

A stylized illustration of a person sitting at a desk. The person is wearing a blue shirt and a brown hat. They are using a laptop and a keyboard. There is a cup of coffee on the desk. The background is a mix of teal, blue, and orange colors.

WHAT'S IN IT FOR ME?

# HOW TO CREATE A COMPELLING EMPLOYEE VALUE PROPOSITION

A comprehensive how to guide to help you create and implement an EVP for your organisation

# CONTENTS

Defining an effective Employee Value Proposition (EVP) .....	<b>3</b>
Why have an EVP? .....	<b>4</b>
The right EVP recipe .....	<b>5</b>
EVP in practice	
Retention .....	<b>5</b>
Attraction .....	<b>11</b>
Diversity .....	<b>15</b>
The five steps to implementing an effective EVP .....	<b>8</b>
1. Analyse what your employees expect and value in the employment relationship .....	<b>9</b>
2. Design an authentic and meaningful EVP with the help of your employees .....	<b>10</b>
3. Communicate the EVP in a way that resonates with both existing and potential employees .....	<b>12</b>
4. Integrate the EVP as a “business as usual” concept that’s regularly reflected upon by leaders and employees .....	<b>13</b>
5. Measure and improve the EVP as part of your ongoing strategic cycle .....	<b>14</b>
How we created Insync’s EVP .....	<b>16</b>
Worksheet: five steps to implementing an effective EVP .....	<b>18</b>
How Insync can help .....	<b>20</b>

# DEFINING AN EFFECTIVE EMPLOYEE VALUE PROPOSITION

“EMPLOYEES ARE A  
COMPANY’S GREATEST  
ASSET – THEY’RE  
YOUR COMPETITIVE  
ADVANTAGE.”

ANNE M. MULCAHY, CHIEF EXECUTIVE MAGAZINE  
CEO OF THE YEAR (2008) AND FORMER CEO AND  
CHAIR OF XEROX CORPORATION

“ALWAYS TREAT YOUR  
EMPLOYEES EXACTLY  
AS YOU WANT THEM  
TO TREAT YOUR BEST  
CUSTOMERS.”

STEPHEN R. COVEY, EDUCATOR, AUTHOR AND  
BUSINESS LEADER

In case you haven't yet heard, employee engagement is the key to making your organisation competitive, profitable and successful. Due to global demographic changes, the war for talent creating a shift in supply and demand, and the increasing desire for flexibility in line with the digital age, finding and keeping engaged employees is a daily challenge.

Articulating and implementing your organisation's Employee Value Proposition (EVP) can help you face this challenge head on. An EVP states what the organisation offers an employee in return for their contribution. From an employee's perspective, an effective EVP answers the question of "what's in it for me?" with respect to working at your organisation.

A strong EVP will drive talent attraction and retention. Your EVP should sum up the essence of your brand, authentically

reflecting who you are and what you offer as an employer. It should be created with the same care and effort that's devoted to your Customer Value Proposition (CVP).

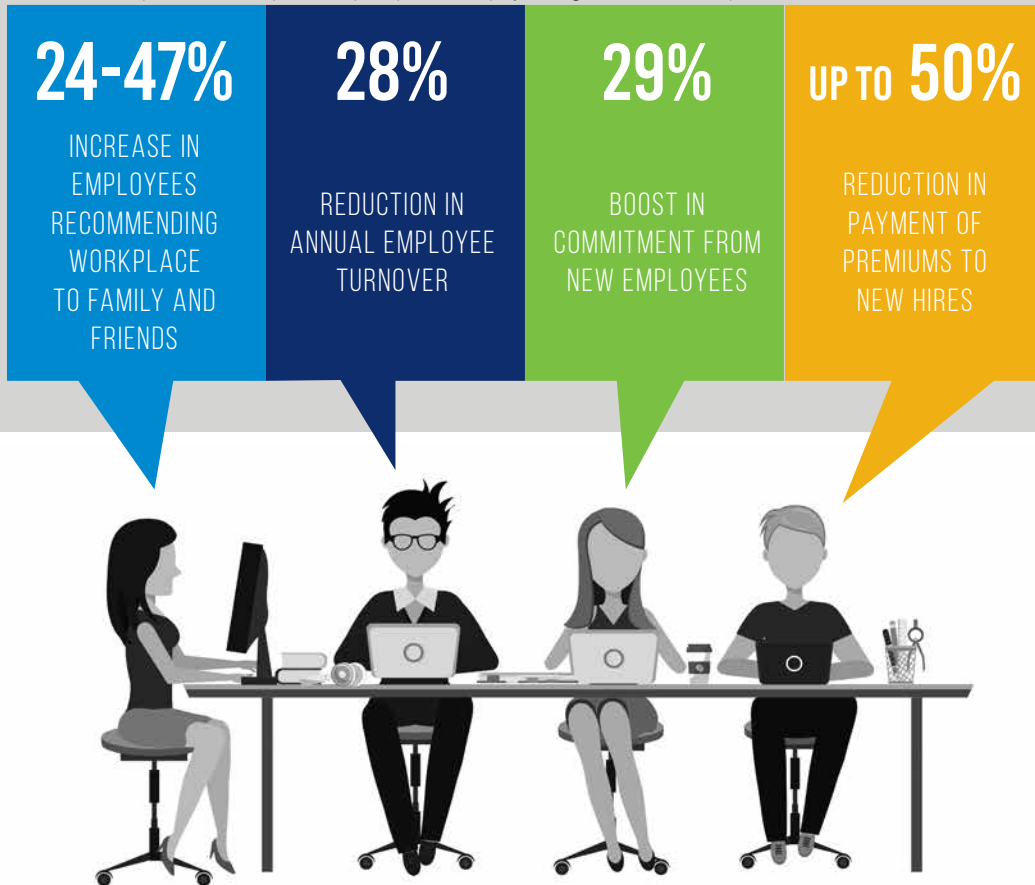
Through Insync's work, most organisations we speak to recognise the significance and desirability of an EVP yet haven't actually defined one. Where organisations have an EVP, a lot of them don't actively refer to it or embed it into business practices. This is a lost opportunity to leverage the benefits that a strong EVP creates.

So where to begin? This Insync paper provides you with a how to guide to articulate, refine, communicate and implement a compelling and effective EVP. If your organisation already has an EVP, this paper is a healthy reminder for you to review, refine and reinforce its use.

