

Session 6: Employer Brand & Employee Value Proposition



- **Recommended Book:**

Keohane, K. (2014), Brand and Talent

Learning Outcomes

In these sessions students will:

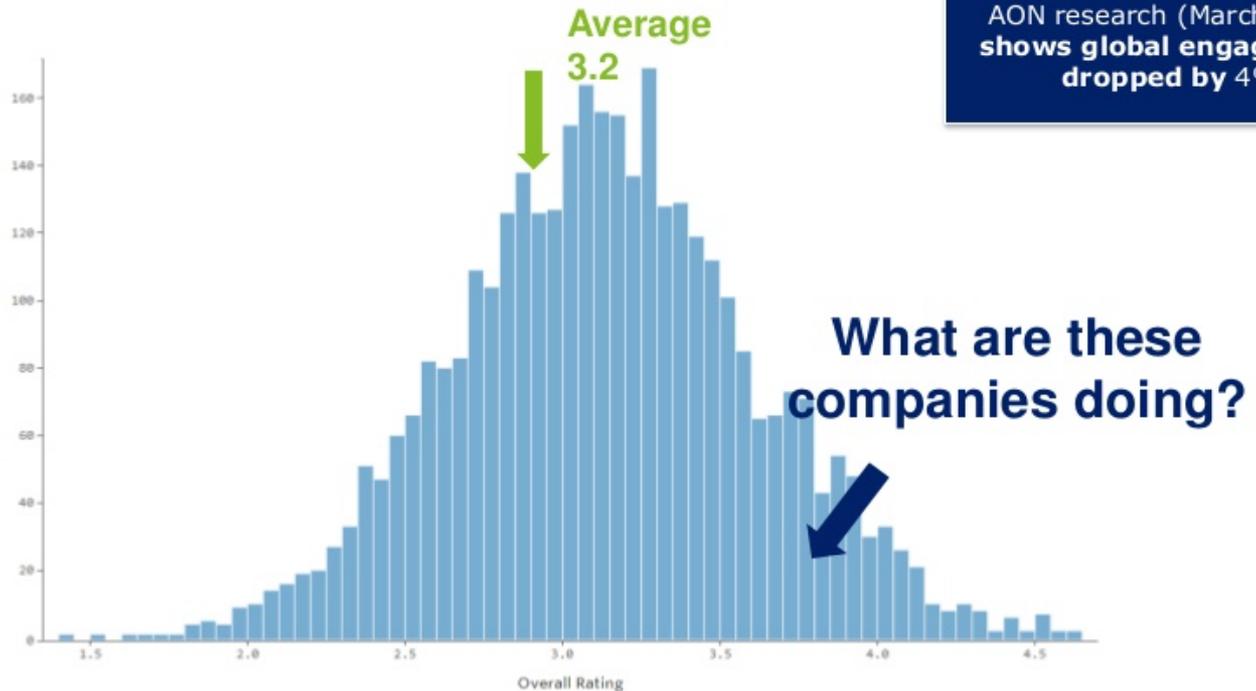
- Examine the concepts of Employee Value Proposition (EVP)
- Review the concepts of Employer Brand and Reward
- Assess the most effective methods that companies can adopt as they seek to enhance their EVP

The Employer Brand and Talent Value Proposition

- Business leaders all recognise Talent is valuable and scarce
- However McKinsey study showed 82% of companies don't believe they recruit highly talented people
- Only 7% think they can retain key talent
- Only 23% of managers and senior executives believe their current acquisition and retention strategies work well
(Meaney & Keller, 2017)
- Employee Engagement levels: only 24% of staff are highly engaged (Aon study, 2017)

Glassdoor ratings of Employee Engagement - 200,000+ respondents

Engagement Remains a Challenge



Summer, 2016 Glassdoor Bersin Research, Glassdoor ratings of employer recommendations — 200,000+ respondents.
<http://www.4-traders.com/AON-PLC-11994390/news/Aon-Employee-Engagement-Declining-Across-the-Globe-24083101/>
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Employer Branding



What is Employer Branding?

Employer brand as '...a set of attributes and qualities, often intangible, that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture'.

CIPD, 2008

Why Employer Branding Matters

- Many people professionals have embraced the language and techniques of branding to enhance their strategic influence and credibility.
- It enables organisations to build an engaged workforce and ensure a positive work experience.
- It presents people professionals with an opportunity to learn from marketing techniques and apply them to their work.

Employer Branding

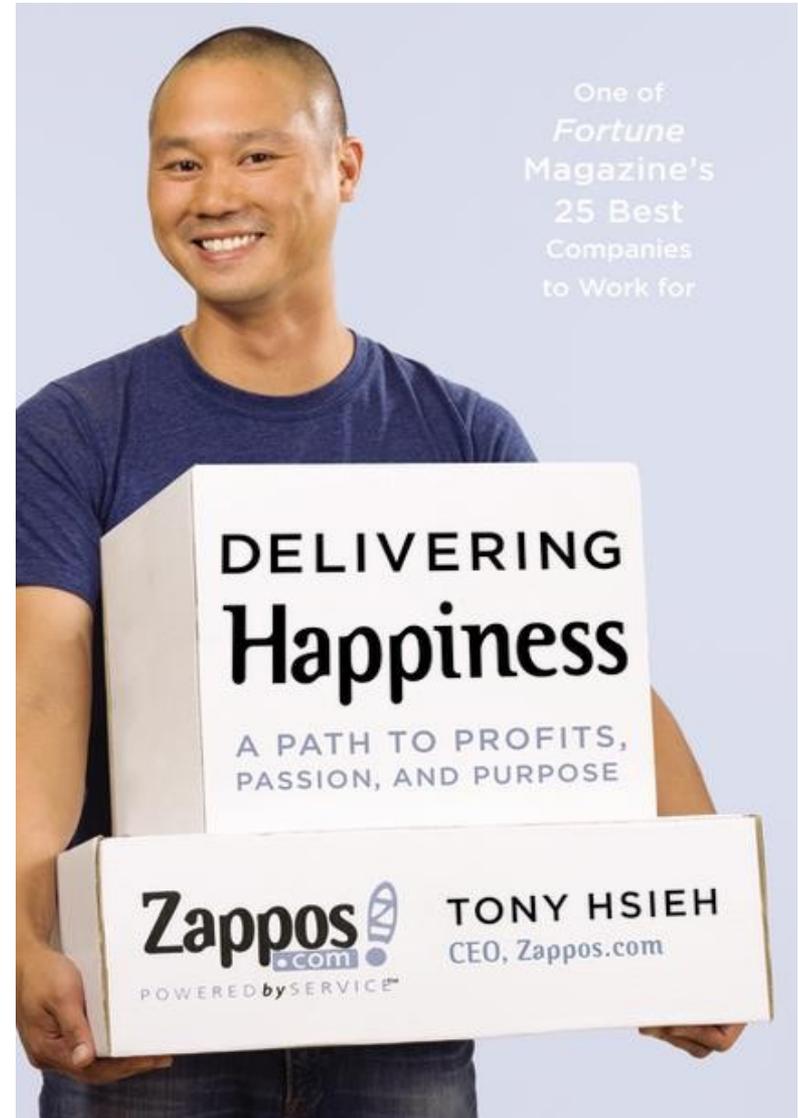
How can this be remedied? Through an effective, authentic & inspiring **Employer Brand and Employee Value Proposition (EVP)**

Employer Brand

- “A set of attributes and qualities - often intangible - that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform to their best in its culture". (CIPD website)
- 85% of employers identify their mission, culture and values as being the essence of their employer brand (CIPD, 2007b)

Employee Engagement

- “What we learned over the years at Zappos is there is a huge, huge difference between motivating and inspiring,”
CEO Tony Hsieh
(online shoe retailer)



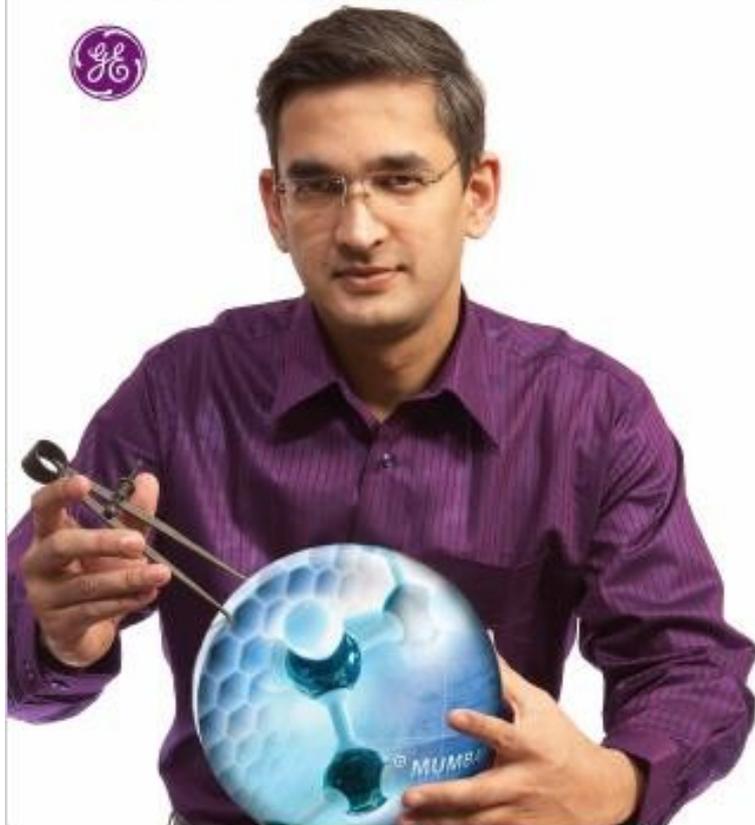
Employer Branding at General Electric (GE)

GE TRANSPORTATION TECHNOLOGIST SHOWCASE

This is (y)our moment

UDAY KARMARKAR, SENIOR TECHNOLOGIST | ERIE, PENNSYLVANIA

Uday Karmarkar, a senior technologist specializing in polymers, subscribes to the philosophy of "keep it simple." His ability to distill complicated challenges to their essence along with an insatiable curiosity and an eagerness to embrace new models led, in the words of one colleague, "the light-bulb moment for polymer-modified technology in the business." With the industry's growing emphasis on reliability, Uday's contributions have proved vital in helping to ensure that the locomotive and other systems and components are dependable and work well together. [Learn more about our outstanding technologists: myurltime.ge.com](http://myurltime.ge.com)

