

# 6 Steps to Developing a Strong Employee Value Proposition (EVP)

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Employee value proposition (EVP) is a set of values, beliefs, support and benefits that an employer is willing to commit to its employees to build a strong and loyal employer-employee relationship. Prospective employees are attracted by a convincing EVP that matches their personal values and beliefs before being motivated to join the organisation.

The components of EVP normally encompass a set of monetary and non-monetary benefits and may include the support system to help employees excel in their work and progress in their career. EVP can be understood as the reason why an employee would want to work in a particular organisation as opposed to finding employment somewhere else.

EVP has become more prominently critical to an organisation's success in attracting the best talent in recent years and has become even more so during the pandemic. This trend will persist even after COVID-19. For example, the importance of EVP in attracting the right talent has been demonstrated in the past few years as the demand for skills in new and emerging technologies surged, not just by technology firms but also industrial, commercial and government organisations.

Designing an EVP unique to the organisation will considerably improve its talent acquisition and retention, giving the organisation a strong employer brand with an edge over its competitors. Today, employees are not merely seeking a great place to work but also a great experience in the workplace and a purposeful career journey. If done rightly, an effective EVP offers a compelling reason for talents to choose to work with the organisation. As such, it pays to invest in a good EVP that will attract and retain the talent who have goals and values that are in alignment with the organisation. This in turn aids employee engagement, immersion in organisational culture and values and hence leading to retention.

The investment cost in developing and executing an EVP lies mainly in the time and effort committed by the organisation and the work can be completed within weeks or even days. The first step is to set up a work committee comprising employees from different functions, job grades, tenure of service and age group. Organisations may also want to consider inviting new hires and former employees who are on amicable terms and not working for any competitors. Following the development of the EVP, organisations should also remember to promote the EVP via appropriate platforms to reach out to the global talent pool. This step is crucial as the post-pandemic workforce is one of high mobility and agility and the talent resource pool is no longer bound by geographical borders. Internally, the EVP should also be communicated to current employees for motivational purposes, and to former employees who may potentially return to the organisation in the course of their careers.

## Here are six steps to guide you through designing and developing an effective EVP:

### 1. Initial assessment and findings

- Assess what your organisation is already offering.
- Interview your employees for feedback on how well these are being met, what they want the organisation to provide further and possible improvement on what is already being offered.
- Interview past employees through surveys to understand what the organisation could have done to help them stay or return.

- Interview prospective employees through surveys.
- Knowing what your organisation can offer to close the gaps and cannot offer is crucial to build a realistic EVP.

## 2. Determine the components of your EVP

- From the interview findings, determine the components of your EVP.
- Be aware that different segments of your workforce may be attracted to different components of your EVP.
- EVP may be segmented to meet different desires:
  - Young graduates at entry level seek career progression, learning opportunities, interesting job scope, fun work environment, staff perks, flexible work schedule etc.
  - More experienced employees at mid management level seek job stability, career advancement, equitable compensation and rewards, work life balance etc.

## 3. Write your EVP statements

- These statements should be easily understood.
- Ensure that the statements are clear, unique, inspirational and differentiated from your competitors'.
- Align the EVP statements with the employees' and organisation's expectations.

## 4. Integrate your EVP into existing policies and systems

- Be prepared to change your benefits package to align with the employees' goals and needs.
- Work with all stakeholders to integrate your EVP into other HR policies and practices— compensation and rewards, performance management, talent acquisition and development, organisation culture and core values.
- Integrate your EVP with external branding and customer experience.



## 5. Promote your EVP

- Communicate your EVP consistently and throughout the recruitment process.
- Reach out to global audience on professional social media such as LinkedIn corporate page, career websites, job portals, recruitment mobile tools etc.
- Promote internally through organisational blogs, newsletters, emails, townhall sessions and internal communication tools.
- Appoint brand ambassadors to promote the employer brand using their personal social media platforms.

## 6. Measure and review EVP effectiveness

- Periodically measure how talent responds to your EVP. Some things to look out for include:
  - Increase in job applications
  - More applications from passive candidates
  - Greater eyeball on job portals and social media
  - Enhanced employee engagement and communication
  - Reduced attrition
  - Higher retention
- Conduct regular focus group discussions with different segments of the workforce to check what they are looking for as employees' expectations change over time.
- Regularly review and update your EVP statements to ensure they remain compelling to attract and inspiring to retain the right talent.

## About the Author



**Lee Lee Mok** is a highly experienced HR practitioner and a certified Senior HR Professional conferred by the Institute of HR Professionals (IHRP), with over 20 years of strategic HR and business partnering experience across various sectors and countries in APAC, MEA and Europe. Her current work includes helping companies to assess human capital capabilities, consulting and mentorship to support local companies, especially start-ups and small and medium enterprises. Lee Lee Mok graduated from the University of Newcastle upon Tyne (UK) with a BA Hons in Economics and Accounting.

## Endnotes

1. Valène Jouany, "Employee Value Proposition: The Complete Guide to Building a Great EVP," *SMARP*, August 20, 2020, <https://blog.smarp.com/6-steps-to-build-your-employees-value-proposition>.