

oneAdvanced

GUIDE

Redefining your Employee Value Proposition

People management





Introduction

The Employee Value Proposition undoubtedly plays a key role in determining how successful organisations will be when entering into the race for talent and then retaining their star cast. Increasing numbers of people are looking at whether the brands they both work for and spend their money at demonstrate a commitment to core values and demonstrate a more ethical ethos - and as an employer this is where your Employee Value Proposition (EVP) comes into play.

Our latest whitepaper has taken a deeper dive into the EVP and its increasing importance for businesses as they look for ways to distinguish themselves in the job market. It's clear that understanding your EVP and being able to ensure that the goals and values of your organisation are communicated with the wider market is invaluable in helping guarantee that you have access to and retain the key talent you need to drive forward success.

Understanding the value of the EVP is one thing- but making it a reality is quite another. Whilst many businesses may appreciate the strength of a well defined EVP for their brand, the realities of actioning it is quite different. Defining and strengthening your EVP involves a huge investment not only in terms of money and resources but also of your time. With businesses still very much focused on actioning a strong post-pandemic recovery, this can mean that the long-term investment required to cement their EVP can be difficult to justify and ultimately lead to them missing out on the opportunities such a worthwhile project can offer them.

At OneAdvanced, we really do understand just how demanding the task of redefining your EVP can be. We have gone through our own journey of transforming and strengthening our EVP. We wanted to take the lessons learned over the course of that experience and pass it on to you.

We've already seen our own EVP transformation reap dividends and we fully believe in the power of the EVP to drive forward an organisation's future success. A stronger EVP means a transformation of not only your recruitment cycle but how you are perceived across the market. want to help you along your journey, using our own experience as a comparison tool to help you drive your Employer Branding success.

This guide is intended to help you get started along the road to reconciling and redefining your EVP and understanding your brand's position and responsibilities as a cultural entity. While we appreciate that every workplace is different, we wanted to focus on the six key steps which can offer you the best framework to help begin your journey. Also, because we believe that nothing worthwhile comes without hard work, we intend for this to be a warts and all account which doesn't shy away from the challenges of redefining the EVP. Using our experience, we've defined a step by step model to help other organisations transform their EVP for the better.



Who needs to get involved?

Executive suite

As the flagbearers of the most influential areas of your organisation, senior executives will have an influential role to play in helping ideate and guide the strategy which will help form your ideal EVP. CEOs and other senior personnel have access to a broader view than most within an organisation, which will be an immense help in allowing you to figure out your requirements and pin down specific goals you wish to achieve early on.

One of the greatest strengths of redefining your EVP for the exec suite is that it offers the opportunity to align the EVP with the overall organisational strategy. This means greater levels of engagement with an organisation's ongoing mission and guaranteeing that the voice of their brand is an authentic one which is representative of their values.

Your exec suite can help represent the whole breadth of your business, so that no employee groups are missed when defining your employer branding. As powerful and influential figures within the organisation also, your exec suite has a key role to play in communicating your EVP internally and externally.

Human resources

The function of your people teams are naturally entwined with the hiring and retention of staff, not to mention being charged with keeping a weather eye on the engagement and wellbeing of their people. It's for these reasons that HR teams are traditionally seen as the champions and innovators behind EVP transformation projects within their organisations.

Given the broad scope of their roles, it is a sensible idea to have HR professionals heading up any projects which involve defining the EVP as the verticality of their role allows them to engage with multiple areas of the business and gain the best overview.

Marketing

One of the core strengths of your EVP is that it informs how your organisation is perceived by the wider working world. The function of your marketing teams is already focused on understanding how various campaigns and other forms of engagement are measured within the market and your EVP in a sense is just an extension of that discipline. When crafting and promoting your EVP, it is important to lean on the frameworks already used by your marketing teams to help you measure the effectiveness and engagement of your messaging and to understand how well it aligns with your existing ethos. Use the same metric your marketing teams use in their campaigns; you don't have to reinvent the wheel.



Your people

Your EVP is a reflection of your culture and your ethos and your people are ideally placed to act as champions of your organisation and what a great place you are to work for. Not only does a strong and well defined EVP help you bring on board key new talent to the business but it can also go a long way towards helping you retain the services of skilled existing employees.

