



# The EVP is HR's New MVP

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# Agenda

- How the market has made talent the heart of HR and business strategy
- Defining your employee value proposition
- Ensuring a positive employee value proposition

# Talent is the Heart of HR



# HR Strategy at the Speed of Business

## Global Trends Impacting HR and Business Strategy

- Labor shortage/skills gaps
- Impact of automation
- Changing expectations of the workforce
- Digital transformation/new job categories emerging
- Business sustainability

**Talent Development is Critical to Business Growth & Success**

# HR's New Role

- HR is not just managing hiring, performance reviews, and compensation and compliance
- The new role includes finding ways to attract and retain top talent
- HR must manage multiple digital initiatives
  - Improve HR Operations and Services
  - Enhance the employee experience and increase productivity
    - For Individuals and Teams

## Shrinking talent pool

Today, it is harder than ever to find qualified workers. This is due to:



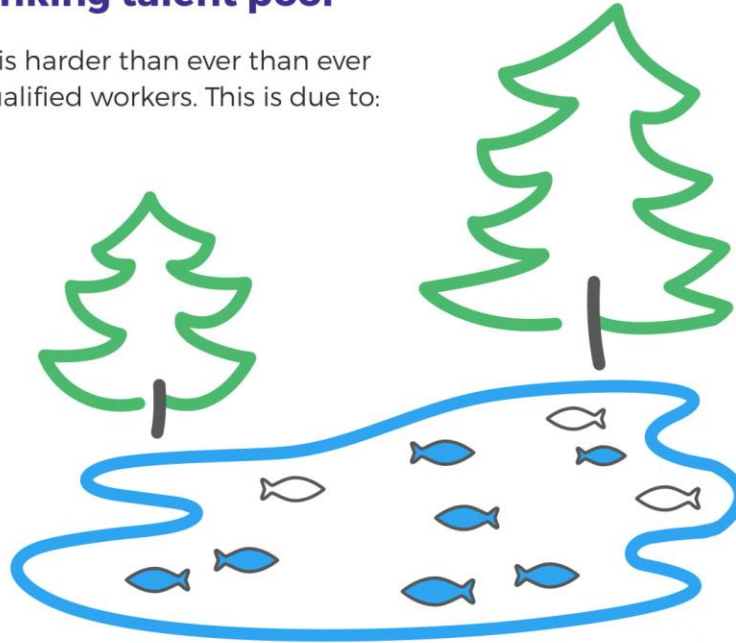
Record low unemployment levels, those who are employable have a job.



As Baby Boomers retire, there is a deficit of workers who are experienced and ready for leadership roles.



There is high demand for qualified workers based on the tight labor market.



# 67%

of respondents say they are **pursuing pro-active alignment with employee development** to help combat shrinking numbers of qualified workers.

# Digital Approach

- Analog organizations benefit from this change by streamlining their operations
  - Career mapping
  - Credential tracking
  - Skills development
- Using AI in Talent Acquisition removes unconscious bias
  - Helps find better candidates
  - Improves workplace diversity

# The war for talent is over. The talent won

The next generation of skilled workers won't stay at your company forever. So make sure they leave a legacy from the short time they are with you, writes **Sharmla Chetty**

