

**Leveraging your Employee Value Proposition**  
- Imon



# In this talk:



- Why leverage your Employee Value Proposition?
- Do candidates and employers value the same EOC attributes, or are there disconnects?
- EVP research in an Indian MSME context.
- A few questions to help you enhance your organization's Employee Value Proposition, and win the war for talent.
- What the Academy of HRD can do to help.



# Why leverage your EVP?



Studies have found that, as an employer of choice, you will enjoy **better financial results**, a **bigger pool of job candidates**, and **higher levels of employee engagement** as well as **customer satisfaction**.





# Why be an employer of choice?



Being an employer of choice means you build a unique **organization culture** that attracts the right employees ... who will go the extra mile to help your organization succeed ... and **who choose to stay with you even when your competitors try to recruit them.**





# EOC disconnects



**EOC attributes rated more important by candidates than by employers:**

- A fun, positive and vibrant work environment.
- Attractive salary and/or financial incentives
- Performance rewards and recognition
- Fair pay for a fair day's work
- Good manager / boss they like.



# EOC disconnects



**EOC attributes rated more important by employers than by candidates:**

- Recognisable organisational brand
- Challenging / engaging work
- Definitive and strong organisational values.





# EVP research in an Indian MSME context



**EMPLOYEES**

MOTIVATING FACTOR	S	A	K	P	J	KR	H	D	B
Job security	1	6	5	3	2	2	1	2	4
Adequate salary	2	2	1	1	1	1	3	1	10
Fringe benefits (perks etc.)	3	13	9	13	3	10	6	14	11
Opportunities for promotion	4	5	2	4	4	9	2	3	6
Comfortable working conditions	9	4	8	6	6	5	9	11	2
Interesting work	6	11	3	2	5	4	4	7	3
Sound company policies and practices	10	7	10	14	10	6	10	12	9
Respect and recognition	5	12	6	7	7	3	7	13	8
Responsibility and independence	7	3	4	5	9	11	8	8	5
Doing something worthwhile	13	14	13	12	12	13	13	4	1
Considerate and sympathetic supervisor	14	8	11	10	14	14	12	10	12
Technically competent supervisor	8	10	7	8	11	8	14	9	14
Restricted hours of work	11	9	12	9	8	7	11	6	13
Pay according to ability and competence	12	1	14	11	13	12	5	5	7

Based on an Intrinsic and Extrinsic Motivation Inventory developed by the late Dr. Uday Pareek.



# The top 5 drivers



- **Adequate Salary** (by far the number one priority for most in India's MSME sector)
- **Job Security**
- **Opportunities for Promotion**
- **Interesting Work**
- **Responsibility and Independence**

Research conducted by **Sumeet Varghese**, former Executive Director (India Region) at Human Capital Institute, Senior Consultant and Associate Director at TV Rao Learning Systems, and visiting faculty at the Academy of HRD.



# A quick dip stick...



Here are a few questions to help you enhance your organisation's Employee Value Proposition, and win the war for talent...



Adapted from the **Chandler Macleod and AHRI Workplace Barometer Report**



## A quick dip stick - 1



Have you assessed if your organisation is in shape to compete in a tough market for the rare talent that you need to be competitive?





## A quick dip stick - 2



Have you developed an Employee Value Proposition that suits your organisation and its culture?





## A quick dip stick - 3



Have you defined, and articulated, your Employee Value Proposition?





## A quick dip stick - 4



Have you done your research?





## A quick dip stick - 5



Have you maximized the marketing rupees that your organisation uses, and leveraged this into your employment brand?





## A quick dip stick - 6



Have you upgraded your website and  
ensured it truly reflects your  
Employee Value Proposition?





## A quick dip stick - 7



Have you started the alignment process to ensure that your business and HR strategies, policies and processes enable an alignment to occur?





## A quick dip stick - 8



Have you developed appropriate  
onboarding processes?





## A quick dip stick - 9



Have you ensured that employee engagement can be sustained, and that the workplace is one that harnesses commitment and creates innovation and success?





# A quick dip stick - 10



Do you have the right leaders in place?





# A quick dip stick - 11



Do you measure and monitor performance?





## A quick dip stick - 12



Do you have appropriate career and performance discussions?





## A quick dip stick - 13



Do you provide career and development opportunities?





# A quick dip stick - 14



Do you measure and monitor investments and initiatives?





# A quick dip stick - 15



Do you deliver on your promises?