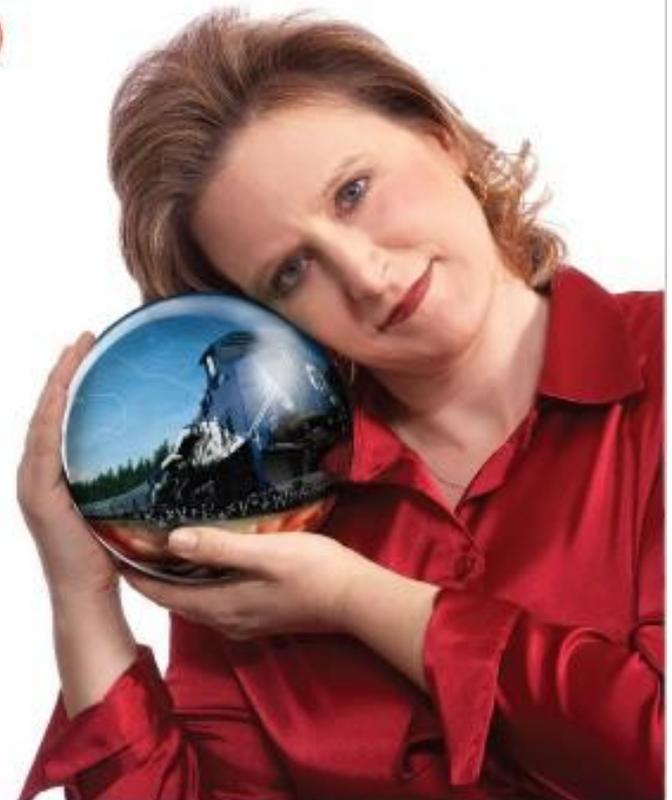


GE TRANSPORTATION TECHNOLOGIST SHOWCASE

This is (y)our moment

PATRICIA LACY, PRINCIPAL ENGINEER | ERIE, PENNSYLVANIA

Patricia Lacy's career at GE Transportation is a testament to what can be achieved when people—and systems—work well together. For the Trip Optimizer System, she brought a no-nonsense approach and total focus on perfection in leading her team to integrate all of the locomotive control systems, producing the first fuel-conscious cruise control for freight trains, because of Patricia's dedication, GE Transportation is poised to play a major role in providing solutions to the global challenges of fuel efficiency and emissions. [Learn more about our outstanding technologists: myurltime.ge.com](http://myurltime.ge.com)



Employer Branding

Key Elements:

- Quality of Career and development opportunities
- Reward packages they offer,
- Commitment to supporting work–life balance and diversity,
- Stance on Corporate Social Responsibility

(Hook & Foot, 2012 p.59)

Employer Branding

Organisations have personas

-translated into a brand that the labour market understands

As in Marketing brands convey **both** a rational and emotional appeal

-Key aim is to attract Talent



How to develop an Employer Brand

- Get Leader on-board
- Create a uniform message
- Bring in a Branding expert
- Offer a taste of the company's culture
- Use metrics to track success

(www.entrepreneur.com)



Social Media will be key to Managing Employer Brand



WE'D LIKE TO SPEAK TO THE MANAGER

STORE MANAGERS - LONDON COMPETITIVE SALARY - BONUS - BENEFITS

The Manager. That means you.

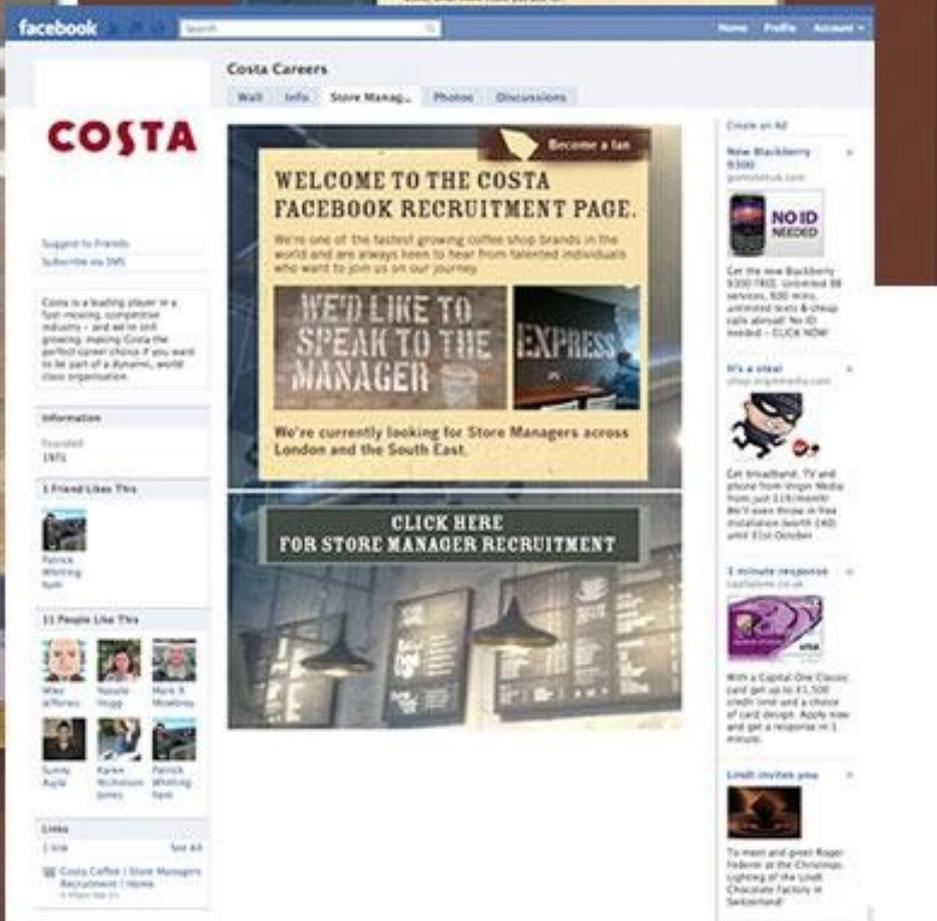
Or at least it could be you if you have some management experience in retail or hospitality and like the idea of a good salary, lots of support and training and great career prospects.

Visit www.costamanager.com for more information.

Be the Manager.

COSTA

EAT SLEEP & DRINK
WHITBREAD



Class Activity

Watch this in-class TEDxAix video on Employees first, customers second by Vineet Nayar

https://www.youtube.com/watch?v=cCdu67s_C5E

How can organisations benefit from developing an employer brand? Look at it from an individual, team and organisational perspective.

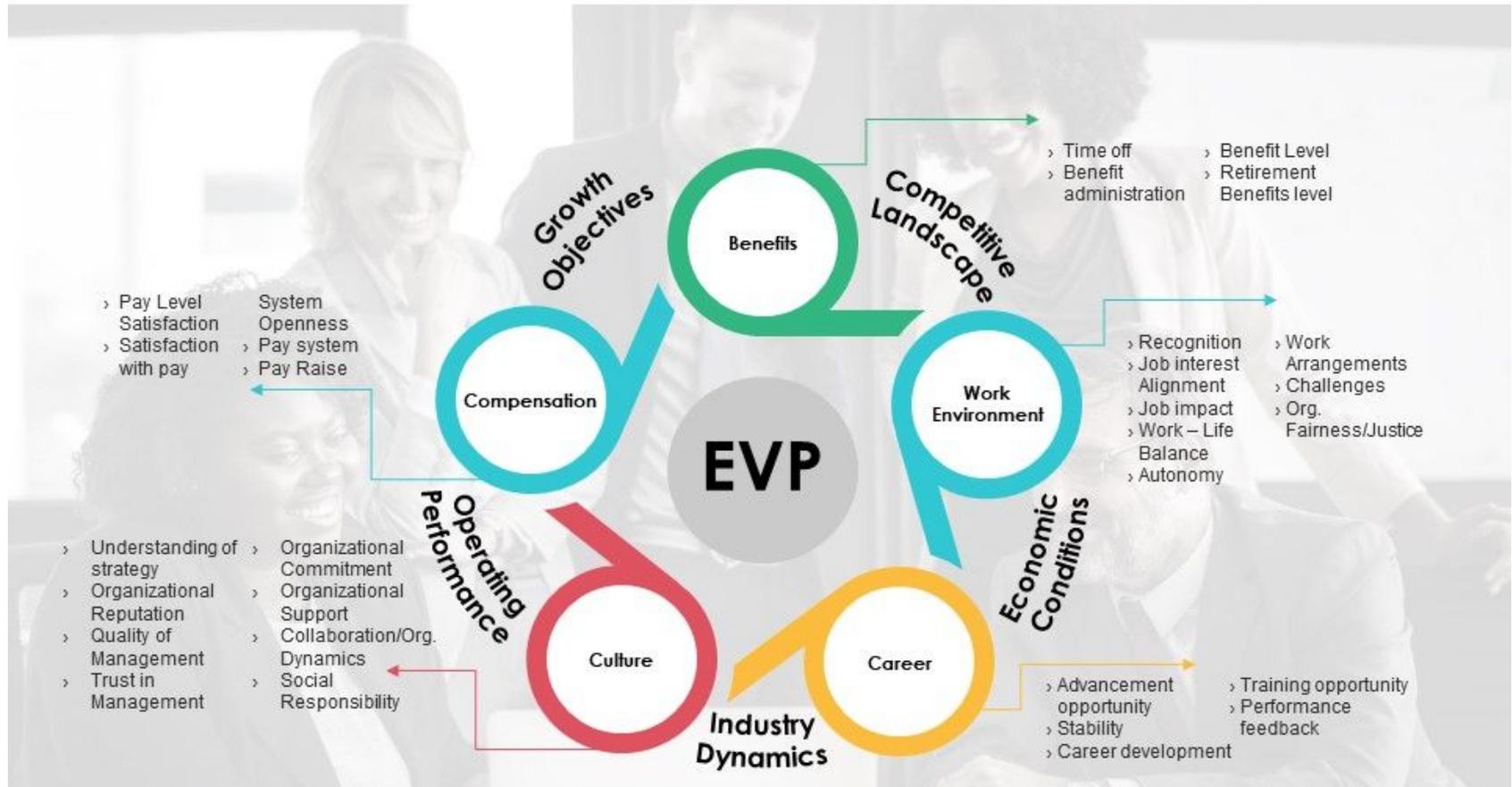
Employer Value Proposition (EVP)