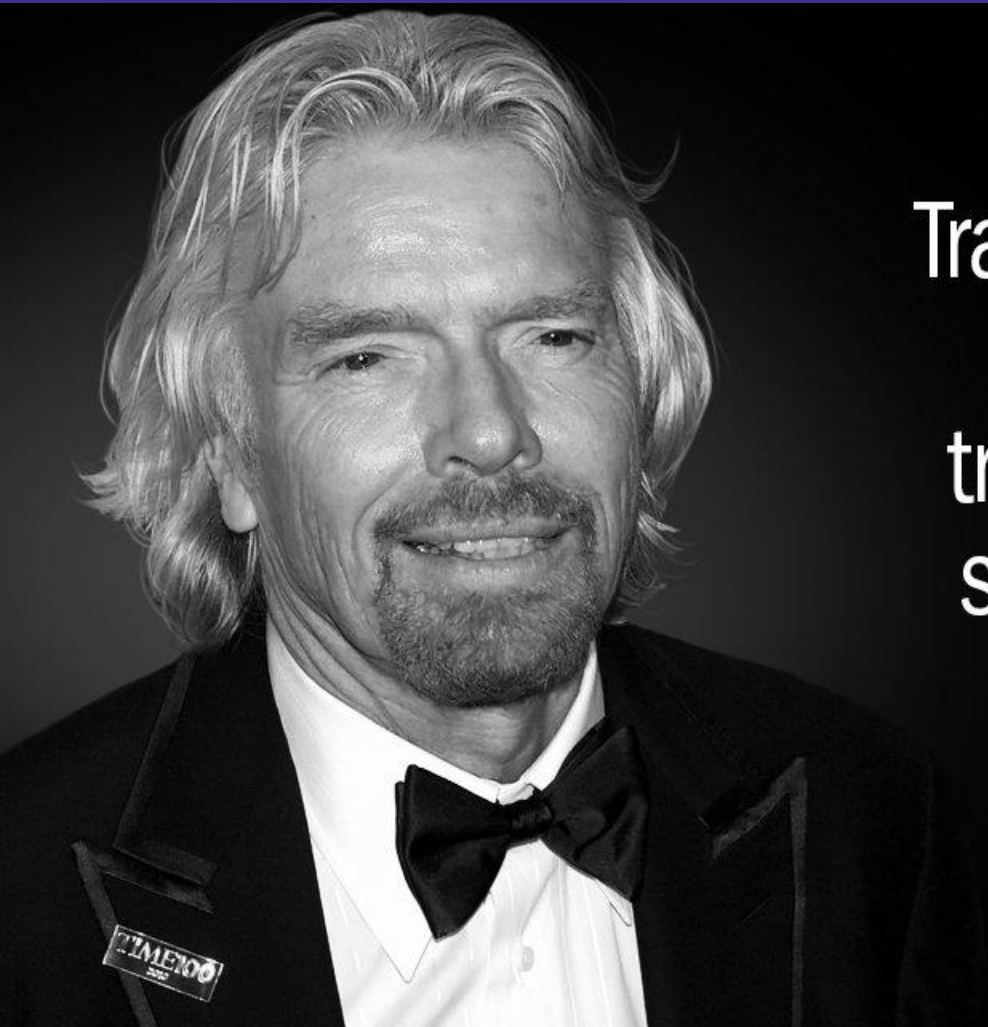




# War for Talent

- Creativity will win the war
- Create a winning Employee Value Proposition (EVP)
  - Helps attract top talent
  - Forces constant analysis of talent strategies

**But don't get comfortable...Constantly review and manage the EVP to keep pace with market...The market changes, so should the EVP**



Train people well enough  
so they **can leave**,  
treat them well enough  
so they **don't want to**.

