



# The Employment Value Proposition (EVP) Profiler

## What is the EVP Profiler?

The EVP Profiler is a 15 item questionnaire, consisting of four categories, which has multi-purpose applications in selection and recruitment cycle (see below).

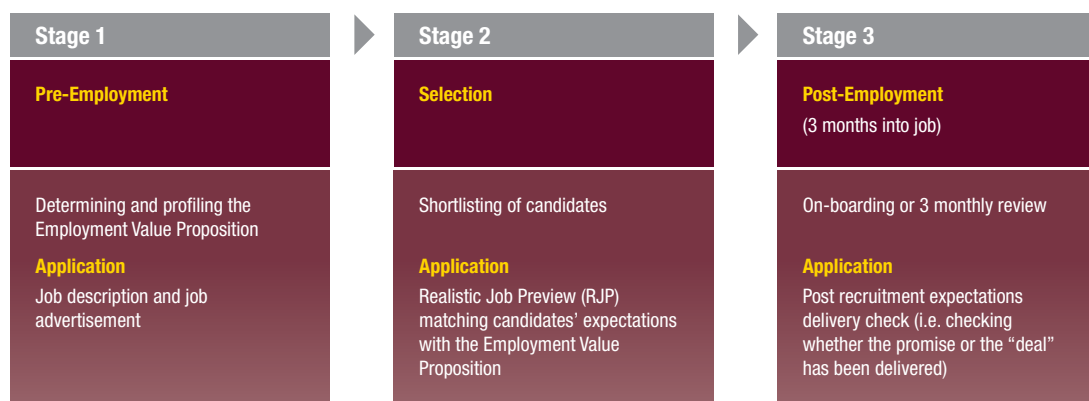
These items and categories are based on a research validated model of the psychological contract. They include a mix of both the tangibles and intangibles associated with roles. See example plots for further details on page 2 and 3.

The psychological contract defines the essence of the employer/employee relationship. It is a key determinant of employees' behaviours.

## What are the applications of the EVP Profiler?

The EVP Profiler has three applications over the selection and recruitment cycle.

### The Application of the EVPP Tool to the Recruitment Cycle: 3 Critical Stages



## Why is it important to profile EVPs?

Whilst there is one brand, there are numerous Employment Value Propositions (EVPs) within an organisation, consistent with the number of jobs or roles within that organisation. Thus the EVP relates to the specifics of the job, including its terms and conditions, or the "deal" – both the tangibles and the intangibles.

More specifically, the intent of the EVP is for the employer to define the content of the psychological contract with prospective employees, so as to help in recruiting, engaging, and ultimately retaining those employees.

## What are the dangers of failing to define EVPs?

- ▶ EVPs become *ad hoc* and non strategic, leading to muddled thinking and confusion surrounding people management practices and policies;
- ▶ Increased rejection rates of new applicants through lack of clarity of the offer;
- ▶ Disappointment and frustration of new recruits if the rhetoric concerning the job doesn't match reality (i.e., the promise or "deal" not delivered), and subsequent increased turnover;
- ▶ Poorer fit and performance of new recruits.

## What critical workforce questions do the EVP Profiler outputs answer?

The outputs from the EVP Profiler provide answers to the following questions:

- ▶ What is the mix of tangibles and intangibles for the role in question?
- ▶ What is the match (or degree of fit) between the candidate's expectations and what is being offered?
- ▶ Has the deal or promise been delivered for the new recruit (around 3 months into the job)?

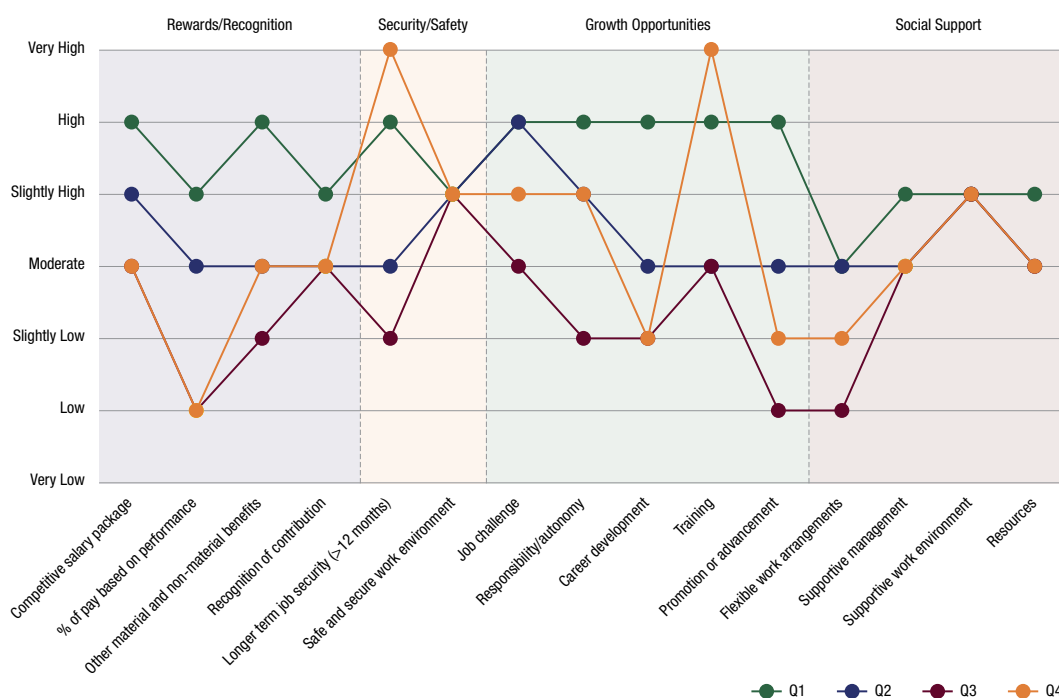
## Example EVP Profiler Output: Stage 1 Pre-Employment