Employee Value Proposition

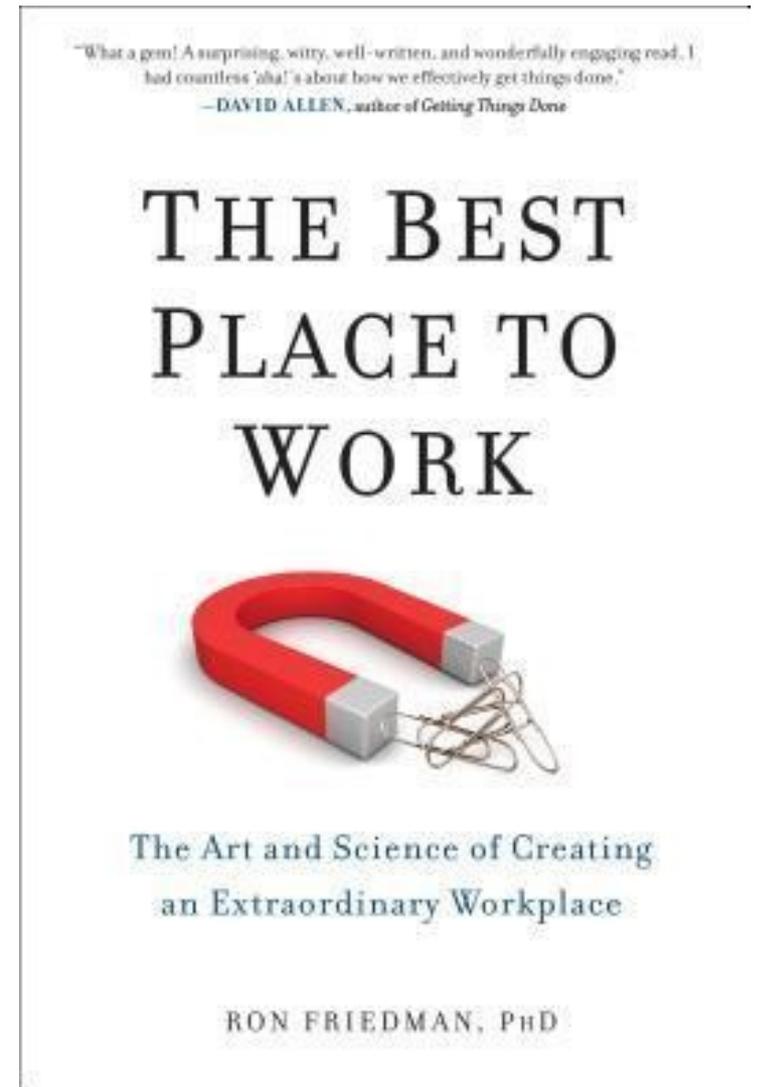
- Employee Value Proposition (EVP) is a set of offerings and attributes provided by an organization to its existing or prospective employees. It includes offerings like skill development, recognition, healthy working environment, benefits, career progression etc.

Employee Value Proposition Framework

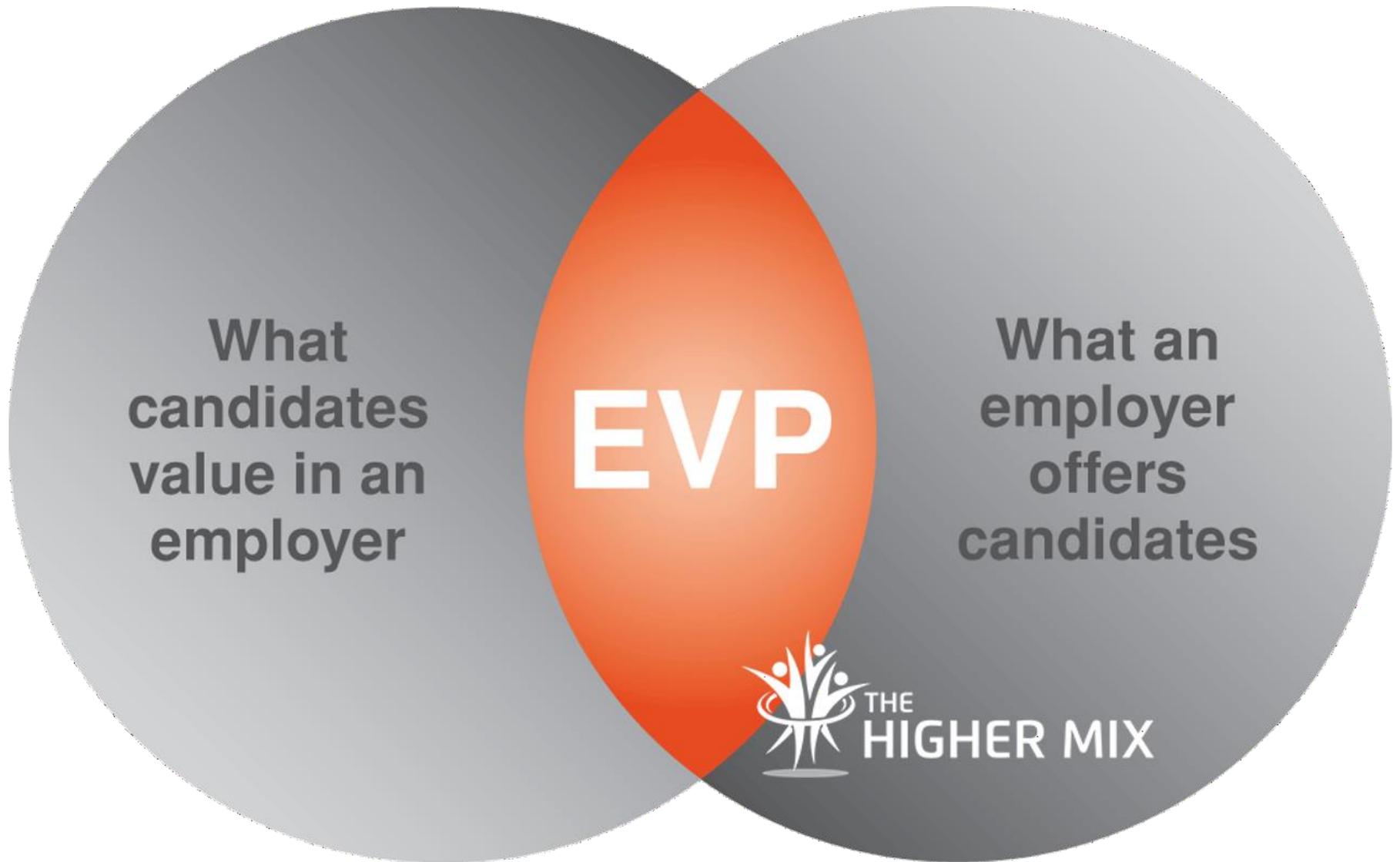


Employee Value Proposition (EVP)

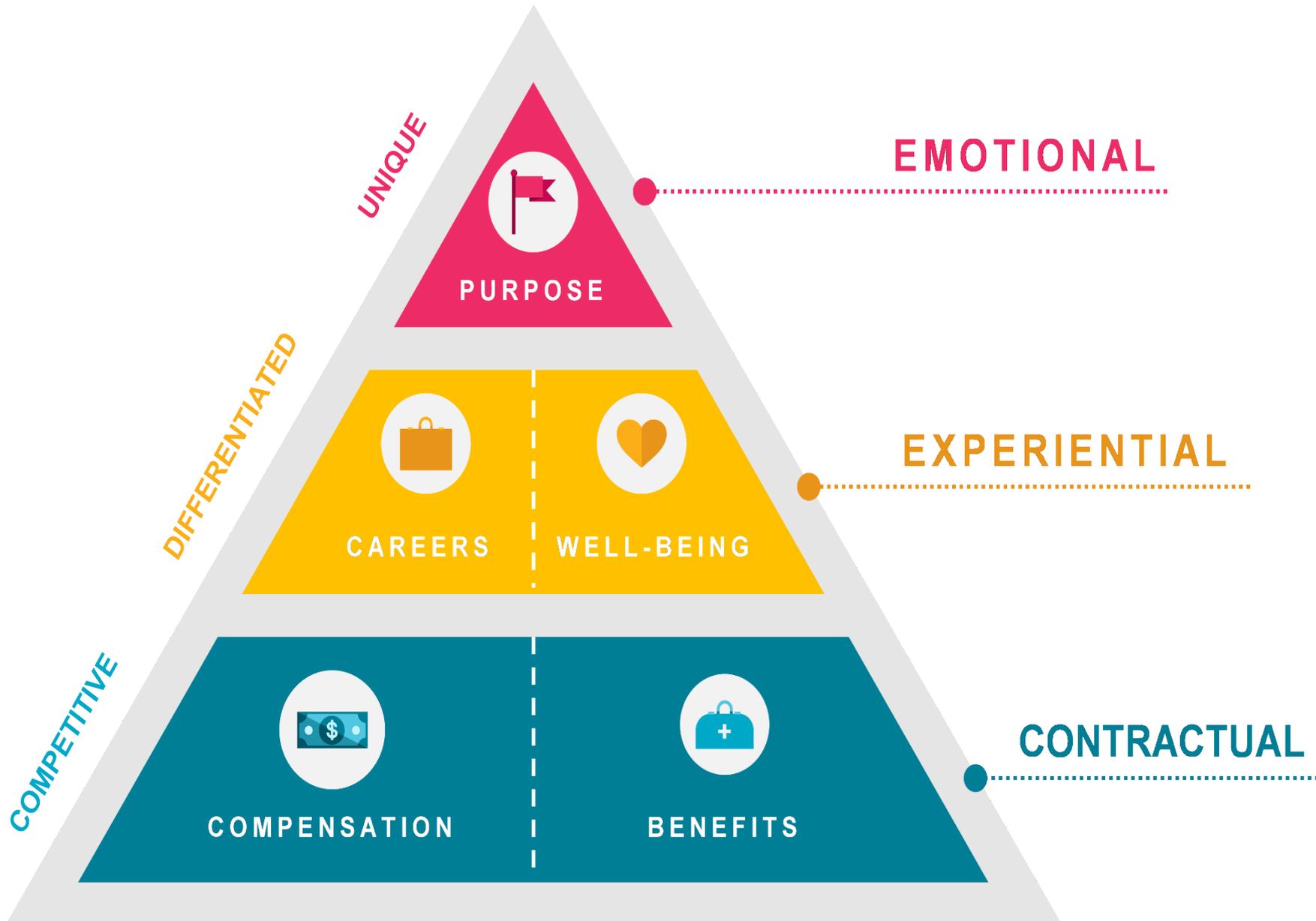
Employer brand represents the broader employer reputation
EVP represents a working description of the expected exchange between an employer and employee
'the primary attributes of working there that will distinguish the employer for potential hires'
(not just an image)