When looking at securing the best new talent, having a people led approach to your EVP can work wonders- [a recent report by Edelman trust](#) found that candidates are 3x more likely to trust the experience of regular employees than senior management, meaning that the voice of your people should absolutely be at the forefront of your EVP if you wish to give the most authentic representation of your brand.

Bringing your people onboard with the EVP transformation process early on can help them have their say, get involved and also ensure they are more likely to take ownership of your newly defined brand moving forward.

So, who's in charge of the EVP?

As a people led entity, the EVP process is typically spearheaded by the HR function within an organisation. However, as it also deals with your brand and your wider perception within the market, businesses are beginning to see the value of harnessing the talents of their marketing team to help them get to the heart of their EVP. As brand experts, your marketing team have a crucial role to play in supporting the definition and roll out of the project. The wider scope of your business too must also be involved- this can include execs, senior management, regular employees or your recruitment personnel. The broader the influence on your EVP project, the more authentic it will be as the voice of your brand.



Designing your perfect EVP

There's no getting away from the fact that redefining your EVP can be a daunting prospect. When looking at a concept which encompasses the entire cultural scope of your business, the biggest hurdle can sometimes be simply understanding where to begin.

Appreciating the journey ahead of you and having a clear understanding of what specific goals you wish to achieve through your EVP, will be absolutely vital in helping to ensure a smooth and effective transformation and to ensure that your redefined EVP is truly representative of your company's ethos and culture.

Throughout our own EVP transformation process, we found it was beneficial to break the process down into six stages:

Analysis

The Analysis stage involves you reconciling your ambitions as a brand with how you perform within the jobs market. The analysis stage requires taking a deep dive into your recruitment cycle and have a think about how you approach talent searches currently are they measured or is there an element of "post and pray" to your job listings? By understanding your effectiveness in the market currently, you are able to identify specific areas of focus for your redefined EVP.

Discovery

This is all about learning more about what your value is as an employer and what specific qualities your organisation demonstrates that will draw people to come to work for you over your competitors. The discovery stage will rely heavily on you drawing on the experiences of your current employees and using their insight and strengths to build as accurate a picture as possible of you as an employer.

Ideate

The next step is to start to bring these new concepts to life. Typically, this stage will involve liaising with your marketing function as you begin to visualise messaging. This stage is also the time for you to understand how any new concepts align with existing philosophy and to ensure that while your EVP must remain a distinct element of your brand, it also needs to be true to your cultural identity, in order to avoid your people feeling disconnected with the overall messaging.

Create

This stage is all about allocating resources and understanding what material you will need to help drive forward your messaging. Think about your current output- where are you lacking in terms of engagement? Consider also which areas of your business will need to be involved in this process. Typically, your marketing function will play a huge part in this step as their day to day responsibilities see them acting as champions of your brand.



Engage

This is a big leap which involves launching your new EVP internally and externally, as well as ensuring that you are communicating the importance of the new messaging to your people. Ensure that internal communications are clear and consistent and actively work towards engaging your employees and encouraging them to play their part in positively promoting your brand. Make sure that this engaging and communicating isn't just "telling"; your employees need to be brand advocates, not just receivers of internal emails.

Measure

Just because your EVP is now out there in the wider world, it doesn't mean that the opportunities to learn and grow end there. This step is all about gathering data points as well as recruitment and marketing metrics in order to understand where your new EVP is allowing you to win out, or identify key areas in which you may be lacking. The strength of having redefined and codified your EVP is that you will always have access to the frameworks you need to refine and strengthen your employee brand as dictated by internal and external trends.

We believe that these six steps offer you the best framework to be able to undertake your ideal EVP transformation project. During our own journey, we found that taking the time to pin down our requirements and goals for the project formed a fundamental part of making it a success. Whilst the possibilities of a stronger, more defined EVP are exciting, it's still worthwhile to take the time to visualise the road ahead.

We also believe that the systems and technology used by your organisation day to day have a fundamental role in helping you define and transform your EVP. We'll take a deeper dive into these six steps and consider how the systems leveraged by your organisation can help support you for each one.



