

GUIDELINE DOCUMENT

Using the AOD sector

employee value proposition

in NSW non-government
organisations



Health



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Background

Integrating the NSW AOD Sector Employee Value Propositions with non-government messaging

The Alcohol and Other Drugs (AOD) Sector Employee Value Proposition (EVP) is designed to attract and retain talent in the AOD sector. Non-government organisations (NGOs) also have their own messaging that defines their purpose, mission and values and the unique opportunities and benefits of being a part of their organisation. This guideline document is designed to illustrate how the AOD sector EVP can be integrated into an organisations own narrative to strengthen the ability to attract and retain AOD staff.

What is an EVP?

An Employee Value Proposition (EVP) is both a message and a mindset. An EVP statement refers to the total package of benefits an organisation offers to its employees. It goes beyond salary and includes both tangible and intangible benefits such as workplace culture, training and development opportunities, flexible working arrangements, health and wellness programs, and more. When combined under a clear statement of purpose, an EVP will improve the employee experience and attract future candidates. To be successful, the EVP needs to be communicated consistently internally and externally.

An EVP is developed by engaging with current and prospective employees, and organisations, about their needs. The content of an EVP is used in recruitment materials and retention strategies. It presents a set of themes and language most likely to connect with staff.

An EVP helps with recruitment and is shown to improve retention – resulting in greater performance and resilience. When an employer understands the benefits that are important to their staff, they can tailor a unique and appealing offer to attract the best employees and retain them. This builds a positive and engaging workplace culture.

Making an organisation attractive to work for includes values, culture, and a sense of purpose. A clearly articulated EVP helps an employer attract and retain top talent.

Aims of the AOD EVP

The Alcohol and Other Drugs (AOD) EVP is a sector-wide employee value proposition, covering organisations and careers across the AOD workforce. It can be used by NSW Government and non-government organisations, including both private and not-for-profit services.

It supports AOD organisations with their recruitment and retention messaging by finding for them the language and themes most likely to connect with talent.

The AOD EVP supports the whole sector, attracting talent to train in or transfer to the sector, and encouraging the kinds of benefits most likely to keep them. Using similar language and materials will support a sector wide identity and community. This creates a cohesive and compelling narrative, informed by what is known to resonate with prospective employees.

The EVP also aims to help the whole sector by reducing the stigma of working in AOD, attracting new employees to the sector and encouraging students to train for work in AOD.

Staff that regularly use the AOD EVP may include AOD managers and leaders, communication leads and people and culture team members.

AOD managers and leaders

Foster a positive culture aligning with employee expectations, enhancing team cohesion and motivation.

Communication leads

Create cohesive messages and employer branding that resonates.

People and culture team members

Differentiate the AOD workforce as an attractive choice for potential candidates and align employee performance with EVP principles.

The AOD EVP

Development of the AOD EVP began in 2023. To understand what makes a career in AOD rewarding, staff from across the sector were asked to speak about their experiences, needs and expectations.

A draft EVP was then tested and improved through feedback from the workforce. This identified the key elements of the EVP.

It was determined that to attract and retain talent to the AOD sector, communication needs to:

1. Reflect AOD teams, which are as diverse and vibrant as the communities they support. AOD's culture is particularly unique – staff can bring their whole selves to work and are welcomed and supported for their unique expertise and experience.
2. Speak to the AOD sector's open, flexible and dynamic, strengths-based approach.
3. Connect with candidates who want to advocate for marginalised people to achieve fairness and accessibility.
4. Raise awareness for the positive impact AOD services have on health, including how it is felt at a community level.
5. Build respect for all people in the AOD sector.

The AOD EVP is:

Core proposition

Be part of the vibrant and professional team working to improve the health of our communities.

Short form statement

We listen to understand, not label.

Long form statement

Join our dynamic workforce utilising innovative, evidence-based skills and interventions to professionally support people requesting assistance with alcohol and drug use. We employ trauma informed practice and a respectful, person-centred approach. An inclusive and committed team, where you can bring your whole self to work. For a rewarding career supporting the health of your community, join the alcohol and other drugs workforce.

