

Employee Value Proposition



Building a Magnetic Connection to
Draw, Engage, and Retain Employees

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Mentimeter Response

My ability to be awake at this moment after having lunch is best described as...

<https://www.menti.com/altajsvx9b6j>

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Agenda

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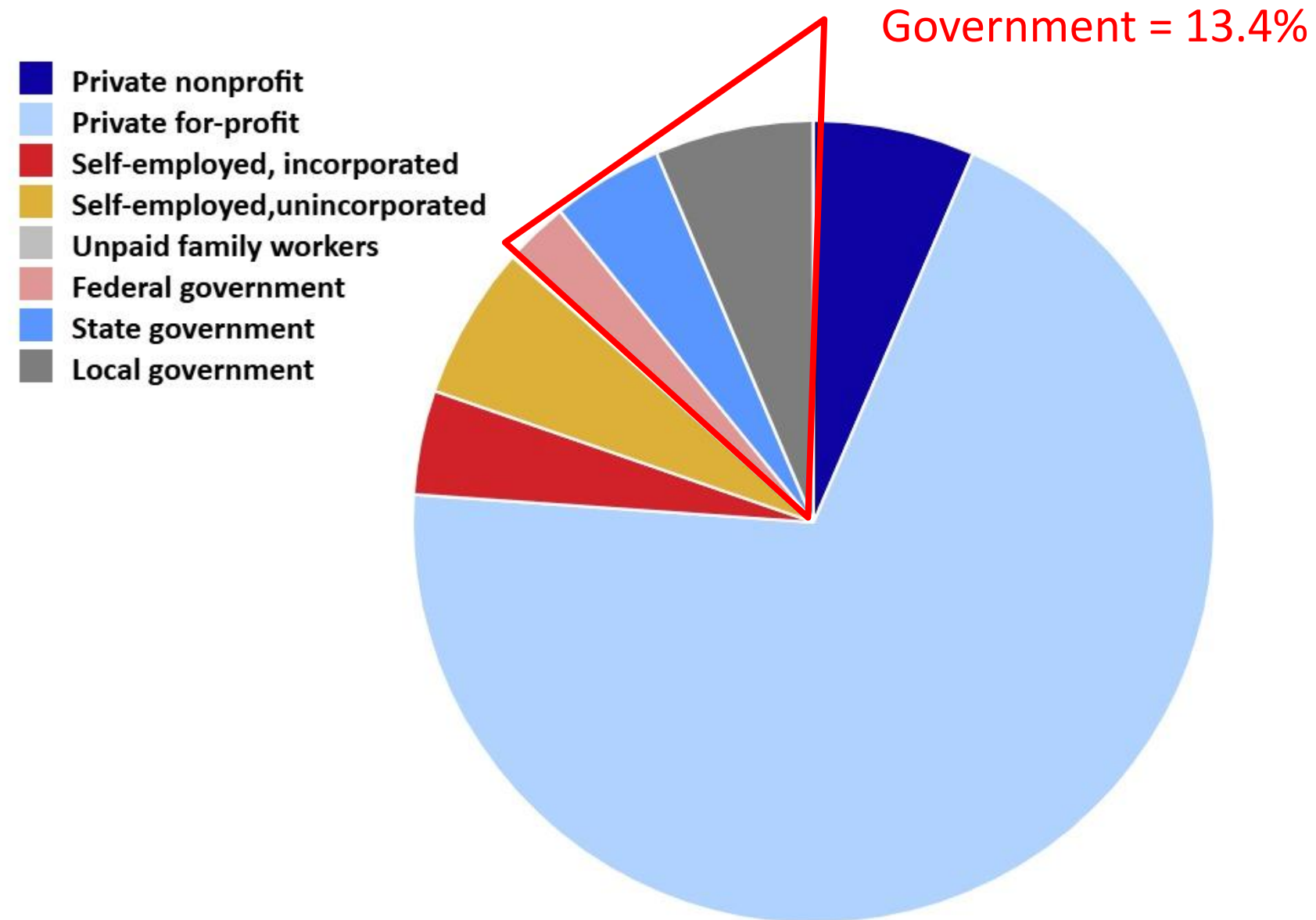
- **The Current Workforce Makeup.**
- **What is Employee Value Proposition and Why Does it Matter?**
- **Five Important Core Components of EVP.**
- **Modern Employee Expectations.**
- **The Link Between EVP and Retention.**
- **Adapting EVP to a Public Sector Context.**
- **How Leaders Shape EVP.**
- **Practical Strategies for Building a Strong EVP.**



2022 Workforce Makeup

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Percentage of employed by class of worker, 2022



Unpaid family workers (0.1%) not shown due to size.
Click legend items to change data display. Hover over chart to view data.
Source: U.S. Bureau of Labor Statistics.