– *Richard Branson*

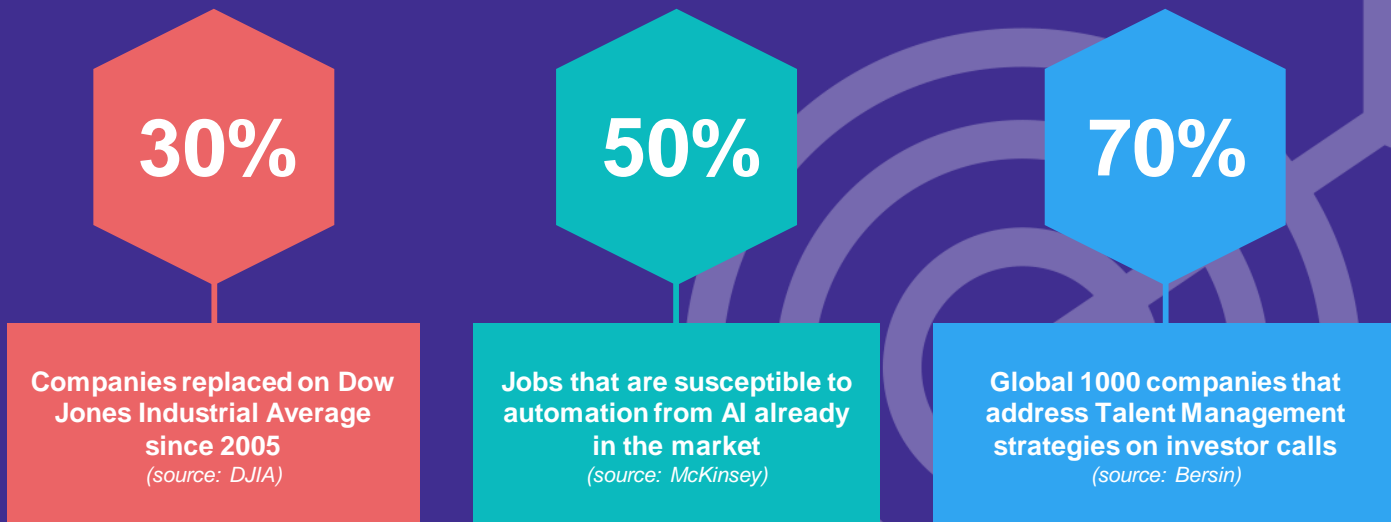
AZ QUOTES

# Get Them and Keep Them

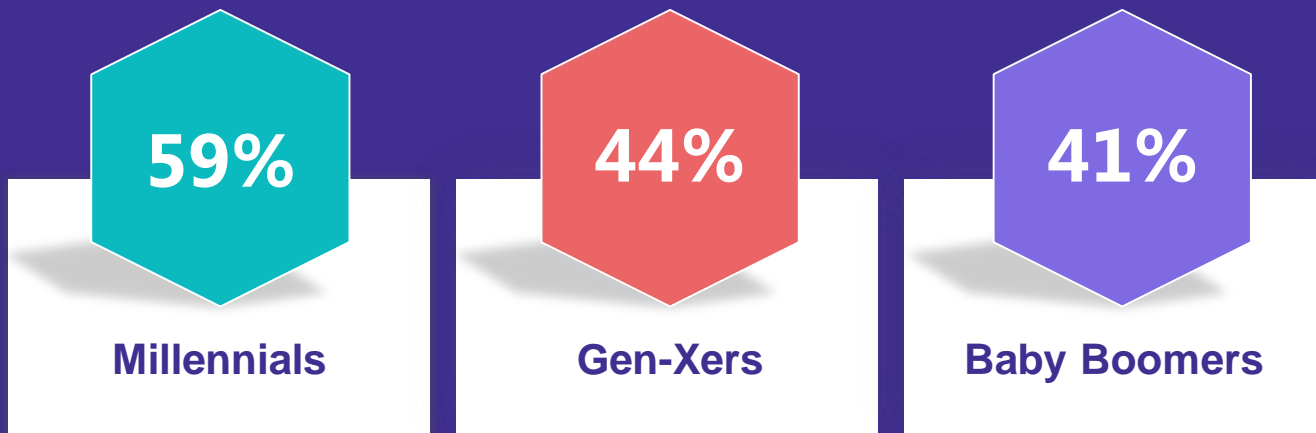
- You hire A-players...you want to keep them.
- “The best workers do the best and the most work. But many companies do an awful job of finding and keeping them.” **McKinsey**
- The top 5% are bringing 95% of the value



# Make People Development Your #1 Priority



# Importance of Growth



*“...opportunities to learn and grow are “extremely important” to them when applying for a job.”*

Gallup <https://www.gallup.com/workplace/235814/trends-disrupt-workplace-forever.aspx>

