CHĂM SÓC NHÂN VIÊN TOÀN DIỆN TẠI DOANH NGHIỆP

(Integrated Employee Care Framework)

Mr. Nguyễn Ngọc Tùng Phó chủ tịch chuyên môn HRA Ms. Lâm Phương Nga Giám đốc Nhân sự BIDV MetLife



NỘI DUNG



1. Quan điểm, Xu thế chung

2. Mô hình về Chăm sóc Nhân viên Toàn diện

3. Mô hình triển khai và các hoạt động

3.1. Mô hình triển khai

3.2. Các hoạt động theo mô hình

4. Thảo luận – Q&A



PHẦN 1

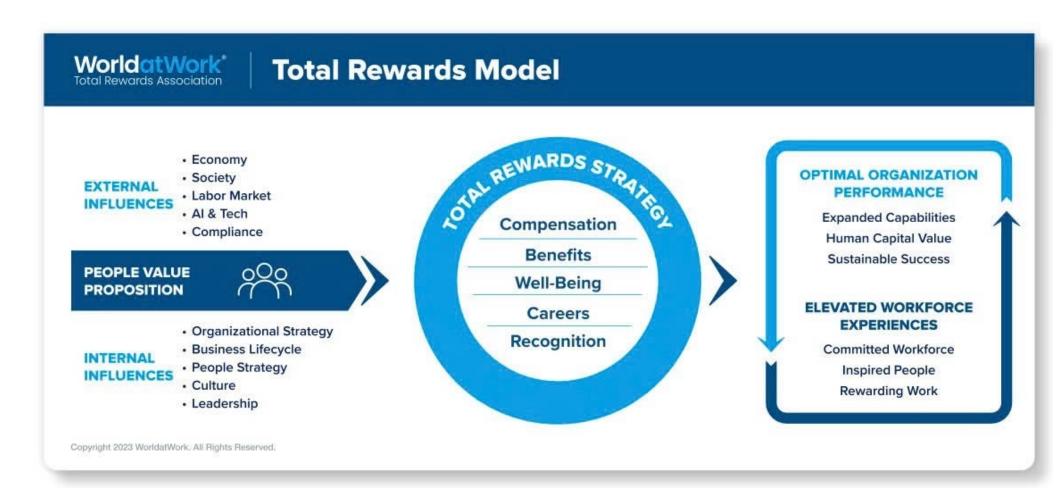
QUAN ĐIỂM VÀ XU THẾ CHUNG

Tổng quan về khảo sát

I-RA

- 1. Mục tiêu khảo sát
 - Xác định được quan niệm về Total Rewards (TR)
 - Nghiên cứu các yếu tố casasu trúc của TR và mức độ triển khai tại DN/TC
 - Xác định những thách thức và lợi ích khi triển khai TR
 - Xác định định hướng xây dựng giải pháp cho DN/TC
- 2. Số lượng tham gia: 79 DN/TC
- 3. Đặc điểm doanh nghiệp / tổ chức
 - Các DN/TC tham gia khảo sát phần lớn là (Tổng) Công ty có trên 7 bộ phận (30%) và Tập đoàn đa ngành (28%).
 - Các DN/TC đang ở giai đoạn tăng trưởng (36%) và trưởng thành (38%).

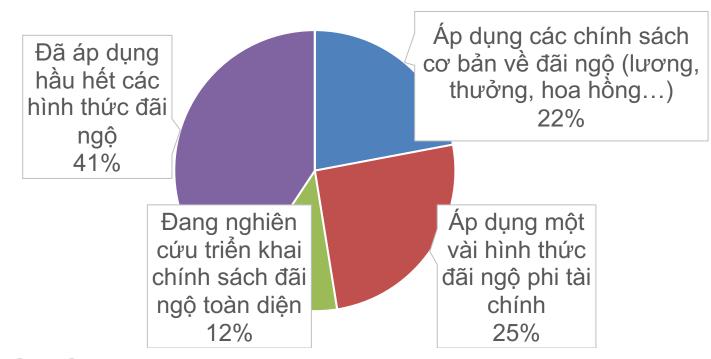
1. Mô hình phân tích



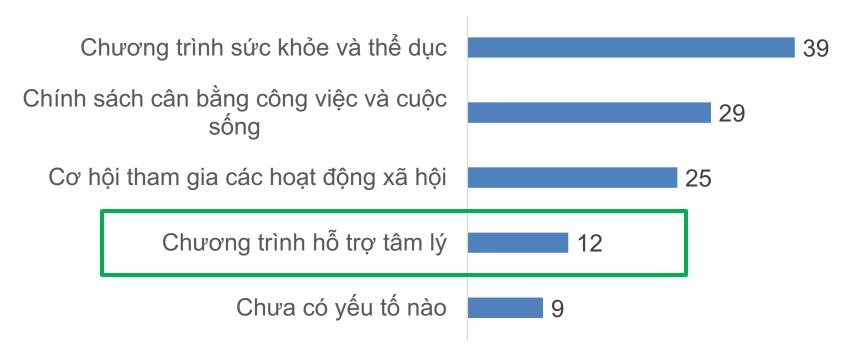
Kết quả triển khai mô hình TR (n=62)

- HRA
- TR chưa áp dụng các phương thức tối ưu chi phí đồng thời gia tăng lợi ích như Chế độ làm việc linh hoạt, In-kinds, perks, ESOP
- Một số doanh nghiệp có áp dụng chăm sóc sức khỏe và tinh thần, nhưng sức khỏe tâm thần chưa được đặt thành trọng tâm ở số đông doanh nghiệp.

Trạng thái của DN/TC trong quá trình áp dụng TR



Yếu tố được đưa vào "Well-being" trong DN/TC



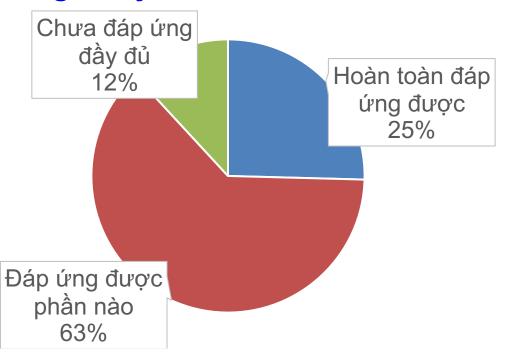
Yếu tố được DN/TC áp dụng chính thức như một phần của TR



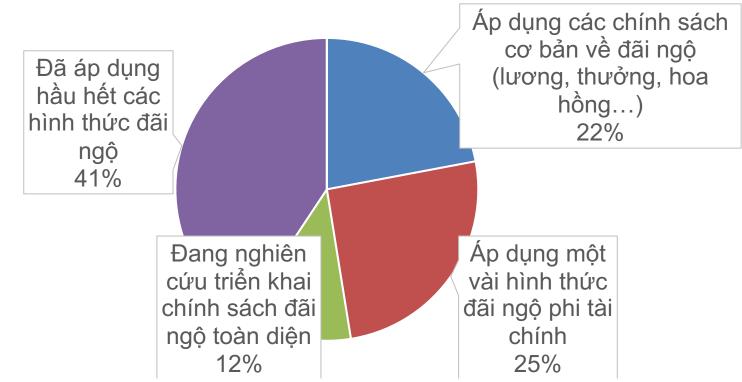
Các yếu tố ảnh hưởng hiệu quả TR (n=62)



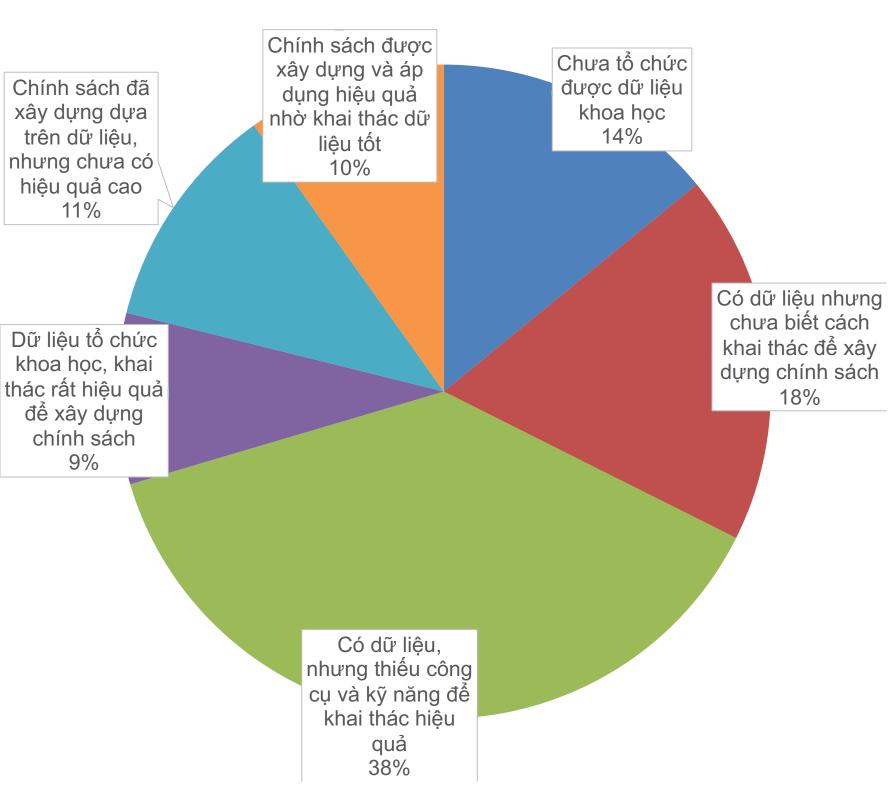
Khả năng tài chính của doanh nghiệp hiện tại trong việc đáp ứng các yêu cầu triển khai TR toàn diện



