

## Developing Your Own Employee Value Proposition (EVP)

Moving from a focus on culture to clearly articulating your organization's EVP is best done by following several steps. Organizations can do this on their own or with outside assistance.

- *Interview and/or survey employees.* Formally seek input from employees to establish a clear image of their employment experience. Your goal in doing this is not to identify pain points in order to make employees “happy” so much as to understand what they desire from their work and how that compares with their current experience. This allows you to align what you offer as an employer with what candidates and current employees find fulfilling. (See the Appendices of the **Phase II Report (page 2)** of this project for more information.)
- *Define your brand.* Using insights gained from interview and/or survey feedback, identify the top reasons that employees join your organization and why they stay. This will help you to describe what it is like to work in your organization.
- *Acknowledge the gaps.* Most organizations have areas of their brand they would like to improve. Do not be afraid of gaps between aspiration and reality. Acknowledging that you are working to improve those gaps might be attractive to potential employees who want to be part of creating a new story for the organization.
- *Test your message.* Based on the information gathered from surveys and interviews, draft a few messages that embody the feedback you received and answer the question, “Why do you work here?” Then hold small group discussions with employees to get their reactions. What resonates with them? What still needs work?



Engaging in an interactive dialogue is not only a useful way to improve your message but has the added benefit of letting faculty members feel heard as you share feedback from the survey and interviews.

It may take a few iterations before you have an Employee Value Proposition that folks agree represents your college's employment experience. Once you know why healthcare practitioners are attracted to teaching roles in your organization and why they stay in those jobs, you are ready to develop a message strategy that speaks to their intrinsic motivations.

Once your EVP is developed, you will want to continue monitoring changes in organizational goals and seeking additional feedback from time to time. Brands and EVPs can evolve over time and it is important to learn from and act on the periodic feedback you collect.