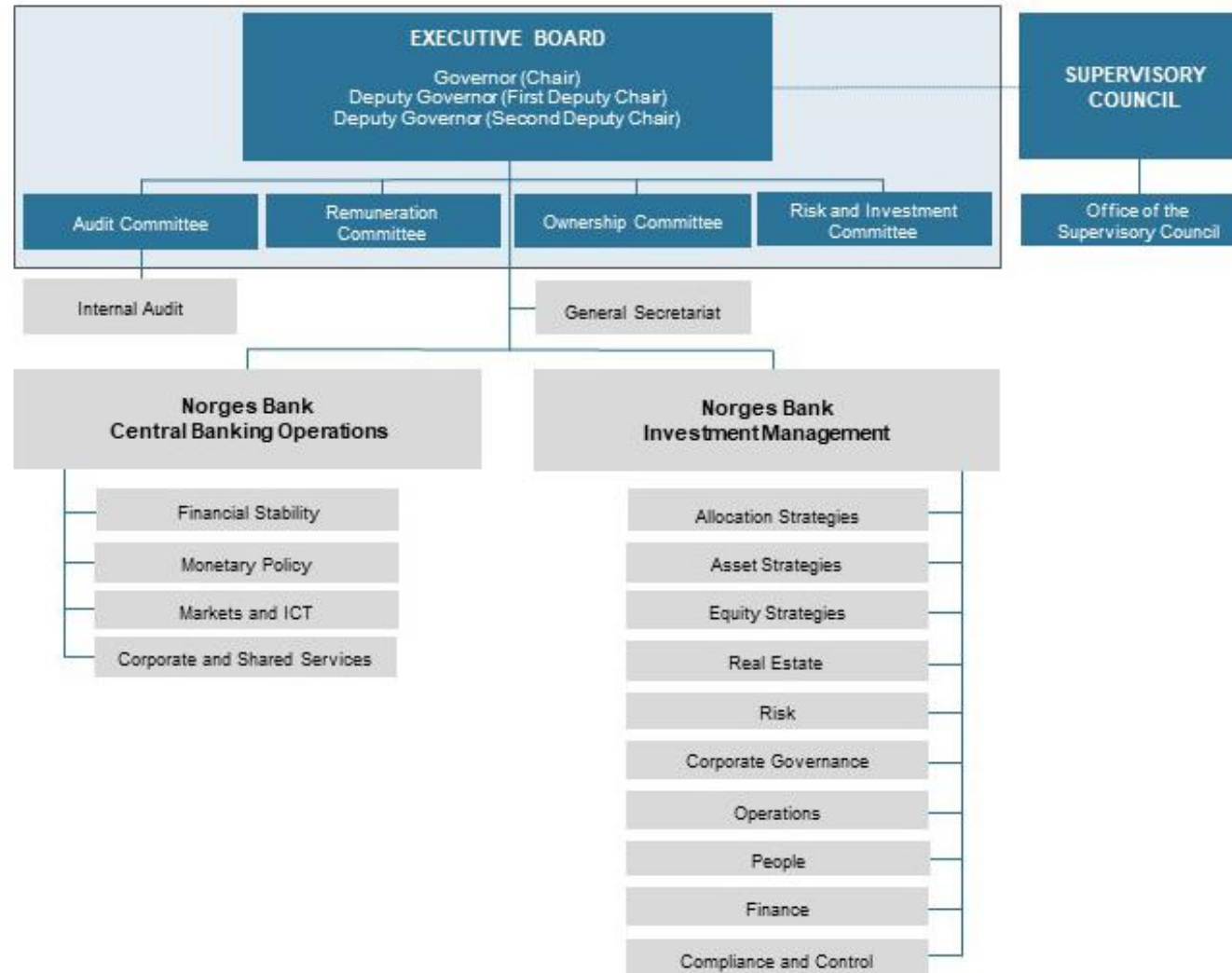


# Norway – a great place to live

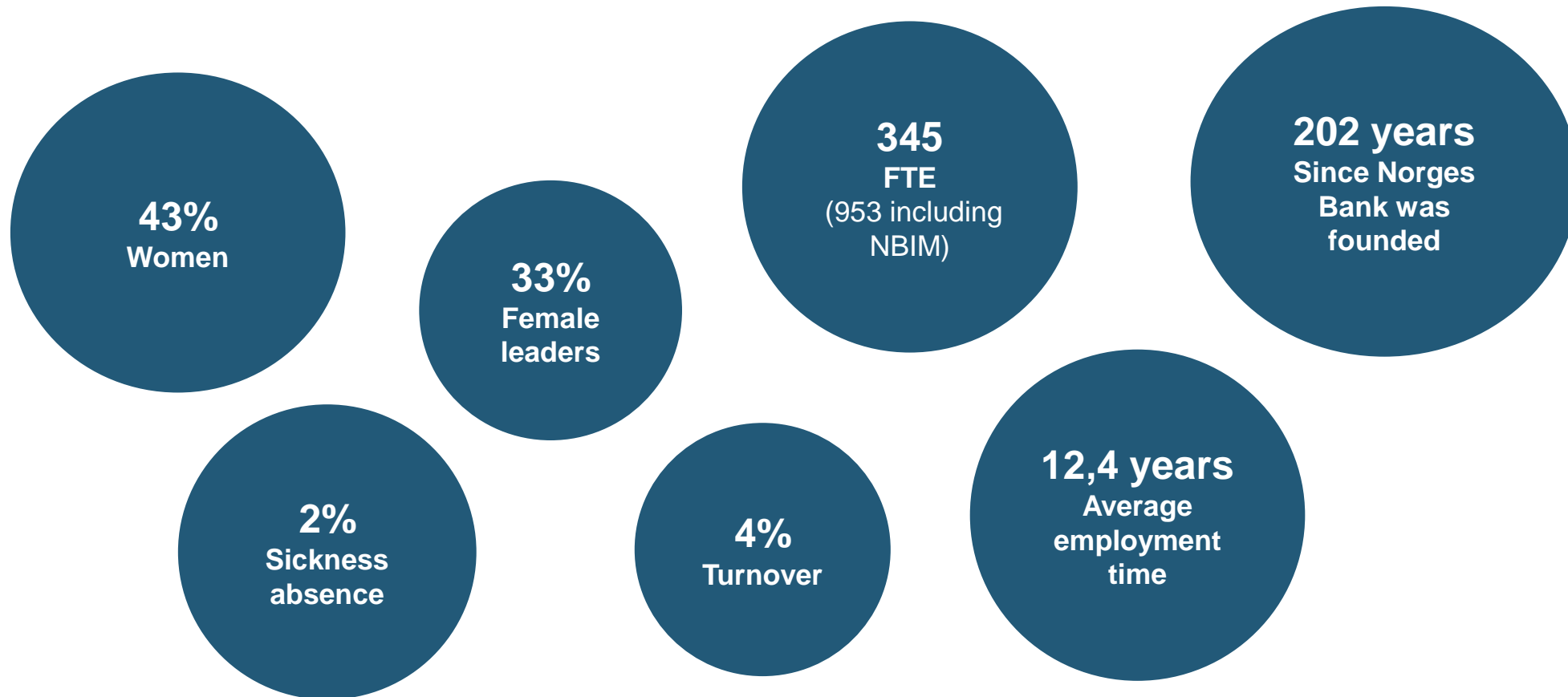




# Norges Bank organization



# Norges Bank at a glance



# The Norwegian labour market

**70.2 %**

labour force

**3.6 %**

unemployed persons in per cent of the labour force (seasonally adjusted) in June (average of May - July)