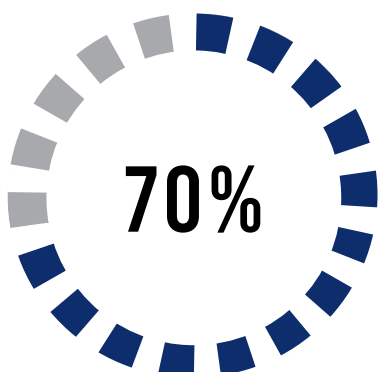
# WHY HAVE AN EVP?

A STRONG EVP CREATES COMPETITIVE ADVANTAGE: IT IS UNIQUE TO YOUR ORGANISATION AND APPEALS TO THE TYPE OF EMPLOYEE YOU WANT TO ATTRACT AND RETAIN. HERE'S HOW:

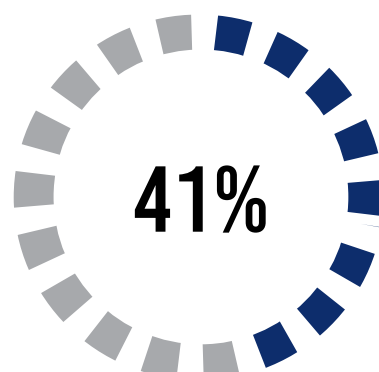
Source: CEB Corporate Leadership Council (2014): *CEB's Employee Insights for Australian reports 2014*



AN EVP THAT DRIVES EMPLOYEE COMMITMENT AND ADVOCACY BEHAVIOUR WILL ALSO HAVE A DIRECT AND PROFOUND IMPACT ON THE LOYALTY OF YOUR CUSTOMERS.



..OF CUSTOMER BRAND PERCEPTION IS DETERMINED BY EXPERIENCES WITH PEOPLE



..OF CUSTOMERS ARE LOYAL BECAUSE OF A GOOD EMPLOYEE ATTITUDE

# THE RIGHT EVP RECIPE

Contrary to popular belief, an EVP must describe more than pay and benefits if an employer expects strong buy-in and extra employee discretionary effort. Insync's 2012 Retention Review identified three factors in the organisation's control that directly impact an employee's assessment of value:



1. **Job enrichment** – includes job satisfaction, the level of challenge as well as professional development and career opportunities; the task/job has to be fulfilling and stimulating



2. **Structure** – refers to organisational systems, processes and resources; the organisation has to provide sufficient infrastructure to ensure the employee has work-life flexibility and feels enabled to do their job well



3. **Interpersonal** – covers the employee's dealings with the manager and immediate team as well as the overall fit with the organisational culture and brand

Remember that most of these elements actually won't be associated with any costs for your organisation. However, they need to be deeply embedded into your culture to add real value for your employees, i.e. recognition systems, empowerment or work-life flexibility.

Business leaders must assess which of these elements are most important to the organisation when attracting and retaining talent. There is certainly no perfect mix or order of these EVP elements as every organisation is unique. However, some of these elements are used more often than others.

## EVP IN PRACTICE RETENTION

Recently, Insync worked with a not-for-profit advocacy organisation with employees tending to move on after two years. Employees reported that there was no investment in their skills or an appreciation for the work they did during their time. There was a lack of engagement among employees, linked to job insecurity and a disconnect between employees and senior leadership.

Following an all employee survey, Insync conducted focus groups with a diverse group of employees. The focus groups explored and identified how the organisation could refine its EVP. Employees were also asked to rate 10 aspects of the employment experience in terms of importance to them and how well they thought the organisation was doing in each area.

From this feedback, a series of recommendations impacting the employee experience were made, including:

- ensuring remuneration recognises the increased contribution employees make as they grow in experience
- making it a priority to understand what employees do and to recognise their achievements
- ensuring key policies such as those relating to time in lieu, travel, employee gifts and training are absolutely clear and applied consistently
- helping people understand how everything fits together within the organisation and how employees contribute to the organisation's success
- acknowledging employees and showing appreciation for their contribution; celebrating the "small things"

The organisation is now on track with our recommendations to culturally embed practices that are important to employees.

# THE RIGHT EVP RECIPE CONTINUED...

FIGURE 1: KEY EVP ELEMENTS PROMOTED BY ORGANISATIONS TO ATTRACT AND RETAIN TALENT

In a recent joint research project between Insync and Hays, more than 1,000 hiring managers were asked about the key features their organisation promotes to attract talent. The research findings show that Australian organisations promise challenging work in a flexible environment with career growth opportunities.