Sample EVPs for the four employment modes or skills quadrants where:

- Q1 =** Criticals (higher skills value, higher skills uniqueness)
- Q2 =** Professionals, Skilled or Semi-Skilled (higher skills value, lower skills uniqueness)
- Q3 =** Doers (lower skills value, lower skills uniqueness)
- Q4 =** Specialists (lower skills value, higher skills uniqueness)

Each of these quadrants has different psychological contracts or EVPs based on two dimensions of skills required for the role (1) skills value and (2) skills uniqueness. Refer to the SSQ brochure.

## Employment Value Proposition Profiles

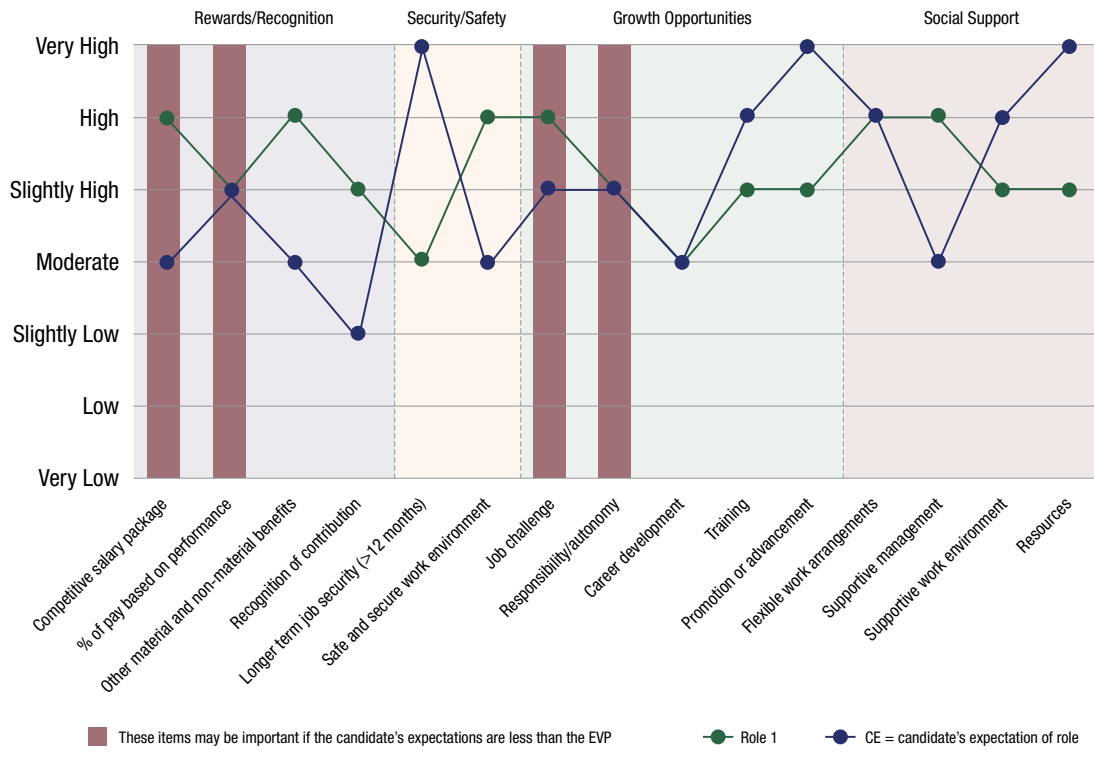


**Note.** Where the EVP questionnaire is administered online at the time of application, then candidates' expectations can be aggregated and profiled against the EVP to determine market expectations for the role in question. Depending upon a range of considerations, the EVP for the role may be adjusted, if necessary, more in line with these expectations.

## Example EVP Profiler Output: Stage 2 Selection

The following is a comparison of the candidate's expectations against the role. Also available but not shown is an index of match for both over and under expectations. This forms the basis for conducting a Realistic Job Preview (RJP) at candidate short listing.

### Employment Value Proposition – Candidate's Expectations Match



## Stage 3: Post Employment

Another output for the EVP Profiler includes a comparison of the new recruit's experience in the role compared with what was promised, including an index of match for both over and under expectations. This can form the basis for conducting a three monthly review.

**Note.** The EVP Profiler can be used in conjunction with the SSQ and associated plotting tool. Different EVPs will apply to each of the four skills quadrants. Thus this combination enables a strategic approach to determining the importance of roles and their respective EVPs. Refer to the SSQ brochure.

## Some of our Clients

- ▶ Broken Hill City Council
- ▶ Cardinia Shire
- ▶ CareersMultiList
- ▶ Dalby Bio-Refinery Limited
- ▶ Darebin Council
- ▶ Maitland Council
- ▶ Manningham Council
- ▶ Maroondah Council
- ▶ Mars Snackfood Australia
- ▶ Ryco
- ▶ Shepparton City
- ▶ Shoalhaven City Council
- ▶ Wider City of Bendigo
- ▶ Willoughby City Council
- ▶ Wollongong City Council
- ▶ VicUrban
- ▶ Wyndham City