53 %



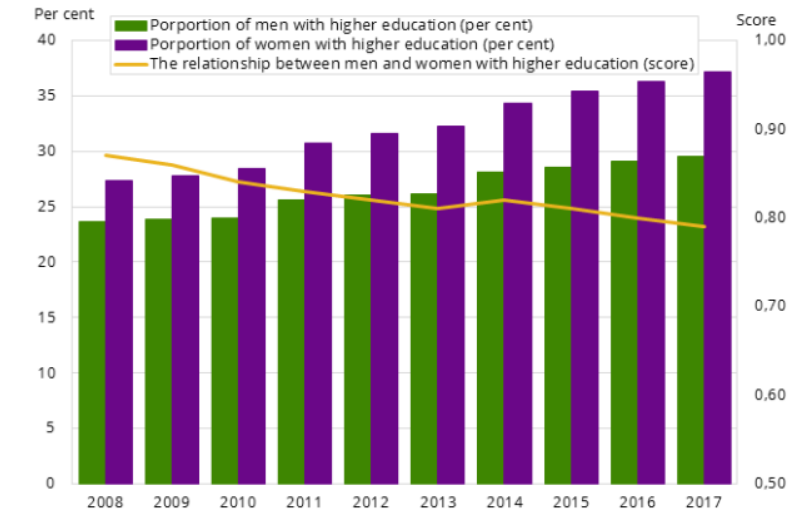
47 %

**34.1 %**

have attained higher education

- Norwegians are optimistic about the future labor market – it's “the worker's market”
- There has been a growth in job vacancies in recent years
- State and municipality are more attractive now than before
- More and more companies see the importance of profiling themselves as ethical, sustainable and with an image that radiates corporate social responsibility

Men and women 16+ years with higher education, 2017



Source: Statistics Norway.



# Background and scope





# Background

- One of Norway's most attractive employers among business students
- Within core business we generally have a lot of applicants
- When it comes to support functions it's a strong competition to attract
- Had a theory that our employees do not "tell the same story" about the workplace
- Employees as a communication channel

Employees, on average, have 10X as many followers as the brand's official channels, and gain an average of 561% greater spread on their updates, according to MSLGroup

Needed a holistic message about Norges Bank that everyone knew was true.

83% say they have full or partial confidence in family and friends' recommendations (Nielsen)

Towards the labor market

To be able to create a holistic message, we started with the following

- Why do highly talented individuals choose to work here?
- Why do highly talented individuals continue to work here?

Not only will employees gain far greater REACH, but also a far greater EFFECT, for people rely much more on people than on brands



# The project scope

- Norges Bank plans to develop an Employer Branding Strategy (EBS) with the aim of attracting and retaining the best leaders and specialists in relevant areas at all times. Our aim is to be known as one of Norway's most attractive workplaces.
- The project will define what Norges Bank wants to be most associated with in its capacity as an employer (Employer Value Proposition, or EVP), and identify what potential candidates and employees consider relevant.



# Output

- More qualified applicants
- Standardised presentations, guidelines and ToV
- Help with prioritisation of EB activities
- Less time spent on the recruitment process
- Create a positive candidate experience
- Strengthen our brand as one of the country's most attractive employers

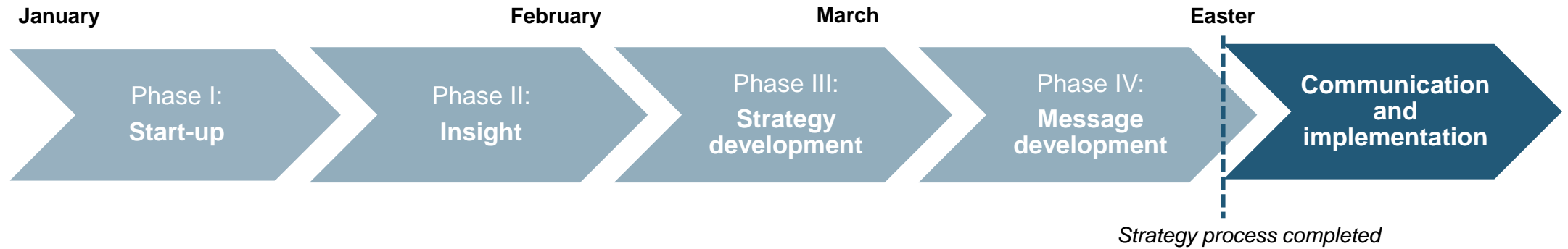


# The project



# Project plan

Four months from start to finish



# What is EBS?

An employer branding strategy addresses two questions:

1. What can an individual candidate and employee expect of the company?
2. What does the company expect of the individual candidate and employee?





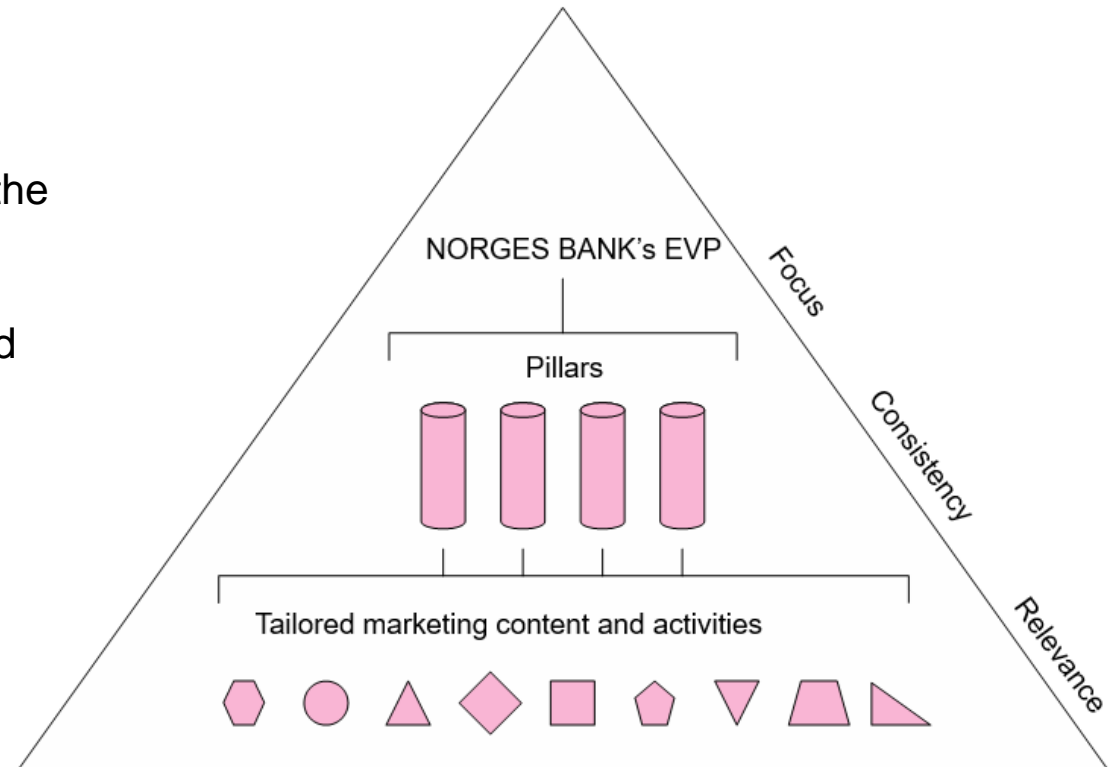
# Employer value proposition (EVP)