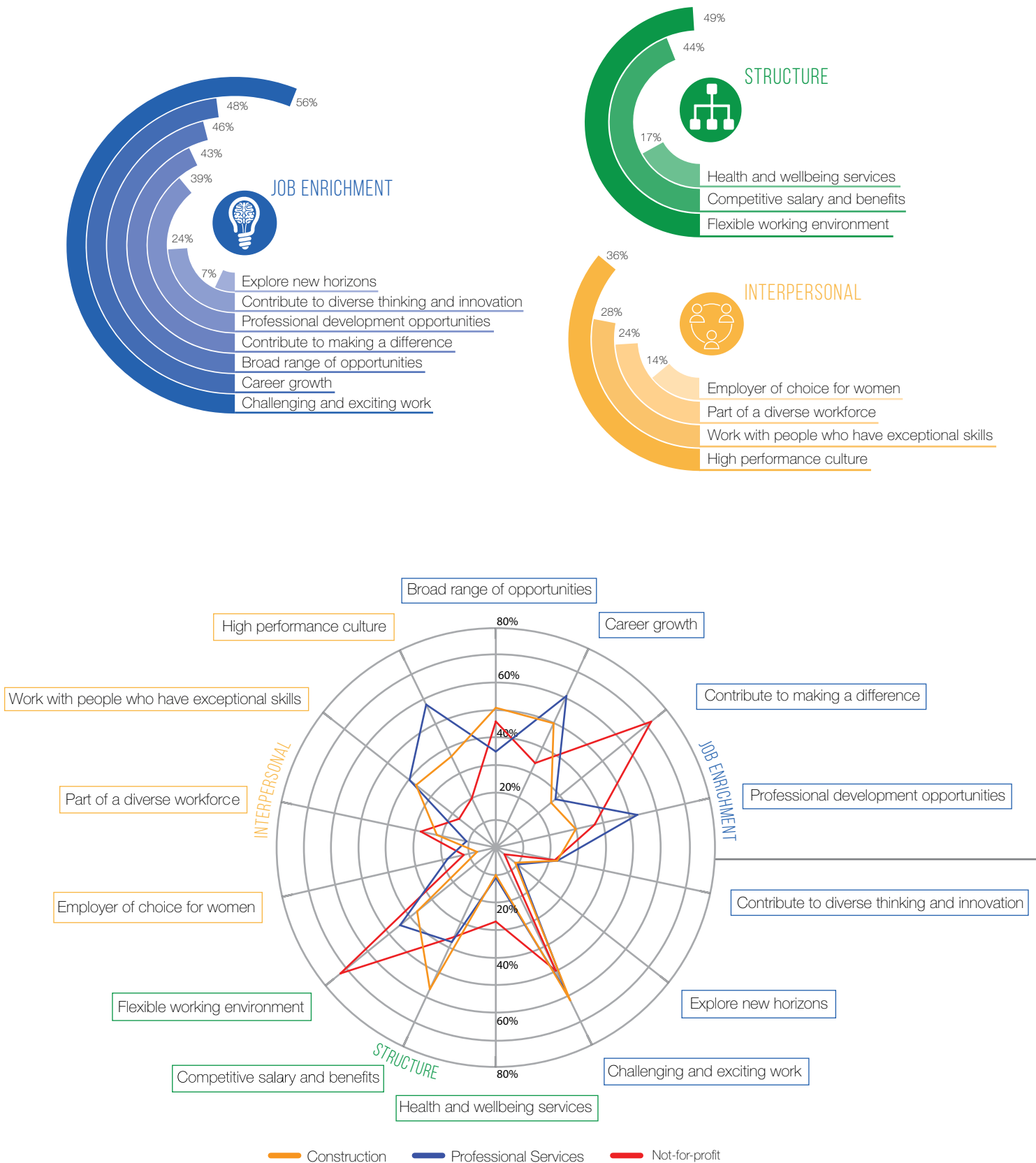


FIGURE 3: KEY EVP ELEMENTS OF ORGANISATIONS BY ORGANISATION SIZE

Similar differences in the Insync and Hays data can also be found when looking at the size of an organisation. The results below demonstrate that small organisations mainly focus their offering on challenging and exciting work in a flexible environment, whereas larger organisations emphasise career growth and a broad range of opportunities for their employees.

In creating your EVP you should therefore consider your organisation's scale and budget before you promise the world.