# Defining Your Employee Value Proposition (EVP)

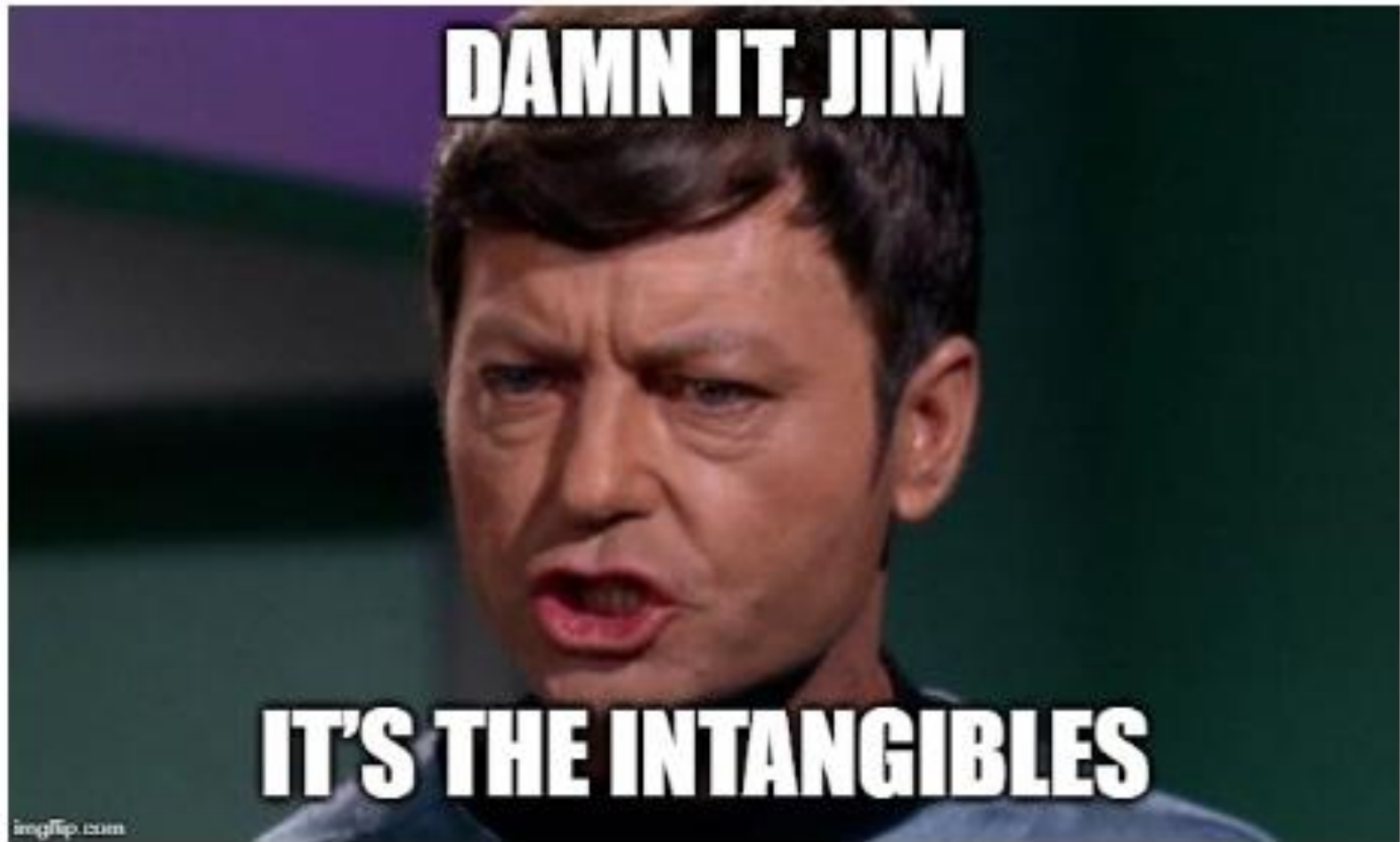


# Dress to Impress!

- You only think you're in the driver's seat
- Talent is about strategy
  - Evaluate your current benefits and offerings
  - Differentiate yourself
  - Be Loud, Proud, and above all, BE HONEST about who you are as a company



**Only 30% of medium and large business and 25% of small businesses articulate their differentiators to prospective employees** (Harvard Business Review )





# The Intangibles

- Identity, Brand, Aesthetic
- Innovation
- Cutting Edge Technology

**These are just some of the drivers that bring people to your organization. Make your employees and candidates understand why their work matters**

# Tailoring EVP's

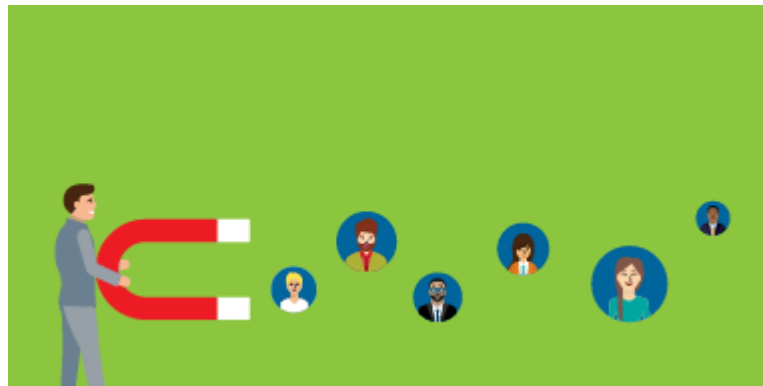
- Every role in the organization has a different value proposition
- Tailor your EVP's so candidates for those roles “Get It”
- Link your EVP's to:
  - **Opportunity:** Professional growth and development for the individual, as well as the company's projected growth.
  - **People:** Quality of colleagues, managers, perception of upper management and a sense of camaraderie in the workplace.
  - **Organization:** Social responsibility, and quality of products or services.
  - **Work:** Alignment of job to personal interests and work-life integration.
  - **Rewards:** Components traditionally used to attract employees like benefits, salary and paid time off.