- The EVP is one of the most important factors in the development of a strong employer brand
- The EVP is often referred to as the “employee promise”. In other words, it is the undertaking’s unique job offer
- The EVP can also be defined as the attributes of an undertaking which convince potential and current employees to join or remain with the undertaking.
  - Among other things, this concerns the associations people make with the undertaking, what the undertaking can offer employees and what the undertaking demands of employees.
  - An undertaking’s EVP must match reality and employee priorities.
- The EVP must provide a convincing answer to the following question asked by potential employees: *Why should I apply for a job with you, instead of somewhere else?*



# Pillars

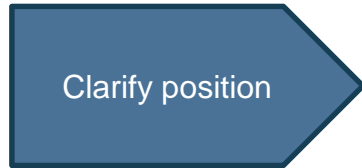
- To develop an EVP, insights have to be used to develop a set of attributes which define the undertaking as a workplace and describe what the undertaking can offer its employees
- These attributes and characteristics are grouped into so-called pillars
- The pillars define the undertaking's employer branding themes and priorities with respect to what is to be communicated to potential employees in a credible way



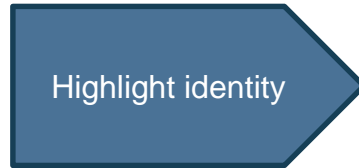
# Employee-centred approach

## Employer

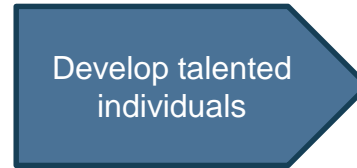
*Be assessed*



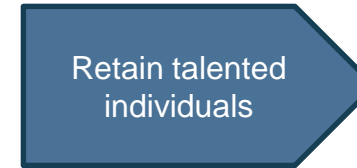
*Be chosen*



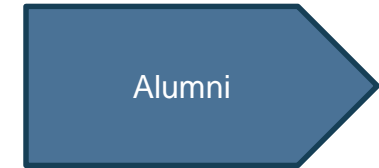
*Become the best*



*Remain*

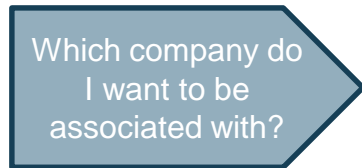


*Create ambassadors*

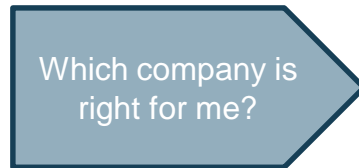


## Employee

Which company do I want to be associated with?



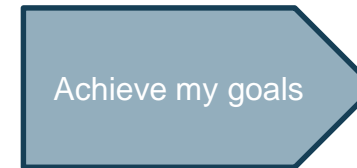
Which company is right for me?