Percentage of employed by class of worker, 2022

Class of worker	2022
Private nonprofit	6.5
Private for-profit	69.6
Self-employed, incorporated	4.2
Self-employed, unincorporated	6.2
Unpaid family workers	0.1
Federal government	2.5
State government	4.5
Local government	6.4



Cons for Working in Government

According to Indeed Company, it's important to consider the few disadvantages that might not fit with a potential applicant's career desires:

- Lack of growth
- Limited compensation
- Bureaucracy
- Slow to change
- Seniority over ability
- Hiring process
- Political impact



Pros for Working in Government

According to Indeed Company, Government workers generally enjoy a number of benefits and primary advantages to working in the public sector as part of their work:

- Retirement
- Insurance
- Stability
- Student loan repayment*
- Fair pay
- Work-life balance
- Service-minded peers
- Meaningful work
- Travel
- Broad job range
- Professional development

*Many local, state and federal government employees are eligible for the [Public Service Loan Forgiveness](#) program, which eliminates your student loan balance after meeting a certain set of criteria.

[Working in Government: Pros and Cons | Indeed.com](#)



Employee Value Proposition

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What is EVP and Why it Matters?

- **Definition:** EVP is the unique set of offerings and experiences an employer provides in exchange for an employee's skills, capabilities, and performance.
- **Importance:** A strong EVP helps attract, engage, and retain top talent, which is crucial in government settings where competition with the private sector is fierce.
- **Key takeaway:** EVP is the foundation of talent strategy. Leaders must understand it because it influences everything from recruitment to retention.



It's a Working Contract!

- Literally and figuratively.
- Benefits and rewards in exchange for an employee's work.
- Transactional AND Relational.
- EVP as a “Value Exchange Marketplace”.





Five Important Core Components of EVP

The stronger the EVP, the more likely people are to stay attached to an employer.

- 1. Compensation**
- 2. Work Environment**
- 3. Career Development**
- 4. Work-Life Balance**
- 5. Purpose and Values**