Employee Value Proposition



Employee Value Proposition



Talent Value Proposition (TVP)

- Many authors in the field of Talent Development prefer the term **Talent Value Proposition (TVP)**
- Emphasis on the ‘Talent Brand’ - however the talent brand is an outcome
- The TVP is defined as ‘the framing of the **actual experiences** of people who work for you—is the means to that end’. (Deloitte Human Capital Report 2013)

Talent Value Proposition (TVP)

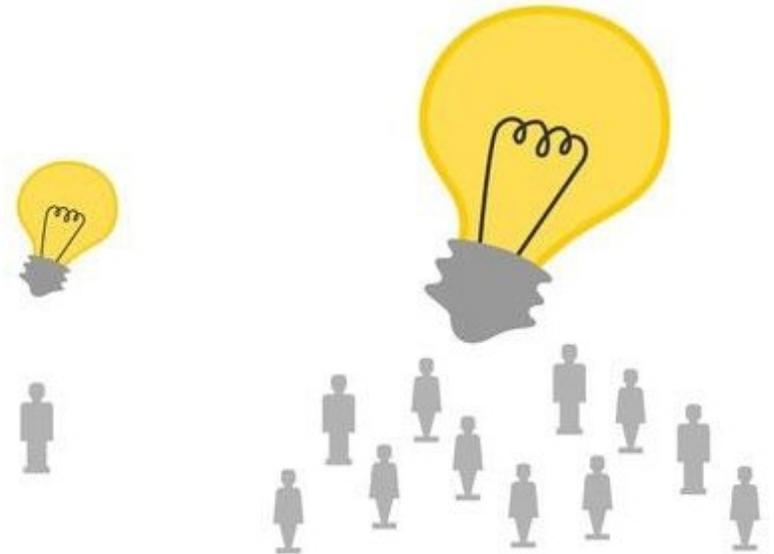
- Firms need to challenge their thinking about the employment contract
- Embrace the freelance or the 'on demand' economy
- How can you exploit this open talent economy and use your brand to attract the people you need



Talent Value Proposition (TVP)

‘Talent attracts talent’

- Talented people want to work with others who share a passion for learning & development
- Opportunities to experience new cultural thinking and approaches through working in global or virtual teams
- This is attractive to creative minds



Questions to ask before formulating a TVP



***Who are we? What do we believe?
What do we do? Why does it
matter?*** (similar big questions as if
developing a company mission)



***What workforce will we need (and
where) to succeed? Who are our
prospective employees and what
matters to them?*** - should
encompass the kinds of values and
behaviours you need employees to
exhibit as well as what they need
from you as an employer.



***What talent practices make us a
key employer for candidates?***
Improve on weak areas, areas
where you're strong figure out
what it will take to make them
excellent.

Questions to ask before formulating a TVP

- ***What is it like to work for our company on a day-to-day basis?*** (and where does this need radical improvement)
- ***With whom do we compete for talent?*** Take stock of what your competitors are offering in their TVPs, (can you distinguish yourself?)
- ***How well does your talent brand align with your consumer brand?*** Keep an eye out for *value gaps* between the two and figure out how to close those gaps.

Talent

- Skilled talent can help drive innovation and customer value, creates growth opportunities,
- In highly complex occupations—software developers, etc—high performers are an astounding 800% more productive than average workers (Meaney & Keller, 2017)
- Many top organizations now realize talent expects to control more of how, where, and when they work.
- Include mobility opportunities in their talent value proposition,

Figure 1

How Digital Transformation Changes the Nature of Work

Knowledge Worker



Information gathering

Information analysis

Information dissemination

Structured learning

Knowledge management

Team building

Digital Worker



Real-time data availability

Scenarios and prognosis

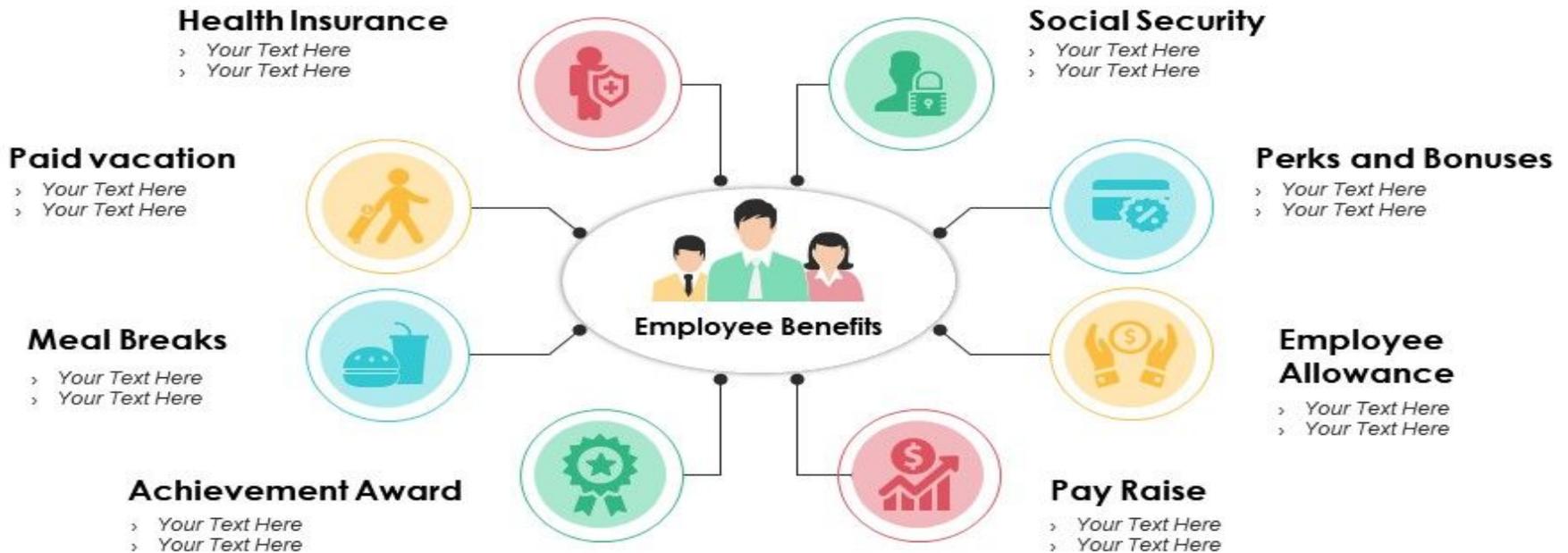
Decision making

Self-development

Virtual collaboration

Virtual team building

Employer Rewards and Benefits



Aspects of EVP/TVP: Benefits

Employee Benefits – Why Work for Us?