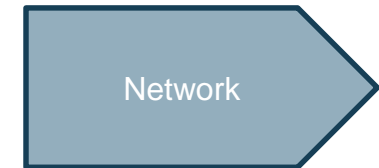
Career development



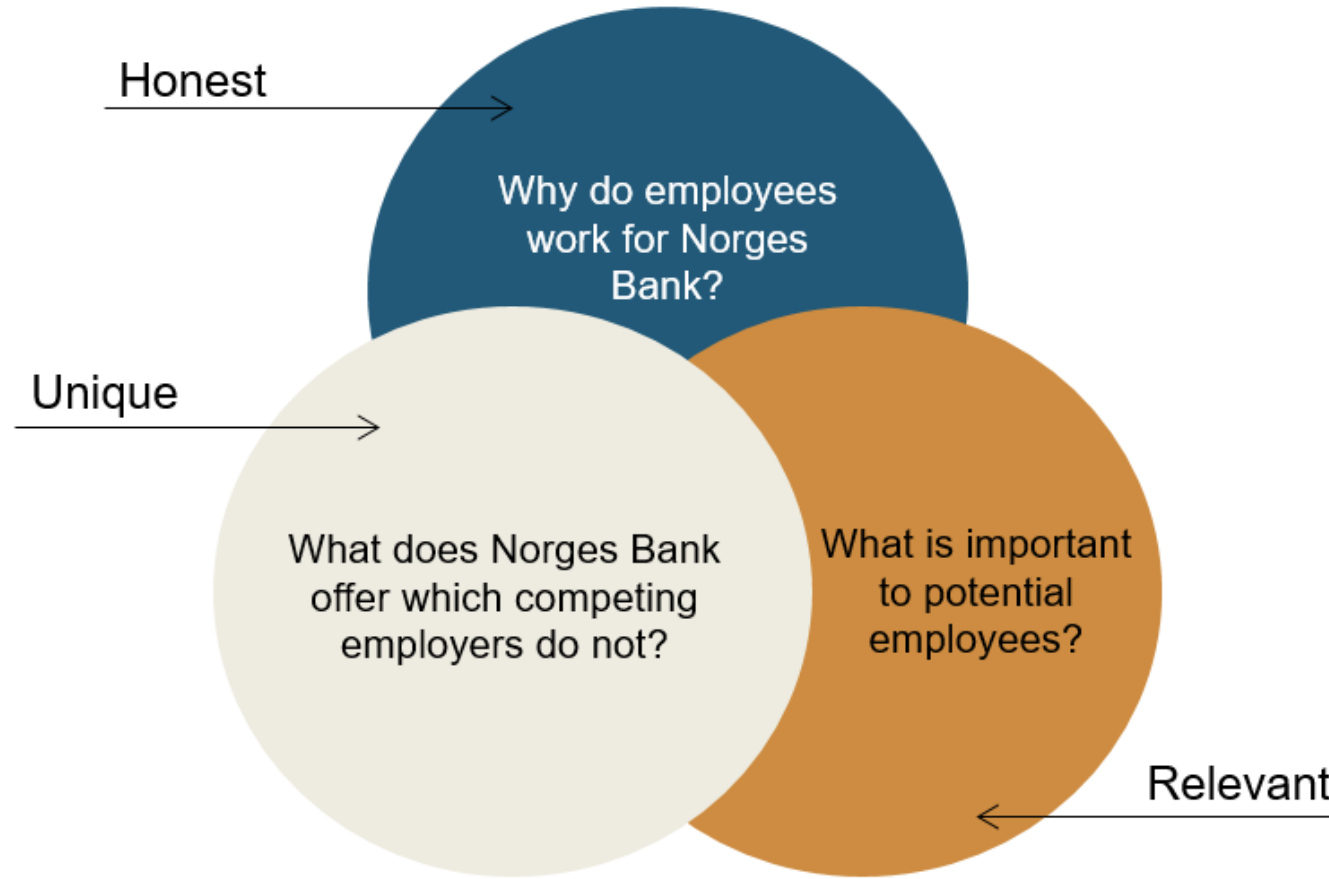
Achieve my goals



Network



# Insights to help us to answer the following questions



# Method



DESK RESEARCH –  
VARIOUS ANALYSES



IN-DEPTH INTERVIEWS –  
INTERNAL AND EXTERNAL



RESOURCE GROUP –  
WORKSHOP



INTERNAL QUANTITATIVE  
SURVEY

# **Our new employer branding strategy**





# Norges Bank's unique mission has a clear impact in three areas

THE UNIQUE

## Norges Bank's mission

*INFLUENCE*

DIFFERENTIATING



### Tasks

The tasks performed by Norges Bank have a decisive impact on society. Their importance makes them meaningful on a day-to-day basis.



### Development opportunities

Norges Bank's unique role in a constantly evolving society requires staff to stay updated at all times, so that they can meet new needs and challenges. Employee skills-building is therefore a high priority, as a means of developing competent, relevant human resources.

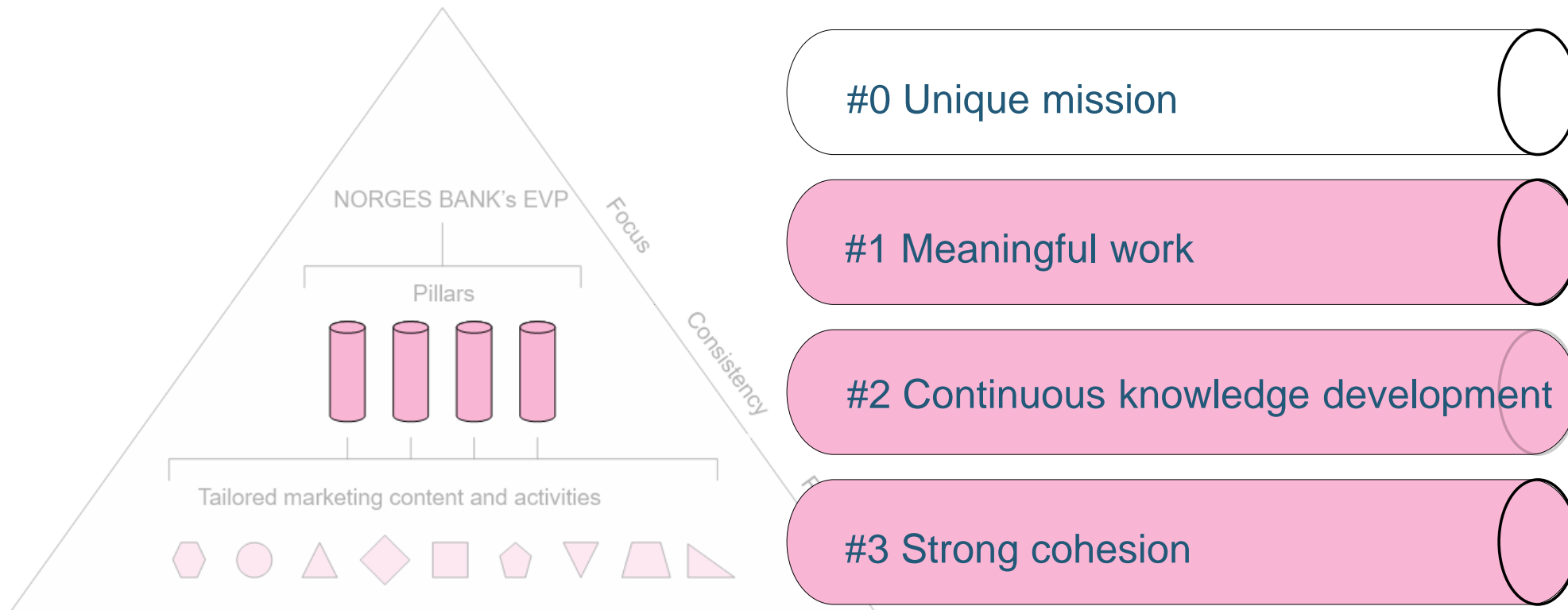


### Working environment

Norges Bank's unique mission means that very stringent end-product quality requirements have to be applied in key processes. The threshold for requesting advice or help is low. Having a staff of highly skilled professionals who trust one another and are focused on enabling one another to excel is crucial with respect to employees' performance and wellbeing at work.



# The communication pillars in our EBS



# PILLAR #0 UNIQUE MISSION

## THE PROMISES WHICH SUPPORT THE PILLARS

- Regardless of your position within Norges Bank, you are supporting the performance of the bank's assignment – keeping the Norwegian economy stable, today and tomorrow. Your work is important for all Norwegians, every day.



# PILLAR #1 MEANINGFUL WORK

## THE PROMISES WHICH SUPPORT THE PILLARS

- The nature of Norges Bank's mission means that your daily tasks are complex and professionally challenging. You perform these tasks in collaboration with skilled colleagues, using your experience and expertise. You have clear responsibilities, and you also make a clear contribution.
  
- Evidence:
  - 97% are proud to work for Norges Bank
  - 98% feel a personal responsibility for Norges Bank's reputation
  - 92% look forward to coming to work
  - 92% are inspired by their work
  - 90% feel they are valued for the work they do
  - 92% feel that their immediate superior values input and feedback
  - 96% know what is expected of them at work



# PILLAR #2 CONTINUOUS KNOWLEDGE DEVELOPMENT

## THE PROMISES WHICH SUPPORT THE PILLARS

- A constantly evolving society demands constant development of Norges Bank's staff. Your development as a bank employee is important to ensure that you are always ready to perform your best. Development also equips you for new responsibilities.
  