Trạng thái của DN/TC trong quá trình áp dụng TR



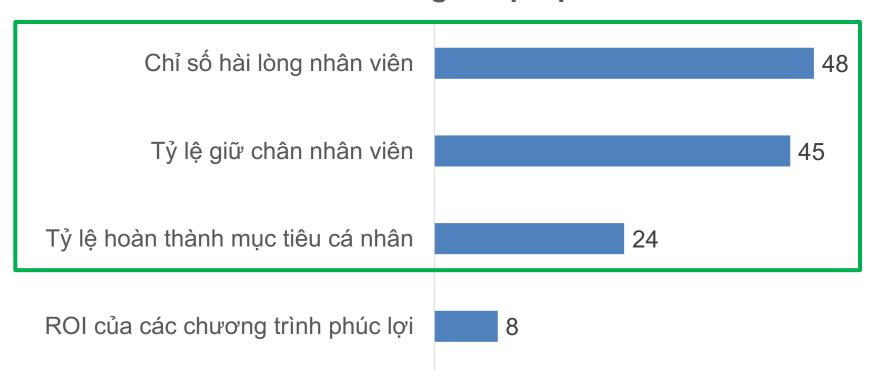
Đánh giá hệ thống công nghệ và dữ liệu nhân sự (HRIS) của doanh nghiệp hiện tại để hỗ trợ TR



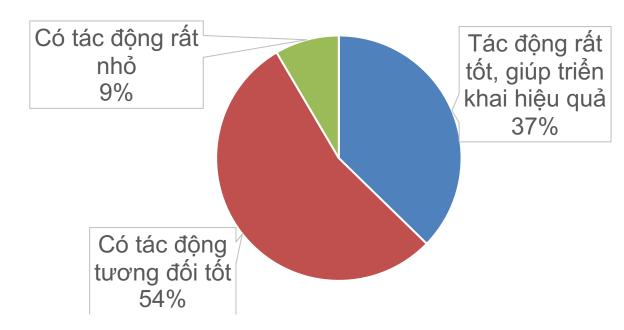
Chỉ số đánh giá hiệu quả TR, tác động của TR tới chiến lược (n=62)



Chỉ số đánh giá hiệu quả của TR



Nhận định về tác động của TR tới hiệu quả triển khai chiến lược giữ và phát triển nhân lực thuộc nhóm năng lực cốt lõi tại DN/TC



Điểm cần cải thiện trong chính sách TR



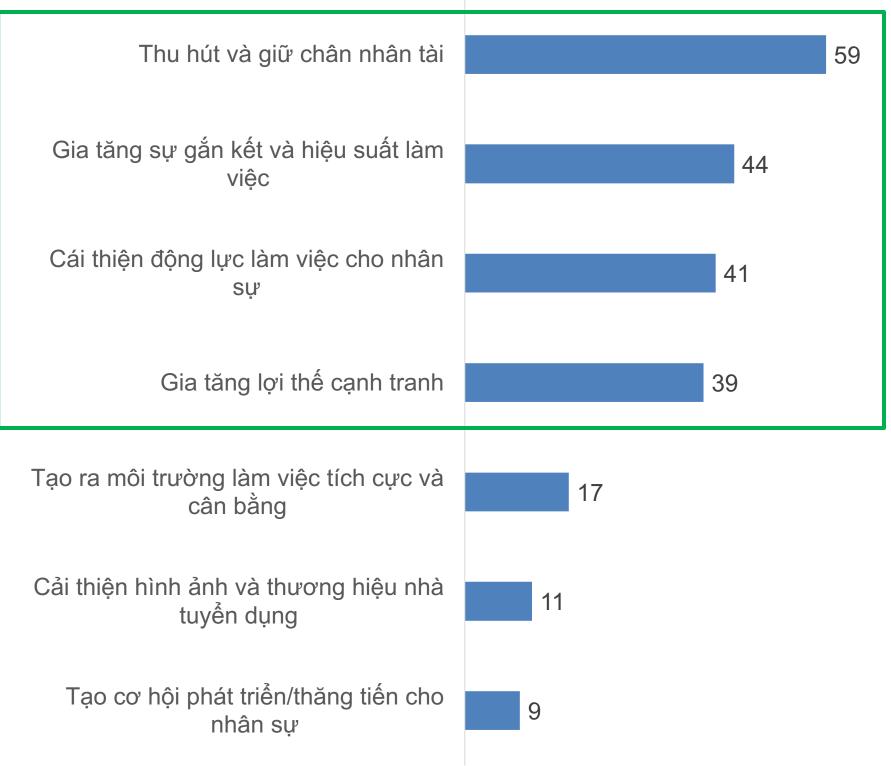
Thách thức và lợi ích của TR (n=62)

HRA

Thách thức khi triển khai TR



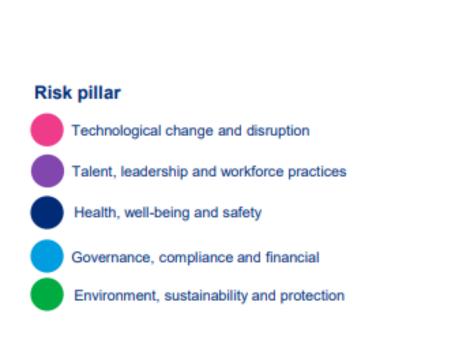
Lợi ích khi triển khai TR





The Top 10 People Risks for HR and Risk Managers – disparity in wages ranks number 3!

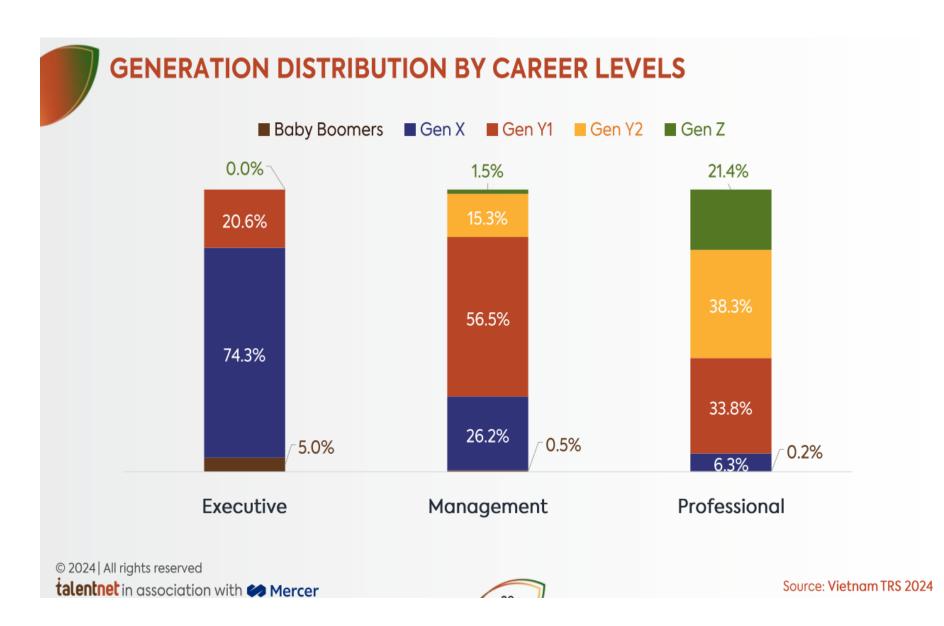
Risks ranked by RRS



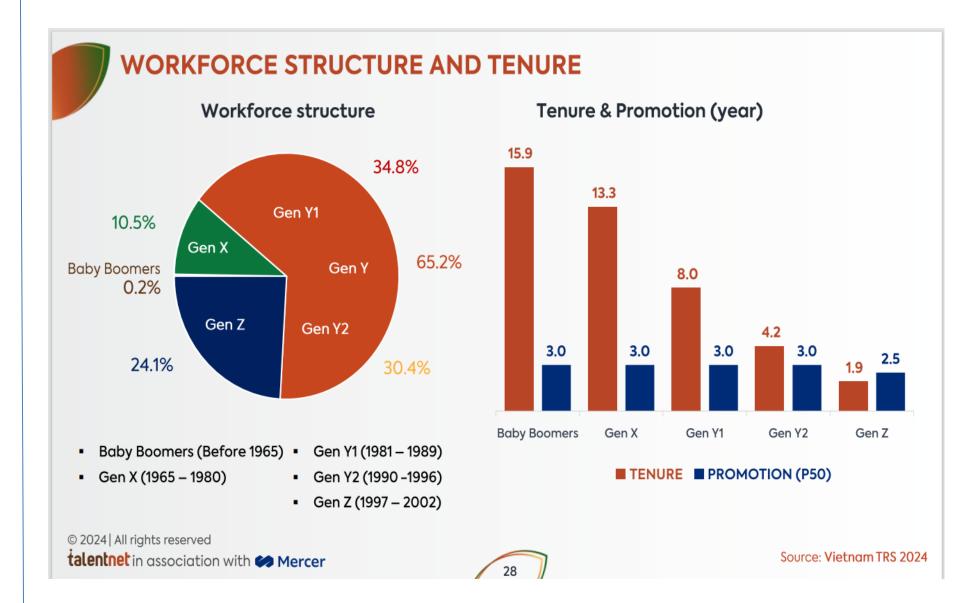


Risk Rating Score (RRS) is a numeric score that captures the likelihood of the risk impacting the organization in the next one to two years and severity of its impact on the business if the risk were to occur.