Integrating the NSW AOD sector EVP and an organisations messaging

The table below shows an example of how to join the AOD EVP with existing narrative from a non-government organisation, using Mission Australia as an example.

	Example NGO EVP	Integrated messaging	NSW AOD Sector EVP
Core proposition <i>The core proposition is the central promise or unique value that defines why employees would want to work at and stay with an organisation.</i>	Make a meaningful difference to the lives of Australians in need	Be part of a vibrant and professional team working to improve the health of our communities and make a meaningful difference to the lives of Australians in need.	Be part of the vibrant and professional team working to improve the health of our communities.
Short form statement <i>A short-form statement in an EVP is a concise phrase that sums up the organisation's unique value to employees in a few words.</i>	We stand together with anyone who needs us, for as long as they need us.	We stand together with anyone who needs us, for as long as they need us. We listen to understand, not label.	We listen to understand, not label.
Long form statement <i>A long-form statement is a more detailed description that expands on the EVP, highlighting key benefits and cultural values to give a fuller picture of the employee experience.</i>	When you join the team at Mission Australia, you become part of a community who are determined to end homelessness and ensure people in need can thrive.	Join our dynamic workforce and be part of a community who are determined to end homelessness and ensure people in need can thrive. Through innovative, evidence-based skills and interventions, we professionally support people requesting assistance with alcohol and drug use. We employ trauma-informed practice and provide a respectful, person-centred approach. You'll be part of an inclusive and committed team, where you can bring your whole self to work. For a	Join our dynamic workforce utilising innovative, evidence-based skills and interventions to professionally support people requesting assistance with alcohol and drug use. We employ trauma informed practice and a respectful, person-centred approach. An inclusive and committed team, where you can bring your whole self to work. For a rewarding career supporting

		rewarding career supporting the health of your community, join the alcohol and other drugs workforce.	the health of your community, join the alcohol and other drugs workforce.
Pillars <i>Pillars represent the key attributes, promises, and benefits that employees can expect as part of their workplace experience and culture. They help to communicate what makes this an attractive place to work and why employees would want to stay.</i>	<ul style="list-style-type: none"> • A career with Mission Australia can offer you rewarding experiences, opportunities for advancement and the chance to make a difference to the lives of Australians in need • We take a people-centred and relational approach to all that we do • We are committed to creating a diverse and inclusive working environment • We prioritise the safety and wellbeing of everyone, both within our team and the individuals we serve • Our innovative and inclusive culture will ensure you feel valued as you help Australians and develop in your career 	<ul style="list-style-type: none"> • A team as diverse as the vibrant communities they support. • We take an open, flexible and dynamic, people centred and relational approach to all that we do. • Advocating for people who have been marginalised to achieve fairness and accessibility. • The positive impact AOD has on health is felt at a community level. • Make a real difference to the lives of Australians in need and know that the positive impact AOD has on health is felt at a community level. • Build awareness, understanding and respect for all people requesting AOD services. 	<ul style="list-style-type: none"> • A team as diverse as the vibrant communities they support • An open, flexible and dynamic, strengths-based approach • Advocating for people who have been marginalised to achieve fairness and accessibility • The positive impact AOD has on health is felt at a community level • Build awareness, understanding and respect for all people in the AOD sector
Themes <i>Themes are overarching ideas that unify the pillars into a cohesive narrative. They capture the overall identity and values of the organisation, making the EVP feel meaningful and memorable.</i>	<ul style="list-style-type: none"> • Make a meaningful difference • Rewarding experiences • Strengthen communities • Driving excellence 	<ul style="list-style-type: none"> • Community health improvement • Meaningful contributions of healthcare professionals • A unique workforce passionate about making a meaningful difference • Building relationships and strengthening communities to make a positive impact 	<ul style="list-style-type: none"> • Impact on communities • Vibrancy and professionalism • Unique workforce