- Evidence:
  - 93% of employees state that they receive sufficient training to perform their work
  - 93% feel that they can use their expertise in their work
  - 90% consider that they can influence decisions relevant to their work
  - Over the past three years, 8% of employees have been seconded to different departments
  - We arrange at least two internal lunchtime seminars every month to facilitate knowledge-sharing
  - Secondment scheme with ECB
  - Structured leadership development
  - International central bank networks concentrating on different operational areas
  - National networks



# PILLAR #3 STRONG COHESION

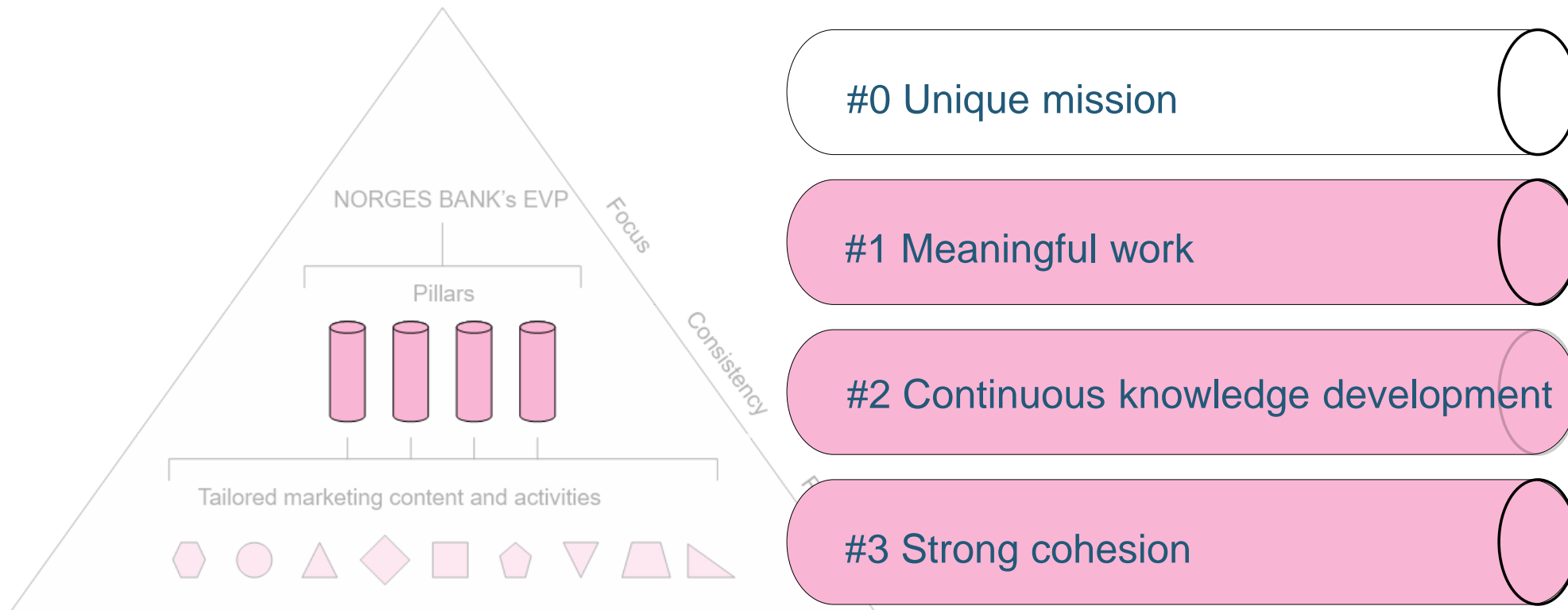
## THE PROMISES WHICH SUPPORT THE PILLARS

- Our shared mission unites us. Norges Bank's culture is based on productive cooperation, as well as support for and trust in one another. The threshold for discussing an issue with colleagues or asking for help is low. Because such a culture does not develop on its own, we organise professional and social events to help you build rewarding relationships with colleagues.
- Evidence:
  - 90% consider that their immediate superior promotes productive cooperation with colleagues
  - 91% report that their immediate superior provides them with relevant work-related information
  - 92% experience a positive work-life balance
  - 93% of bank employees have confidence in their immediate superior
  - 92% of bank employees feel that their immediate superior values their input and feedback
  - 90% of bank employees feel that their work is valued
  - 90% of bank employees report productive cooperation with their colleagues
  - We arrange at least two internal lunchtime seminars every month to facilitate knowledge-sharing
  - Sports teams, an art association, a beer club and a wine club
  - Christmas party and summer party
  - Inter-departmental projects





# The communication pillars in our EBS

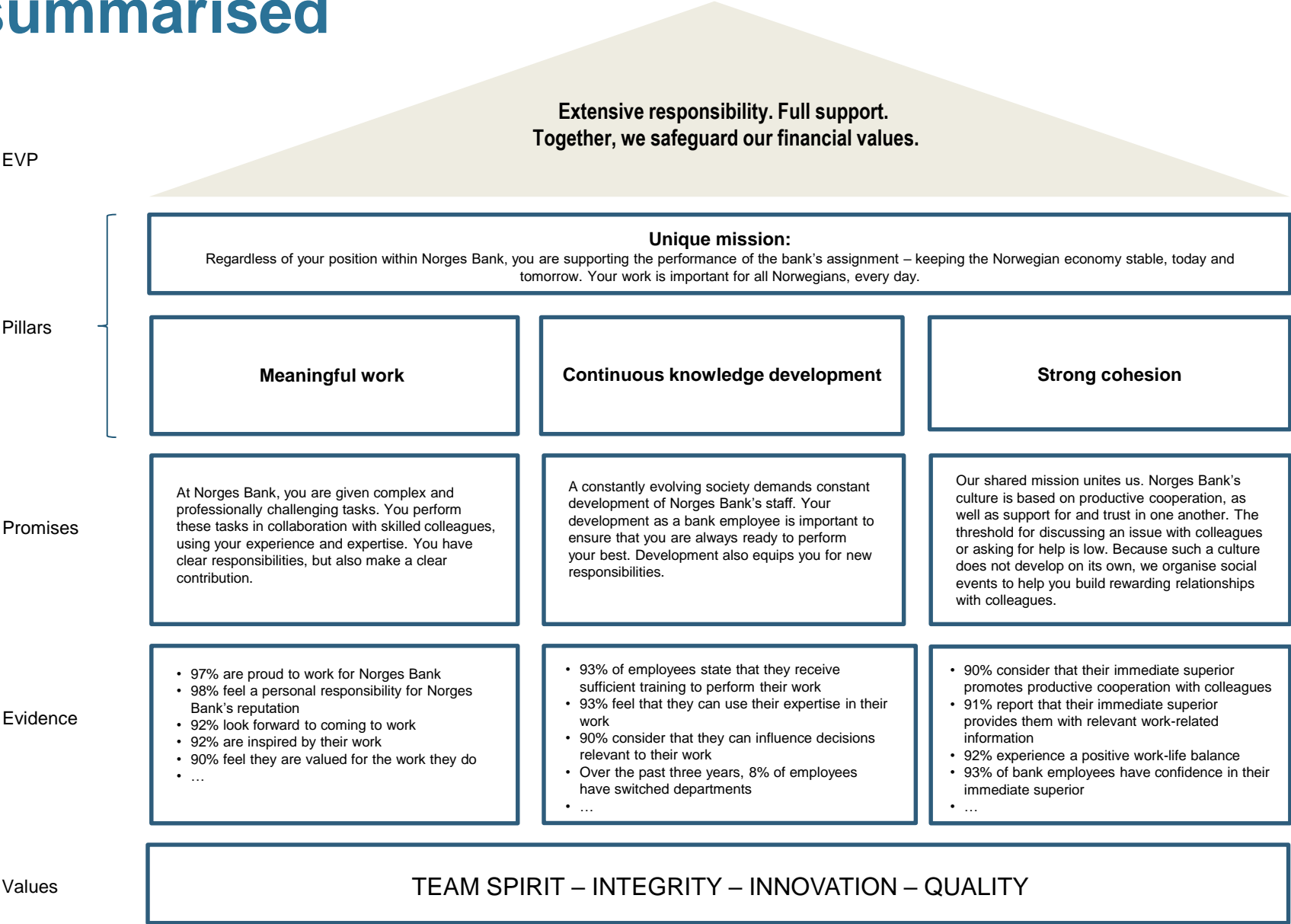


# Employee promise (EVP)

Extensive responsibility. Full support. Together, we safeguard our financial values.




