



# DEFINING YOUR COMPETITIVE EMPLOYER ADVANTAGE

An EVP Framework

**SPRING POINT.**



## GOING BEYOND THE PERK

Organisations are looking to evolve or change their EVP to compete in a challenging talent market.

Adding benefits and perks seems to be the basis for a lot of EVP work, and these types of add-ons may well help in attracting candidates in the short-term.

Longer-term success however will require organisations to develop a sustainable employer competitive advantage – and benefits and perks won't necessarily deliver that.



**23%**

Percentage of employees planning on changing jobs in the next 12 months [1]



## FLEXIBLE WORKING IS A HYGIENE FACTOR

NAB research from 2022 [1] identified that flexible working (or lack of) was not a significant factor in why people are leaving existing roles. In fact most employees are leaving due to a lack of personal fulfillment, or purpose and meaning.



## MAIN REASON CONSIDERING LEAVING CURRENT EMPLOYMENT



## THE EMPLOYER COMPETITIVE ADVANTAGE

Competitive advantage is described as something that cannot be easily replicated by competitors – employers need to find the aspects of their culture and purpose that are not easily replicated as a basis for their EVP.

Employers need to go beyond attraction at any cost (especially when that cost might be organisational performance) and continue to focus on what makes their organisation different in the things that matter most.



## PURPOSE & MEANING

Being able to clearly articulate the purpose of the work, the vision and impact the individual has on achieving organisational strategy, as well as the clearly illustrate what leadership means and how it will be experienced in the organisation will be critical to differentiating in the market.

Being able to meaningfully express and define the level of empowerment, ownership, and decision making employees can expect will go a long way to them understanding their purpose and how they will find meaning in their contribution.



## CULTURE

As more and more organisations deploy hybrid work as a standard practice, the concept of company culture and what it means to be part of an organisation is changing.

Refining and evolving organisational culture to align to new work practices and behaviours is critical – especially when it comes to the very practical

elements of culture experienced every day.

Things such as how collaboration happens, what coaching and learning look like, and how employees experience culture away from the office need to be carefully considered in EVP development and for the employee experience.



## LEADERSHIP

Leadership is another factor that we believe employers should focus on in their EVP development.

When it comes to purpose and meaning, leaders need to be able to effectively communicate, demonstrate and reinforce the 'why' for employees.

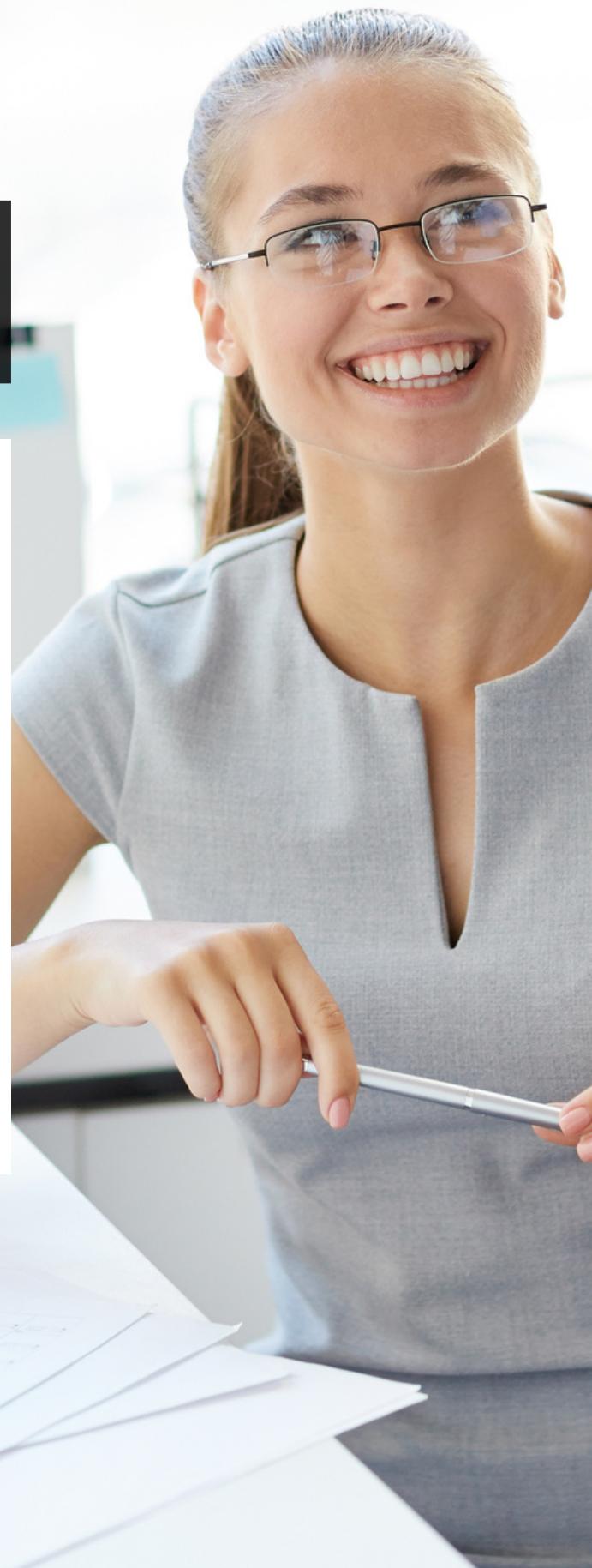
The ability of your leaders to clearly articulate purpose, empower decision making, support innovation, as well as manage expectations and provide meaningful feedback, and identify development opportunities is what brings your employee experience to life.