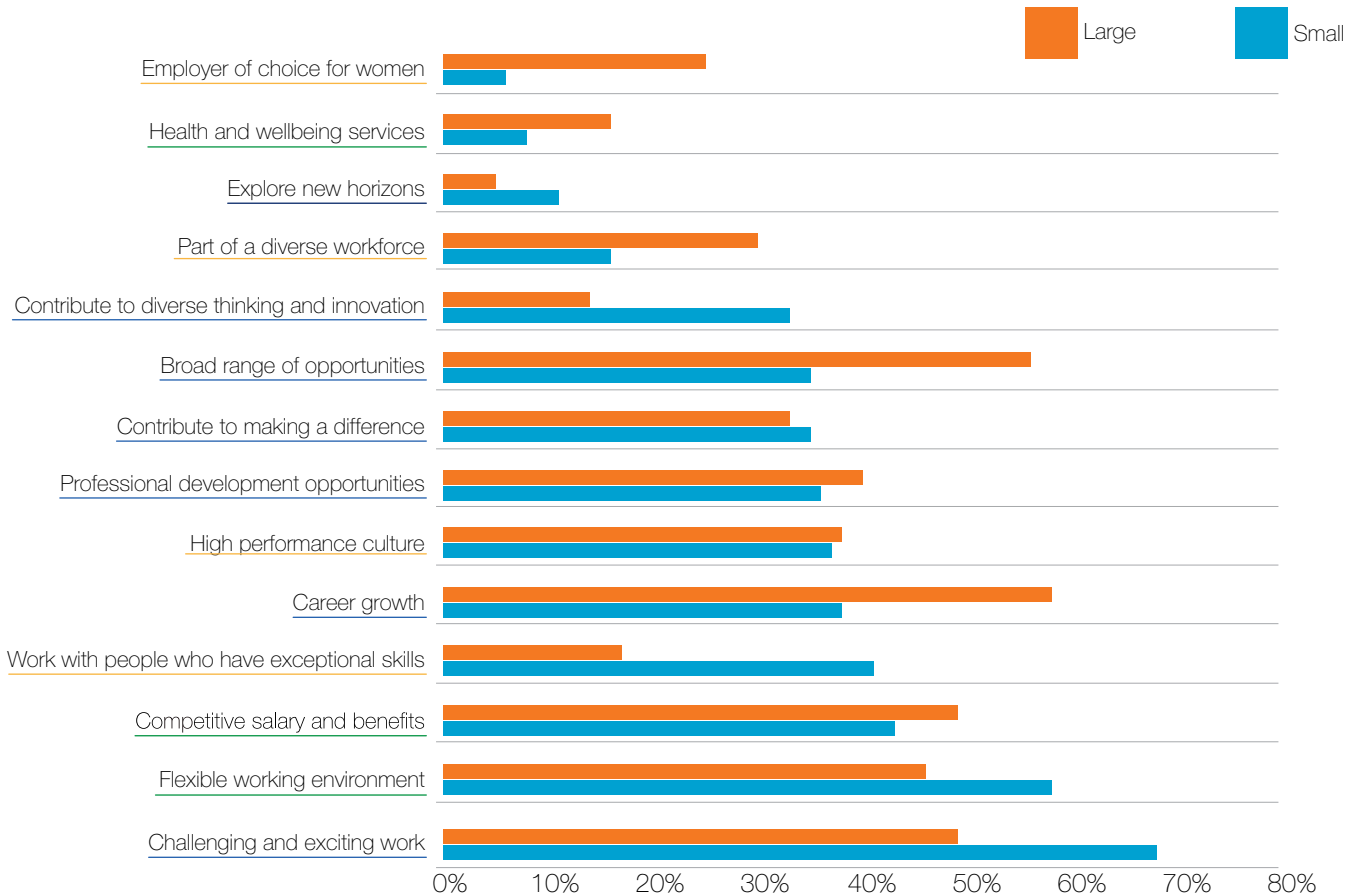


FIGURE 2: KEY EVP ELEMENTS OF ORGANISATIONS BY INDUSTRY

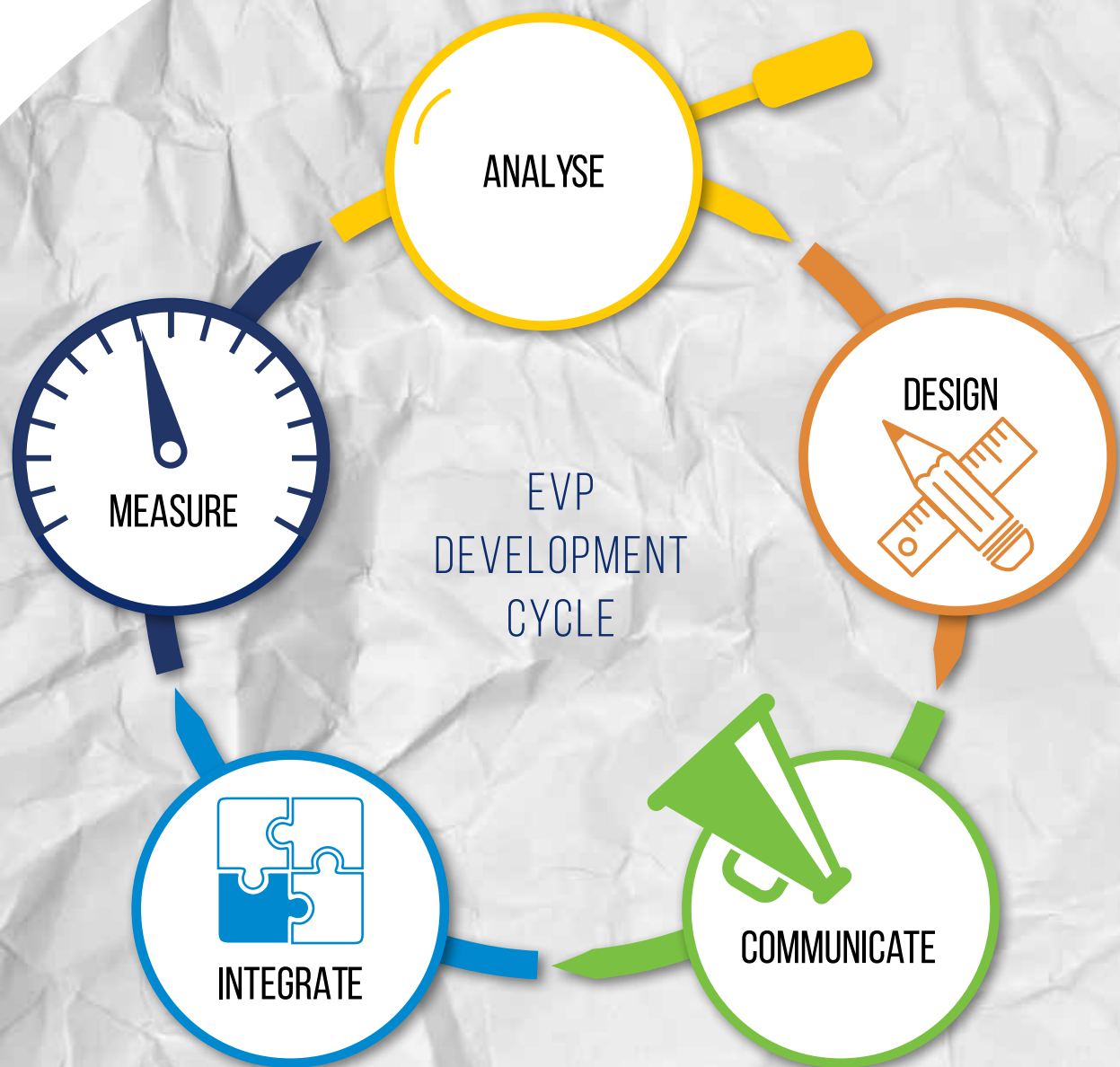
Industry sector was also found to be a driver of EVP content. We can see significant differences when comparing the key EVP elements of three different industries: construction, professional services and not-for-profits. Not only will the specific elements of your EVP need to reflect what's possible in your industry, you will also need to be conscious of the language, tone and communication style required to attract and retain relevant employees.

The Insync/Hays study, respondents were asked to choose the main five features that their organisation promotes in order to attract talent. The percentages in Figures 1, 2 and 3 reflect the number of respondents who selected each particular option as part of their five features. Figure 2 only shows the results for these three industries. However, our research also covers nine other industries including mining, IT, hospitality and transport.

# THE FIVE STEPS TO IMPLEMENTING AN EFFECTIVE EVP

You now understand what an EVP is and how valuable it can be to your organisation. But where to start?

Insync recommends a five step cycle outlined below. These steps don't necessarily have a specific start or end point. If you already have an EVP, how long has it been since you have measured its effectiveness? There's no time like the present.







# 1. ANALYSE WHAT YOUR EMPLOYEES EXPECT AND VALUE IN THE EMPLOYMENT RELATIONSHIP

It's crucial to be clear about why you want to create or adjust your EVP. Having clarity about your core purpose will help you define employee benefits and guide the implementation of your EVP. Ask yourself: "What challenge are we trying to solve?"

Clear definition is also the only way for you to test and review the effectiveness of your organisation's EVP.

Analysis must identify which employees enjoy working with your organisation most and why, as well as what your organisation needs to attract and retain talent. Identify the following:

- the key reason your organisation needs an EVP, i.e. the current problems and what the EVP will drive
- who the target audience of your EVP is, i.e. all employees or a particular segment that needs attention, e.g. casuals, young people, graduates, females, etc.
- what your entry survey data says about why people join your organisation
- what your employee engagement survey data says about why employees like working with your organisation, what drives their job satisfaction and see if there are issues identified that, if improved, would lift employee discretionary effort and motivation
- what your employee turnover and absenteeism data tells you and how it matches against industry standards, taking note of pockets in the organisation where retention or absenteeism issues are more prevalent
- what your exit survey data says about why employees chose to leave and what was missing from their employment experience with your organisation
- what your competitors state as their EVP and understand your points of difference

Focus groups can be used to find out what employees are looking for in their employment experience and to understand what they enjoy most about coming to work each day. Another avenue is the use of online forums.

This extends the feedback channel to all employees and promotes important, real-time conversations. These are just two examples that can gather words and phrases from employees about what makes the organisation a great place to work.