Recent data shows that turnover can cost company's a third of each employee's salary



Analysis

The analysis step is all about taking stock of your existing employer brand and understanding the effectiveness of it currently within your recruitment cycle. This is your opportunity to understand the strengths of your organisation and how it is perceived in the wider market and perhaps more crucially- identifying gaps in your hiring process and where change needs to be made.

Any business who is serious about driving forward long-term success and profitability will understand that everything stems from the hiring process and your EVP should serve as the cornerstone of any successful recruitment cycle.

Organisations who take a scatter-gun approach in sourcing talent will find themselves faced with high levels of employee turnover as unfit new hires inevitably leave the organisation. [Recent data shows that turnover can cost company's a third of each employee's salary](#) and in a climate where many organisations are looking to cut down on costs and focus on leaner operations, haemorrhaging cash at this level will be unacceptable.

The hiring process itself also serves as a reflection of your organisation. A business which is able to communicate efficiently and effectively with candidates will present themselves as a more attractive prospect to work for than their competitors.





Beyond that, the onboarding process is also a critical component in making any new hires feel supported and welcome within an organisation. An effective onboarding experience can be a make-or-break point which determines the long term job satisfaction of any new employees.

Taking the time to analyse your existing recruitment cycle at this stage will be crucial in helping you identify any key areas of concern which will need to be addressed. Take a look at your current recruitment process and highlight the strengths and weaknesses of what you're doing at the moment.

Recruitment data and key metrics around hiring and retention rates will be your friend at this stage so don't be afraid to draw upon the analytics you use during the recruitment cycle to inform the process. Take a look at your current job postings and get a sense of how effective they are- how are people engaging with them? Do they give a sense of what your organisation is like to work for? Does your brand shine through?

Consider also the scope of your job listings, how are you pushing out advertisements and who do you want to see them? Is a broader approach needed or do you think you'd benefit from a focused outreach to a smaller pool of likelier candidates?

Your HR teams and the systems and technology which they rely on daily should ideally give you access to the data you need to answer these questions. Furthermore, as your EVP transformation represents a significant demand on your people both in terms of time and resources, ensuring an accurate and smooth recruitment process will be essential in helping you free your HR teams to help with this undertaking.

As is the case with any form of change, the success of introducing new systems and processes into your organisation will be determined by the effectiveness of their [use-according to research by Hays, automation has reduced admin tasks for HR professionals by up to 49%](#), just demonstrating how modern organisations are still hampered by outmoded processes.

As your organisation finds itself on the cusp of redefining its EVP, it is important to take the time to consider how the resources you currently have at hand can be effectively leveraged to help you achieve your goals from the very beginning.



What did we do?

At OneAdvanced, when we began our journey of transforming our EVP, we found it beneficial to focus on a specific goal to achieve. Before we even set out to redefine our brand, we identified that our main focus for the project was to improve the efficiency of our recruitment cycle. Early on we identified that because this project was likely one which would be demanding in terms of resources, we wanted to take a focused view in order to reduce the operational impact upon our people.

When setting out on your own journey, we would advise taking a similarly focused approach. Transforming your EVP won't happen overnight and it is important to remember that as it isn't a revenue drawing exercise, expecting all areas of your business to place an immediate focus on it can be a big ask.

Our advice

Take a considered approach, set expectations and specific goals to reach and be mindful of the impact on your people.





Discovery

The discovery stage is about reconciling your wider perception as an organisation with that of your greater operational goals. In many ways, this can be the most challenging aspect of the EVP transformation process as it necessitates taking a brutally honest look at your organisation and how your brand is perceived both internally and within the wider market. There will be positives, and there will be negatives.

This step is all about understanding your value as an employee and asking questions about what sort of an entity you are within the market. Some key metrics you will be looking to pin down at this stage are: What are your strengths as an employer? How do your people feel about working for you and what are your specific strengths which mean candidates should choose you over your competitors? Do you have any pulse survey information to back this up? If not, should you push one out to get the data you need?

The discovery stage is the ideal time to bring your employees on board with the project as their feedback will be invaluable in helping you build a comprehensive picture of your organisation as a cultural entity. You should actively draw upon the experience of your existing employees in order to build out the themes of your new EVP. Ask them honestly (and maybe anonymously) for their feedback on your strengths and weaknesses as a place to work and harness that information to gain a clearer understanding of your organisation.

