

What does EVP mean?

Employment Value Proposition(s)



What are EVPs?

They are a set of values that make up a company culture of which employees will be expected to share and work by. For example, if you work for a company that values an approach of “pile it high, sell it cheap” then you can expect to work with cheaper, high volume products that move fast. You would be required to support that approach in the way you make decisions and solve problems. Or, if the company you work for values the “work hard, play hard” approach with high earning potential, then you can expect to spend most of your waking hours at work but you can expect high levels of reward for it. If this isn't something that you value, then you can very quickly become disgruntled and disruptive.

So, in short EVPs are the core values of a business that employees will share, which goes to make up the culture of “how things are done” and rewarded.

Your EVPs should reflect your consumer brand values to ensure congruence.

Why are EVPs relevant?

Research has shown that when an employee shares the same values as their employer and colleagues, then they are more likely to perform better and be more satisfied with their job. This is because:

1. People use their values to make decisions. If you share the same values as your employer, then you are more likely to make better, more suitable decisions for your business.
2. People like to be with and work with others who share the same values. When these are shared at work, we have more effective and productive working relationships.

If people choose careers and work in organisations whose cultures are inconsistent with their values, they are usually unhappy and unable to perform effectively and therefore more likely to be frustrated, disengaged and may eventually leave.

Where are EVPs used in the business?

EVPs inform the policies, communication and working approach throughout the whole employment life cycle, from: attracting potential candidates; through hiring; on-boarding; managing; developing; rewarding; exiting and alumni.

Why is it so important?

If you can articulate your EVPs and use them effectively throughout the whole employment life cycle then you can expect to realise the following gains:

- Better suited candidates for more efficient candidate sifting
- More successful, efficient and effective recruitment
- People are more quickly on-boarded and aligned with the business
- Productive relationships quickly established
- Better productivity and goal achievement
- More focused development, not aimed at changing values and mindsets
- Effective, relevant reward systems that motivate and engage
- Less conflicting and costly exit and leaver situations
- More effective business network through the Alumni

How do you go about it?

1. Find out from your leaders what is valued and why, talk with your marketing and sales function and then find out from your staff what they value about your company. Using a few broad questions and some more targeted specific questions about values you can easily get a feel for what your company EVPs are. You can also use psychometric assessments to assist with this.
2. Conduct some research externally to see how others view your business. This will help you understand how much work you must do to improve impressions.
3. Identify all touch points in your employment life cycle and review to ensure that the communication, the policies and the approach reflect your employment brand. For example, if you are a fast-paced, quick decision-making company, then taking 3 weeks to get an offer and new starter contract out the door does not accurately reflect your EVPs and will send mixed messages to your new employee.
4. Put together a plan to change, improve or enhance all touch points in priority order that suits your business.
5. Develop the correct look and feel, tone of voice and content of all communications in your identified touch points.
6. Support managers to reflect the EVPs by explaining and training where necessary.
7. Identify events and opportunities to reinforce the values such as competitions, awards, fruit bowls, posters, breakfast meetings etc.,

What will your final EVP look like?

It can be whatever shape you choose it to be but could include:

- an agreed set of values
- stories to demonstrate the values in action
- HR Processes, staff handbook and policies that reflect the EVPs

- Communication guidelines
- Training material
- Reinforcing material such as values posters, employee surveys, thank you notes etc.,

What types of companies have EVPs?

All companies, small, medium and large have EVPs. Even though it is easier to manage within a small company, it is still important to ensure that you know what the EVPs are and can explain them in a way that others will understand and buy into.

The larger the business the more difficult it is to manage and keep on track. In this case, more materials, more explanation, more training and reinforcement will be required. Larger businesses will require strong leadership and discipline to ensure everyone buys into and supports all efforts of the EVPs.

One thing to be sure of, getting your EVPs right will improve your profitability.

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