# Our EBS summarised




# Guidelines

- Employee-centred
  - Outside-in approach
  - Highlight the four pillars
  - Be open and honest
  - Communicate clearly, in a more “popular” manner
  - Point to the evidence
- Transparent
  - Present a broader range of Norges Bank employees
  - Testimonials from employees describing their workdays
  - Publish results of internal surveys on the website and in other relevant forums
- Modern
  - Present innovative projects
  - Present young member of staff
  - Use interfaces which allow interaction
  - Use videos and “stories”
  - Present employees’ social initiatives


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## Hvorfor jeg trives så godt som ansatt i Norges Bank




Våre ansatte forteller

## Hva kan vi tilby deg?


Stort ansvar. Full støtte. Sammen tar vi vare på pengene.




**Et enestående samfunnsoppdrag**  
Uansett hvilken stilling du har i Norges Bank, bidrar du til at vi løser oppdraget vårt, nemlig å holde norsk økonomi stabil, i dag og for fremtiden. Din rolle er derfor betydningsfull for alle nordmenn hver eneste dag.



**Intellektuelt stimulerende arbeid**  
Hos Norges Bank får du komplekse arbeidsoppgaver som utfordrer deg som fagperson. I samarbeid med dyktige kolleger anvender du din erfaring og kompetanse til å løse dem. Det er tydelig både hva som er ditt ansvar og bidrag.




**Kunnskapsutvikling som drivkraft**  
Et samfunn som er i stadig endring krever at vi kontinuerlig utvikler oss. Derfor er din utvikling som ansatt i Norges Bank viktig, sånn at du til en hver tid er i posisjon til å prestere på best mulig måte, samtidig som det gjør deg rustet for nye ansvarsområder.




**Sterkt fellesskap**  
Vårt felles formål samler oss. I Norges Bank er vår kultur basert på godt samarbeid, støtte og tillit til hverandre. Det er lav terskel for å sparre eller be en kollega om hjelp. En slik kultur oppstår ikke av seg selv. Derfor legger vi til rette for sosiale begivenheter som bidrar til at du får bygge mange hyggelige relasjoner til kolleger.


## Fakta



86% av våre ansatte er stolt å jobbe i Norges Bank.




82%




Vi har 33% medarbeidere med doktorgrad i samfunnsøkonomi


78 PhD





93% av ansatte opplever å få tilstrekkelig med opplæring til å utføre jobben sin.



93%



Norges Bank har en kjønnsfordeling som er over snittet til «Norges beste arbeidsplasser».

# Recommended tone of voice

## RESPONSIBLE: A TRUSTWORTHY VOICE

EVERYTHING WE SAY MUST BE CREDIBLE. OUR COMMUNICATIONS MUST BE FACT-BASED, AND MUST EMPLOY PRECISE, SPECIFIC WORDS AND TERMINOLOGY. OUR VOICE MUST BUILD CONFIDENCE THAT WE KNOW WHAT WE ARE TALKING ABOUT. WE MUST NEVER HIDE BEHIND UNNECESSARY CLICHÉS AND FORMAL LANGUAGE.

## ENGAGING: A VOICE WHICH GENERATES INTEREST

WE MUST USE AN ACTIVE, CLEAR VOICE WHICH ENGAGES AND WHICH MAKES FINANCE AND ECONOMICS INTERESTING AND MEANINGFUL. WE MUST USE EXAMPLES AND INSTRUMENTS TO SIMPLIFY AND VISUALISE.

## OPEN: A VOICE WHICH COMMUNICATES OPENNESS

OUR VOICE MUST DEMONSTRATE OUR OPENNESS TO INPUT AND OPINIONS. WE MUST NEVER EXPRESS OURSELVES IN A SUPERIOR MANNER, AND ARE HUMBLE ENOUGH TO RECOGNISE THAT OTHER PEOPLE'S EXPERTISE MAY EXCEED OUR OWN.

## INCLUSIVE: A VOICE WHICH EVERYONE UNDERSTANDS

OUR VOICE MUST BE INCLUSIVE RATHER THAN EXCLUSIVE. EVERYTHING WE SAY MUST BE TAILORED TO OUR AUDIENCE, SIGNALLING RECOGNITION, RESPECT FOR AND CONSIDERATION OF INDIVIDUALS. WE MUST DEMONSTRATE UNDERSTANDING OF AND RESPECT FOR THE FACT THAT OUR AUDIENCE MAY NOT ALWAYS SHARE OUR KNOWLEDGE AND FOCUS.

