

Enhancing Your EVP

How do organisations recast their EVP to turn 'the great resignation' into 'the great opportunity?' They begin with deep listening, adopting more curious mindsets and considering the forces that shape how people find meaning at work.

The process below has been developed to support employers to create or to reshape their EVP. While this may be driven by the HR team, it is advised that the EVP is updated in collaboration with managers, leaders and marketing team.

1. Consider your current EVP

A value proposition exists whether an organisation has invested consciously in it or not. It is suggested that you begin the process by taking time to examine the story that you are already telling the market about working in your organisation. To complete stage one, consider the questions below:

Job Advertisements

Look at your job advertisements across a range of roles and business areas and reflect on the following questions.

1

- When were these advertisements last reviewed or refreshed?



The EVP by its nature should be a dynamic offering, which is updated regularly to ensure ongoing relevance and (where possible) remain at the forefront of employee needs.

2

- What story are we telling about the organisation's culture, benefits and values?



When profiling your organisation, try to remain focused on the factors that are important to your target cohorts. This includes (but may not be limited to) commitment to work life balance and market competitive pay.

3

- How does our narrative or position differ from our nearest competitors?
- How are our competitors using images, social media and the employee voice to tell their story?



The goal is to have a clear point of difference from your competitors. If you are both or all offering the same benefits then there may be more work yet to do.

This step alone may provide opportunities to improve the story you are telling in the broader market. This comes with a word of caution. It is important to ensure that the public promise you are making is genuinely aligned with the experience of current and recent employees.

Enhancing Your EVP (cont.)

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2. Engage with employees

There can be a gap between what leaders and organisations believe their employees want and what employees desire. Engaging with employees directly may help to surface areas where further investment is needed. Dialogue may also help to unearth strengths that may not have been given due acknowledgment. Insights may be gathered from varied sources, including:

Employee Focus Groups	<i>Focus groups should explore what attracted staff to the organisation in the first place, why people remain, and how their values and needs have change over time. Ideally, focus groups will be segmented by role, unit and seniority to enable open discourse and provide nuanced observations by level and area. Alternatively, individuals undertaking this work may wish to focus on critical or emerging roles.</i>
Exit Data	<i>A review of exit surveys and interviews may offer insights about forces driving individuals to leave the organisation. Particular attention should be paid to individuals who have left the organisation in the first year or following a large life transition (including having children). References to poor team culture, pay, overwork and burnout will likely require further investigation.</i>
Glassdoor Reviews	<i>While individuals may not always be honest about their reasons for leaving an organisation in their exit interview, they are more inclined to do so when they can leave reviews anonymously. Glassdoor contains a number of unfiltered reviews from past employees. While this sample may represent 'extreme users' only, reviews are publicly available and should therefore be acknowledged and managed in a considered way. It may also be a worthwhile exercise to review reviews from competitors, as insights may suggest areas of differentiation that can be emphasised in your own EVP.</i>
Seek inspiration from studies	<i>Research companies have published data on the values and desires of certain workforce segments. Review publicly available information to help shape and inspire future efforts.</i>

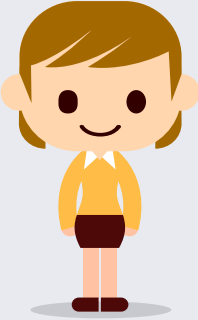
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3. Mind the gap

By this stage, you will have developed a range of insights to enhance your EVP. Take the time to analyse and segment data by workforce profile. You will likely have identified areas where investment will be needed to deliver expectations and future aspirations. You may also have identified areas of strength, which may be profiled in your external communications. The final step in the process is to identify areas of investment and ensure that adjacent supports are in place to turn the promise into a reality.

Consider how the organisation (below) used this exercise to attract returners to their organisation.

Target Segment	Insight/s	Our Strengths	Area for investment
 <p>Women who have been out of the workforce for up to two years and are looking to return to the workforce.</p>	Returners value choice and autonomy. They wish to have a degree of choice over when, where and how their work is completed.	<ul style="list-style-type: none"> Corporate roles have high levels of flexibility and autonomy. Action: Promote flexibility and autonomy in job advertisements. 	<ul style="list-style-type: none"> N/A
	They value and respond to compassionate managers who take action to help manage burnout.	<ul style="list-style-type: none"> Business has invested in EAP supports for employees. Action: Highlight commitment to wellbeing and associated supports in job advertisements 	<ul style="list-style-type: none"> Invest in manager training in areas where Returners will be placed. Action: Promote supports provided to manage workload and help build confidence.
	Returners often had successful careers prior to leaving the workforce. They value recognition for this work and an understanding that they are not starting their careers from scratch.	<ul style="list-style-type: none"> The organisation has a learning culture, infrastructure and training to bridge knowledge gaps. Action: Promote protected time for learning and skilling. 	<ul style="list-style-type: none"> Action: Invest in new learning and development platforms and virtual working technology.