**PEOPLE
DEVELOPMENT**



**EDUCATION
SUPPORT**



**EMPLOYEE
AWARDS
RECOGNITION**



**CYCLE TO
WORK
SCHEME**



**TAX SAVER
COMMUTER
TICKETS**



PENSION



**HEALTH
& WELLNESS**



**EMPLOYEE
ASSISTANCE
PROGRAMME**



**STAFF
DISCOUNTS**



**PROFESSIONAL
MEMBERSHIPS
& SUBSCRIPTIONS**

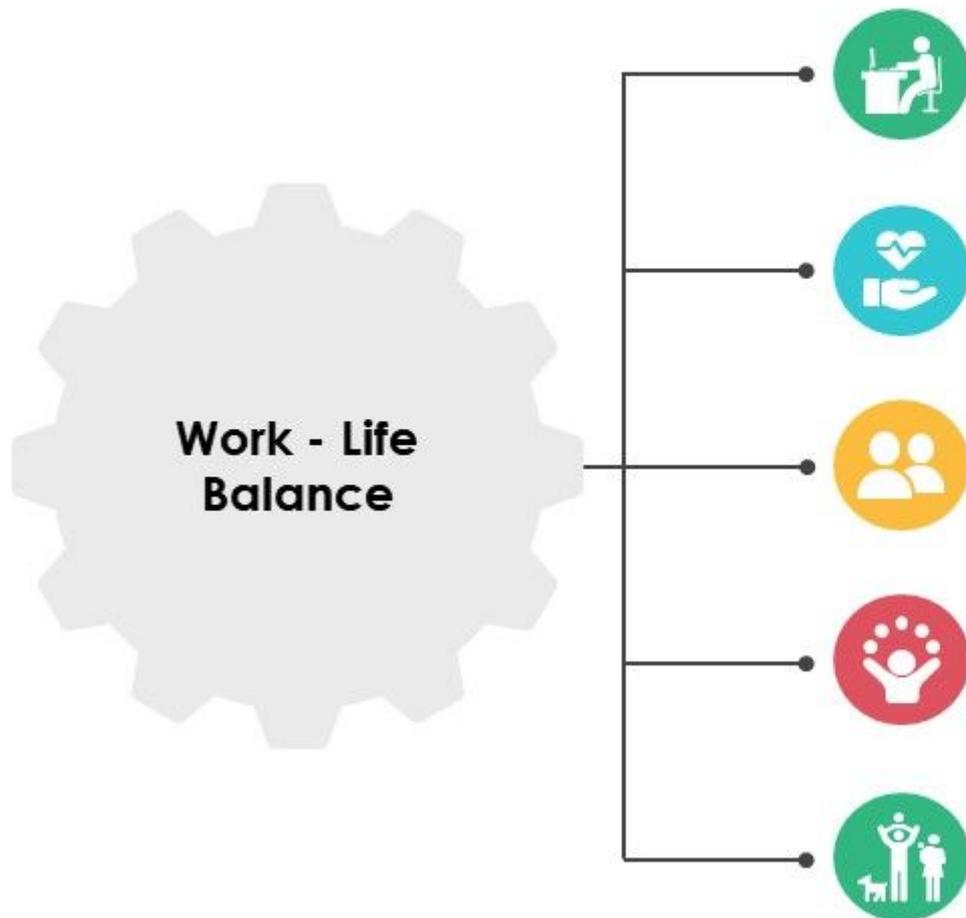


**EMPLOYEE HEALTH
SCREENING
PROGRAMME**



**VDU
SCHEME**

Work Life Balance



Work

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

Health

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

Friends

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

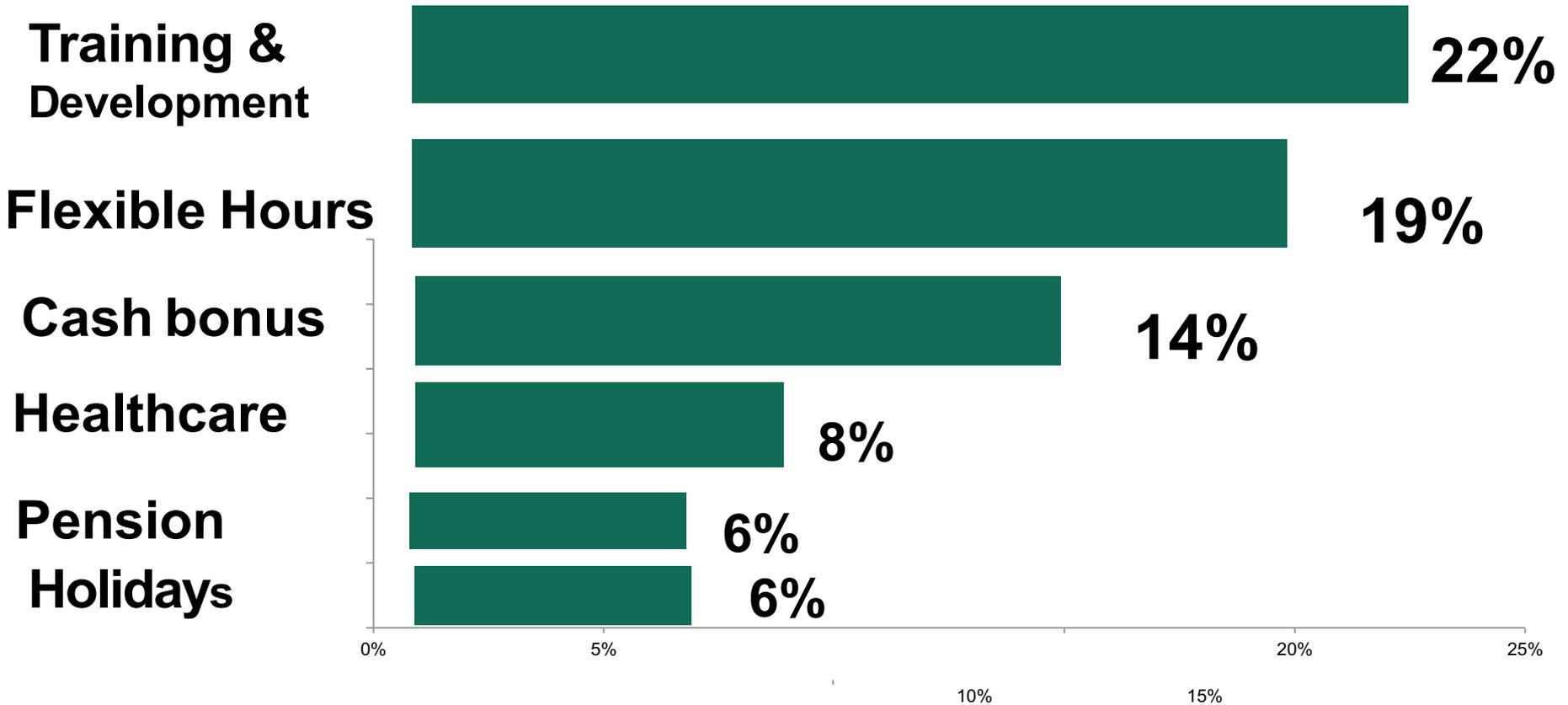
Fun

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

Family

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

For Millennials, “Training and Development” is the most coveted job benefit



**Source: Deloitte
Human Capital 2016**

**Percent indicating job
benefit in first place**

Aspects of EVP/TVP: Employee Wellbeing

- ‘creating an environment to promote a state of contentment which allows an employee to flourish & achieve their full potential for the benefit of themselves & their organisation’.



Source: CIPD

Health and Wellbeing



How to foster Health & Wellbeing

Some of the essential factors leading to organisational and personal well-being are:

- Values-based working environment, clarity and unity of purpose
- Open communication, team-working and co-operation
- A balance between work and personal life (WLB) – flexible working practices are key
- Ability to negotiate workload and work pace without fear of reprisals or punishment
- being fairly compensated in terms of salary and benefits
- Implementing Wellness programmes

(Kraybill, 2003).

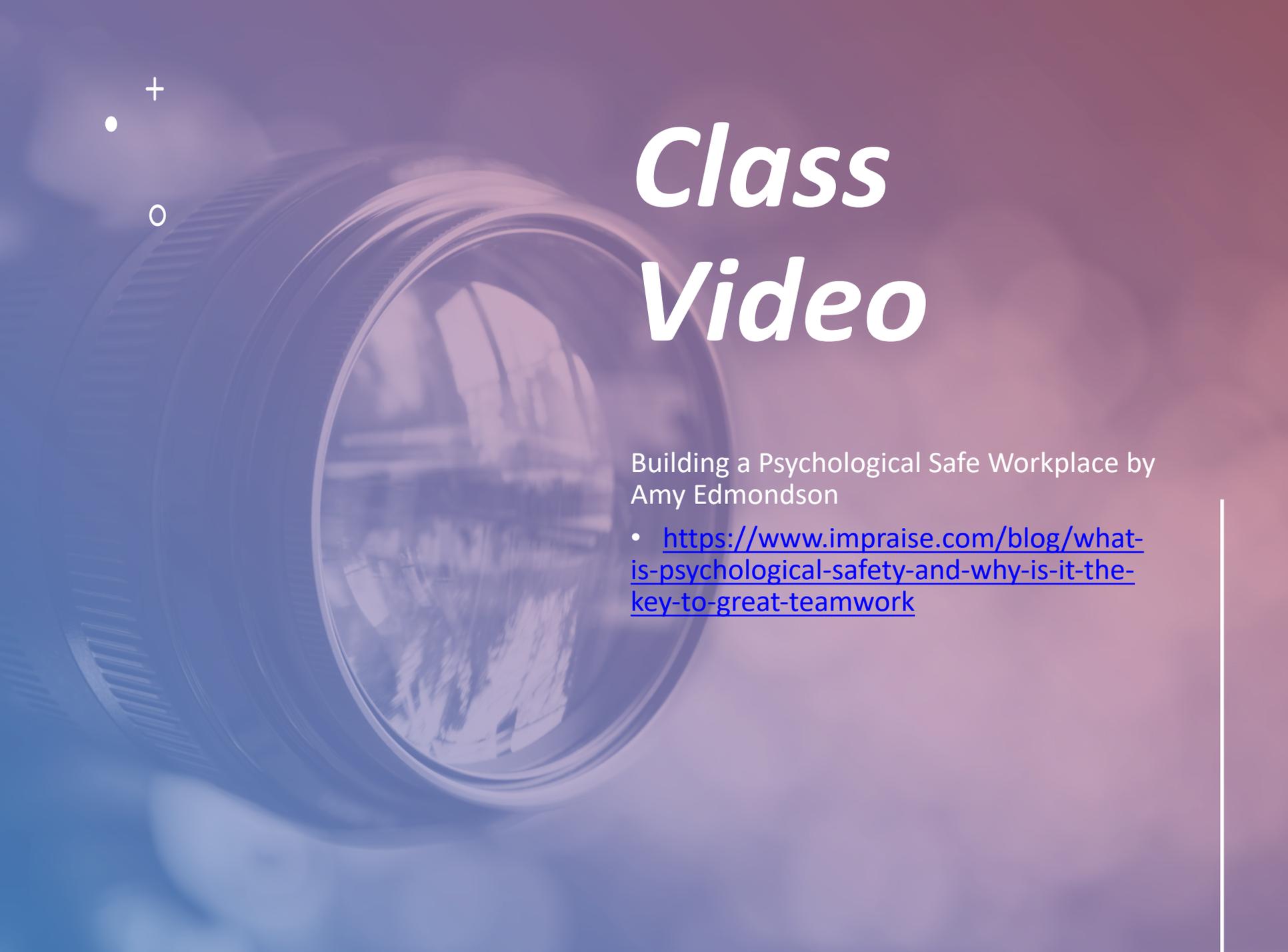
Innovative approaches to Well-being

- Use of apps and wearable devices to track health
- Working with external health and fitness experts
- Use of Intranet and Forums to share tips, competitions etc
- Curtailing administrative burdens, emails etc
- Mindfulness/meditation sessions



*Psychological
Safety*





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Class Video

Building a Psychological Safe Workplace by
Amy Edmondson

- <https://www.impraise.com/blog/what-is-psychological-safety-and-why-is-it-the-key-to-great-teamwork>

Employer Value Proposition (EVP) & Talent Value Proposition (TVP)

13 OCTOBER 2014

THE LEDBURY LONDON

CHEFS
BRETT GRAHAM
DIETER KOSCHINA
HANS NEUNER

SOMMELIERS
ANYA BRIEG
ANTONIO LOPES

TASTE PORTUGAL | LONDON



Aspects of EVP/TVP: Purpose

When an employee connects on a deeper level with an organization, the higher probability they will be engaged.

