Example SWOT analysis

NHS Employers

Strengths	Weaknesses
– Good/very good package – Market competitive/over-competitive in most areas – Generally low churn – The 'what' and 'how' mechanism works well for the management grades	– Pay compression between bands – Hard to differentiate between grades – Competence-progression automatic – Little recognition of individual performance – Attraction/retention differences across the businesses – Lack of a longer term view – Overtime addiction – We tend to reward effort more than output – We don't know how to measure output – Problems with relative pay between specialists and generalists
Opportunities	**Threats**
– Build performance culture instead of expectation culture – Better employee relations climate in recent years – Clear business strategy – Clear prize: "If I work harder, I get rewarded better" – Retention: e.g. shares understanding pension better – "Off the shelf" solution/packages created for retention purposes – Location pay? (also could be seen as a threat) – Flexibility in reward for different types of roles: 'different roles should have different rewards' – More efficiencies around things like overtime, churn, pay awards	– Need clarity over what behaviours we want to encourage e.g. balance between quality and speed – Short-termism. Looking 5 years ahead isn't enough forward thinking – we should model 10 years ahead for impact – Competitor actions