It's also worth speaking with other stakeholders about their perceptions. What is the organisation prepared to offer, in terms of benefits, as part of the EVP? Do employee comments differ to what managers and leaders believe drive attraction and retention? What do your recruitment providers say that attracts candidates to roles? What do your customers value most about your employees? By understanding and reflecting all points of view, your EVP will be more robust.



## 2. DESIGN AN AUTHENTIC AND MEANINGFUL EVP WITH THE HELP OF YOUR EMPLOYEES

Once the EVP elements and themes are established, a draft EVP can be designed. Insync recommends you involve a diverse group of employees in the design process, preferably from different team, job level and tenure groups. This drives the buy-in needed to make your EVP authentic and effective. Furthermore, involving employees is a very effective engagement tool in itself.

The EVP should be designed alongside the organisational vision and strategy. This is critical as employees might have identified something that is just not sustainable for the organisation. For example, a theme may have emerged in step one around flexibility. However, it's no good stating in your EVP that you have flexible work practices if they're not really that flexible. The EVP and reality must be aligned otherwise it's a recipe for frustration, cynicism and mistrust.

To be effective, your EVP should meet the following criteria:

- alignment with vision, mission and values to enhance organisational culture
- honesty – a statement of what's offered to employees while setting clear expectations; not a "false advertising" exercise
- linkage to your workforce planning strategy so it's relevant to the type of employees you want to attract and/or retain
- uniqueness to drive competitive advantage/differentiation
- effective wording and use of your organisation's communication style
- alignment with your external branding
- understanding among your key target audience; the EVP is not an essay, it should contain concise statements supported by appropriate imagery

The EVP could be summarised in a simple series of bullet point statements or a tailored paragraph. Either way, it should be realistic, easy to interpret and meaningful to all employees irrespective of department or level in the organisation.

The design step must therefore involve testing the draft EVP with groups of employees to reveal how it resonates with and motivates them. You could also test the EVP with potential employees during the recruitment phase to determine how compelling the proposition is for attracting suitably qualified people. This helps leaders understand which interventions will add the most value to the employee experience and highlights which parts of the EVP appeal to specific employee groups. This step is critical as the EVP should hold something for every individual your organisation wants to attract and retain, particularly respecting diversity and inclusion.

Finally, consider your customers. Use your most trusted customers and clients to sense check the EVP. Does the EVP reflect the thoughts provided by them in the "analyse phase"? Will the EVP appeal to the types of employees your customers value?

# EVP IN PRACTICE

## ATTRACTION

In 2014 Insync worked with a leading oil and gas producer to establish attraction factors for target talent within new markets. Despite state of the art extraction facilities the company had a lack of qualified employees. To keep their gas operations running the organisation needed to recruit from new places, such as Australia, which has an obvious talent pool due to the prevalence of oil and gas opportunities.

To enable this client to develop and deliver targeted attraction and recruitment messages via optimal media, Insync conducted a series of focus groups with oil and gas, engineering and mining industry engineers. Insync analysed their perceptions of an ideal employer, expatriation and the role of advertising and recruitment media.

We identified that the oil and gas industry is generally viewed favourably by traditional mining staff. However, it was found that the employer needed to also offer high role variety, sponsored training with accreditation and favourable rosters. Salary and job security were also key for current and potential future staff; the candidates were looking for secure work after seeing the mining boom and bust scenarios play out.

Once the key elements of the EVP were established, Insync found that to reach target candidates, a media mix was required that appealed to both blue and white collar workers. While the blue collar workforce was best approached by recruitment agencies, promotional recruitment materials for white collars were found to have the best reach via LinkedIn and national newspapers.



### 3. COMMUNICATE THE EVP IN A WAY THAT RESONATES WITH BOTH EXISTING AND POTENTIAL EMPLOYEES

Following design and testing, a great deal of thought and effort is required to communicate your EVP effectively. To prevent your EVP from merely sitting on the “HR shelf”, an extensive internal communications program must be implemented to explain the EVP to existing and targeted employees.

Initial verbal communications should:

- be delivered in a timely manner; consider other things happening in the organisation so the EVP does not get lost among other priorities
- come from the top; this should not be seen as an HR initiative but as an organisational initiative
- highlight the reasons for the chosen words, phrases and/or statements within your EVP
- offer examples of where elements of the EVP are already being demonstrated by the organisation

Verbal communication should be supported by written communication. Company emails, promotion on your website, social media channels, intranet and posters placed around the office are all ways to promote your EVP. However, the ongoing communications strategy needs to include more than this.

Communications should also be included throughout the recruitment, on-boarding and internal promotions process. This ensures that prospective talent can determine if the EVP meets their ongoing needs and every member of your workforce understands what the organisation offers them in return for their efforts and contribution. Opportunities for communicating the EVP in these instances include:

- asking targeted questions during recruitment to understand whether candidate drivers match what the organisation offers. For example: What do you like most/least about this industry? Why do you want to work with us? If you were successful in getting this role, how does it fit into your longer term career plans? What does this organisation/position offer you that your current organisation/position does not?
- during induction, discuss the EVP with each new employee and what it means to both the organisation and the individual. Agree on actions to address any gaps identified.
- where promotion to a leadership position is being considered, discuss the EVP with candidates to ensure they are comfortable espousing the concepts contained within. How will they ensure the message continues to be reinforced with the people they will be managing?

Missing this “communicate” step in the cycle may mean that poor hires or promotions, perverse sub cultures and the office rumour mill destroy all of your hard work from the previous two steps of the cycle.



## 4. INTEGRATE THE EVP AS A “BUSINESS AS USUAL” CONCEPT THAT’S REGULARLY REFLECTED UPON BY LEADERS AND EMPLOYEES

It's not enough to create a great and well-worded EVP that's properly communicated. The psychological contract must be “lived and breathed” throughout the organisation. This is not just the responsibility of the HR team. The EVP must be regularly reinforced by all levels in the organisation and across all departments to ensure it truly becomes part of your organisational DNA.

Not only should senior leaders be equipped to drive the EVP throughout the work environment by walking the talk, employee champions should also be identified to operate as genuine brand ambassadors. By sharing their thoughts and experiences of those working within your organisation, the authenticity of the EVP will be reinforced.

Supporting material to complement the EVP should also be developed to assist leaders and employee champions to deploy the EVP throughout all organisational development activities. It's important that initiatives resonate at the organisational, managerial and individual level.