EVP Framework

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EVP Framework

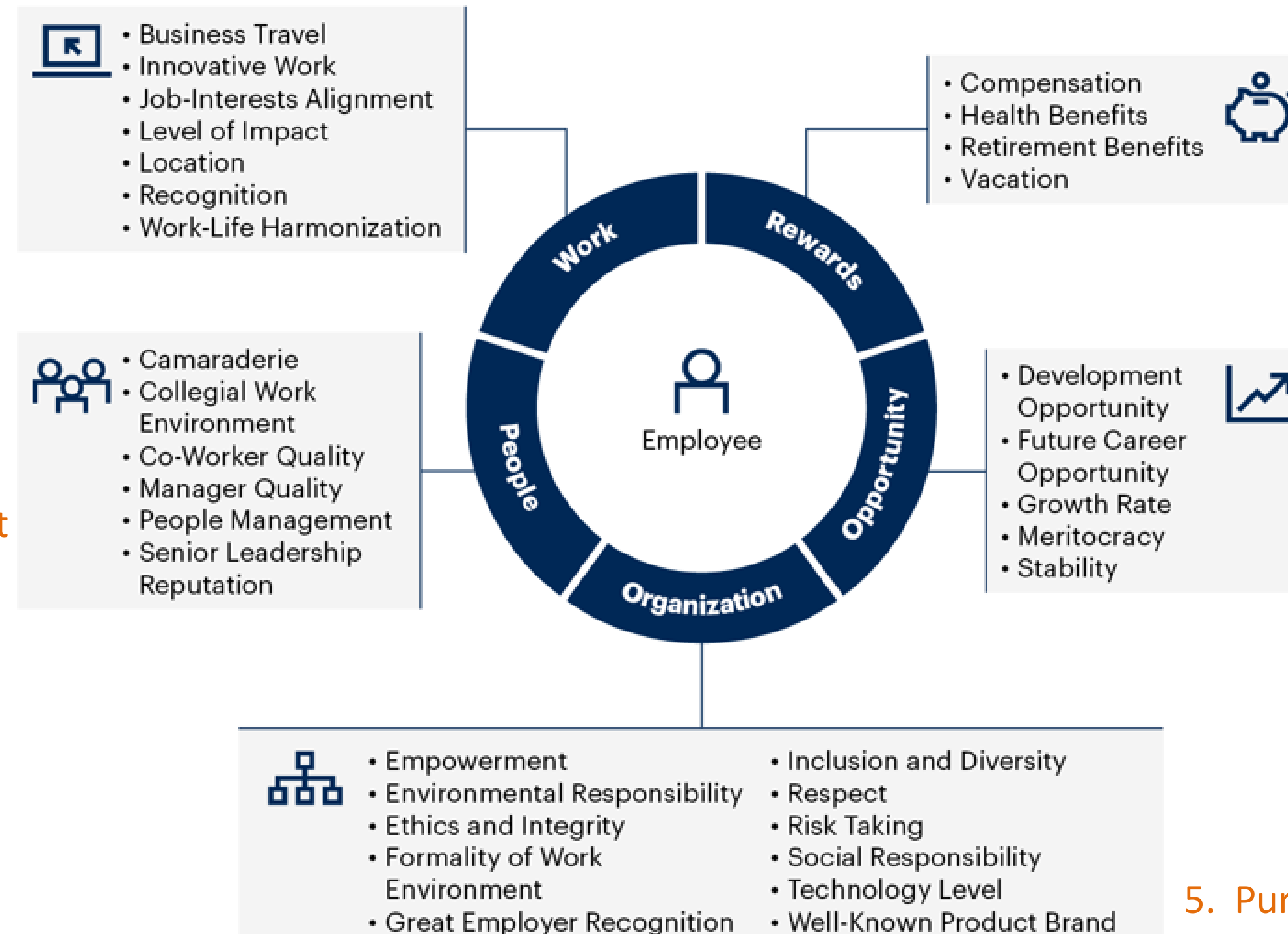
1. Compensation

4. Work-Life Balance

2. Work Environment

3. Career Development

5. Purpose and Values





Compensation

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- Choice Bonus Plan Video



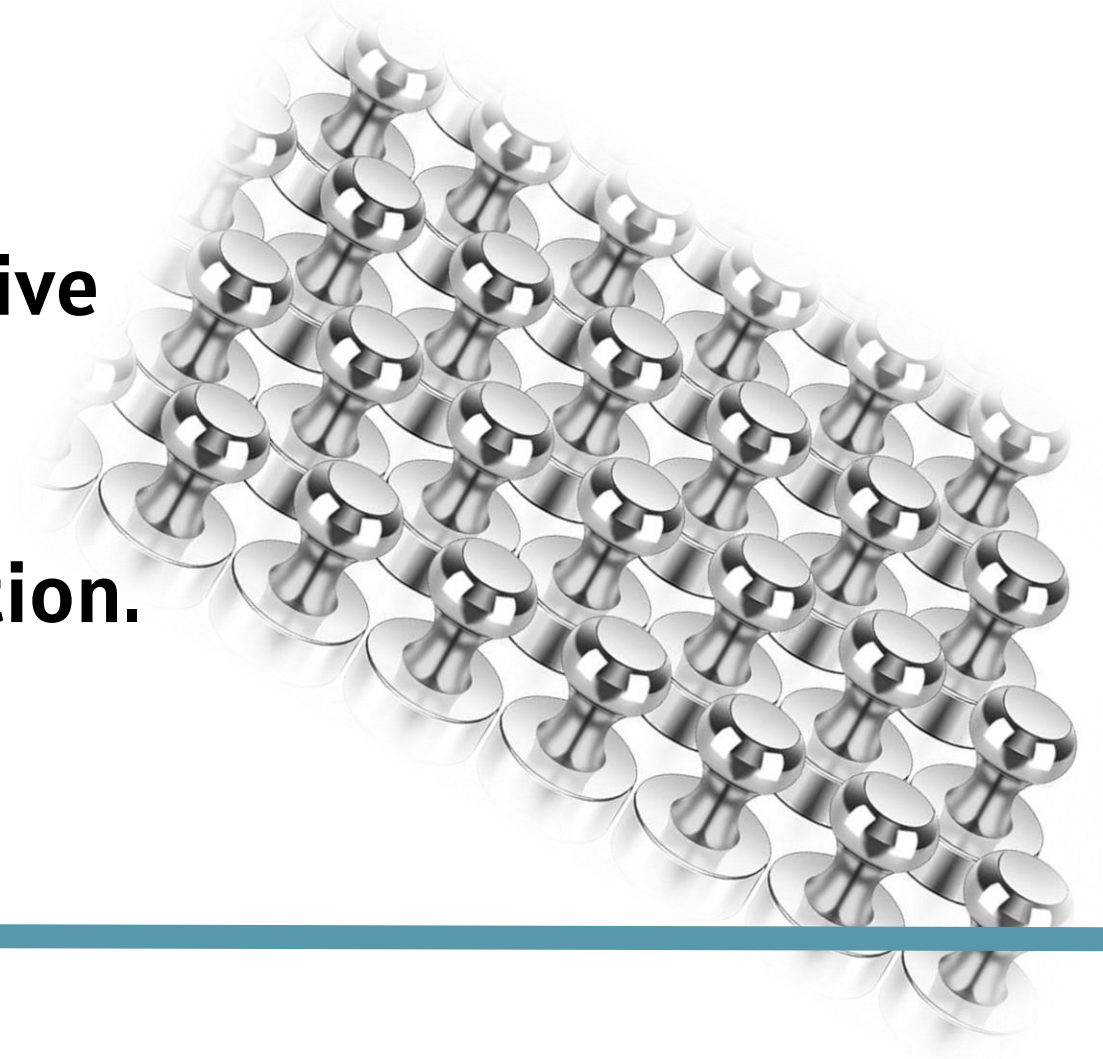
Compensation is the Initial Magnet

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- **Compensation is critical.**
 - **It draws talent in and can help with retaining talent.**

However...

- **The strength of keeping talent comes from offering career development and opportunities, meaningful work, and a positive work environment.**
- **It requires various magnets to keep employees in an organization.**
- **The strength of the individual magnets does matters.**





Work Environment

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What do Employees Need to Excel in their Jobs?

- Effective Goals
- Constructive Feedback
- Well-Being
 - Sustainable Performers
 - Right Connections at Work
- Inclusivity
 - The difference between “fitting in” and “belonging”

WICSEC Conference | 2024

<https://hbr.org/2012/01/creating-sustainable-performance>

[Creating Sustainable Performance \(hbr.org\)](https://hbr.org/2012/01/creating-sustainable-performance)



What the Research Says

What Do Employees Need to Excel?

Factors That Drive Employee Performance



Source:

¹2021 Gartner Goal Setting Employee Survey, n = 3,500

²2021 Gartner Performance Management Survey, n = 3,510

³2017 Gartner Manager Effectiveness Survey, n = 7,309

⁴2020 Gartner Manager of The Future Survey, n = 4,787

4 Manager Actions to Drive Employee Performance

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The Right Connections at Work

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Connector Managers Boost Employee Performance

Three Types of Connections That Connector Managers Foster

Connector Managers – Managers who introduce their employees to the right people for development, across the team and organization, instead of continuously coaching employees themselves.



The Employee Connection

Get to know employee development needs.



The Team Connection

Leverage the team to drive peer development.



The Organization Connection

Enable employees to network across the organization.

Source: Gartner

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Career Development

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Organization Should Provide Opportunities for:

- Learning
- Advancement
- Training
- Mentorship
- Various career paths within the agency



Workforce Planning vs. Career Development

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Workforce Planning 10 Years Ago:

- **Focus:** Strategic alignment with business goals.
- **Primary Objective:** Was primarily about forecasting staffing needs, minimizing costs, and ensuring operational efficiency.
- **Talent Acquisition:** Hiring decisions were often reactive, emphasis was on experience, qualifications, and technical skills rather than career growth potential.
- **Employee Development:** Limited to training programs that met specific job functions. Seen as a secondary priority, often reserved only for high-potential employees
- **Employee Retention:** Benefits and compensation packages were more transactional, focused on salaries and traditional perks (health insurance, pension). Retention strategies were largely universal and did not heavily consider individual aspirations.