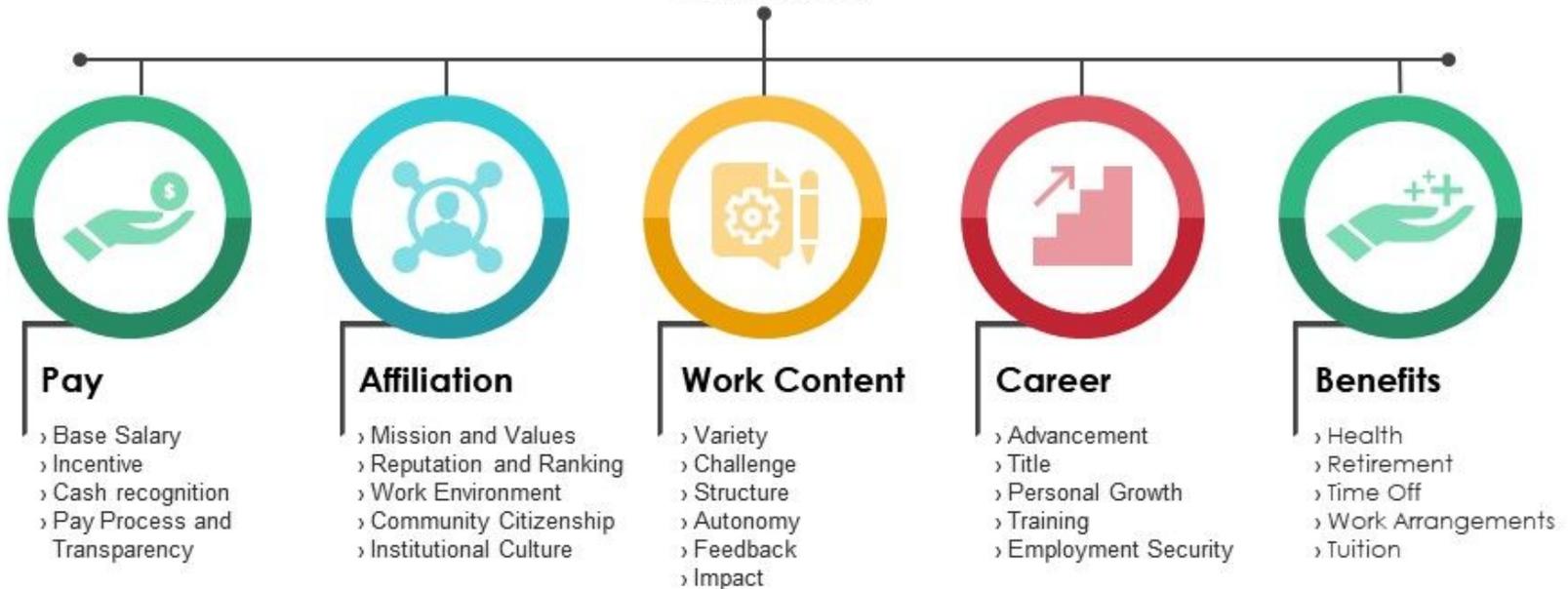


Purpose

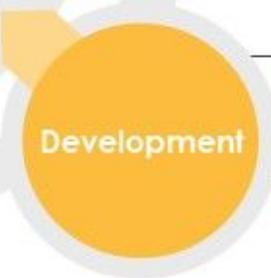
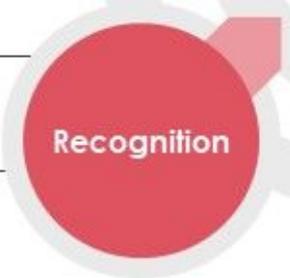
- A crucial issue now for attraction and retention
- Due to Corruption Scandals & Reckless Corporate Greed – e.g. Banking industry
- Environmental Destruction and Misuse of Personal Data etc..
- People want ‘meaning’ and ‘purpose’ in their work lives



Employee Value Proposition



**Employee
Value
Proposition**



Flexibility & Diversity



Environment



Compensation



Benefits



Leadership



Vision & Strategy



Management



Day to Day Work



Learning and Development

Pay

- › Base Salary
- › Incentives
- › Cash recognition
- › Pay Process and Transparency

Benefits

- › Health
- › Retirement
- › Time Off
- › Work Arrangement
- › Tuition

Career

- › Advancement
- › Title
- › Personal Growth
- › Training
- › Employment Security



Affiliation

- › Mission and values
- › Reputation and Ranking
- › Work Environment
- › Community Citizenship
- › Institutional Culture

Work Content

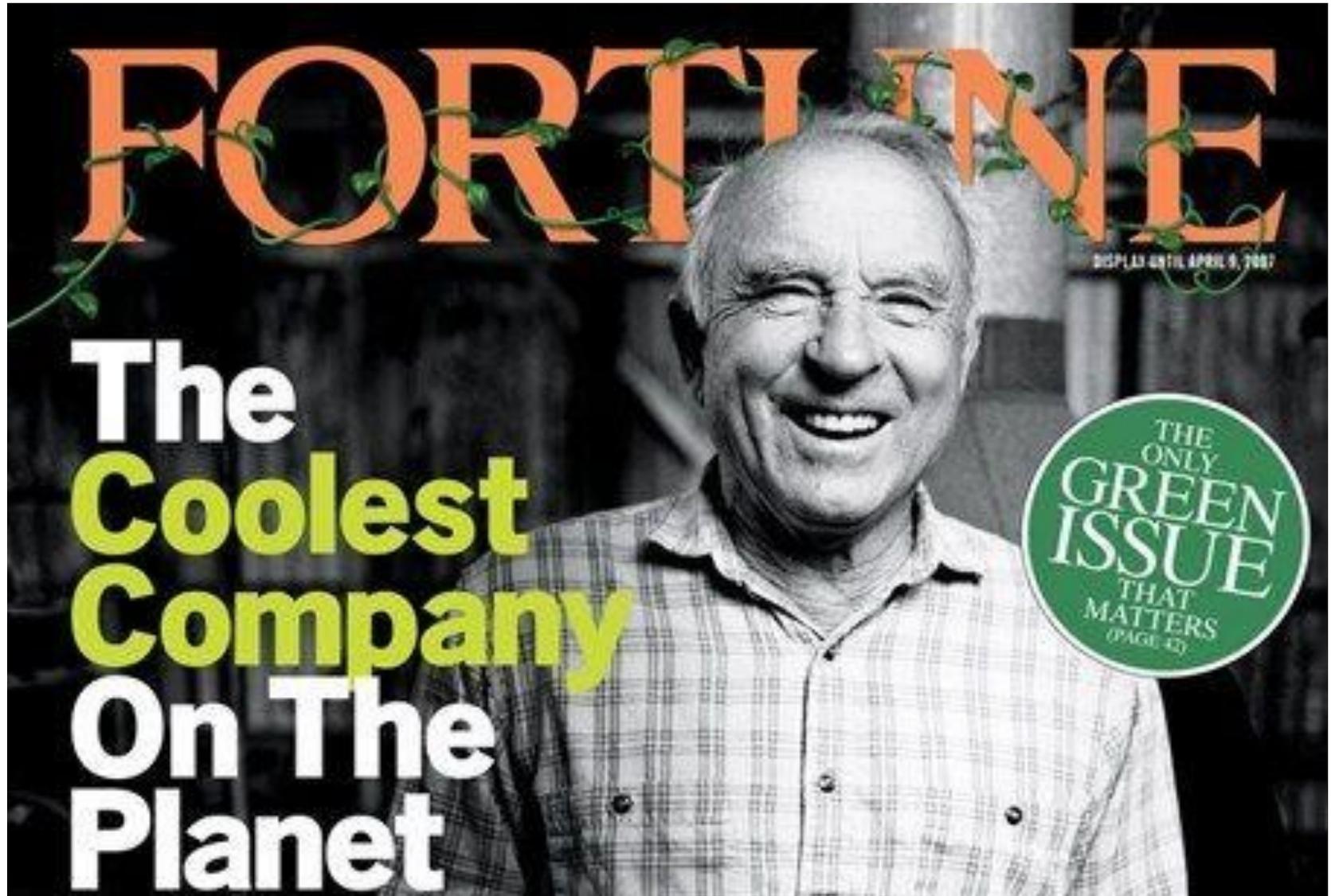
- › Variety
- › Challenge
- › Structure
- › Autonomy
- › Feedback
- › Impact

Purpose – “Keep Commerce Human”

Etsy is the global marketplace for unique and creative goods. It's home to a universe of special, extraordinary items, from unique handcrafted pieces to vintage treasures. In a time of increasing automation, it's our mission to keep human connection at the heart of commerce.



Purpose: Example of Patagonia Clothing



Patagonia's Mission Statement

Our Reason for Being:

- *'Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis'.*



Purpose: Example of Patagonia Clothing



**DON'T BUY
THIS JACKET**

patagonia
patagonia.com

COMMON THREADS INITIATIVE

REDUCE

WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR

WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE

WE help find a home for Patagonia gear
you no longer need
YOU sell or pass it on*

RECYCLE

WE will take back your Patagonia gear
that is worn out
YOU pledge to keep your stuff out of
the landfill and incinerator



REIMAGINE

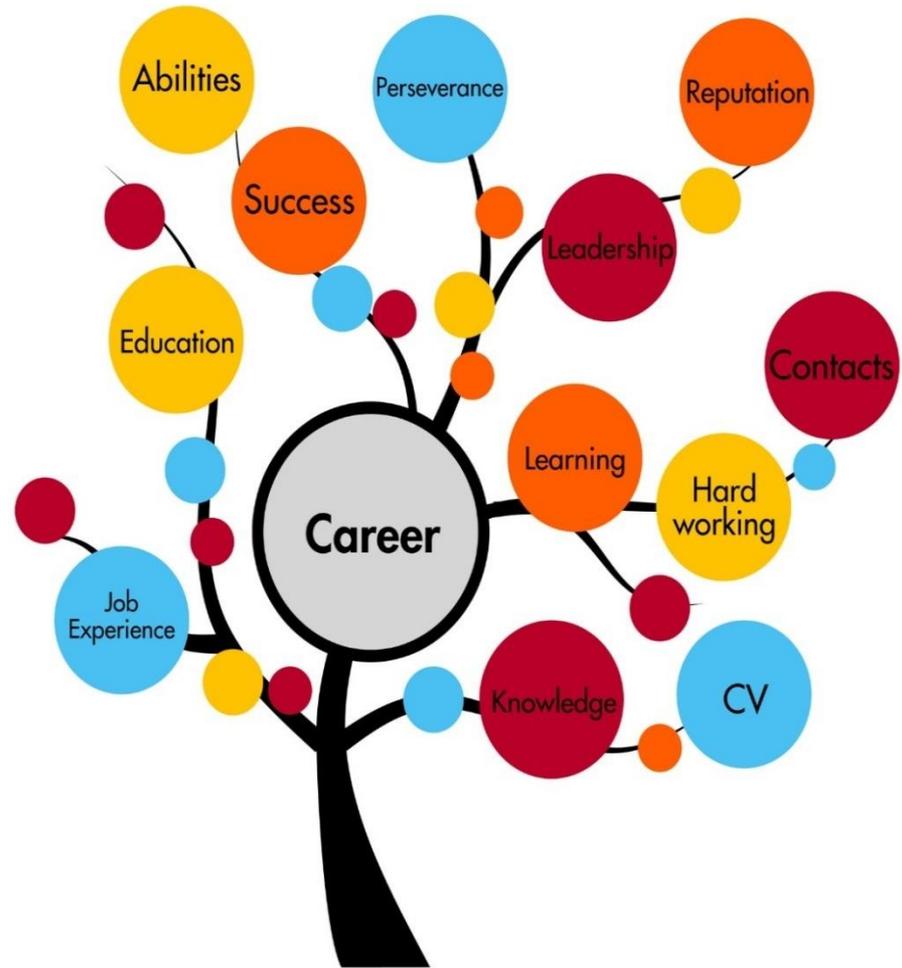
TOGETHER we reimagine a world where we take
only what nature can replace

patagonia
patagonia.com

Career Development

Key facet of the TVP is Career development

‘the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities’
(University of Berkeley)