When integrating the EVP, the following actions should be considered:

- ensure the EVP is aligned with organisational strategy, employer branding and CVP and mentioned alongside these initiatives
- regularly refer to the EVP in employee communications, highlighting where and how the organisation is delivering to employees what it says it will; use existing channels such as CEO updates, quarterly employee meetings or roadshows and also annual conferences
- reference the EVP in recruitment, induction and promotion templates to prompt ongoing discussion; for example, include the EVP in job advertisements as part of the employer branding
- discuss the EVP in coaching and performance review and development discussions to see how it correlates with personal needs; identify what might be missing for each employee and agree on actions to address gaps
- ensure stakeholder, leader and employee feedback channels allow the authors of the EVP to access comments and suggestions to further enhance EVP elements and themes



## 5. MEASURE AND IMPROVE THE EVP AS PART OF YOUR ONGOING STRATEGIC CYCLE

A critical step often missed following the rollout of an EVP program is to assess the extent to which it has actually made a difference. Ask yourself: have you delivered the promise? And are you attracting the right type of people? To ensure ongoing alignment Insync recommends that you regularly monitor movements in the baseline indicators outlined in the “analyse” phase. This will help you understand if the EVP is driving the desired improvements.

Measurement is as simple as collecting employee feedback at regular intervals. Employee surveys – entry, exit and/or engagement – can measure effectiveness of your EVP. Measures such as employee engagement and satisfaction can be used. Over time, absenteeism and turnover data should also be positively impacted. The time taken to recruit and an increased talent pipeline are recruitment measures that can provide an indication of EVP success. Are the right people knocking on the employment door for the right reasons?

In line with measurement, it is also important that the EVP is reviewed and updated every one to two years to keep it relevant to the current organisational strategy and the industry. In saying this, the EVP should not be reviewed or changed in isolation.

There are a number of scenarios where an EVP review could be considered:

- part of the annual review of organisational budget and strategy
- preceding or following an organisational re-location, restructure, merger or acquisition
- following a change in organisational vision, purpose and/or values
- following an organisational rebrand exercise
- addressing gaps in finding targeted talent for particular roles or departments

Any EVP changes should be communicated properly and integrated into organisational practices. This dedication to continuous improvement will ensure the EVP leads your organisation to genuine competitive advantage through the ongoing attraction and retention of targeted talent.

# EVP IN PRACTICE

## DIVERSITY

Insync recently worked with a global resources company that recognised the true value of gender diversity in the workplace. However, the disciplines from which they drew graduates were traditionally male dominated.

Insync worked with the organisation to explore and identify how the organisation's EVP needed to be refined to attract and retain more females to their graduate program. The process involved:

- segmenting the specific audience types the organisation was interested in employing
- a quantitative online survey measuring the target demographics' graduation discipline, chosen career path and selected employer
- in-depth telephone interviews with the target demographic and existing female employees exploring the details of a fulfilling role (including personal development and career progression) as well as barriers



The following factors were found to be important to the target audience.

### Job enrichment

- varied opportunities and hands-on, aligned supervision
- opportunities for learning and professional development in both specialist technical roles and importantly through leadership training and a good use of their skills and abilities
- practical and theoretical learnings enhanced via role rotation and mentor access

### Interpersonal



- dealing with cultural barriers for females, i.e. offering female toilets on site, accommodation for down-time that provided non-sport TV channels and wine, not just beer, at social functions
- management consistency in helping graduates optimise work-life balance

As a result, the organisation was able to design promotional careers materials that were attractive to targeted audiences. Social media communication was also optimised in the recruitment process to ensure graduate engagement was maintained during the recruitment process. Finally, videos and mentors were identified as avenues to ensure that expectations of role clarity and career pathways were clear from the moment a person considered joining the organisation.

# HOW WE CREATED INSYNC'S EVP

Our EVP was formed and implemented in collaboration with our employees and has held true for a number of years now. It is an important part of Insync's culture and is reviewed and aligned with our organisational strategy, purpose and values. It is detailed below.

I choose to work at Insync because I get the opportunity to:

- be supported, mentored and inspired by the people I work with
- work in a professional culture with others who are also passionate about helping organisations improve their performance
- share and grow my knowledge and skills through challenging and meaningful work
- develop and share my expertise across a variety of projects and/or industry sectors
- access tools and technologies that allow for agile, flexible and creative outcomes
- access flexible work arrangements to manage my other life commitments
- fulfill my calling to make a positive difference to the people and organisations I work with

Our Alignment and Engagement survey is the primary baseline measure. Each statement of the EVP also has aligned business processes that act as feedback channels. Our recent internal pulse survey with employees also found that 97% of our people feel that our EVP is still current and appropriate for our organisation.



Complementary terminology is woven through our annual strategy, performance development process and recruitment templates. The EVP is championed by our CEO and leadership team and often referred to in all employee meetings and emails. We also commonly refer to our EVP in our client proposals.



## ANALYSE

Using Insync's own Alignment and Engagement survey data, we analysed the factors that were driving employee engagement. At our annual conference, we also asked employees the question: "What do you value most about working at Insync?"

We consolidated all feedback and designed a series of bullet points. These were initially discussed and edited among the leadership group to ensure it appealed to the type of employees we wanted to attract. Employees and trusted clients were then consulted for their feedback.

## DESIGN



Being a small to medium organisation, communication happens organically via open collaboration and discussion. The EVP was placed on our intranet and website and also embedded into our interview templates. Our CEO also referred to our EVP creation and purpose in weekly email updates.

## COMMUNICATE



## INTEGRATE

# EVP WORKSHEET

## KEY QUESTIONS TO ASK:

### ANALYSE

Analyse what it's like to work for your organisation and articulate why people choose to be employed there. Look at job enrichment, structural and interpersonal factors. Also consider the problem your EVP is looking to solve.

- What challenge are you trying to solve?
- What do your best employees value most? Your most valued customers?
- Why do people join your organisation? Leave your organisation?
- What engages employees at your organisation?
- What do your competitors state as their EVP; what are your points of difference?

### DESIGN

The design phase is about thinking, consultation and collaboration. Your EVP should be designed alongside the organisational vision and strategy and tested by a diverse group of employees, trusted customers and recruitment providers. It must be easy to understand and authentically represent what employees will receive by working with your organisation.

