

find your

north star



welcome to brighter

Why do your employees work for your organization? Is it the salary? The benefits? Job responsibilities? Friendships with colleagues? Career opportunities?

What you offer employees, and how those offerings influence the employee experience, defines your employee value proposition (EVP).

Intention: the key to a successful EVP

Just as every organization inherently develops a culture — positive or negative — each will have its own EVP. The most effective organizations are intentional about how they create and develop their EVP, recognizing it as cornerstone of designing and delivering excellent employee experiences.



Developing a strong EVP to drive a compelling employee experience does more than create happy employees — it also drives better financial outcomes. RedThread Research¹ compared companies that focus on the employee experience to those that don't and found that the former:

- **Outperform others in the S&P 500 by 122%**
- **Make 4.2x the average profit**
- **Have 4.0x profit per employee**
- **Make 2.1x the average revenue**
- **Have 1.5% more employee growth**

What's more, companies where most employees (75%) are highly or moderately engaged also lead in customer experience.

But although the benefits are great, achieving them is not easy. In fact, it's never been more challenging for HR and business leaders to attract and keep talent. On top of that, they are also expected to enhance employee well-being, help them adapt in a world of constant disruption, and improve their overall productivity and innovation.

These leaders need to understand that how employees experience their time at work plays a fundamental role in their career success — including engagement and retention — and, consequently, in the success of the organization. By developing a strong EVP, they can solve, or at least alleviate, several challenges at once.



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¹ RedThread Research. *Employee Experience / Customer Experience: Initial Findings*. Available at: <https://redthreadresearch.com/2019/06/07/employee-experience-customer-experience/>

Be imaginative

An EVP isn't about "stuff." It's not about the pet insurance policy or unlimited PTO or even about working from home. An EVP is a combination of statements and principles that form a framework for drawing together a range of important activities that provide the "V" in EVP — from opportunities and careers to how work gets done, how employees and managers interact, how systems and processes are set up, and so on.

An EVP should also be tailored to your organization — even if its delivery varies across different areas of the business — and it should fully recognize the business operation dynamics and capabilities.

But how do you define "experience" and deliver your organization's EVP so that it's unique? Start by thinking of your employee as your "customer."



Consider the employee's journey from the start

Most companies are familiar with tracking a customer's journey, starting from the first interaction with the brand to the purchase point and beyond. Take that approach now, but adjust it for an employee's journey. What are some pivotal moments in a candidate's or employee's career that influence and connect them to the organization? What might that experience look like?

For example, hiring and onboarding processes are vital. Mercer's Global Talent Trends 2019 report² found that 78% of employees who were thriving in their careers said they had a positive hiring experience, compared with only 30% of non-thriving staff. Furthermore, the positive experience has long-term effects: new employees are 69% more likely to stay with a company for three years when they've had a great onboarding experience (SHRM).

As you think about onboarding as part of the EVP, consider what events should occur in those 90+ days that help employees feel valued, connected and increasingly proficient. For example, how should the first day of work be structured so the employee feels welcome? Who conducts the orientation? What role does senior management play in the onboarding process? How is a mentor selected? How are performance goals and progress determined and discussed? What type of follow-up should take place after the first 90 days to ensure the employee becomes embedded into the organization?

Clearly, you won't be able to address every moment in the process, but you can target the most essential ones (that is, the career-development path of your most critical employees, or the recruiting process of jobs where hiring is most challenging) and make the journey exemplary.



² Mercer. *Global Talent Trends 2019*. Available at: www.mercer.ca/en/our-thinking/career/global-talent-hr-trends.html

Use data to provide insights



Data, both quantifiable and qualitative, can help identify those pivotal moments and the moments that need a fresh approach. For example, which departments have the greatest turnover and at what point in a career? Are there commonalities between the onboarding process and employees with a high three-year career trajectory? What work processes are frustrating or need to be digitized to align with new processes or support improved technology/upgrades?

New tools are now being used in place of traditional surveys to “crowdsource” solutions and provide feedback in real time. Many organizations seek regular feedback from surveys or focus-group activities to identify areas that are challenging and test new approaches. These additional inputs will help your organization consider the customer experience relative to the business’s operational needs, as well as course-correct if necessary..

Tailor your EVP to your workforce

Just as customers who shop at the same store are not the same, employees who work in the same organization are not the same. Your EVP needs to “speak” to the whole range of employee groups, looking at specific needs by gender, role and work environment. If your EVP principles translate for the groups you’re targeting, your offer will resonate and be framed in a way that is relevant to each set of employees.

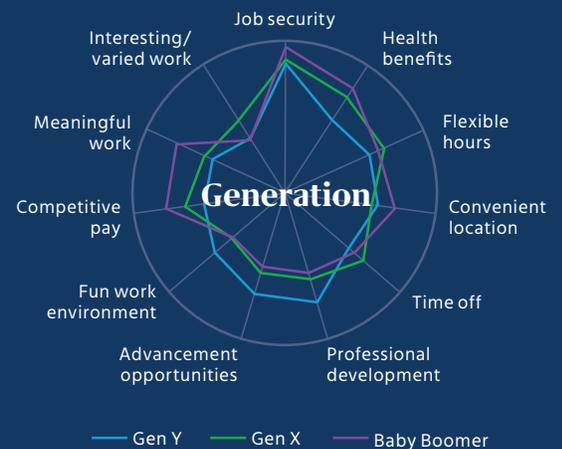
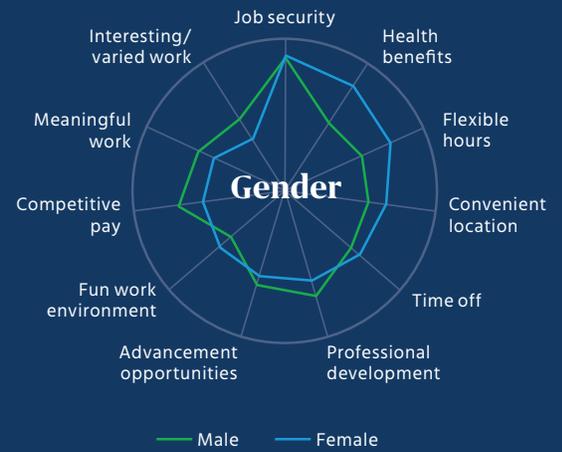
In our Global Talent Trends report, we found that there are clear differences across job level, gender and generation when it comes to why people stay with a company. Those in managerial roles, for instance, seek professional development and opportunities for meaningful work, while individual contributors prefer job security above all else.

Along the same lines, women tend to value health benefits and flexible schedules more than their male counterparts. Compensation is a key driver for Baby Boomers, but those in Generation Y tend to place a higher value on fun work environments and advancement opportunities.

What matters most to the different demographics in your organization? Knowing this and taking action to address associated hopes and concerns significantly improves the employee experience and makes your EVP a valuable tool.

Your organization’s EVP will develop whether you define it or not. But by intentionally creating it, you establish it as a strategic North Star — one that unifies how you look at programs, processes, people and the entire employee experience. The result of your investment in EVP is knowing that the “value” is relevant, that it resonates with your employees and that it aligns with what your organization delivers.

Why do employees stay?



At Mercer, we believe in building brighter futures.

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For more than 70 years, we've been providing trusted advice and solutions to build healthier and more sustainable futures for our clients, colleagues and communities.

Welcome to a world where economics and empathy make a difference in people's lives.

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