Implementation plan

Implementation goals

Integrating the AOD EVP across the workforce can create a cohesive and compelling narrative that resonates with both current and prospective employees. The implementation aims are that:

- Communications along the employee lifecycle are refined to support and reinforce the AOD EVP.
- The AOD EVP messaging is incorporated into talent attraction, employee engagement, branding, performance and development, and client and stakeholder relations.
- The AOD workforce and prospective employees are aware of the unique benefit that working within an alcohol and other drugs role offers beyond remuneration or incentives.
- There is an improved awareness and understanding of the AOD workforce.
- There is a shared understanding of the AOD workforce's important role in all communities.
- There is a shared understanding of the value of choosing a career in the AOD workforce over other sectors for priority workforces.

Where to start

1. Identify whether your communication need falls into one of the areas that require the use of the AOD EVP by reviewing the 'When to use the AOD EVP' section.
2. Under the 'Strategic messaging for priority workforces' section, identify the audience you wish to communicate with and note the messaging for use in your communication.
3. Incorporate the strategic messaging for your audience into a relevant resource template or incorporate it into a communication piece of your own.

For any queries on properly using the AOD EVP, please contact AOD directly at MOH-CAOD@health.nsw.gov.au

When to use the AOD EVP

The AOD EVP has been developed to be used across the AOD workforce for the following communication needs:

Areas that require the use of the AOD EVP	Type	Implementation approach
Talent attraction	Job advertisements	<ul style="list-style-type: none">Clearly articulate our EVP in job postings to attract candidates who align with our values and culture.
	Recruitment campaigns	<ul style="list-style-type: none">Leverage the EVP in video content, social media, and job fairs to showcase what sets us apart as an employer of choice.
Employee engagement	Onboarding programs	<ul style="list-style-type: none">Integrate the EVP into orientation materials to help new hires understand and connect with our mission from day one.
	Internal communications	<ul style="list-style-type: none">Use the EVP in newsletters, intranet content, and staff meetings to reinforce our commitment to our employees
Employer branding	Website	<ul style="list-style-type: none">Feature the EVP prominently in the careers section and about us pages to create a strong first impression.
	Social media	<ul style="list-style-type: none">Amplify the EVP through regular posts and updates to engage with potential candidates and current employees.
Performance and development	Feedback and reviews	<ul style="list-style-type: none">Align performance reviews with EVP principles, fostering a culture of growth and recognition.
	Talent development programs	<ul style="list-style-type: none">Utilise the EVP to guide leadership training, career progression, and mentorship initiatives.
Client and stakeholder relations	Corporate communications	<ul style="list-style-type: none">Include the EVP in external communications to demonstrate how our values drive employee satisfaction and service excellence.

How to implement the AOD EVP for recruitment and retention

Recruitment and retention messaging is required to continue to resource the increasing need for AOD support across the state. Using consistent language and themes will increase the collective power of any individual recruitment campaign. The following approach is suggested for implementing the AOD EVP in recruitment and retention activities:

	Core messaging	Secondary messaging	How to implement	Channels
Recruitment This should be used for: <ul style="list-style-type: none"> Talent attraction 	Join the vibrant and professional team improving and enriching the health of our communities in millions of ways every day. Through innovative, evidence-based skills and interventions, we professionally support people requesting assistance with alcohol and drug use. Help improve the health of our communities.	Are you open to listening to understand, not label?	Introduce your organisation's purpose and values, then highlight how the AOD team makes a unique contribution. Example: "At [Organisation Name] we work to strengthen communities through support, respect and evidence-based care. In the AOD team, you'll be part of a compassionate and committed workforce making a real difference every day."	Recruitment channels may include: <ul style="list-style-type: none"> Careers pages Job advertisements Formal correspondence eg letter of offer Job contracts Video content (campaign or workforce case studies) Social media campaigns University publications.
Retention This should be used for: <ul style="list-style-type: none"> Employee engagement Performance and development 	You are part of a vibrant and professional team improving the health of our communities. We work for the greater good, advocating for fairness and accessibility for people impacted by alcohol and other drugs. Together, we make a positive impact every day.	We listen to understand, not label.	Reinforce how AOD team members contribute to your organisation's broader mission. Promote shared pride, growth, and purpose. Example: "We're proud of the meaningful role our AOD team plays across our services. Together, we support individuals and families through inclusive, person-centred care grounded in respect, evidence, and compassion."	Retention channels may include: <ul style="list-style-type: none"> Onboarding programs Orientation materials Internal newsletters Intranet content Scholarships, subsidies, and incentive programs Staff meetings

