



The pitfalls of EVP

EVP must be used correctly to obtain value

June, 2010 |

There are three issues associated with the poor use of Employee Value Proposition (EVP) in recruitment that are holding back organisations from obtaining full benefit. Placing too much emphasis on performance rather than what the market values, a lack of understanding of the external market's drivers and a lack of systems to support an influx of candidates may negatively impact your brand, rather than creating advantage as good EVP use should.

Employee Value Proposition or "EVP" is an important concept in recruitment, but in reality only a very small collection of organisations are using it well.

The investment seems to be there evidenced in the proportion of generic "branding" material vs. vacancy specific advertising compared to even a couple of years ago, but we see three issues that are holding companies back from developing and leveraging effective EVPs.

Performance isn't always Value – Too many companies ask "What do we do well?" as the basis for building their EVP. Ignoring basic marketing principles, this focuses purely on the *product*, rather than the *market*. It assumes that if you do something well then people will value it. In fact for an attribute to be perceived as valuable people must also see it as being important.

To create real value in an EVP an organisation must find where performance and importance collide. Don't just ask "What do we do well?" ask "What's important to you and your family?"

Internal Engagement – It is common practice for organisations to engage employees with focus groups and/or surveys to understand their perceptions of the EVP. While your internal audience is certainly the easiest and cheapest to access, it lacks one really important factor in its composition – the people that didn't want to work for you.

If you want to improve your brand, you need to understand what's important to those who you are currently failing to attract.

Process – Unlike branding it's not sexy, but it's where the game is won or lost. We have seen branding campaigns that have resulted in literally thousands of potential candidates (many of whom are customers) being invited to make contact only to be ignored for their efforts. If you don't have the systems and processes in place to enable you to treat people with they professionalism, courtesy and respect they will expect, you are liable to damage your organisation's employer and consumer brand.