




HUB

Employee Value Proposition

Do we have one? Do we need one? How do we get one?

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Agenda

- 1 | What is an Employee Value Proposition (EVP), and why is it important?
- 2 | Developing your company's EVP.
- 3 | EVPs across the generations.

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It's a Jungle Out There



Trends with Impact

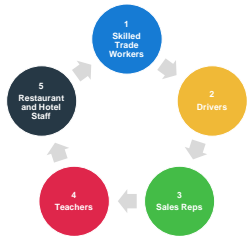
- 91% of employees say the last time they changed jobs, they changed companies to do so.
- 54% of Americans say now is a "good time" to find a quality job.
- 51% of U.S. workers overall -- and 60% of Millennials -- are considering new employment opportunities.
- 46% of employers are having difficulty filling jobs.

- Today's job seekers want things that aren't conveyed in typical job postings.
- Companies do a poor job of conveying their brand promise to job seekers.
- You may think your perks are helping retaining employees -- but are they?

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Gallup Business Journal, December and April 2017
Metapower Group US Talent Shortage Survey 2016/2017

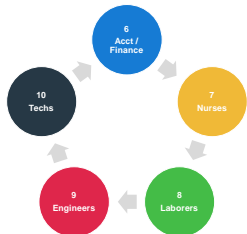
Today's Hardest-to-fill Jobs



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Metapower Group US Talent Shortage Survey 2016/2017

Today's Hardest-to-fill Jobs



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Metapower Group US Talent Shortage Survey 2016/2017

What Should We Do?



Infuse your employer brand promise in job seekers' experiences by:

- Knowing what makes your company unique
- Making your pitch on a human level
- Making critical first impressions
- Standing out to potential future employees
- Aligning talent strategy with the business strategy
- Embracing new people practices and discovering untapped talent pools
- Promoting your company's Employee Value Proposition to become a talent destination



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Employee Value Proposition (EVP)



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What's in an EVP and What Does it Do?



An EVP includes:

- The range of tangible rewards such as pay and benefits
- The range of intangible factors that do not show up in a pay check or on the benefits statements but nonetheless carry high value



EVP Benefits:

- Attract, engage and retain top talent.
- Illustrate what employees and candidates can expect.
- Ensure a consistent experience from recruitment through employment.
- Create line-of-sight to the culture.
- Positively impact employee engagement.
- Create appeal across all employee groups.
- Help prioritize HR agenda and reduce costs.
- Develop a competitive advantage.

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Why Do You Need an EVP?



To create a strong *people brand*

- The quality of people is important, just like an **organization's products and services**.
- Your brand resides within the hearts and minds of employees, customers, clients, and prospects.
- It is the sum total of their experiences and perceptions, some of which you can influence, and some that you cannot.



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EVPs are Everywhere



Every organization has an EVP.

It just may not be defined, refined or communicated.



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Develop Your
Company's EVP

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EVP Development



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Total Rewards Inventory



Compensation	Benefits	Work-Life	Performance & Development
Base Wages <ul style="list-style-type: none">Salary PayHourly PayPiece Rate Pay	Legally Required/Standardized <ul style="list-style-type: none">Employee CompensationWorker's Compensation InsuranceFamily Security InsuranceHealthcareEmployee RetirementLife InsuranceDisability InsuranceLong-Term Care Insurance	Workplace Flexibility/Alternative Work Arrangements <ul style="list-style-type: none">FlextimeCompressed Work WeekJob SharingTeleworkPart-time EmploymentSeasonal EmploymentTemporary EmploymentContract EmploymentOn-call EmploymentJob RotationJob PostingJob TransferJob ChangeJob SecurityJob StabilityJob SatisfactionJob InterestJob ChallengeJob GrowthJob AdvancementJob MobilityJob VarietyJob ComplexityJob ResponsibilityJob AuthorityJob InfluenceJob ImpactJob SignificanceJob MeaningJob PurposeJob MissionJob VisionJob ValuesJob BeliefsJob AttitudesJob BehaviorsJob SkillsJob KnowledgeJob ExperienceJob ExpertiseJob MasteryJob ProficiencyJob CompetenceJob CapabilityJob PotentialJob PossibilityJob OpportunityJob ProspectJob FutureJob HopeJob DreamJob IdealJob FantasyJob WishJob DesireJob WantJob NeedJob RequirementJob ConditionJob CircumstanceJob SituationJob ContextJob EnvironmentJob AtmosphereJob CultureJob ClimateJob MoodJob ToneJob StyleJob FlavorJob EssenceJob SoulJob SpiritJob HeartJob MindJob BodyJob SoulJob SpiritJob HeartJob MindJob Body	Performance & Development <ul style="list-style-type: none">Performance PayMerit PayGainsharingProfit SharingEmployee Stock Ownership Plan (ESOP)Employee Stock Purchase Plan (ESPP)Employee Incentive Plan (EIP)Employee Recognition ProgramEmployee Achievement AwardEmployee Excellence AwardEmployee Innovation AwardEmployee Leadership AwardEmployee Team AwardEmployee Customer AwardEmployee Supplier AwardEmployee Community AwardEmployee Environmental AwardEmployee Safety AwardEmployee Quality AwardEmployee Efficiency AwardEmployee Effectiveness AwardEmployee Productivity AwardEmployee Performance AwardEmployee Achievement AwardEmployee Excellence AwardEmployee Innovation AwardEmployee Leadership AwardEmployee Team AwardEmployee Customer AwardEmployee Supplier AwardEmployee Community AwardEmployee Environmental AwardEmployee Safety AwardEmployee Quality AwardEmployee Efficiency AwardEmployee Effectiveness AwardEmployee Productivity AwardEmployee Performance Award