## Some innovative EVPs



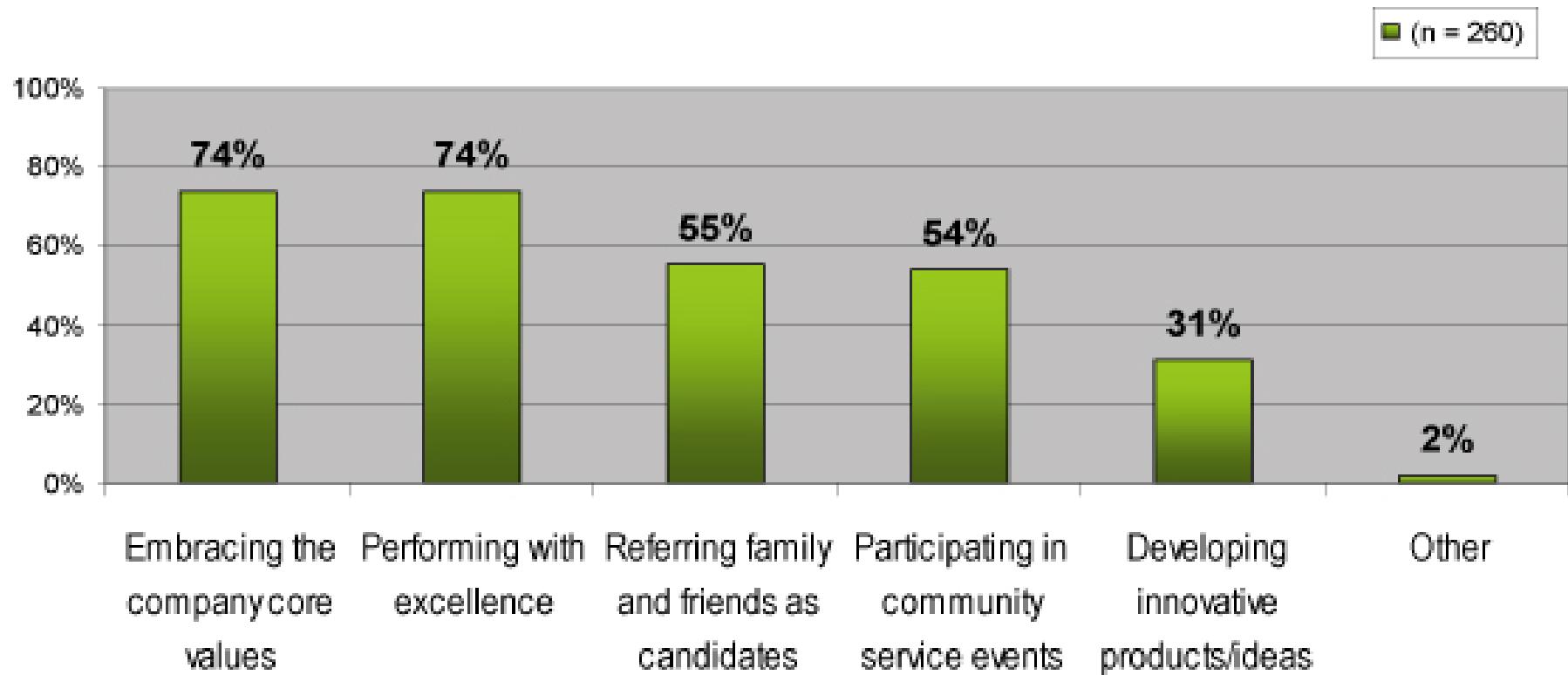
- Change ‘traditional’ working hours to be more flexible for employees – key for Gen Y.
- Options for employees to ‘buy’ additional annual leave.
- Developing nearby childcare centers.
- Superannuation / incentives to delay retirement.
- Keeping retired employees on retainer contract arrangements.



# Employees: The Ultimate Brand Builder



Figure 1: How Employees Can Promote Organization's Reputation and, by Extension, the Employer Brand





# Leveraging EVP at AHRD



AHRD supports the career growth  
of its Research Associates by  
enrolling them in its flagship  
doctoral level Fellow Program  
with a full scholarship.



# Create EVP through AHRD



- Research on Job Satisfaction, Organization Climate, and Employee Value Proposition
- Nurture transformational change through Organization Development interventions
- Become a learning organization
- Enrich EVP through career transforming programs like the Academy's Fellow and Associate Programs
- Benchmark best HR and OD practices.



# GenY Research Project @ AHRD



- Project Partners – AHRD, MTHR Global, IKYA Human Solutions Pvt. Ltd.
- Objective: Our research is an exploration of Gen-Y's characteristics with respect to career aspirations, their attitude towards work, and implications for HR policies and practices in the years to come.



# GenY Research Project @ AHRD

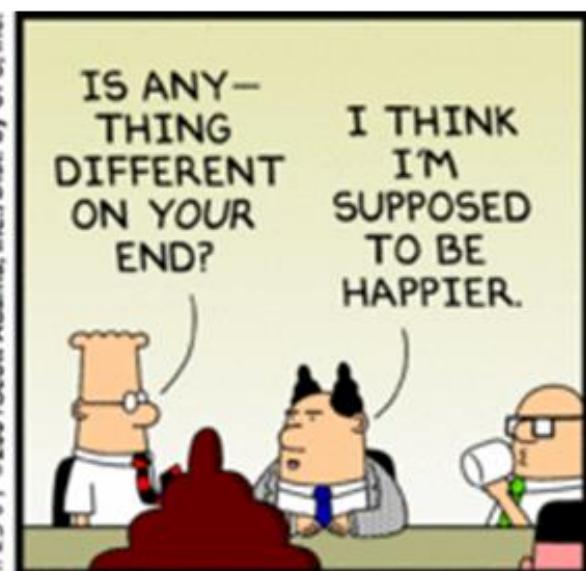


## To probe:

1. Sector specific differences for Gen Y.
2. In depth understanding of career aspirations and attitudes towards work of Gen Y for India Inc.
3. Inputs for leaders and HR practitioners to understand, manage and get the best out of the Gen Y.
4. HR Processes intervention design/plan for engaged Gen Y.
5. HR Model for managing Gen Y in the workplace.



# A Dilbert take ...





# ... Questions?



# Thank You

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