- Who is your target audience? Is your focus employee attraction or employee retention?
- What key elements do you want to focus on?
- What benefits are you seeking to achieve?
- Which employee groups need to be involved in the design?
- How will you secure a diverse range of employees to test the draft? Who are your trusted customers? Recruitment providers?
- Who are your key stakeholders who need to sign off the EVP?

### COMMUNICATE

To prevent your EVP from sitting on the "HR shelf", an extensive communications program must be implemented to explain the EVP to existing as well as targeted employees. Initial communications should be delivered in a timely manner by your CEO. Reasons for the chosen words/phrases should be explained and examples of the EVP in practice should be referred to wherever possible.

- When do you want your target audience to receive the EVP message?
- How will it be delivered; what communication channels do you have available? What new channels will you need to create?
- How will the EVP be reflected alongside the vision, mission, goals, values and strategy of the organisation?
- How will the EVP be communicated in ongoing recruitment, induction and promotion processes?

### INTEGRATE

Your EVP must be regularly reinforced by all levels in the organisation and across all departments to ensure it truly becomes part of your organisational DNA. References to the EVP in business practices such as recruitment, performance development and employee communications will assist leaders and employee champions to integrate the EVP throughout your organisation.

- How will your EVP link with the ongoing promotion of your organisational strategy, external brand and CVP?
- What avenues can be used to ensure the EVP continues to be referenced and reinforced both internally and externally?
- What other business as usual practices can incorporate an EVP discussion?
- How will you collect ongoing feedback about the EVP from stakeholders, leaders and employees alike?

### MEASURE

Measurement allows you to find out if your EVP has made a difference; have you delivered the promise? Employee feedback can be collected at semi-regular intervals and turnover, absenteeism and recruitment data will also paint a picture. Integrating feedback into regular review cycles will ensure that your EVP maintains currency within your organisation.

- How will you measure the success of your EVP? What is your baseline? What is your improvement target(s)?
- What business as usual practices can you align with to ensure the EVP is regularly reviewed? How will you capture feedback via these channels?
- How will EVP changes/updates be communicated?

NOTES:

ANALYSE

DESIGN



COMMUNICATE



INTEGRATE

MEASURE



# HOW INSYNC CAN HELP

## ALIGNMENT AND ENGAGEMENT SURVEY

To help you analyse and measure your EVP themes, organisation-wide surveys such as our Alignment and Engagement Survey (AES) are very useful. The AES is built on academic evidence that shows the two greatest drivers of organisational performance are alignment and employee engagement. The AES framework comprises eight high performance factors. Each factor is important to achieve sustainable high performance.

Our research reveals that a high performing organisation will:

- **Energise** – employees will be energised and inspired by the organisation and its senior leadership team; the organisation will have a clear and engaging long term direction and purpose and the senior leadership team will be good role models and motivate employees to achieve the organisation's goals
- **Execute** – the organisation will align its plans and activities to the achievement of its long term goals; its line managers will set a good example and build effective collaborative teams with a strong accountability and performance culture. It will invest in the development of its people and systems and be appropriately externally focused on meeting its customer and stakeholder needs
- **Engage** – employees will be highly engaged and proud to work for their organisation; they will understand why their success is important for the organisation and they will recommend the organisation as a good place to work

A sample executive summary (scan) from our AES manager report is shown below.

### Your Alignment and Engagement scan

The Alignment and Engagement scan below shows the alignment and engagement results of TAS compared to Axis Foundation overall. Results are displayed as the percentage of respondents who scored items either a six or a seven on the seven point rating scale. The colour coding indicates how the average raw score compares to organisations in Insync Surveys' benchmark database.

Number of TAS responses: 158

Your results compared to the benchmark database.

Legend:

- Bottom decile
- Bottom quartile
- 2nd and 3rd quartile
- Top quartile
- Top decile

		TAS	All staff
Energise	Long term direction — whether strategies and changes are clearly articulated, communicated and accessible and it's clear how strategies will be achieved	34%	56%
	Senior leadership — whether senior leadership exemplify best practice, inspire, encourage innovation, and acknowledge and maximise talent	33%	54%
Execute	Team leadership — whether managers are trustworthy role models who build teamwork, communicate well, coach and mentor, and value their teams' opinions	57%	70%
	Team effectiveness — whether work groups use challenging goals, embrace change, celebrate achievements, focus on customer service and compare actions against plans	48%	60%
	Performance focus — whether the organisation is open to new ideas, putting customers at the centre of decision making and having systems that help staff meet their promises to customers. Organisations that are outwardly oriented outperform their peers on most productivity metrics. This applies to all sectors	35%	56%
	Investment in people — whether employees are supported with training and development, reward and recognition programs, work-life balance initiatives and performance appraisals	33%	49%
	Investment in systems — whether systems allow employees to do their job well, concerns are addressed and there's good internal customer service	26%	57%
	Alignment — whether employees, teams, systems, processes and customer strategy are aligned to the organisation's long term goals	39%	58%
Engage	Engagement — whether employees are committed to and emotionally engaged with the organisation and its goals, and they promote and act in its best interests	49%	64%

By assessing how well the organisation is performing on all of these factors, the AES can identify the issues potentially acting as barriers to achieving an organisation's goals, where those problems are and what actions can be taken.

# EVP DESIGN AND CONSULTING

Insync has experienced consultants who will partner with you and your organisation to navigate the five steps outlined in this paper. Alongside our survey offerings and survey and forum technology, we can run employee and stakeholder focus groups, action planning sessions and EVP workshops.