Your appraisal process can actually provide you with a framework to allow you to gain access to these key metrics as intuitively as possible. By leaning on systems such as employee review software and in house sources such as employee satisfaction surveys, it allows you to do away with rigid, annual review processes, instead, opening up a space to create a more holistic and agile approach to engaging with your employees, ensuring they always have access to a forum to engage with your organisation.

When looking at understanding your employer brand, the ability to instantly draw upon the experiences of your people will be an undeniable asset in helping you highlight your core strengths and weaknesses.



What did we do?

We found the discovery stage to be one of the most illuminating elements of redefining our EVP at OneAdvanced. One of the greatest challenges of understanding your value as an employer is learning about the entire scope of your business and whether the employee experience is universal across all of your sites. Within larger organisations, employees may feel more engaged or motivated closer to the corporate hub of your business but what about those in more satellite locations?

It was soon apparent that the scope of our EVP transformation was broader than one nation and one culture and that to create an effective representation of our voice as an organisation, would mean drawing upon a diverse range of cultures and experiences.

Our Customer Success team manager, Rosie Shenton, was one of the people spearheading our own EVP transformation. Here's what she had to say about our discovery stage:

“As an international organisation, we also had to consider cultural differences across multiple countries and how one nation’s idea of an engaging and supporting workplace can differ from the other. Although there is no one size fits all solution to company culture, we found that by relying on our existing employee feedback framework, we were able to build a comprehensive picture of ourselves as an employer and harness that information to create a sympathetic and inclusive brand.”



Ideate

Bringing your concept to life can be extremely daunting. This stage will rely heavily on you engaging with your marketing function and ensuring that any messaging or branding which emerges at this step is sympathetic with your goals.

A key challenge of this step is also ensuring that the new messaging which stems from your EVP has a degree of commonality with your organisation's past. As much as this is a project of transformation, undoubtedly you will have a well embedded consumer base and body of employees both of which identify with your organisation on a cultural level.

Too dramatic a transformation is more likely to alienate your existing employee base and leave them feeling disconnected from the overall project.

Your new EVP should serve as an affirmation of your goals and commitment rather than a complete upending of what's gone before.

The ideation stage represents a cross-functional exercise with your marketing team wherein you formulate ideas for new concepts, branding and messaging and reconcile them with your existing brand. A key to making this step a success will be to get a sense of how the message resonates with people. Hold focus groups, run people through concepts and gauge their levels of engagement. Ensure that the messaging is one that is true to your organisation and is a reflection of your culture. A transformation of your EVP will yield few worthwhile results if the people you intend to promote it feel disconnected from the process.

As part of their day to day function, your marketing teams will already be keeping a close eye on engagement levels of email campaigns and similar messaging, therefore it will be vitally important that they lean upon the same frameworks they use regularly to help you pin down your core messaging.



What did we do?

The ideation stage offered a particular challenge for us and highlighted the importance of looking internally before setting off. Early on, we had identified a need to outsource this stage as it represented a significant allocation of time and resources. In engaging with a third party to help embed our key messaging, we found a particular challenge came with trying to communicate our values and ethos to an external organisation.

Our advice for you when beginning your own project is to ensure early on that your key goals and messaging are clearly established and that you are able to articulate what you wish to achieve from the project.

While there's nothing wrong with outsourcing the workload to ease the burden on your people, just be aware that the disconnect from your organisation can in itself create specific issues.

“We soon realised that a critical part of the ideation stage involved identifying core values which would then be used to underpin the entire EVP message. This allowed us to build a framework whereby we could easily and simply express what we were trying to achieve from our own EVP transformation project. By underpinning your project with key messaging, you are much more easily placed to communicate your intent not only across your organisation but to the wider market or any external parties which may be assisting you with your project.”

Nick Gallimore, Director of Innovation



Create

Bringing your core concepts to life can present a specific set of challenges. As mentioned in the ideation stage, a great deal of responsibility will fall on your marketing teams to help you marshal content and messaging to help embed your new employer brand. We've also touched upon the issue that as it isn't a revenue generating exercise, expecting the relevant teams to allocate time and resources away from their key responsibilities can be a big ask, particularly during business critical periods.