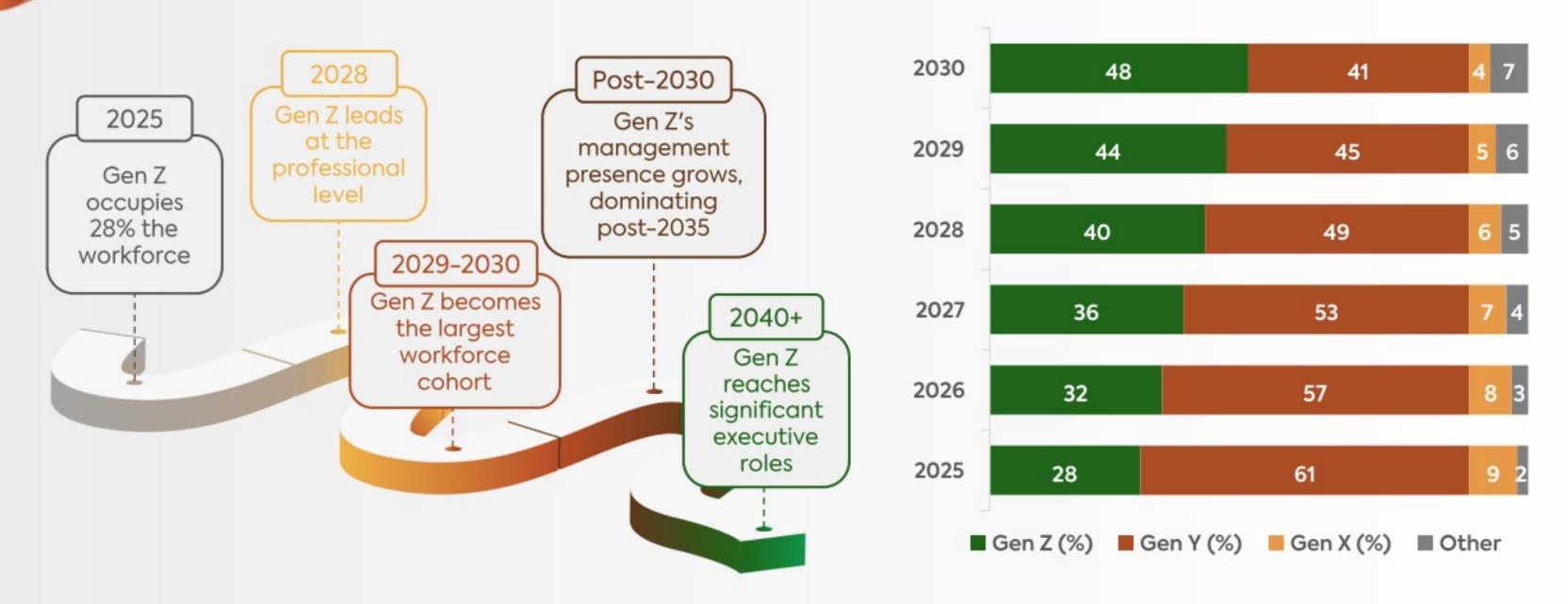








WHEN GEN Z WILL DOMINATE OUR WORKFORCE



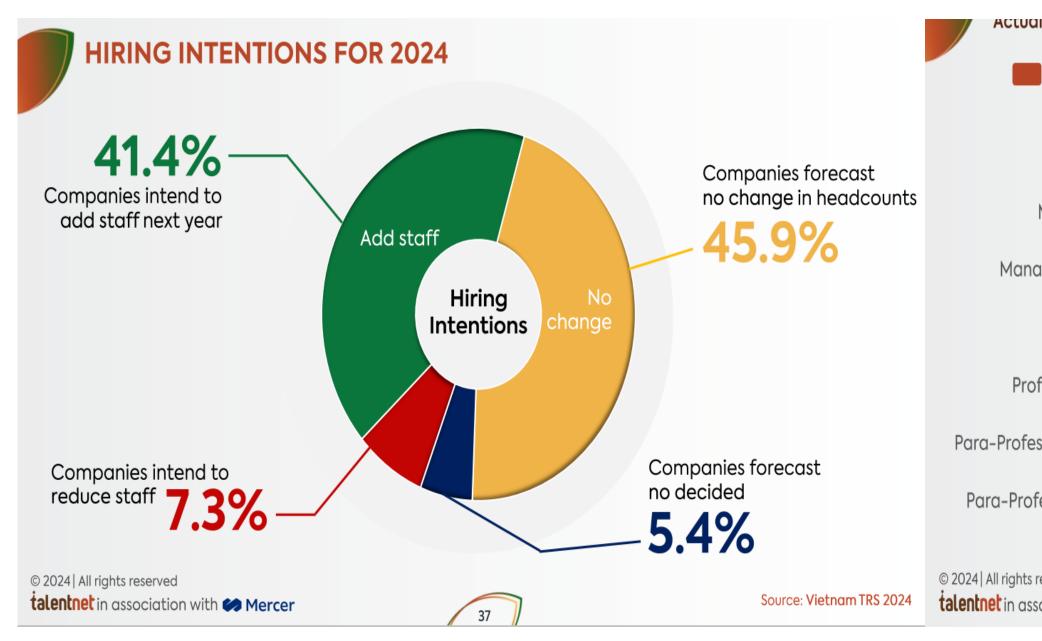
Gen Z is expected to be the largest workforce cohort by 2030, surpassing Gen Y

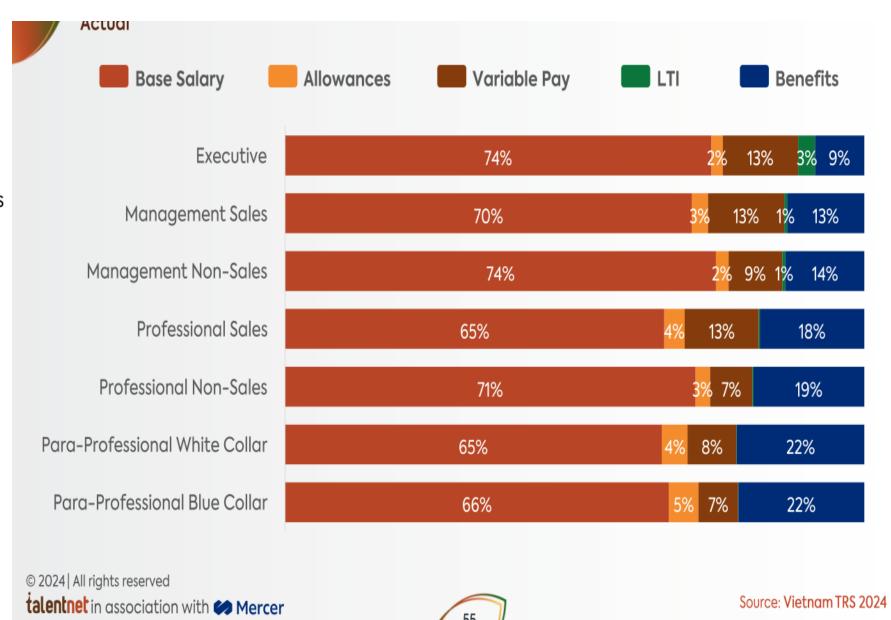
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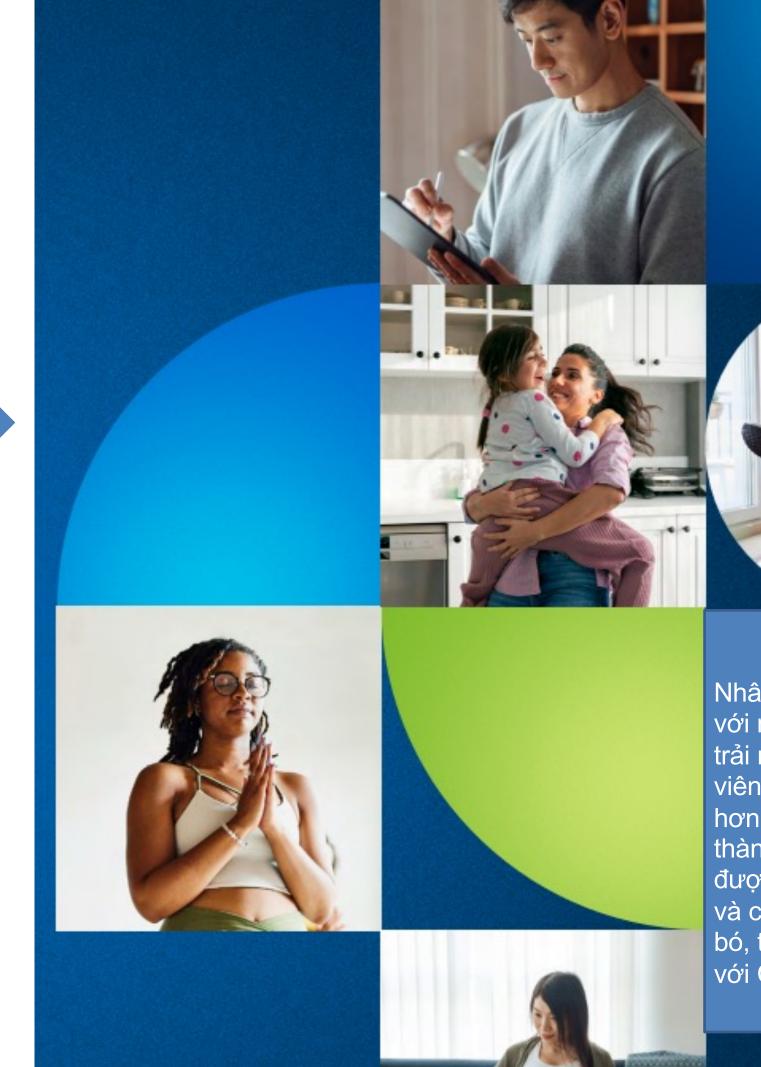