Careers and Career Development

- People now want more scope to manage their own career, at their pace to enhance their own employability
- With the rise of Globalisation & Technology people now can enrich their careers in new ways
- Employers often adopt a 'transactional' approach view of the employment contract
 - they fail to see development from an employee's perspective (that the position a staff member has is only a stage in their own career)
 - Fail to see the broader aspects/experiences e.g volunteering, self development, even includes raising a family (Maguire p.54-55)

What is a Career?

Let us first examine a few definitions of Career

The traditional approach:

- ‘The evolving sequence of a person’s work experience over time (Arthur et al, 1989)

A far more broader, modern approach:

- ‘An individual’s work-related and other relevant experiences, both inside and outside the organisation, that form a unique pattern over an individual’s life span’ (Sullivan & Baruch, 2009)

Career Concepts

A variety of Career concepts have emerged to describe key characteristics of modern careers (some of these overlap with each other, Maguire, 2014)

Boundaryless Career – the idea that careers transcend the scope of one employer, employees seek out learning opportunities mostly themselves, mobility and flexibility are key – applicable often to ‘knowledge workers’ and creative industries e.g film

Portfolio career – a collection of valuable experiences from which the individual builds expertise (rise in self-employment, collection of different jobs for different clients)

Protean Career - People take responsibility for their own career, a career is a highly personal and subjective concept – managers need to ensure job alignment with the persons’ skills and demands

Kaleidoscopic career – individuals take centre stage, seeking autonomy and a career path suits their life circumstances

Kaleidoscope Career Model

Basic assumption: Career patterns change throughout the life span, with the emphasis shifting between:



Challenge – seeking career advancement and personal growth through stimulating work experiences.



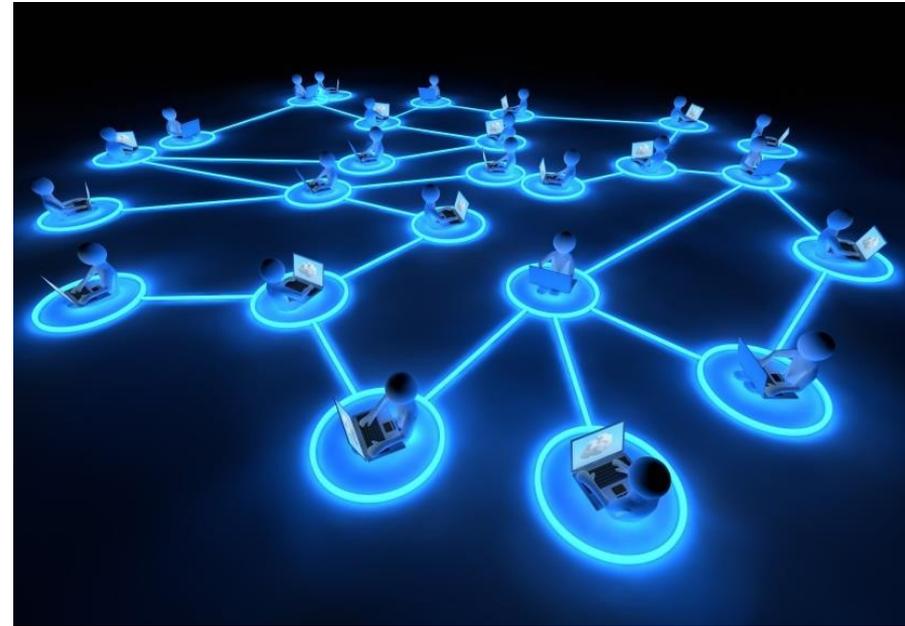
Balance – desire to balance work and private life.



Authenticity – need for work activities to be congruent with personal values and beliefs.

Talent Value Proposition within Different Functions/Areas

- Different Business Units or Divisions or Functions can have different TVPs
e.g Working in R&D or Customer service
- As long as they are aligned with the overall brand promise
- Requires Strategic Alignment, key stakeholder involvement and perseverance



Aspects of Talent Value Proposition: Careers and Development Opportunities

A Challenge for both Large & Smaller organisations

How their talent can tap into activities and also networks that will offer stimulation & challenges e.g

- Employee Experiences
- leadership exchange groups,
- Stretch assignments
- External Partnership or Collaboration projects
- Develop local clusters



Careers and Development Opportunities:

1. Employee Experiences

- Millennials want a continual set of integrated experience that provide personal and professional growth
- Can include anything from international placements to leading projects
- Very Effective method for Engaging staff – strongly linked to professional and personal development



2. External Partnership or Collaboration projects



Careers and Development Opportunities

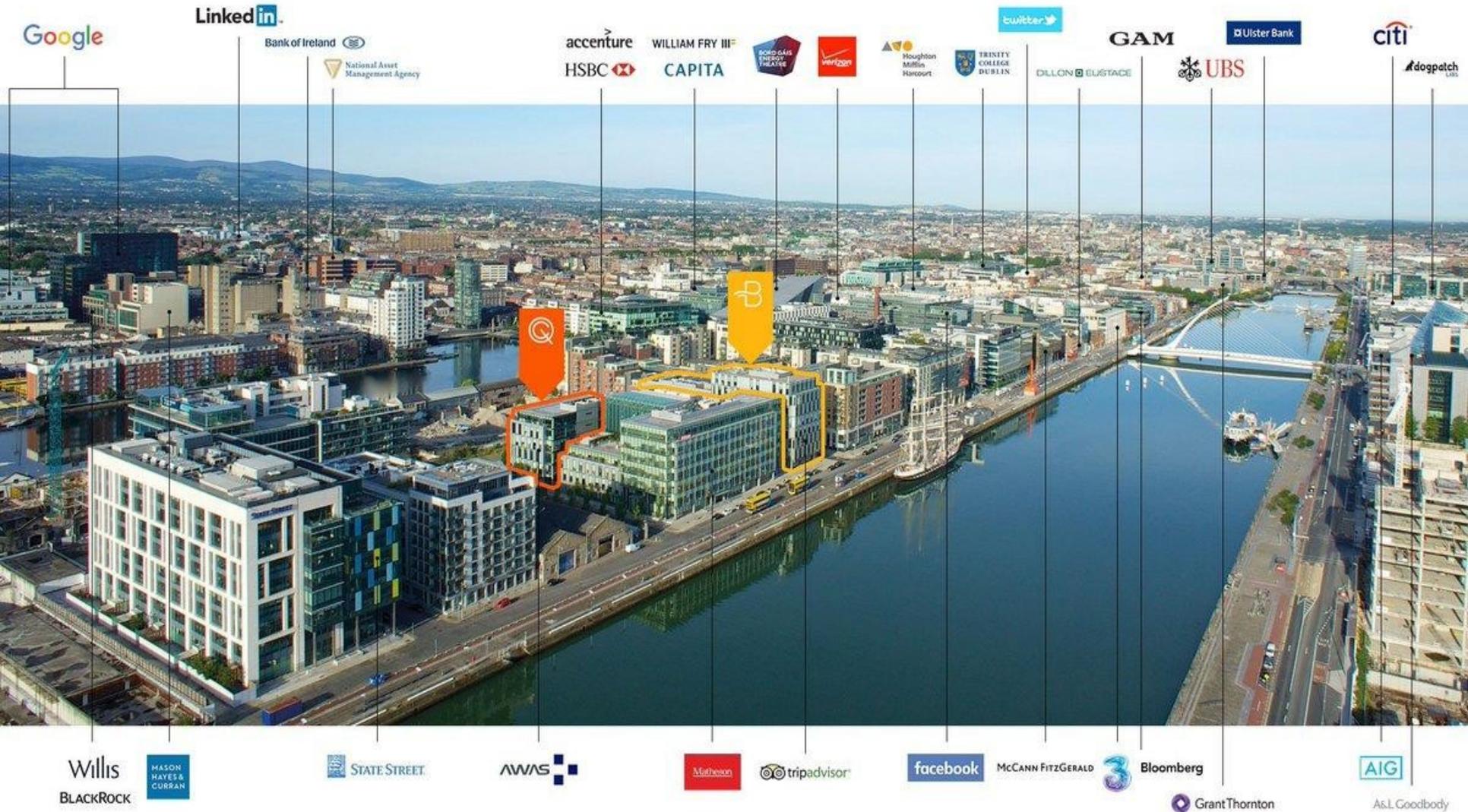
3. Enabling Local Cluster Development

- Actively invest and develop a cluster of suppliers, partners, universities etc. in the area you are located.
- Concept of **Environmental outreach**: demonstrating how businesses are active partners in the local community
- Train, Develop and Encourage staff to foster these community linkages