In order to support your marketing teams, it is vitally important that you take the time to assess how your existing employee brand is being communicated both internally and externally. What forms of media or output do you rely on currently? How effective are they? Many older organisations find themselves embedding a wider switch to social media engagement as part of their EVP transformation and this can be a brilliantly simple way of communicating your intent to the wider market.

From a recruitment perspective this is particularly important as you need to understand how you are viewed as an entity both internally and externally. A key aspect of any new messaging which you put out should have a focus on communicating a candidate's journey. If an applicant is able to visualise their path to your organisation, as well as the opportunity for mobility within, they are far more likely to feel engaged with your brand.

The key will be focusing on substance over style. Catchy phrasing and slogans can only take you so far and you will find they are quickly exposed if the underlying ethos doesn't match expectations.





What did we do?

Here at OneAdvanced, it was immediately apparent that we would be leaning on our marketing teams to help us create and promote appropriate material in order to push out our newly defined EVP. We decided that it was important to bring the marketing function into the discussion early on, to ensure that the material we intended to produce was sympathetic with our brand but also attuned in a way to ensure engagement with the wider market.

Rosie Shenton was one of the people within OneAdvanced who was heavily involved as a flagbearer of our own EVP transformation. Here are her thoughts on the importance of bringing your marketing team into the fold:

Our advice

By involving marketing early on, you can lean on their expertise to inform the ideation stage and to ensure that the material they create has an instant connection with your core message and can have the impact you need it to both internally and externally.

“When undertaking any EVP transformation, ensure you brief your marketing team ahead of time. Remember that your project will demand a great deal of time and resources and that appropriate material cannot appear overnight. The greater part of the challenge of redefining an EVP is ensuring that all parties involved are aware of their goals and are able to allocate time to help without compromising their key responsibilities.”



Engage

Once your material and your message is out there, the trick is to ensure you are effectively articulating your new EVP and what your organisation's cultural ethos is, and making sure this articulation is a constant vehicle. A successful EVP is not a grand reveal which is then never thought about then. Change doesn't happen in a vacuum and no less important than creating your messaging is your ability to properly communicate the reason behind the change.

Remember the intent behind your EVP and what you wish to achieve by transforming it. With it so closely entwined with talent acquisition, how confident are you that your new messaging is landing with the wider market? A key to success will be to ensure you are constantly engaging with the talent landscape and gaining an understanding of how people are connecting with your brand.

Furthermore, a smooth internal launch is just as important as external perception. Your EVP is as much of a measure of why your employees choose to stay with you as it is a reason for new candidates to join and it is key that you bring your employees into the fold and help them understand the significance of your EVP transformation.

If engaged properly, your people are ideally placed to act as champions and flagbearers of your newly defined company culture. Your people will be proactive advocates if they see themselves in your employer branding.

Not only will a more engaged workforce help you retain the services of key staff but by bringing your people on board and encouraging them to embrace your new messaging, you are more able to promote a positive and unified company culture- something which will be immediately apparent to potential new prospects.

For organisations, a large part of this challenge will be understanding how effectively they communicate the intent behind their new EVP to their people. This is another area where technology will be a particular asset. Your HR systems should already offer you a framework whereby you can push through company wide updates to your employees, ensuring you are bridging the gap regardless of where your people choose to work from.

Our advice

Lean on your systems too to offer your people a forum to tell their own stories and allow their specific experiences to help embed and strengthen your EVP.



What did we do?

It soon became clear to us that our people would play a huge part in determining the success of our EVP transformation. Our main goal was for our EVP to be the voice of our brand and an honest reflection of our ethos and values as an employer. [A recent report by the Edelman Trust](#) found that corporate reputation is closely linked with employee experience and that any organisation who wishes to be seen as a major player in their respective industry, must consider how their people value them as employers.

We have also come to appreciate the role that mid-level management and shift runners can have in helping disseminate your EVP across the whole of your organisation. For larger businesses which sprawl across multiple sites and countries, decisions which are made at a corporate level can all too often feel disconnected with the wider workforce.

Our advice

We would encourage you to put your faith in your management and encourage them to communicate your new EVP as well as the responsibilities expected of your people in acting as brand ambassadors.



Measure

We believe that the best EVP projects are holistic in nature and that in truth, the journey of transformation never truly ends. The final crucial stage is the ability for you to gather appropriate data and metrics that assesses the success of your newly defined EVP.