Strategic messaging for priority workforces

The following outlines the key stakeholders within the AOD workforce and the messaging approach that should be used to achieve the goals of the AOD EVP:

Audience	Insights	Messaging	Value propositions
Nurses	AOD offers more family-friendly work hours, less physical work, the opportunity to develop specialist skills, favourable wage rates, and potentially fast-tracked career progression.	<p>Looking for a nursing role with better work-life balance? Join the vibrant and professional nursing team working with people requesting assistance with alcohol and drug use. With a rewarding career in alcohol and other drugs, you can work family-friendly hours and have a positive impact on the health of our communities.</p> <p>A nursing role in the alcohol and other drugs sector offers mentally stimulating work and provides a high level of autonomy and empowerment.</p>	<ol style="list-style-type: none"> 1. High level of autonomy and empowerment 2. Mentally stimulating work 3. Culture of supervision and support 4. Family-friendly work hours
Peer workers	Have a genuine understanding of being on the other side of the table and can draw on their knowledge and experience to support others.	<p>Are you open to listening to understand, not label?</p> <p>We employ trauma-informed practice and provide a respectful, person-centred approach for people with lived experience. Be part of an inclusive and committed team where you can bring your whole self to work.</p> <p>For a rewarding career supporting the health of your community, join the alcohol and other drugs workforce.</p>	<ol style="list-style-type: none"> 1. Advocating for clients to ensure accessibility to health care and services to all who need it 2. Workforce that is reflective, respectful and values the diversity of the communities that it serves 3. Collaborative, teams-based multi-disciplinary approach 4. Supporting people to achieve their goals
AOD Caseworkers	The younger generation are seen to be much more open, inclusive and considerate. Case workers currently at university could be a key area of focus.	<p>Currently studying [insert workforce description] and looking for a way to make a real impact on our community? Are you open to listening to understand, not label? Join the vibrant and professional team improving and enriching the health of our communities in millions of ways every day.</p> <p>Through innovative, evidence-based skills and interventions, we professionally support people requesting assistance with alcohol and drug use.</p> <p>Be part of an inclusive and committed team where you can bring your whole self to work. For a rewarding career supporting the health of your community, join the alcohol and other drugs workforce.</p>	<ol style="list-style-type: none"> 1. Advocating for clients to ensure accessibility to health care and services to all who need it 2. Workforce that is reflective, respectful and values the diversity of the communities that it serves 3. Collaborative, teams-based multi-disciplinary approach 4. Supporting people to achieve their goals