Silicon Valley Cluster



'Silicon Docks' - Dublin



Google

LinkedIn

Bank of Ireland

National Asset Management Agency

accenture

WILLIAM FRY III

HSBC

CAPITA

BORD GÁS ENERGY REGULATORY AUTHORITY

Verizon

Moughton Millin Harcourt

TRINITY COLLEGE DUBLIN

twitter

DILLON EUSTACE

GAM

Uilster Bank

UBS

citi

dogpatch

Willis BLACKROCK

MASON HAYES & CURRAN

STATE STREET

AWAS

Matheson

tripadvisor

facebook

McCANN FITZGERALD

Bloomberg

Grant Thornton

AIG

A&L Goodbody

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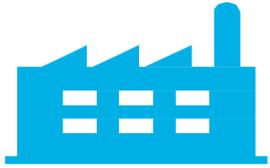


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Employee Segmentation

- International organisations need to decide whether to promote one single employer brand and value proposition or different ones for different areas. For example, global brand values might need local interpretation to cater for cultural diversity.
- Employee Resource Groups – Black and Ethnic minority
- LGBT Group

What we have learned: An Integrated Approach is Needed (Deloitte Human Capital Report, 2016)



| Meaningful Work | Hands-On Management | Fantastic Environment | Growth Opportunity | Trust in Leadership |
|------------------|-------------------------------|-----------------------------------|------------------------------|--------------------------------|
| Autonomy | Clear transparent goals | Flexible, humane work environment | Facilitated talent mobility | Mission and purpose |
| Selection to Fit | Coaching & feedback | Recognition rich culture | Career growth in many paths | Investment in people, trust |
| Small Teams | Leadership Development | Open flexible workspace | Self and formal development | Transparency and communication |
| Time for Slack | Modern Performance Management | Inclusive, diverse culture | High impact learning culture | Inspiration |



Class Podcast

Listen to the Podcast on Sparking Dynamic Internal Support for Your Employee Value Proposition (EVP) with Alannah Green of Optus Case Study:

<https://soundcloud.com/linkhumans/sparking-dynamic-internal-support-evp-alannah-green-optus>

28 Oct 2020

Employer brand

Introduces employer branding, why it's important, and how organisations can develop a strong brand aligned with their values

Introduction

All organisations have, consciously or not, an employer brand. It's the way in which organisations differentiate themselves in the labour market, enabling them to recruit, retain and engage the right people. A strong employer brand helps businesses compete for the best talent and establish credibility. It should connect with an organisation's values and must run consistently through its approach to people management.

This factsheet looks at why employer brand is important, how technology and social media are affecting employer brand, and its particular importance in recruiting talent, and mergers and acquisitions. It outlines the benefits of having a strong brand and the stages of developing one. Finally, it discusses the organisation's employee value proposition.

What is employer branding?

All organisations need to understand what their employees, stakeholders and customers think of them. Marketing professionals have developed techniques to help attract customers, communicate with them effectively and maintain their loyalty to a consumer brand. Employer branding involves applying a similar approach to people management and describes how an organisation markets what it has to offer to potential and existing employees.

Our 2008 guide, *Employer branding: a no-nonsense approach*, (available to CIPD members in our [HR and L&D archive database](#)), defines an employer brand as '...a set of attributes and qualities, often intangible, that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture'.

A strong employer brand should connect an organisation's values, people strategy and policies, and be linked to the company brand. A key part of an organisation's culture and

values are the ethical standards that the employer upholds through the practice of its employees. Employer brand is therefore influenced by the ethical perspective that prospective and current employees take, as well as through business actions.

Why employer branding matters to people professionals

The concept of employer branding has become prominent in recent years. Our 2007 report *Employer branding: the latest fad or the future of HR?* (available to CIPD members in our [HR and L&D archive database](#)) identified four main reasons for this: brand power, credibility, employee engagement and the prevailing labour market conditions.

In the last two decades, 'branding' has become a central concept in organisational and social life. Many people professionals have embraced the language and techniques of branding to enhance their strategic influence and credibility. The recruitment proposition was their likely starting point, but many organisations now recognise the value of a branding approach to the whole employee lifecycle as they seek to build an engaged workforce and ensure a positive work experience.

Employer branding presents people professionals with an opportunity to learn from marketing techniques and apply them to their work. It's important that HR teams work collaboratively, for example with colleagues in marketing, public relations, internal communications and corporate responsibility, to share expertise and get maximum benefits from developing an employer brand.

Is employer brand still a relevant concept?

Employer branding remains relevant in uncertain economic times and particularly in a marketplace where there are skill shortages and organisations competing for talent. More recently, the COVID-19 pandemic has pushed employer responsiveness into the spotlight. For example, employers risk reputational damage if they treat their employees poorly which could have a negative impact on future candidates' perception of the organisation.

Our People Profession 2030 report (due for publication soon) highlights an increasing demand for responsible business, transparency, and accountability, suggesting areas where employer brand management needs attention. Additionally, our Best to good practice HR report identifies individualism as a trend that's influencing future work: specifically, increasing employee expectations by personalising their employment relationships and having a voice within their organisations. There's more on employees' attitudes to work, levels of engagement and job satisfaction in our Good Work Index survey (previously UK Working Lives).

The popularity of social media is emphasised in our report *Social technology, social business?*. Its use is only going to increase and this underlines the importance of continued attention to the employer brand. Although in the past people have been more likely to use social media in their personal rather than their professional lives, this had rapidly changed. Organisations need to be particularly aware of both the positive and negative feedback that can be given by past or present employees on social media.

Cyber attacks, hackers and fake news are another modern threat to organisations and their online content. Organisations should plan for this, address negative feedback and breaches quickly and monitor where necessary.

Employer branding and mergers and acquisitions

Mergers and acquisitions have a particularly significant impact on the brand and shake the 'deal' which exists between the individual and their employer. Many employees are disempowered and may feel they are working in a job they did not pick, for an organisation they did not choose to work for.

How organisations can benefit from developing an employer brand

Organisations can use an employer brand to help them compete effectively in the labour market and drive employee loyalty through effective recruitment, engagement and retention practices.

All organisations have an employer brand, whether they've consciously sought to develop one or not. Their brand will be based on the way they are perceived as a 'place to work', for example by would-be recruits, current employees and those leaving the organisation.

To be effective, the brand should not only be evident to candidates at the recruitment stage, but should inform the organisation's approach to people management. For example, it can affect the approach to:

- Induction.
- Performance management and reward.
- Managing internal communications.
- Promoting effective management behaviours.
- People leaving the organisation.

To deliver benefits, it's important that the employer brand is not merely rhetoric restating the organisation's values, but reflects the actual experience of employees. As our *Employer branding: a non-nonsense approach guide* (available to CIPD members in our

[HR and L&D archive database](#)) points out 'People who like the job they do and the place they work become advocates for it'.

An employer brand approach involves research with employees to understand their attitudes and behaviour, for example, through a staff attitude survey. This employee insight can inform metrics on 'people performance' in the organisation, giving an opportunity to demonstrate links to organisation performance. Organisations could choose to monitor their employee brand through quantitative data such as number of applications for roles, acceptance of offers, employee engagement scores, reduction in costs or more qualitative feedback. Organisations should be able to answer questions on 'what sets them apart from their competitors'.

How to develop an employer brand

Our guide, [Employer branding: a no-nonsense approach](#), (available to CIPD members in our [HR and L&D archive database](#)), gives detailed advice and suggestions for developing an employer brand. It identifies four stages of development:

- **Discovery.** Understanding how the employer brand is perceived by various stakeholders. This could include:
 - Holding workshops with senior management.
 - Running internal and external focus groups.
 - Carrying out employee surveys.
 - Ensuring senior leader buy-in.
 - Auditing the candidate journey.
- **Analysis, interpretation and creation.** Building a clear picture of what the organisation stands for, offers and requires as an employer – its distinctive 'value proposition'. This could include:
 - Defining brand attributes.
 - Defining overall employment value proposition.
 - Developing an overall creative brief.
 - Behaviour and attribute mapping.
- **Implementation and communication.** The brand is applied for the first time in the organisation. This could include:
 - Applying the brand to induction, applicant information, briefings for recruiters, interview and assessment process.
 - Launching brand internally.
 - Applying the brand to the organisation's website and social media communications.

- **Measurement, maintenance and optimisation.** Checking progress and maintaining momentum. This could include:
 - Probing internal and external response and perception of the new brand.
 - Measuring improvements in the recruitment and retention metrics.
 - Measuring uptake in terms of actions that demonstrate the business is 'living the brand'.

Developing an employer brand requires careful consideration of ethical practice, particularly in developing and engaging current and future potential people professionals. Find out more in our factsheet on [ethical practice and the role of HR](#).

The employee value proposition

The 'employee value proposition' describes what an organisation stands for, requires and offers as an employer. The [psychological contract](#) between employers and workers addresses and sets expectations, beliefs and obligations of the employment relationship.

Rather than focussing on a single value proposition for the whole organisation, some organisations are beginning to take a more segmented approach. Employee segmentation is driven by the recognition that employees, like customers, are not a homogenous group. It can be beneficial to personalise the employment relationship to the needs of a diverse workforce – and this can mean emphasising different elements of the value proposition to different groups of employees or creating subsets of the overall value proposition. Our guide on creating an employee resource group for black and ethnic minority employees is one example of a focused approach to ensuring representation and voice of different groups of employees is considered within the organisation.

International organisations need to decide whether to promote one single employer brand and value proposition or different ones for different areas. For example, global brand values might need local interpretation to cater for cultural diversity.

Further reading

Books and reports

KEOHANE, K. (2014) *Brand and talent*. London: Kogan Page

MOSLEY, R. (2014) *Employer brand management: practical lessons from the world's leading employers*. Chichester: Wiley.

SPARROW, P. and OTAYE, L. (2015) *Employer branding: from attraction to a core HR strategy*. Lancaster: Lancaster University, Centre for Performance-led HR.

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Journal articles

BURT, E. (2017) *Menzies: 'Your employees are your best ambassadors'*. *People Management* (online). 28 June.

ERICKSON, T. and GRATTON, L. (2007) What it means to work here. *Harvard Business Review*. Vol 85, No 3, March. pp104,106-112.

FARRAND, L. (2018) *What are candidates saying about you online?* *People Management* (online). 23 August.

KUCHEROV, D. and SAMOKISH, V. (2016) Employer brand equity measurement. *Strategic HR Review*. Vol 15, Issue 1, pp29-33.

KUNERTH, B. and MOSLEY, R. (2011) Applying employer brand management to employee engagement. *Strategic HR Review*. Vol 10, No 3, pp19-26.

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This factsheet was last updated by Rebecca Peters.