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How Do You Create an EVP?



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Steps to Creating Your EVP



Assess current state.



Understand what's in place today.



Understand what's important.



Why do employees join, stay, quit?



What employee return are you seeking?



Understand overlap between employee and product brand.



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Steps to Creating Your EVP, Cont.



Draft EVP.



Test it. Do you have it right?



Involve leaders and stakeholders.



Finalize and communicate.



Establish HR priorities and execute.



Regularly evaluate it.



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Stakeholder Involvement



Stakeholders are the first in line to set an example for EVP initiatives.

- Engage stakeholders early.
- Involving stakeholders creates "buy in".
- Stakeholders are champions.



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Communicate it!



Communicate your EVP in a way that appeals to the audience.

- Communication must be consistent internally and externally.
- An EVP should be reflected in the corporate brand to:
 - Help make the corporate brand a reality
 - Drive engagement
 - Reinforce recruiting message



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HCC Case Study – Employee Value Proposition



PROBLEM

200 employee, rural general medical and surgical hospital with a primary goal of increasing the attraction and retention of high-performing physicians and staff. A rewards strategy that met employee needs, was competitive, fiscally responsible, and drove the right behaviors and performance was paramount. The organization needed a clearly defined, high-functioning Employee Value Proposition (EVP).



SOLUTION

HUB consultants facilitated the EVP development by collaborating with leadership, evaluating total rewards offerings, and engaging the workforce through focus groups to validate information and assumptions, and gain insight/perspective. HUB then led the development of an EVP statement, supporting communication and training materials, rollout strategy, and measurement techniques.



OUTCOME

The hospital established a strong EVP to describe and promote the full array of benefits and value the hospital delivered to employees in return for their contributions to the hospital. The EVP was integrated into all aspects of the employee lifecycle, such as recruitment, performance and reward programs. Training was provided to promote EVP elements, reinforcing the quality of care delivered to patients. A creative visual system and style guide effectively branded and messaged the EVP.

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EVPs Across the Generations



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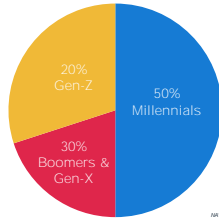
Generations Across the Workforce



Everything's changing:

- In 2015, Millennials became the largest generation in the workforce
- By 2020, Millennials will comprise about half of the workforce.
- 10,000 Baby Boomers turn 65 every day

Workforce in 2020



STATISTICA Global, February 2017
Pew Research Center

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Cross-generational Appeal



Understand the differences.

- Differences will exist; find the balance.
- Understand workforce demographics and the preferences and motivators within each.
- Prepare for the emergence of a new generation of talent.
- Understand the significant perspectives the generations share in common.

"You cannot manage what you don't understand. You won't be able to manage outside of your generation unless you can see through all of the generational lenses."

*Tammy Hughes, CEO
Claire Raines & Associates*

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How Do You Know it's Right?



With a Healthy EVP in Place You Can:

- Be a magnet for talent.
- Have more engaged and motivated employees.
- Maintain healthy differences across geographies and employee populations.
- Experience lower regrettable turnover.
- Maintain better understanding of your employees
- Have higher levels of financial performance.



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Keep it Relevant



Regularly Evaluate Your EVP

- Build in methods to measure the EVP.
 - Employee surveys
 - Focus groups
 - People metrics
- Priorities change – be ready to adapt.
- Refine the EVP to reflect what is most important to your candidates and employees.
- Revisit the EVP regularly to ensure that messages are attractive to current and new talent.

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EVP Better Practices



Be sure to...

- Create an elevator pitch.
- Align EVP with what the organization stands for.
- Deliver on EVP promises.
- Differentiate the organization.
- Bridge the identity and image gap.
- Sustain the EVP.



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Questions and Discussion

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