PHẦN 2

TỪ MÔ HÌNH TỔNG QUÁT ĐẾN MÔ HÌNH BIDV METLIFE

CHĂM SÓC NHÂN VIÊN TOÀN DIỆN TẠI BIDV METLIFE (Integrated Employee Care Framework)



Nhân viên hài lòng với mọi yếu tố trong trải nghiệm của nhân viên sẽ hạnh phúc hơn và cảm thấy thành công hơn, được đánh giá cao và có cảm giác gắn bó, thân thuộc hơn với Công ty.







Total Rewards Model

EXTERNAL INFLUENCES

- Economy
- Society
- Labor Market
- · Al & Tech
- Compliance

PEOPLE VALUE PROPOSITION





- Organizational Strategy
- Business Lifecycle
- People Strategy
- Culture
- Leadership



OPTIMAL ORGANIZATION PERFORMANCE

Expanded Capabilities

Human Capital Value

Sustainable Success

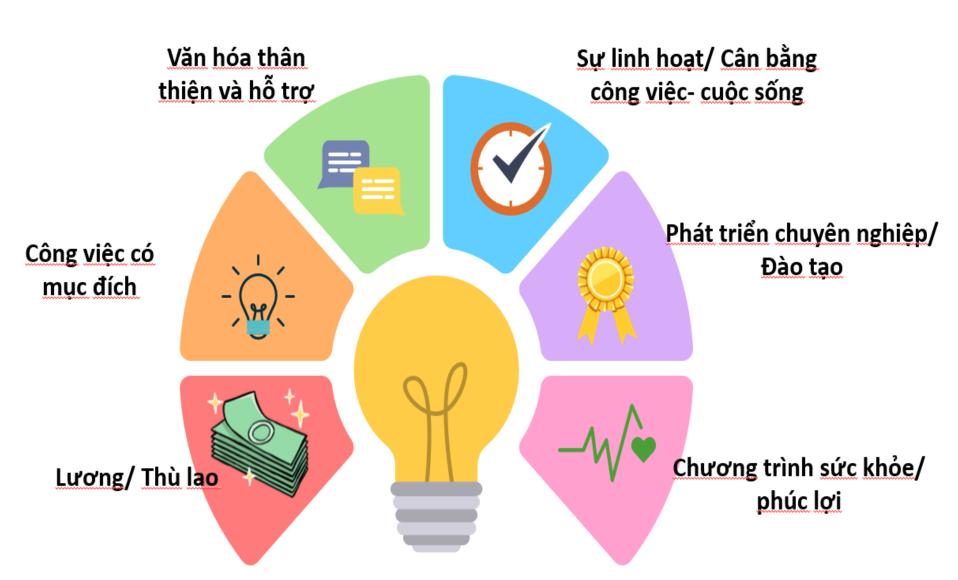
ELEVATED WORKFORCE EXPERIENCES

Committed Workforce Inspired People Rewarding Work

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APPROACH FOR FORMING EMPLOYEE CARE ACTIVITIES/ PHƯƠNG PHÁP TIẾP CẬN ĐỂ XÂY DỰNG CÁC HOẠT ĐỘNG CHĂM SÓC NHÂN VIÊN TOÀN DIỆN



Cung cấp dịch vụ chăm sóc xuyên suốt trải nghiệm của nhân viên

Nâng cao trải nghiệm của nhân viên đến việc chăm sóc nhân viên bằng cách nuôi dưỡng một môi trường thúc đẩy sự phát triển chuyên nghiệp, làm việc có mục đích và văn hóa hỗ trợ.



Delivering Care Across the Employee Experience

Workers satisfied with every element of the employee experience are happier and feel more successful, appreciated and a greater sense of belonging

Nhân viên hài lòng với mọi yếu tố trong trải nghiệm của nhân viên sẽ hạnh phúc hơn và cảm thấy thành công hơn, được đánh giá cao và có cảm giác gắn bó, thân thuộc hơn với Công ty.



MetLife's 22nd Annual U.S. Employee Benefit Trends Study 2024

metlife.com

Maximizing Employee Care:

Opportunities for Enhancing Care Delivery Across the Employee Experience





The MetLife Care Model

For employers that demonstrate employee care, increased holistic health and improved talent outcomes are within reach

Employers want a successful workplace

- Higher loyalty
- More productive
- Increased engagement
- Higher job satisfaction

£

Employees want a successful work-life

Success in their work

A sense of belonging

Feel valued/appreciated

Happiness 🗸

Employees feel holistically healthier

Employers demonstrate employee care





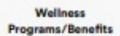








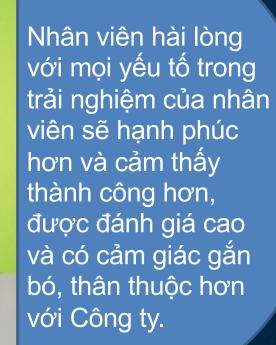
Professional Growth/Training





















Giai đoạn hạnh phúc hiện tại của nhân viên cũng như mức độ hài lòng và lòng trung thành thấp cho thấy người sử lao động dụng phải áp dụng các phương pháp mới để tối ưu hóa trải nghiệm của nhân viên

Tầm quan trọng

của sức khỏe toàn

diện trong thời kỳ

không ổn định

Cách thức Chăm sóc nhân viên

Chăm sóc nhân viên đã nổi lên như một khái niệm mạnh mẽ cho các tổ chức đang tìm cách cải thiện sức khỏe toàn diện và các kết quả quản lý nhân tài quan trọng

Cung cấp dịch vụ chăm sóc thông qua trải nghiệm NV toàn diện

Người sử dụng lao động có thể thể hiện sự quan tâm một cách đích thực thông qua các hành động và sáng kiến có mục tiêu phù hợp với các yếu tố liên quan đến trải nghiệm của nhân viên



1

Tầm quan trọng của sức khỏe toàn diện trong thời kỳ không ổn định

The Importance of Holistic Well-Being in a Turbulent Time

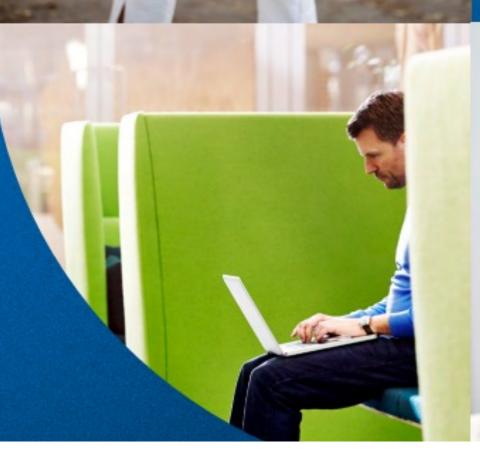
KEY TAKEAWAYS

The long-term trend toward lower job satisfaction, particularly among younger workers, is a worrying sign for the many employers still struggling to fill open positions and for employees looking to succeed in roles they find fulfilling.

Employees' holistic health has fallen, largely due to financial stresses and declines in mental health, another serious concern given the correlations to key talent management outcomes. After experiencing the Great Resignation and the Great Reshuffle, and then the emergence of digital nomads, quiet quitting and "act your wage," executives should continue to expect the unexpected and devise new strategies to meet their workforce goals.



Job satisfaction is up slightly this year, but is down significantly since 2016.









67%

of employees are concerned about losing the value of their savings due to inflation or other market forces.