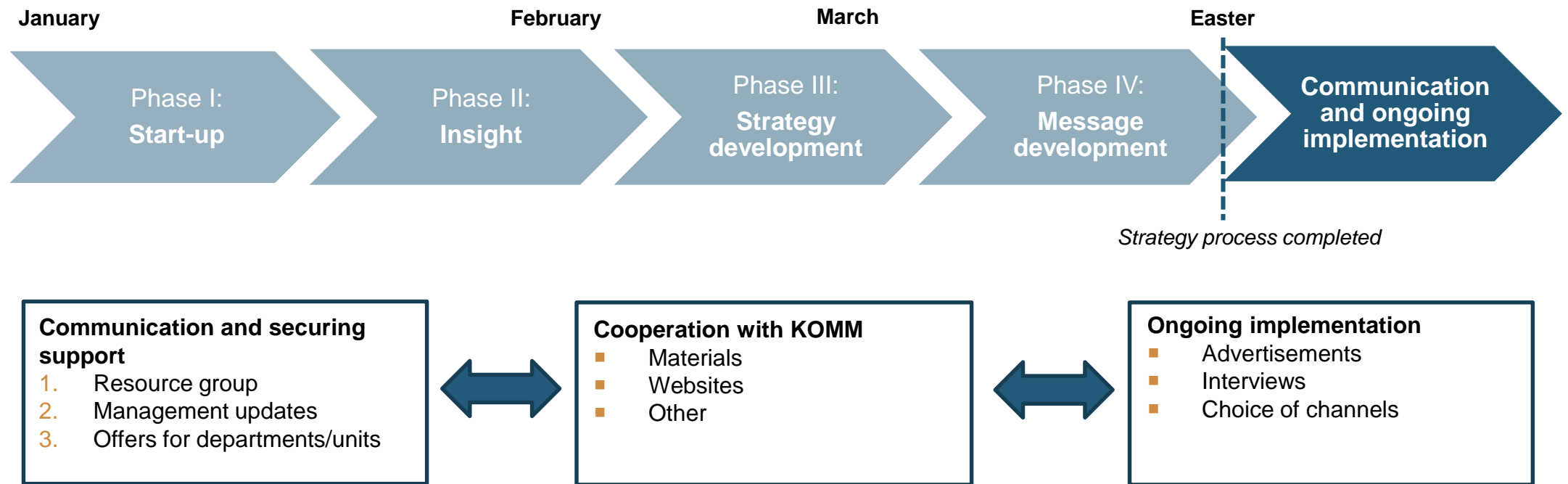


# Implementation





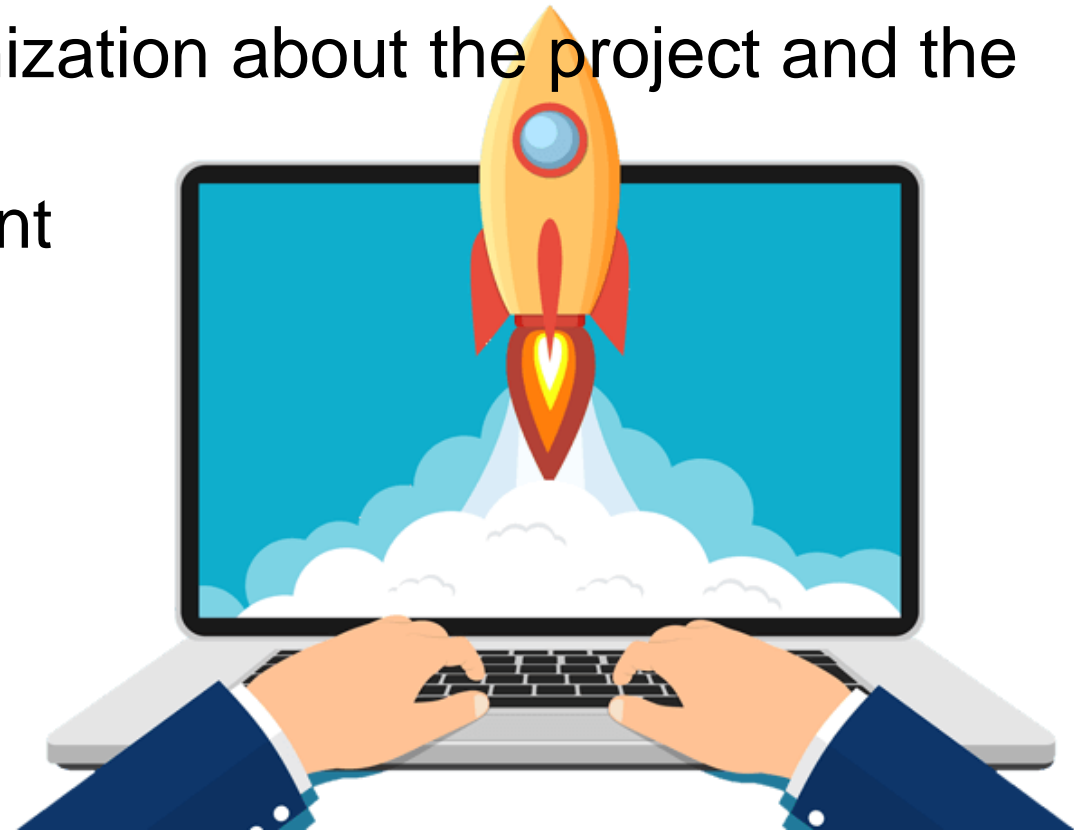
# Communication and implementation



# Launch package

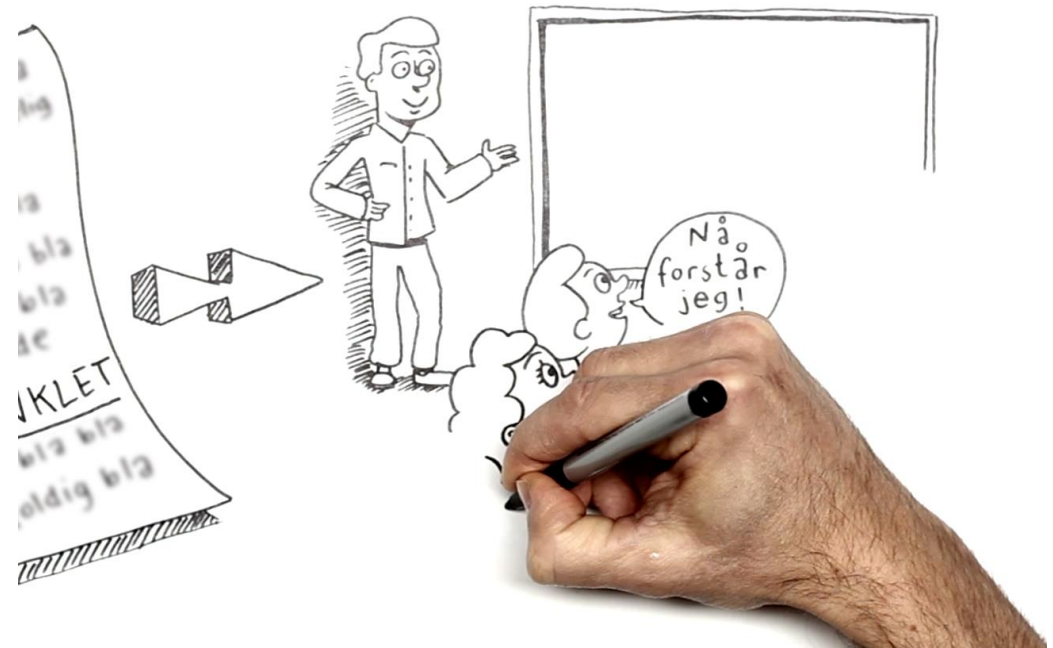
- Scribe movie telling the organization about the project and the communication pillars
- Interview with top management
- Standard slides
- Intranet

Launch date = October 15<sup>th</sup>



# Scribe movie

- Most people do not know what it is like to be employed at Norges Bank. To clarify why people want to work here, we should be conscious of the stories we tell.
- Through research and interviews with internal and external sources, we have determined what makes Norges Bank an attractive workplace.