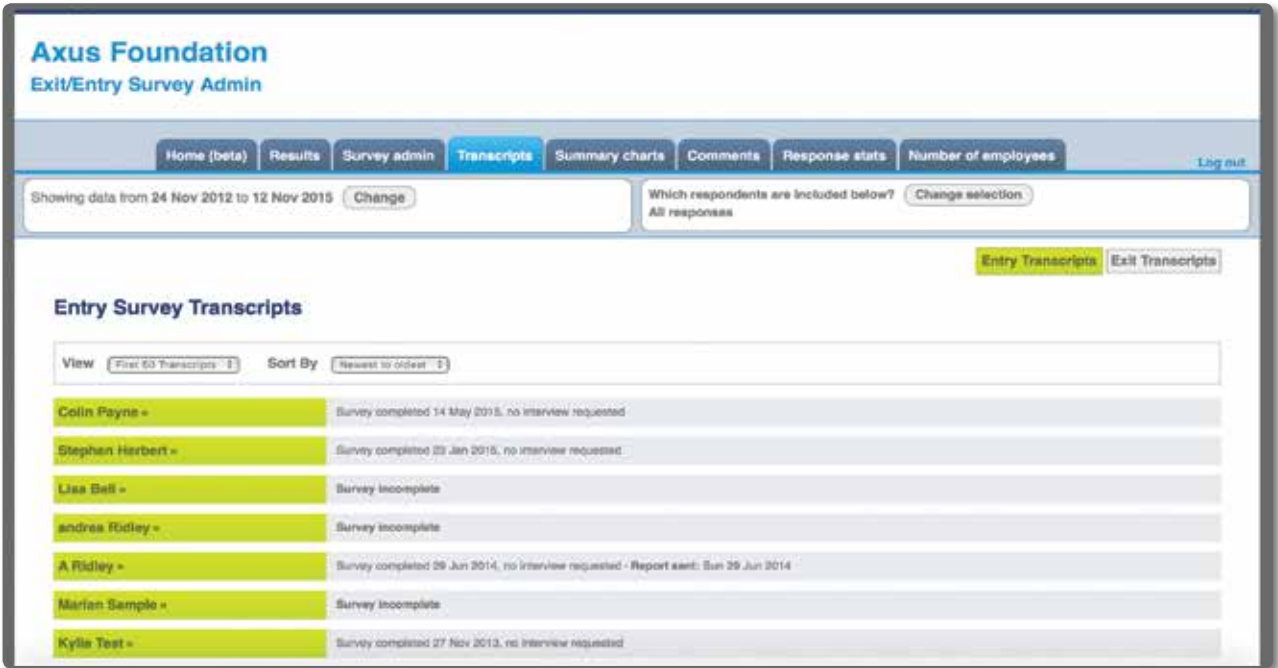
We also have numerous reports and papers that cover a whole range of employee and customer research. You can find these, along with more information about our surveys, research and consulting, on our website: [www.insyncsurveys.com.au/research](http://www.insyncsurveys.com.au/research)

# ENTRY AND EXIT SURVEYS

With Insync's Entry and Exit Surveys, you can obtain honest and actionable feedback from new and departing employees via a secure and independent online portal. Feedback received can help inform your EVP analysis phase as well as give you baseline measures to track the effectiveness of your EVP.

You are given the ability to issue online surveys (paper, phone and face-to-face options are also available), view individual or organisation-wide results, use demographic filters to drill down results for targeted improvement initiatives and compare the organisation's turnover drivers against our extensive benchmark database.

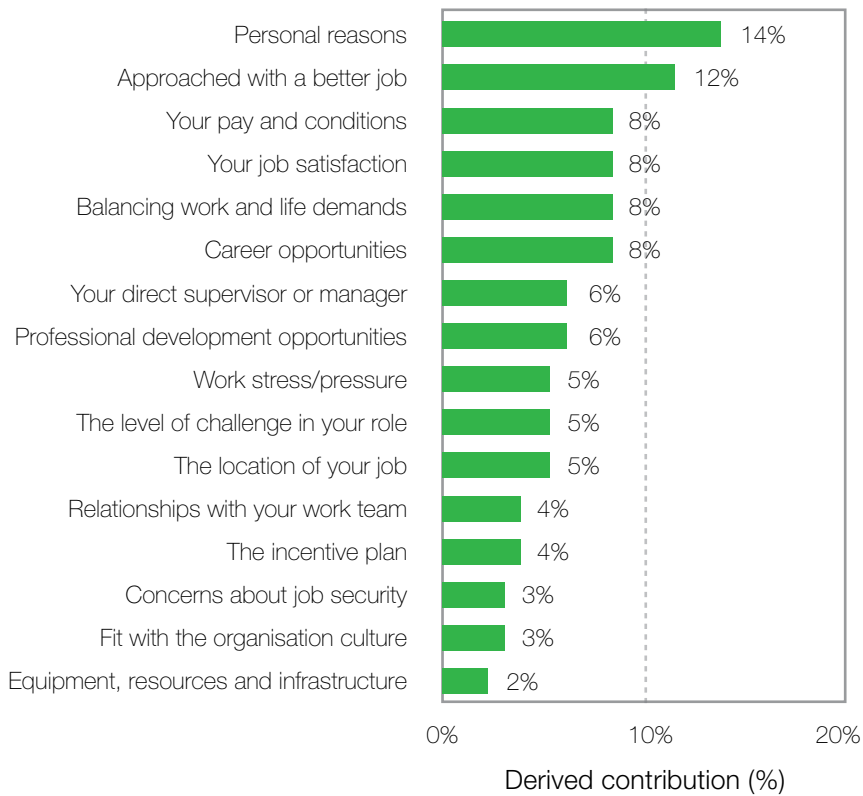
Examples of the survey portal and real-time reporting are shown below and on the following page.



# ENTRY AND EXIT SURVEYS CONTINUED...

Our reporting templates are clear and easy to interpret. For example, the chart below shows the percentage contribution each reason had on employees' decisions to leave. This is based on the importance attributed to each reason by employees. By identifying the hot spots, you will be able to ensure your EVP and associated organisational practices are aligned to reduce turnover and retain the type of employees your organisation values.

Reasons for leaving summary graph



# ABOUT INSYNC

Insync is passionate about helping organisations achieve sustainable high performance by measuring and improving employee, customer, patient, board and other stakeholder engagement.

With over 25 years' experience, we're experts in staff surveys, customer surveys, employee engagement surveys, employee surveys, exit interviews, EVP reviews, 360 feedback reviews and leadership team and board evaluations. We also assist clients with focus groups, action planning and change management.

We've conducted over 1,000 employee, customer and board surveys in the last five years for some of the largest organisations throughout Asia Pacific including: ACCC, ASX, Cathay Pacific, Fairfax, GlaxoSmithKline, John Holland, Johnson & Johnson Medical, KPMG, Metro, Nufarm, Orica, QBE, Swire, Toll, WorleyParsons, Visy, AFL, Mission Australia, several federal and state government departments, many local councils and most universities.

We have also delivered surveys in over 35 languages across more than 90 countries. Our benchmark database now exceeds 1.5 million responses, giving us the ability to provide context and deep insights when interpreting results.

We partner with organisations to inspire change. Our CEO, Nicholas Barnett, recently released his second book titled *"7 Business Habits That Drive High Performance"*. This followed the success of his first book, *"GPS for your Organisation: how to energise your employees and build sustainable high performance"*.

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