Top causes of poor mental health among employees:

of employees

Stress from the state of the economy	32%
Balancing home and work life	33%
Stress from reasons outside work	36%
Financial concerns	45%



TOP CHALLENGES FACED BY EMPLOYERS

Retaining talent 57%

Economic uncertainty 57%

Attracting talent 56%

Employees' overall well-being 55%

Employee stress 55%



67%

MILLENNIALS

66%

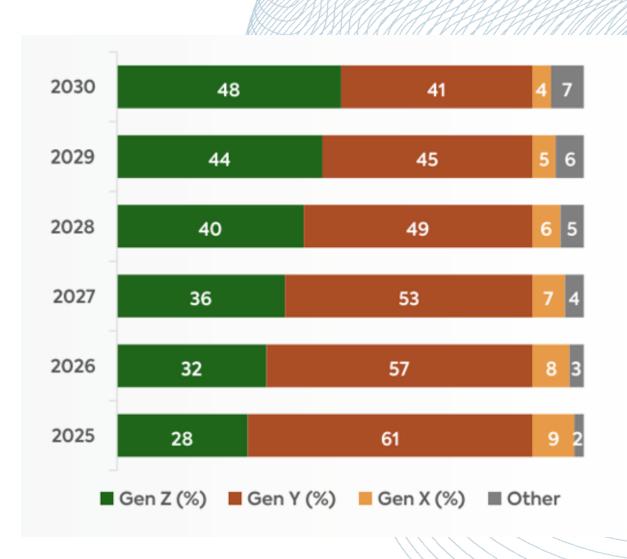
GENERATION X

65%

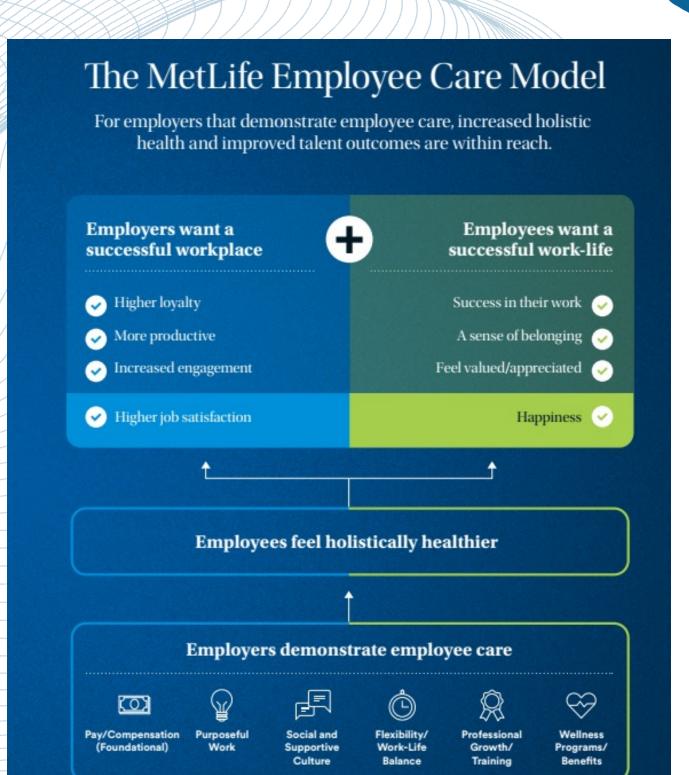
GEN Z

62%











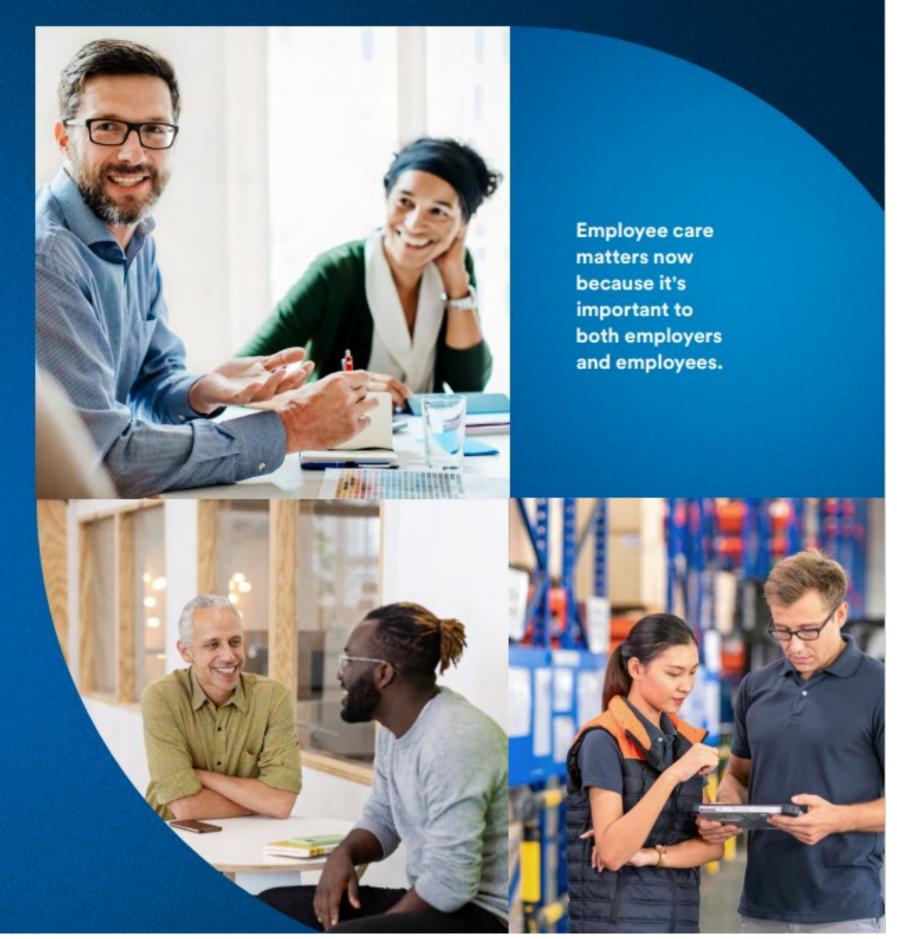
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Dimensionalizing Employee Care

Cách thức Chăm sóc nhân viên

KEY TAKEAWAYS

Employee care matters to both employers and workers. Organizations must address both extrinsic and intrinsic needs in developing robust employee care models. Demonstrating care and boosting holistic health requires employers to model care across all aspects of the employee experience, plus compensation.





The larger the care delivery gap, the greater the risk that employees will feel less cared for and, therefore, less satisfied, loyal and valued.

The smaller the care delivery gap, the more likely it is that employers are delivering care effectively for that moment.

High care gap	20% or higher
Moderate care gap	8% - 19%
Low care gap	Less than 8%

Care gaps are generally larger for most high-incidence moments. But they are most pronounced for negative moments, when employees may face greater stress and difficulties.





Challenging moments with high care delivery gaps:



At work:

Care	delivery	ga

29%
25%
24%
23%
20%

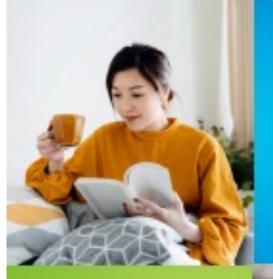


In workers' personal lives:

Car	е	d	eli	٧	er	У	ga	ij
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Significant unplanned financial stress	38%
Ongoing mental health condition	30%
Child struggling at school	25%
Relationship challenges	22%
Loss of a family member/friend	22%













Spotlight on psychological safety

A psychologically safe environment can increase the effectiveness of care strategies by encouraging benefits usage. Employees are more likely to access the resources that are available to them if they know it is okay to ask for support when they need it.

Our research confirms how important psychological safety is to employees, but also that employers have work to do in making all of their employees feel safe in expressing their particular needs and feel comfortable in being themselves at work. Clear policies and regular expressions of organizational value can also provide stability for employees in a time of societal uncertainty and tensions.

95%

of employees expect employers to provide a psychologically safe work environment

61%

employees say it
is a "must have"
in employers'

Employees on psychological safety:

66 My concern with bringing my whole self into the workplace is this notion of providing my employer with more information on my personal life that they might take advantage.

WHEN EMPLOYEES FEEL PSYCHOLOGICALLY SAFE AT WORK, THEY ARE:

more likely to feel holistically healthy more likely to feel productive, 2.9xloyal and engaged more likely to 2.9xfeel cared for more likely to feel financially healthy 2.1xmore likely to feel 1.9x mentally healthy more likely to be willing to share 1.4x personal data with their employer for a better benefits experience

THE MOST COMMON MOMENTS WHEN EMPLOYEES FEEL EMPLOYERS DID A POOR JOB DEMONSTRATING CARE AND PUT THEIR PSYCHOLOGICAL SAFETY AT RISK:

Experienced burnout

Experienced harassment or bullying

Felt a lack of appreciation or recognition for their work

Dealt with a heavy workload

Experienced significant unplanned financial stress



Employees have different expectations for care for different experiences. For some, employees consistently expect higher levels of care and support than their employers currently demonstrate.

Many employers have invested in benefits, programs and resources that help meet employee expectations for care at key moments, including those that are easily recognizable by employers, can be planned for and are generally perceived as positive. For instance, career development and organizational culture are the are the elements of the employee experience where employees are most likely to say that they feel cared for. Retirement plans also demonstrate care for a recognizable experience.

Our research demonstrates how organizations that find ways to support employees in less visible, unplanned and difficult experiences will be better positioned to support the holistic well-being of their employees. For instance, unexpected financial stress and the onset of a mental health condition are high-impact experiences where employees need support on an ongoing or continuous basis. In these situations, making appropriate benefits available can demonstrate care even when workers are not inclined to disclose these experiences.

Employees have different expectations for care for different experiences. For some, employees consistently expect higher levels of care and support than their employers currently demonstrate. Those experiences include caregiving to adults (e.g., elderly relatives), bereavement and mental health conditions, and often require ongoing care and continuous support. Women and manual laborers are particularly dissatisfied with employers' responses to care during such important experiences.