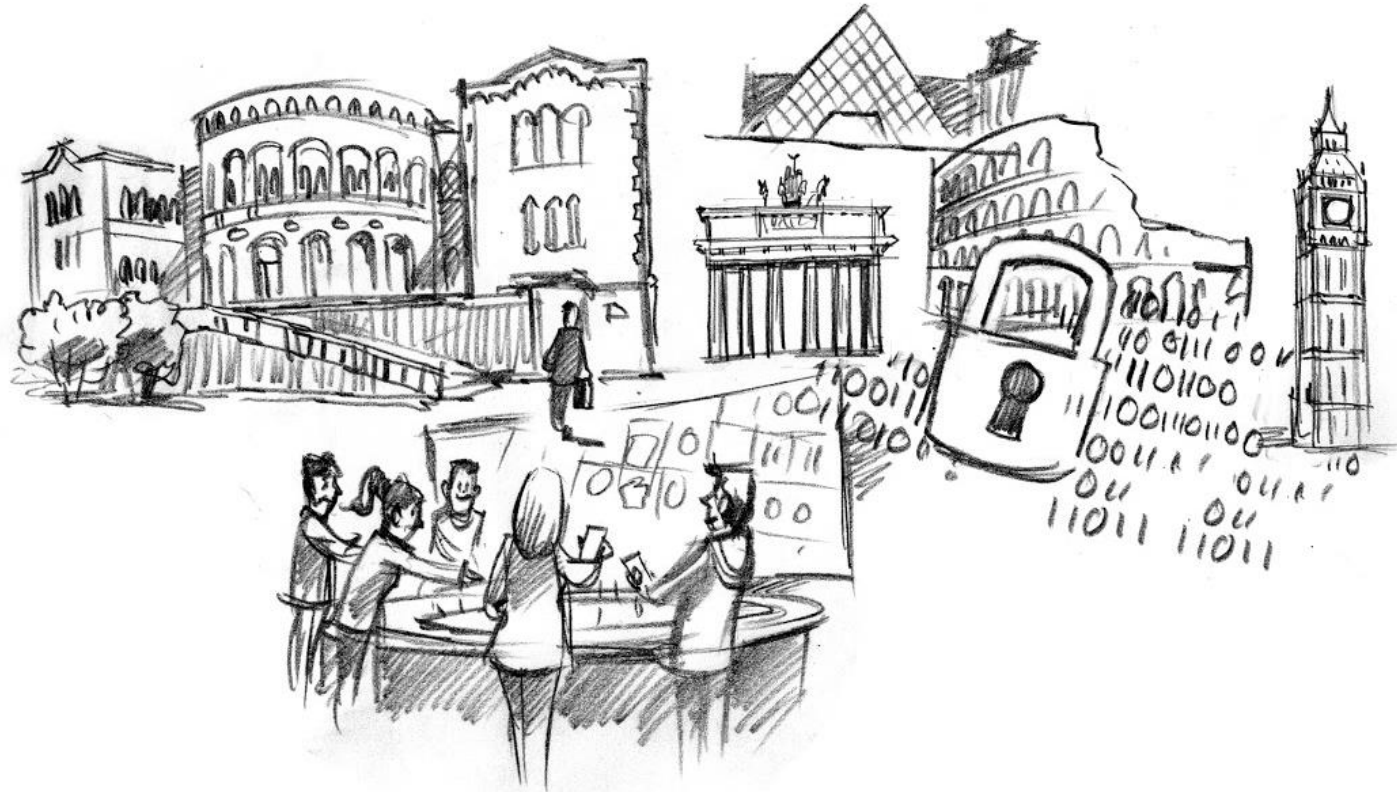
# Our mission is what makes us unique...

*UNIQUE MISSION*



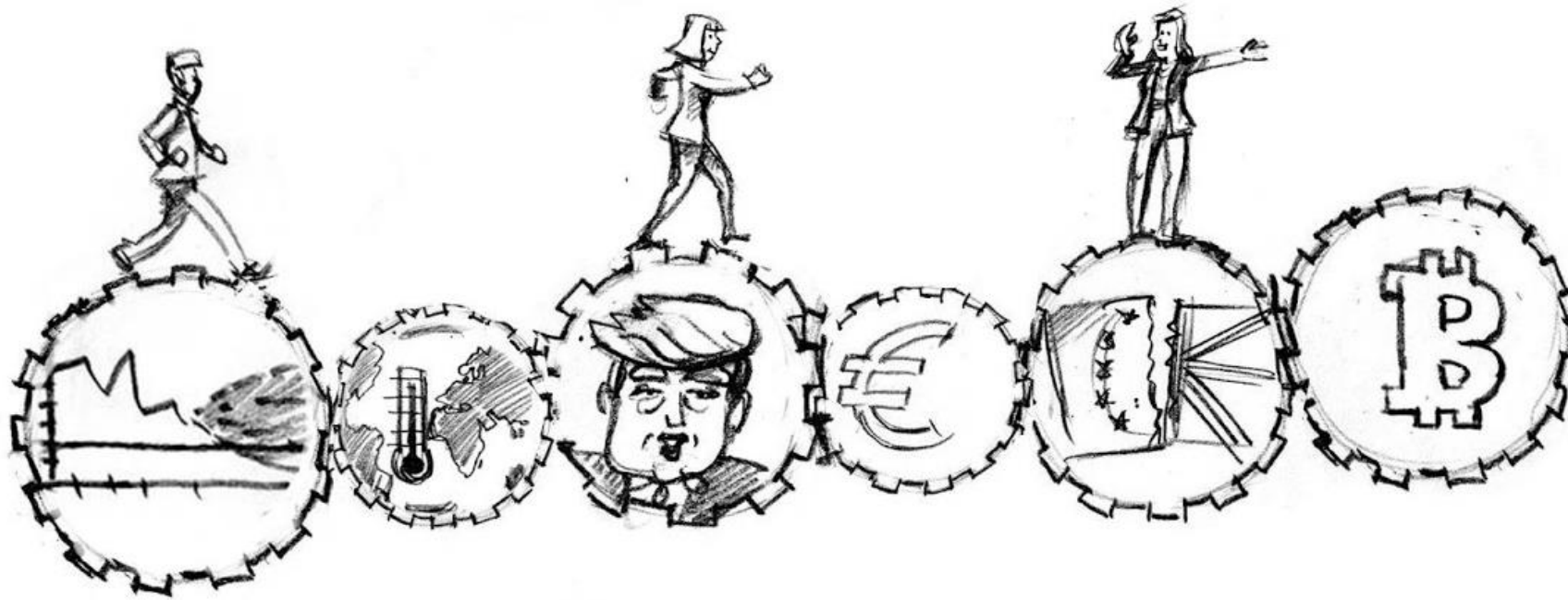
# ...that makes the work we do meaningful

## *MEANINGFUL WORK*



... and makes us focus on continuous knowledge development

*CONTINUOUS KNOWLEDGE DEVELOPMENT*





# We have a strong cohesion

## *STRONG COHESION*



# Every day, you help shape people's impression of Norges Bank as a workplace





# Learning points



# Learning points

- Two step tender process > whats out there, seek info, detail what you want in a final tender
- Manage the external consultants carefully
- Be involved in the project from day one – plan with intern hours as well as external
- Anchoring within your organization, engage the key stakeholder
- Timeline, don't be too ambitious
- Involve the whole organization
- Be more than one from your HR team
- Don't be afraid to end up with something familiar
- Be precise in what the outcome is, AND what it is NOT
- Engage the employees when implementing



**THANK YOU FOR YOUR ATTENTION**