The Employee Value Proposition in Non-Profit: The Brand that the Sector Stands for to Attract, Retain and Motivate Talent
Your Speakers Today

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# Agenda

1. Key Talent Trends Globally
2. Why is EVP important?
3. EVP for Social Service Sector – Social Service Tribe
4. EVP and People Value Chain for Social Purpose Entities
Being the best run company is not the same as being the best company to work for.

These levers complement the traditional elements of the corporate operating model.
KEY TALENT TRENDS GLOBALLY
The nature of work, and our expectations of it, are rapidly changing...

The war for talent – and our employees’ hearts and minds – is creating new challenges for organisations.

65% of employees say they’d take a new boss over a pay raise.

74% of Generation Z agree that business has a responsibility to create a better world.

5% increase in employee engagement correlates to 0.7% increase in operating margin.

The average mobile phone user checks their device 150 times / day.

Average human attention span has fallen from 12 seconds in 2000 to around 8 seconds today.

5 different generations in the workplace with different needs.

The Modern Employee

Mobile, overwhelmed, on-demand, distracted, collaborative, impatient and empowered...

1. Attract Me
2. Inspire Me
3. Support Me
4. Develop Me
5. Involve Me
6. Connect Me
7. Extend Me
8. Value Me

>50% of firms have been forced to inflate salaries to well above market rates to secure candidates.

47% of workers want to change jobs in the next 12 months.

The future workforce includes robots & contingent workers.

70-80% of jobs will disappear in the next 20 years (they will be replaced by new jobs...hopefully)

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Millennials 3x more likely to expect a purposeful, personalised experience of work.
However few organisations take a deliberate approach to improving the Employee Experience

**Typical approaches...**

- Silo/function-led approach to employee interactions
- Design of HR function based on organisational needs rather than employee outcomes
- Perception of positive employee experience created by marketing vs actual experience
- Human element is often forgotten in favour of efficiency

**Implications...**

- An experience that is optimised to organisation needs rather than employee needs
- No-one owns the E2E employee experience resulting in an experience that disengages rather than delights, at all stages of employee interaction
- Lack of consistency of experience throughout the employee lifecycle – different experiences at different points
- Lack of credibility – what an organisation says vs does can be vastly different and leads to disappointment by employees
This results in interactions throughout the employee lifecycle that disengage rather than delight.
WHY EVP?
 Differences between an EVP and other organisational statements

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<tr>
<th>Vision</th>
<th>Mission</th>
<th>Values</th>
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<tbody>
<tr>
<td>What your organisation aims to be</td>
<td>What your organisation focuses on accomplishing</td>
<td>What your organisation believes in and would behave like</td>
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**Employee Value Proposition**

The relationship your organisation has with current, past and future employees, and the workplace experience you desire for your employees
An Employee Value Proposition (EVP) can enable an organisation to attract, secure, and retain talent, helping the organisation to grow.

### Purpose of having an EVP

<table>
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<tr>
<th>Attract</th>
<th>Select</th>
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<tr>
<td>Clear communication of desired attributes by candidate profile</td>
<td>Refine selection criteria to target applicants who are culturally aligned</td>
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<td>Engage candidate in broad value not just remuneration</td>
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<td>Establish employment expectations</td>
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<th>Retain</th>
<th>Manage</th>
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<td>Reduce turnover by differentiating organisation’s offer against competing external offers</td>
<td>Align organisational strategies and processes to overarching value proposition</td>
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<td>Perpetuate desired culture through aligned and consistent EVP messaging</td>
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| Reward | |
|--------| |
| Deliver on the tangible and intangible component of the employment offer, driving engagement and commitment | |
| | Reinforce broad based value of company employment |
Elements of an EVP

What comprises an EVP?

An Employee Value Proposition (EVP) presents a sum of everything people experience and receive while they are part of an organisation.

**People**
- Collegial work environment
- Co-worker quality
- Leader quality
- People management
- Senior leadership

**Organisation**
- Communication
- Diversity
- Empowerment
- Market position
- Fairness and ethics
- Organisation size
- Technology

**Work**
- Travel
- Innovation
- Work environment
- Resources
- Job impact
- Job match
- Work-Life Balance
- Accommodation
- Job Satisfaction

**Opportunity**
- Career management
- Speed of progression
- Promotion
- Training and development
- Job security

**Rewards**
- Compensation
- Benefits
- Recognition
CASE STUDY – LEARNING FROM OTHER ORGANISATIONS
A uniformed service’s EVP

Vision:
As Captains of Lives, we inspire everyone, at every chance, towards a society without re-offending.