Life experiences in which employees are shown significantly less empathy than they expect:

	or employee
Ongoing mental	46%
health condition	40/0
Caregiving responsibilities for	
adult family member	43%
S. S	40%
Legal trouble	40%
Loss of family	2707
member / friend	37%
Challenges with	2507
commuting to work	35%
Ongoing medical	
treatment for	35%
chronic condition	33%
Receiving fertility	2.407
treatment	34%













3

Cung cấp dịch vụ chăm sóc thông qua trải nghiệm nhân viên toàn diện

Delivering Care Through an Integrated Employee Experience

A well-designed, inclusive and compelling work experience is how employers can most powerfully and persuasively demonstrate employee care and, thus, boost holistic health for workers and enhance their talent management outcomes. The most effective approaches will go beyond baseline compensation concerns to address all five elements of the employee experience. And they will be guided and energized by strong organizational commitments to diversity, equity and inclusion (DEI).

KEY TAKEAWAYS

By demonstrating care across all five elements of the employee experience, plus compensation, employers can have the greatest impact on satisfaction, loyalty, productivity, and other people outcomes.

DEI are essential to effective employee care strategies and to catalyzing feelings of care across the organization – indeed, care and DEI are synonymous. An uncertain macroeconomic outlook may cause some employers to cut back on employee benefits, wellness offerings and training programs, which is a potentially dangerous move if the economic downturn fails to loosen the labor market.



Organizations have many options to bring employee care to life across the employee experience.





Conclusion

While overall employee talent outcomes and satisfaction with benefits have improved in the last year, employee expectations for the employee experience and benefits continue to rise. Specifically, they are looking for more personalized options, increased decision-making support, and clearer communications regarding benefits selection.

As the macroeconomic environment continues to evolve and shape individual workplaces, employers can positively impact employee well-being and keep up with employee expectations by demonstrating care in key moments, particularly those with the greatest impacts on the overall experience.

Though employers and employees see the value of care, there are key moments within the employee journey at which employers are not delivering in line with worker expectations. In assessing how to bridge these gaps, employers will need to delineate strategies for different events, moments and points in the overall employee lifecycle – from those that occur regularly to more infrequent occasions and covering both workplace experiences and those that take place in employees' personal lives. They must also plan to make adjustments to other elements of the employee experience.

Employers should look to build on those moments where they are having success today, even as they determine how to better serve employees in moments and situations where their care delivery falls short today. As our research shows, this is the way forward to enhancing employee well-being and improving talent outcomes in the years ahead.







PHẦN 3

MÔ HÌNH TRIỂN KHAI VÀ CÁC HOẠT ĐỘNG

Employee Care and Experience





Wellness Program/ Benefits:

• Wellness workshop & health care talks

Health clubs: Yoga, Zumba, Kick Boxing



Professional

Growth

Pay/ Compensation

Social and Supportive culture

Wellness program/Benefit

Purposeful Work: BML Townhall, Happy Friday, HR talks with people managers. MyVoice Purpose index: 82



Professional Growth:

Focus Skills, My Leaning, My Path. MyVoice



- CSR activities
- Company fan page and Facebook



Flexibility/ Work life balance: Flexi working hour, WFH, higher PTO

Flexibility/ Work

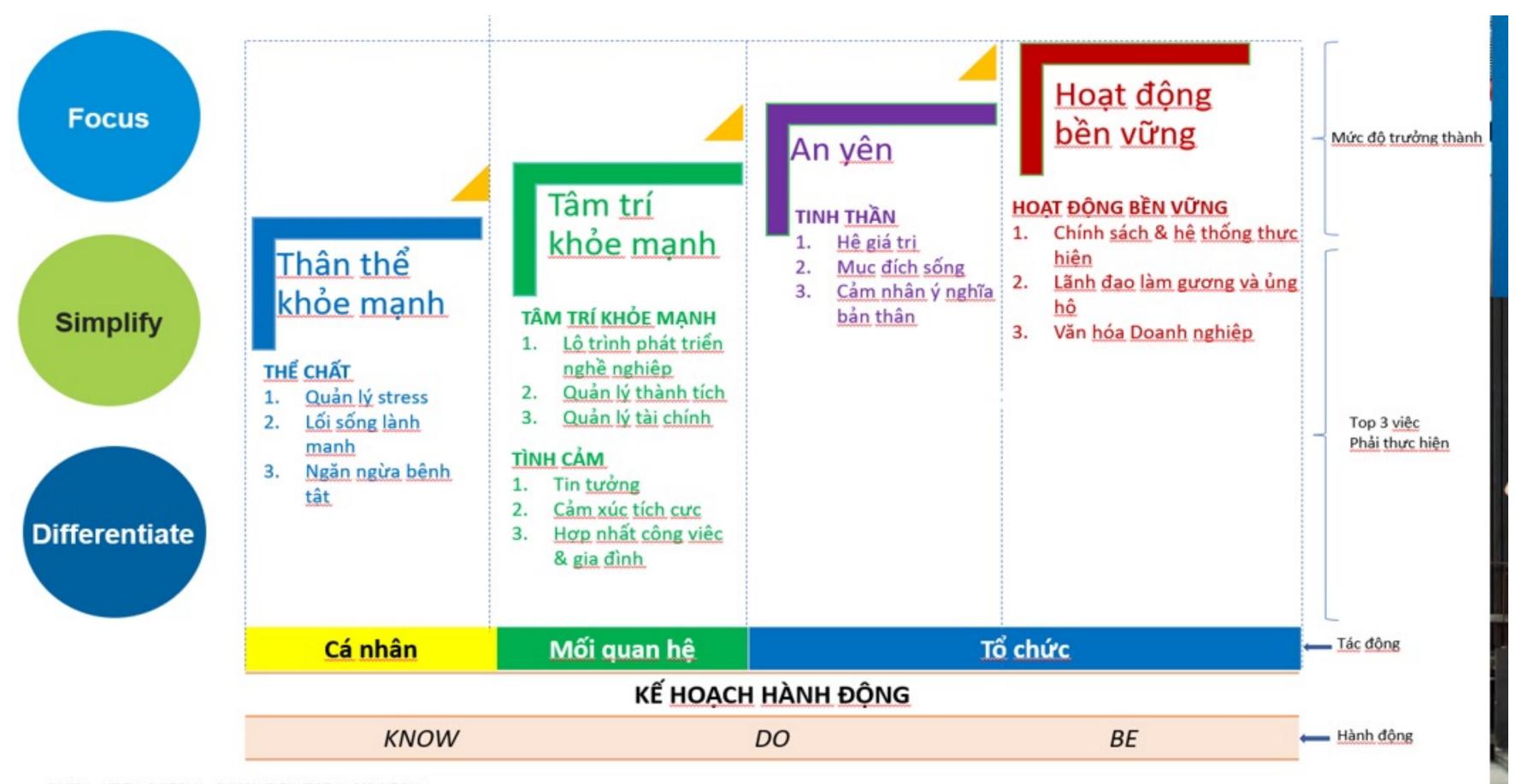
Life Balance





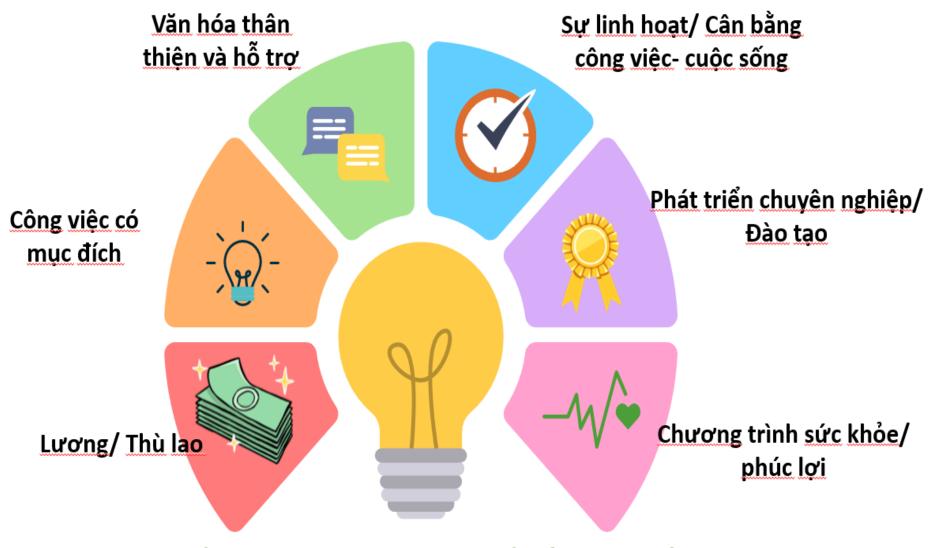
PHYSICAL MENTAL EMOTIONAL ENVIRONMENTAL SPIRITUAL OCCUPATIONAL



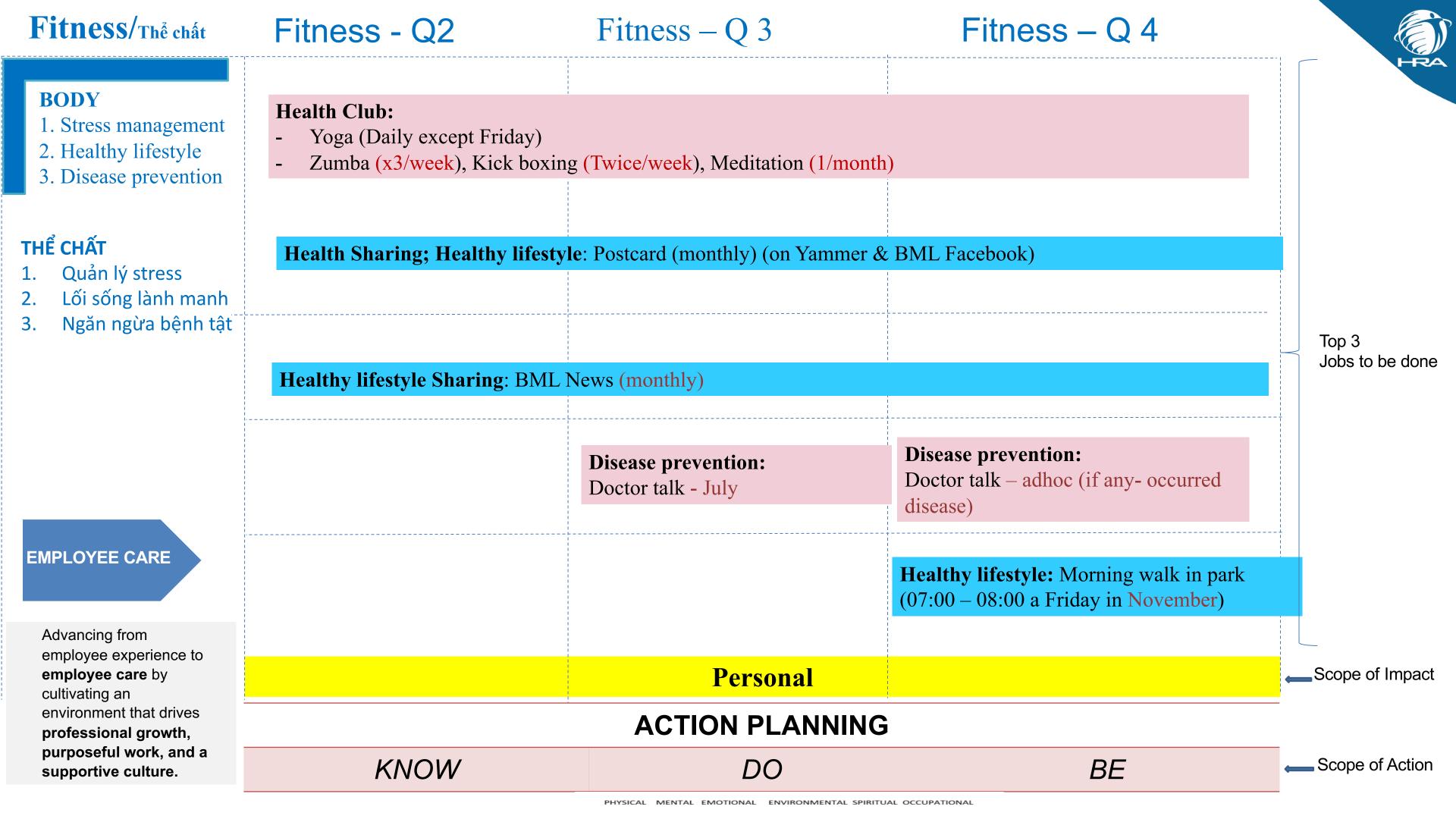




ACTION PLAN/ KÉ HOẠCH HÀNH ĐỘNG



Cung cấp dịch vụ chăm sóc xuyên suốt trải nghiệm của nhân viên



Wellness/Tâm trí khỏe mạnh Wellness – Q2

Wellness – Q3

Wellness – Q4

MIND

- 1. Career path & development
- 2. Performance management
- 3. Financial management

HEART

- 1. Psychological safety
- 2. Positive emotions
- 3. Work-Family integration

TÂM TRÍ KHỎE MANH

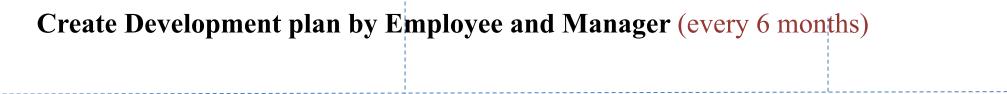
- Lộ trình phát triển nghề nghiệp
- Quản lý hiệu quả làm việc
- Quản lý tài chính

TÌNH CẨM

- Tin tưởng
- Cảm xúc tích cực
- Hợp nhất công việc & gia đình

EMPLOYEE CARE

Advancing from employee experience to employee care by cultivating an environment that drives professional growth, purposeful work, and a supportive culture.



Career Conversation Sharing by Employee and Manager in person (Quarterly)

Career Path's kick off To promote Career Path's Career Path's's recognition Career club: sharing on job/career Career club: Future People Leader (to get to know what is colleague - Oct does)- Aug.

Skill Coach/Competency rating by staff and line manager(every 6 months)

Be-well Week- (9-12 May) -Meditation; Morning coffee;

Litter pick up; Sleep well; Clean

& Clear

Children day: Creative contest

Women Circle/Club: Be

professional appearance for

women in office (Mid June)

(June)

Family day: Family Running competition (August)

Women Circle/Club:

Nutritious product

Women day (20/10)

Men Day (11/11)

Thanks day (24/12)

Women Circle/Club: Emotional Intelligent

(1st week of December)

Inter-Personal

ACTION PLANNING

KNOW

BE

Scope of Action

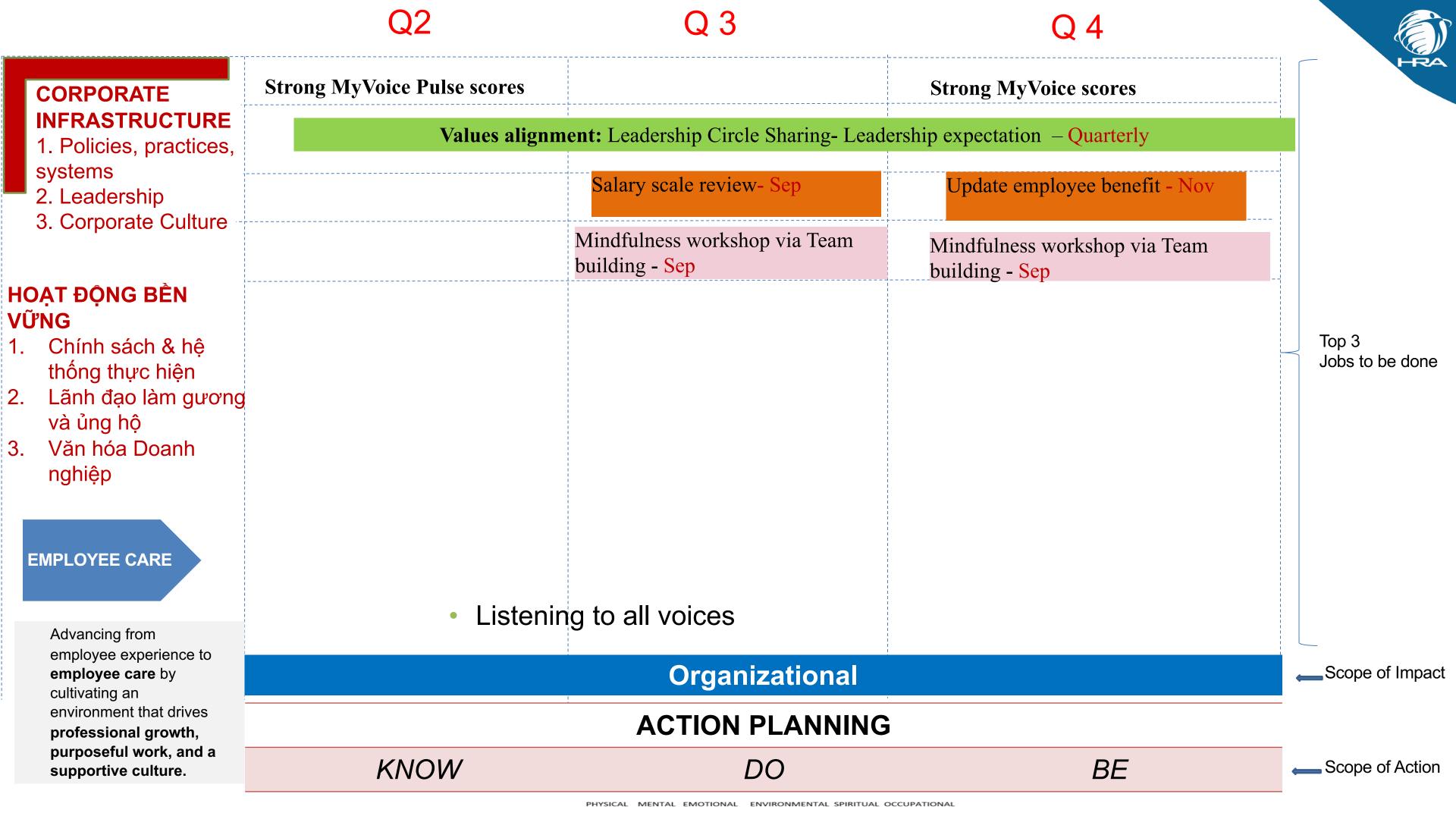
Scope of Impact

Top 3

Jobs to be done

DO

Wellbeing: Q 4 Wellbeing: Q 3 Wellbeing/ An yên Wellbeing – Q2 Employee core value and Leaders core values: Monthly star- Success principles; Quarter star- Success **SPIRIT** principles (monthly), 1. Values alignment 2. Purpose alignment **Purpose**: Townhall, Bulletins News, (monthly) Recognition/Recognizing efforts: Recognition, Learning star (quarterly) TINH THẦN Hệ giá trị/ Tuân Giving positive conversation's corner via giving appreciation to colleagues (every 2 months) theo giá trị cốt lõi Muc đích Top 3 Jobs to be done **EMPLOYEE CARE** Advancing from employee experience to Scope of Impact **Organizational** employee care by cultivating an environment that drives **ACTION PLANNING** professional growth, purposeful work, and a Scope of Action KNOW BE supportive culture.