Aboriginal workforce	Opportunity to create cultural safety and improve the health of local community, but messaging to be tailored to specific roles (nurse, caseworker, medicine specialist etc.) and local community needs.	<p>Would you like to work with community to improve social and emotional wellbeing? Are you open to listening to understand, not label?</p> <p>There are many different roles available in our dynamic workforce to professionally support people requesting assistance with alcohol and drug use.</p> <p>Be part of an inclusive and committed team where you can bring your whole self to work. For a rewarding career supporting the health of your community, join the alcohol and other drugs workforce.</p>	<ol style="list-style-type: none"> 1. Working with your community for your community 2. Workforce that is nonjudgmental, open and honest 3. Supporting people to achieve their goals 4. Strong human rights focus
Rural and Regional workforce	Opportunity to become an important part of a small community and see the impact of your work across family networks and generations. Messaging to be tailored to specific roles and community needs.	<p>Are you open to listening to understand, not label?</p> <p>Would you like to work with a rural or regional community to improve health?</p> <p>There are many different roles available in our dynamic workforce to professionally support people requesting assistance with alcohol and drug use.</p> <p>Be part of an inclusive and committed team where you can bring your whole self to work. For a rewarding career supporting the health of your community, join the alcohol and other drugs workforce.</p>	<ol style="list-style-type: none"> 1. Working with your community for your community 2. Collaborative, teams based multi-disciplinary approach 3. Variety of opportunities, pathways and roles 4. Advocating for clients to ensure accessibility to health care and services to all who need it
Addiction Medicine Specialists	It is a challenging specialisation – opportunity to build pride in the specialisation, with a human rights focus and mentally stimulating work.	<p>Are you up for the challenge? Be at the forefront of our dynamic workforce utilising innovative, evidence-based skills and interventions to professionally support people requesting assistance with alcohol and drug use.</p> <p>For a stimulating career with endless opportunities for professional growth, join the alcohol and other drugs workforce.</p>	<ol style="list-style-type: none"> 1. Strong human rights focus 2. Mentally stimulating work 3. Professional networking opportunities 4. Supporting people to achieve their goals

For further messaging, the AOD workforce are encouraged to use the following pillar messages:

- A team as diverse as the vibrant communities they support.
- Working for the greater good through an open, flexible and dynamic, strengths-based approach.
- Advocating for people who have been marginalised to achieve fairness and accessibility.
- The positive impact AOD has on health is felt at a community level.
- Endless opportunities for professional and personal growth.
- Build awareness, understanding and respect for all people requesting AOD services.

Appendix – Sample job advertisement

The below demonstrates how to integrate the AOD EVP with existing narrative from a non-government organisation, using Mission Australia as an example.

Life at Mission Australia

Are you open to listening to understand, not label?

In the AOD sector, you'll be part of a vibrant, professional team, transforming communities every day and making a meaningful difference to the lives of Australians in need.

At Mission Australia, you become part of a community who are determined to end homelessness and ensure people in need can thrive. United by our Christian purpose and values, we stand together with anyone who needs us, for as long as they need us.

Would you like to work with a rural or regional community to improve health? There are many different roles available in our dynamic workforce to professionally support people seeking support with alcohol and drug use.

Be part of an inclusive and committed team where you can bring your whole self to work and know that the positive impact AOD has on health is felt at a community level.

For a rewarding career supporting the health of your community, join the alcohol and other drugs workforce.

Your opportunity

Located in Orange, NSW, the AOD Case Worker will provide co-ordinated care and psychosocial support to individuals who are engaged in alcohol and other drug treatment. You will engage in providing case management and case co-ordination to individuals including development and implementation of harm reduction strategies in relation to substance use, housing, parenting and family support, income management, and employment capacity building. [We take an open, adaptive, strength-based and innovative approach](#) to providing harm minimisation and relapse prevention strategies to support participants in addressing and overcoming the issues and challenges that are presented throughout recovery to achieve their desired outcomes.

Our culture

[Our team is as diverse as the vibrant communities we support.](#)

Our innovative and inclusive culture will ensure you feel valued at Mission Australia as you help Australians in need and develop in your career.

We prioritise the safety and wellbeing of everyone, both within our team and the individuals we serve.

We are committed to creating a diverse and inclusive working environment. We actively support and encourage people of all backgrounds; gender, age, ethnicity, race, cultural background, disability, religion, and sexual orientation to submit an application and aim to ensure that the recruitment and employee experience is as accessible and inclusive as possible. So, whoever you are, if you're skilled and actively support our purpose and values, you would be welcome at Mission Australia.

Your benefits

- Rewarding work – every day you know you're making a real difference
- Not-for-profit salary packaging, reducing your tax
- Free external, confidential counselling
- Volunteering opportunities