## EVP VS EMPLOYEE EXPERIENCE

Of course ensuring that your employee experience lives up to your EVP requires a commitment from the business and leaders to "walk-the-talk."

Understanding your leaders and culture is critically important to determining what your competitive advantage is – and aligning your EVP to that will ensure that you have a sustainable "product to sell".

Creating an EVP that doesn't align to the reality of your organisation's culture or leadership approach may result in retention issues – and potentially damage your organisation's reputation for future recruitment efforts.





## A DIFFERENT APPROACH TO EVP DEVELOPMENT

Our approach to EVP design considers broader organisational performance conditions that we know are critical to the effectiveness of the work environment.

These broader factors, whilst highly relevant to the employee experience, very often go unexplored in typical EVP where priority is shown towards individual, rather than organisational factors.

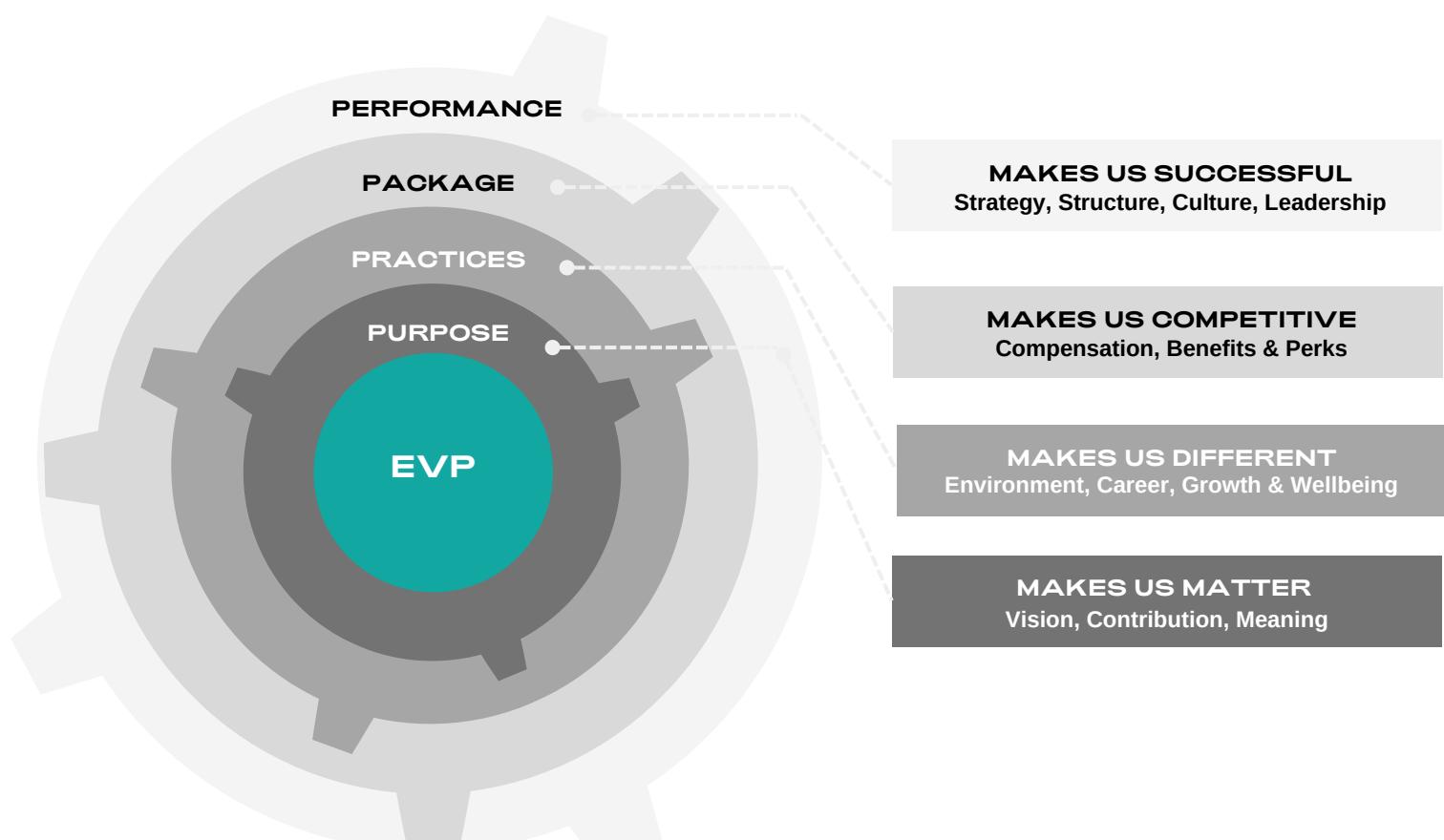
### **WHEN DEVELOPING A DIFFERENTIATED EVP WE BELIEVE ORGANISATIONS SHOULD ALSO CONSIDER:**

-  Congruence between work and decisions, and purpose
-  Connectivity of work to achieving strategy
-  Clarity of, and commitment to work priorities (i.e. we know what our priorities are and we commit to them)
-  Capacity to have ownership of and/or input into the way work is done (are decisions and work done at the right level)