# Ensuring a Positive EVP



# What Should You Do?

- You already have an EVP, even if you didn't try
  - Figure out what it is if you don't know
- If you know your EVP, or if you're creating an EVP
  - Nurture it....Don't ignore it
- If you find that your top talent is leaving
  - Reevaluate and adjust your EVP
  - You can't afford to lose your top talent
  - Top performers disproportionately contribute to an organization's success
    - Focus on them
    - Makes attracting more top talent easier



# Millennials

- Gallup finds that only **29% of millennials** are engaged at work
  - Engagement indicates a deeper emotional and behavioral connection to a job and company
- Gallup estimates that **millennial turnover** due to lack of engagement **costs** the U.S. economy **\$30.5 billion each year**
- One major contributor to millennials' low employee engagement may be **poor or absent professional and career development**

# Contractual Rewards

- Salaries
- Bonuses
- Benefits, i.e. health insurance, PTO

**These are table stakes and the bare minimum. That USED to be good enough...but times, they are a changin' and the employees and candidates are in charge**



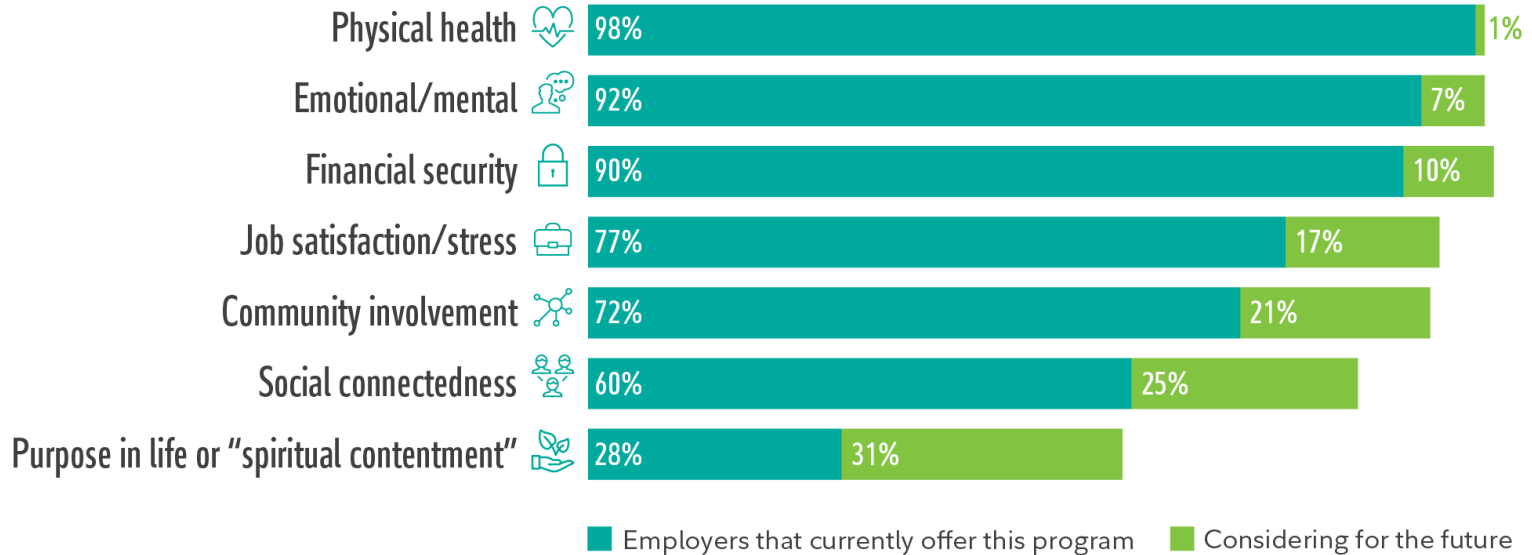
# Experiential Rewards

- These rewards or benefits are still provided by most if not all companies
  - 401K with a decent match
  - Wellness benefits, i.e. health club memberships, stop smoking support, etc.
  - Social activities
  - Student Loan Repayment Assistance



**People want to feel that their companies care about them**

## POPULAR WELL-BEING PROGRAMS



Source: 2018 Health and Well-Being Survey from Fidelity Investments and the National Business Group on Health



# Emotional Rewards

- These are the most meaningful
- They're also intangible
- Employees do better when they understand how their work matters
- Socially oriented companies have the strongest EVP's
  - It's not just about making money anymore
  - "How is my work making a difference?"



# Opportunities for Engagement





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