DETAILS INFORMATION/photos

BIDV · MetLife

Tuấn Lễ Sức Khỏe

Hãy tham gia cùng chúng tôi trong các hoạt động chăm sóc sức khỏe vào ngày 8-12/5, 2023 (Tham gia trực tiếp tại Văn phòng Hà Nội và online ở các tỉnh khác)

Chương trình:

Thứ hai

Sức khỏe tinh thần: Lớp học về Thiền 15:30 - 17:30

Thứ năm Thứ sáu

Thói quen ngủ lành manh: Lắng nghe Podcast về giấc ngủ ngon trên BML Fun **Together**

THỂ CHẤT TINH THẦN

Thứ ba

Kết nối và quan tâm: Cà phê sáng tai văn phòng 8:30 - 9:30

Các hoạt động vui nhôn: Don dep khu vưc làm việc: 16:00 - 17:00

CẢM XÚC

* Đối với các văn phòng còn lại: vui lòng dọn dẹp sạch sẽ khu vực làm

Thứ tư

Chăm sóc cơ thể:

Lưu ý

* Văn phòng Hà Nội sẽ

chuyển sang địa điểm

Nhảy Chicken

15:00 - 15:15

Dance:

MÔI TRƯỜNG

TÂM HỒN

SƯ NGHIỆP

BeWell Week is also a good time to celebrate with onsite or virtual activities that are engaging for employees.



available Mindfulness tools or programs Financial well-being tools (to reduce

Activity Ideas* Related Resources to promote if

- **Mindfulness workshop**
- **Stress management training**
- Yoga class
- Workshop on finding joy, positive mindset, etc.
- **Gratitude activities**
- Art or music-related activity
- Financial wellness speaker
- Volunteering activity
- Party or other social gathering
- Lunch-and-Learn about healthy relationships or family dynamics
- Local Inclusion networks and resources

stress related to personal finances)

counselling or coaching (e.g., EAP)

• 1:1 mental health support like

Caregiving resources including child care and elder care support

- Fitness class
- **Group walk or run**
- Workshop on a health topic
- Lunch-and-Learn about healthy sleep habits
- Share items for sleep: eye masks, soothing teas, ear plugs, etc.

- Fitness apps or gym discounts
- Onsite fitness facilities or programs
- Health improvement programs
- Mindfulness apps or ongoing mindfulness groups
- Massage or spa discounts
- Sleep programs or resources





Wellbeing



ZUMBA



TABLE TENNIS



YOGA & BILLIARD



KICK BOXING



SOCCER

HRA

Wellbeing



Teambuilding



Family Day



New Year Party



Men's Day



Thanks Day



Vietnamese Women's Day



Mental Health Day

HRA

Wellbeing



Teambuilding



Family Day



New Year Party



Men's Day



Thanks Day



Vietnamese Women's Day



Mental Health Day

CSR







BICYCLE PRESENTATION CEREMONY





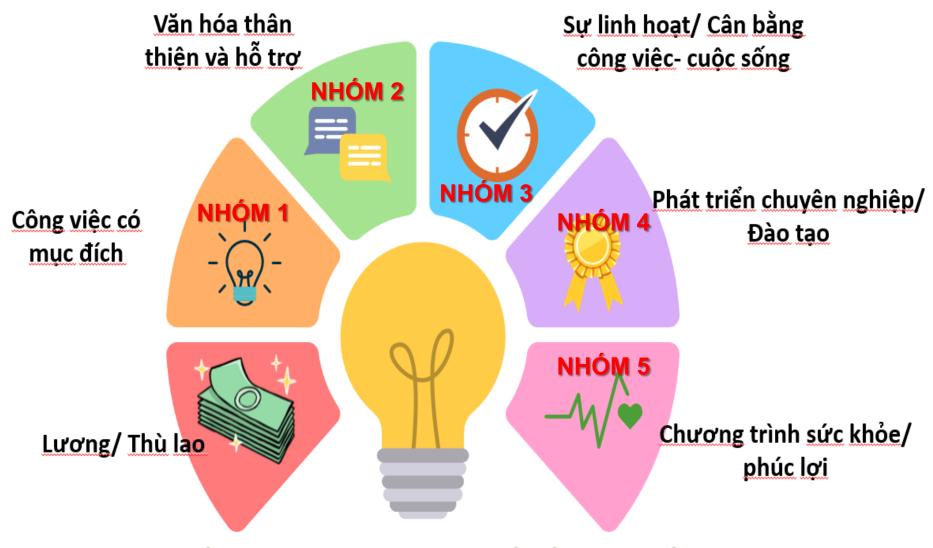


XÂY DỰNG Ý TƯỞNG

TỪ MÔ HÌNH TỔNG QUÁT - MÔ HÌNH BIDV METLIFE- MÔ HÌNH "ĐHT"



XÂY DỰNG KẾ HOẠCH HÀNH ĐỘNG



Cung cấp dịch vụ chăm sóc xuyên suốt trải nghiệm của nhân viên



TAKE AWAY

TOGETHER

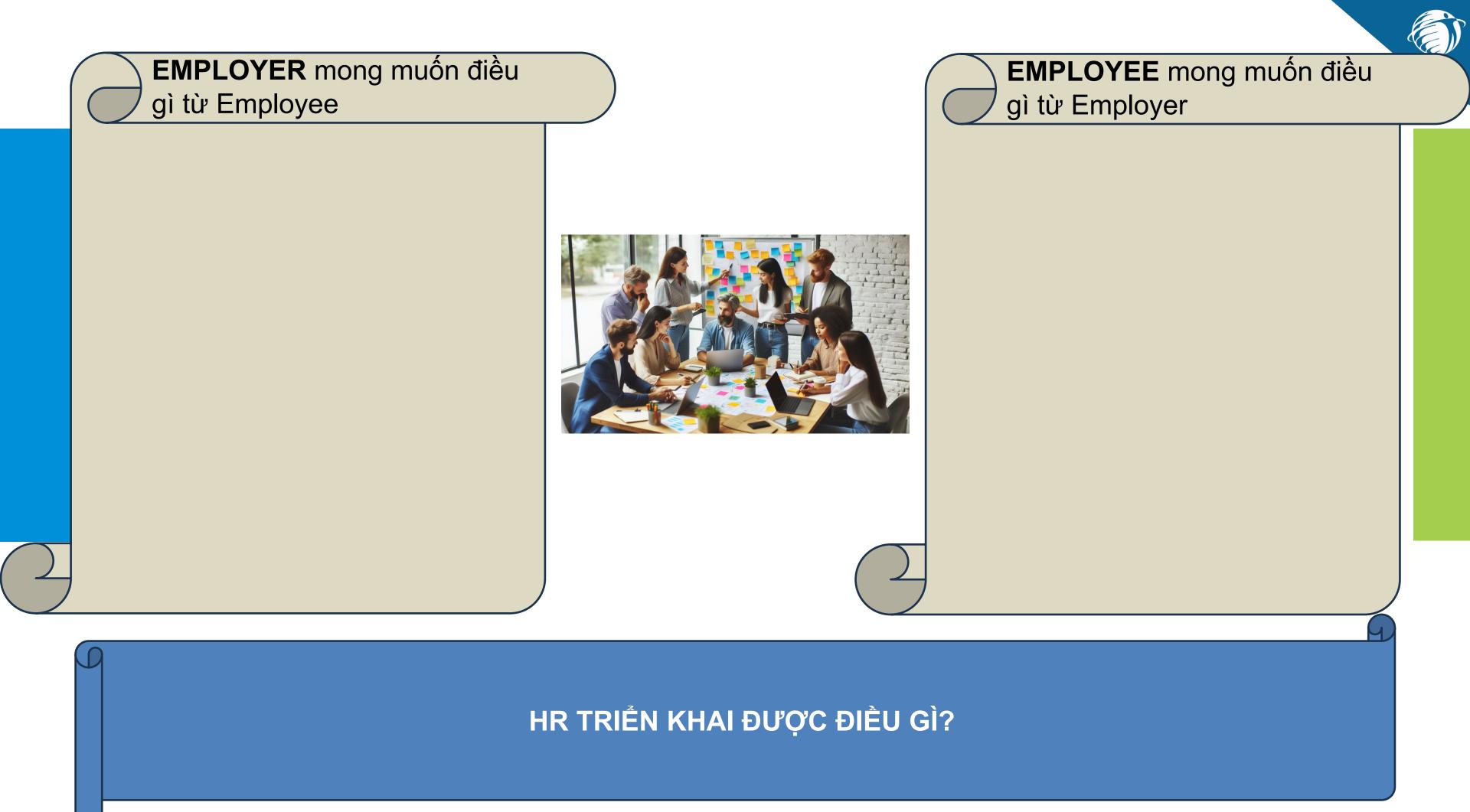


EMPLOYER mong muốn gì từ EMPLOYEE

EMPLOYEE mong muốn gì từ EMPLOYER



HR Triển khai được điều gì?





THANK YOU

FOR YOUR ATTENTION





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