By and large, these will come under the form of recruitment metrics as your EVP is a recruitment lead entity. How have you been performing in the market? Have you experienced an upturn in new hires? Have retention rates improved since? Lean on these traditional metrics to understand the recruitment funnel and assess where changes should be made do you need more applications or do you need to hone and refine the type of candidate who is applying?

The broader perception of your brand from a consumer and candidate standpoint is also important. Your EVP is the whole picture, and what happens before the recruitment funnel is equally as important. Connecting the dots to see how many visitors your website and digital channels get, what the click-through rates and conversion rates are like, how does your organic content generate unique applications?

Again, this is an area where your HR systems are ideally placed to generate reports and give you access to the metrics you need to help measure your EVP and understand your wins and losses and where you may need to make change. Remember too that employee expectations and priorities do change, therefore ensuring your organisation is as agile as possible to meet the changeable nature of the marketplace, will stand you in good stead moving forward.





What did we do?

With our own EVP project, we found that it had a profound impact on our recruitment rates-application numbers in 2021 saw an incredible jump of 265% when compared with 2020 and our [careers page](#) traffic soared to 271% more of previous year on year engagement.

With any wins however, it is important to take a measured approach in your assessment. The overall process was eye opening and as much as we believed we understood the underlying philosophy behind why we wanted to make change, the complexities of the project taught us a lot about our responsibilities not only to the wider market but to our existing employees.

We've come to believe that the more we commit ourselves to understanding our EVP and our place within today's working world, the stronger we will be as an entity. We would encourage your organisation to do the same and not treat the end of your EVP transformation as a hard stop and instead, see it as a more holistic, continuous process wherein your employer brand is something which you can constantly assess and redefine as per the demands of the wider market.

Our advice

The data and reporting you use in your day to day working lives offer you unique insights into your business and offer you all the information you need to truly strengthen and embed your EVP and transform your business into the inspirational cultural entity it deserves to be.





How OneAdvanced can help

We're big believers in the systems we offer allowing people to achieve more with their time. After undertaking our own project of EVP transformation, we've come to understand that it makes big demands of organisations both in terms of resources and the time of their people.

We also understand that allocating resources to these projects can be a big ask, particularly when your focus is understandably on driving forward productivity and profitability. Asking your people to step away from core responsibilities and focus on a non revenue driving exercised can be somewhat daunting.

We also believe that the systems and technology you already rely upon have a huge part to play in helping make your EVP transformation a reality. Our [suite of people management solutions](#) including [HR](#) , [Time & Attendance](#), [Performance & Talent](#) and [Payroll](#) are all designed to give you unparalleled insights into your organisation and to also allow you to stay connected with your people and understand what your strengths and weaknesses are as a place to work.

If you'd like to find out more about how the OneAdvanced family of HCM solutions can help you in transforming your organisation's EVP, we've created some helpful guides to help you:

[How Payroll can help transform your EVP](#)

[How Time & Attendance can help you transform your EVP](#)

[How HR can help you transform you EVP](#)

[How MyWorkplace can help you transform your EVP](#)

HR is a people driven function and organisations which are able to demonstrate a commitment to supporting their workforce and crafting a welcoming and engaging environment. We believe in our solutions to help you redefine and transform your EVP and to assist you in positioning your organisation as the influential driving force within your market that you need it to be.

We're confident that we can help you achieve your goals specifically because we have undergone the same journey as you and we understand perfectly well the difficulties and the challenges that come along with it. Defining your EVP is a difficult and time consuming task and requires the entire scope of your business to come together in the name of a singular goal. It's also hugely worthwhile and for all of the hard work that comes with it, understanding your brand and what you mean to your people and the wider working world, sets you up for greater heights of success than you can ever imagine.

We want to help make your EVP transformation a reality and leverage our own experience to assist you in the journey. Our solutions have been designed by experts in their respective fields to allow organisations to stay connected with their people and work more intuitively than ever.


If you want to find out more about how to begin your journey to redefining your EVP, [please get in touch with us today](#).



Powering the world of work

Hopefully this was a helpful insight into redefining your EVP. If you'd like to find out more about how our solutions can help your business and ensure you are ready to meet the future, get in touch with us today.

Get in touch

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