-  Ease and effectiveness of collaboration across the organisation
-  Effectiveness of teaming as a way of doing great work
-  Speed and effectiveness of decision making



# A FRAMEWORK FOR EVP DEVELOPMENT

Our Spring Point EVP Framework (below), enables us to fully understand and scope all elements of the employee value proposition. Used in conjunction with our PerformX Diagnostic which captures the work practices that contribute to employee experience and organisational effectiveness, our approach casts a wide net, capturing the full spectrum of relevant EVP components and ensuring the right aspects are in focus



The Spring Point EVP Framework is based on a meta-analysis of research & practice on the critical elements, & relative importance of Employee Value Proposition elements.



## WANT MORE?

Get in touch to chat more about assessing your organisations competitive employer advantage and defining an EVP that really stands out.

[www.springpoint.com.au](http://www.springpoint.com.au)

[LEARN MORE](#)



### References:

1. NAB BEHAVIOURAL INSIGHT REPORT | NAB Behavioural and Industry Economics, Feb 2022 - <https://business.nab.com.au/nab-behavioural-insights-great-resignation-51332/>
2. Make Way for a More Human-Centric Employee Value Proposition | Gartner, May 2021 - <https://www.gartner.com/smarterwithgartner/make-way-for-a-more-human-centric-employee-value-proposition>