Mission:
As a correctional agency, we enforce secure custody of offenders and rehabilitate them, for a safe Singapore.

Core Values:
Synergy, Vigilance, Integrity and Care.

Employee Value Proposition (Extract):
- Be a leader in contributing to a safe and secure Singapore
- Maximise your potential as a Captain of Lives
- Experience both professional and personal growth

How can this relate back to your Social Service Organisation?
Stereotypes and perceived danger associated make it difficult to attract employees
- A meaningful place to work
- Captain of Lives

Connect with us  www.ssi.sg
A healthcare group’s EVP

Vision:
A Healthy Community – Shaping Medicine – Transforming Care

Mission:
To advance health by synergizing care, education and research, in partnership with patients and the community.

Values (extract):
Integrity, Respect, Patient-Centredness, Compassion, Teamwork, Excellence.

Employee Value Proposition (extract):

Cared For
- Every staff is a unique individual
- Career progression tracks and rewards to match their needs

Involved
- Happy places to work in
- Inclusive culture and open approach

Excel
- Continuous learning and growth
- Opportunities to excel and empower

How can this relate back to your Social Service Organisation?
Dedication to adding value to their communities
- Employees are driven by passion and dedication
A luxury hotel chain’s EVP

The credo (extract):
A place where the genuine care and comfort of our guests is our highest mission...

Motto (extract):
“We are Ladies and Gentlemen serving Ladies and Gentlemen”

Employee Value Proposition (extract):
Our Ladies and Gentlemen are the most important resource in our service commitment to our guests.

By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company.

We foster a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and Our Mystique is strengthened.

How can this relate this back to your Social Service Organisation?
The hospitality industry also faces challenges such as long working hours and low pay

- People are your most important asset
- Treating others how we would like to be treated
A large beverage company’s EVP

Mission:
To inspire and nurture the human spirit – one person, one cup and one neighbourhood at a time.

Values (extract):
Culture of warmth and belonging, where everyone is welcome.
Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
Being present, connecting with transparency, dignity and respect.
Delivering our very best in all we do, holding ourselves accountable for results.
We are performance driven, through the lens of humanity.

Employee Value Proposition:
- Connect To Something Bigger
- An Opportunity for Everyone
- “Special Blend” of Benefits

How can this relate back to your Social Service Organisation?
This company also face challenges of strenuous working conditions and long working hours
- Being part of something bigger
- Inspire positive change in the world
An entertainment company’s EVP

Core Philosophy (extract):
People over Process. We have great people working together as a dream team.

Values (extract):

Employee Value Proposition (extract):

- **Dream Team**
- **Continuous Feedback**
- **Freedom and Responsibility**
- **Informed Captains**
- **Context not Control**
- **Highly Aligned, Loosely Coupled**

**How can this relate back to your Social Service Organisation?**
The changing mindsets and needs may shift an organisation’s focus

- Working with the best to solve hard problems
- Being a highly aligned team
EVP IN SOCIAL SECTOR TODAY
Attracting and Retaining as One

We are a group of like-minded individuals who share a vision of empowering everyone to live with dignity. Together, we make lives count.

www.socialservicetribe.sg
Attracting and Retaining as One

A unifying brand platform

- **ACTIVATE** the collective strength of member Social Service Organisations
- **INSPIRE** the current and future generations to consider Social Service as a career of choice
- **INSTIL pride** amongst Social Service Professionals

We are a group of like-minded individuals who share a vision of empowering everyone to live with dignity. Together, we make lives count.
What is the EVP for each individual Social Service Organisation?

What does it mean for me to be part of SSO 1?
EVP AND PEOPLE VALUE CHAIN
A successfully developed/implemented EVP would have the following:

1. Buy in from board, senior & mid management
2. Alignment with organisation vision and strategy
3. Alignment with people practices across employment life cycle
4. Authentic reflection of working within the organisation
5. Existence of measurement approach including KPIs

Implementing EVP would cause changes in your People Practices:

- Recruitment
- Performance management & Rewards
- Training & Development
- Career
- Communications
Next Steps

Want to know how to create an EVP for your organisation?

Join us for the Masterclass tomorrow, 18 May 2018!