Workforce Planning vs Career Development

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Career Development as Part of Today's EVP:

- **Focus:** Holistic, employee-centered growth tied to personal and professional fulfillment.
- **Primary Objective:** More dynamic model that integrates employee development to attract, engage, and retain top talent.
- **Talent Acquisition:** Emphasizes potential, cultural fit, and long-term career alignment and personal goals are key in hiring decisions.
- **Employee Development:** Mentorship programs, continuous learning, and personalized career paths.
 - *Employees expect opportunities to grow both vertically (through promotions) and horizontally (gaining new skills or moving between departments).*
- **Employee Retention:** Employees now seek purpose, meaningful work, personal growth as part of their overall employment experience. Modern EVP encompasses not only competitive salaries but also opportunities for skill development, work-life balance, mental well-being, and flexible working arrangements.



Key Differences

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Why Workforce Planning is Not What it Used to Be

Then: Transactional Employment vs. Now: Relational Employment

Ten years ago, employment was more transactional—focused on the job function and financial compensation. Today, EVP highlights relational aspects like meaningful work, career development, and emotional well-being.

Then: Focus on Business Needs vs. Now: Focus on Individual Needs

Workforce planning was driven by organizational needs; now, it is increasingly shaped by individual employee needs, aligning personal career development with business goals.

Then: Reactive Hiring vs. Now: Proactive Career Mapping

In the past, hiring was often reactive, focused on immediate needs. Today, companies plan for long-term growth by mapping out employees' career paths, recognizing that development leads to stronger retention and engagement.



Work-Life Balance

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Organization Should Provide Opportunities for:

- Flexibility
- Manageable workloads
- Supportive Policies
- Intangible benefits



Purpose and Values

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Employees want work that has meaningful impact:

- **Opportunities for social impact**
- **Recognition of the social good they provide**
- **Mission-driven**
- **Intrinsic reward of participating in something bigger than their own job**
- **Ethics and integrity**
- **Positive brand association**



Modern Employee Expectations

Work-Life Integration

- Flexible schedules
- Remote Work
- Balance

Yes, even in government roles! 😊

Key takeaway: Government leaders should tap into the intrinsic motivations of employees by emphasizing the social impact of their work in child support, while also providing flexibility and development opportunities.



Negotiate an EVP Proposal

Role-Play Scenario: EVP and Cost Challenges with Coaching and Mentoring

Objective for Workshop Attendees:

Let's role-play a situation where an agency is presented with a proposal to provide coaching and mentoring for all employees but the agency faces cost limitations. Apply the workshop content thus far on EVP, demonstrating how to balance employee development with budgetary constraints.

Roles:

- 1. Agency Director** – Responsible for evaluating the proposal and ensuring alignment with organizational goals and financial limitations.
- 2. HR Manager** – Advocates for employee development and supports coaching/mentoring as part of the agency's EVP.
- 3. Finance Officer** – Focuses on the cost implications and budget constraints, concerned about the proposal's financial viability.
- 4. Employee Representative** – Represents employee interests, pushing for equal access to development opportunities.



The Link Between EVP and Retention

Engagement: A strong EVP reduces turnover because employees feel supported, valued, and connected to the organization's mission.

Retention: Employees stay longer in organizations where they feel their career growth, work-life balance, and values are respected.

Key takeaway: A well-crafted EVP isn't just about attracting talent; it ensures long-term commitment and reduces costly turnover, which is critical in public-sector roles with lower hiring flexibility.



Adapting EVP to a Public Sector Context

Challenges: While compensation may be limited by government budgets, child support agencies can offer unique **intangible benefits** like stability, pension plans, work-life balance, and a strong sense of purpose.

Opportunities: Leaders can leverage the **mission-driven nature** of child support to foster employee loyalty. The intrinsic reward of helping families can be a major part of the agency's EVP.

Key takeaway: Leaders in child support need to position the agency's **mission, stability, and work-life benefits** as key parts of their EVP to compete with the private sector.



How Leaders Shape EVP

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Communicate Purpose: Leaders must constantly remind employees of the impact their work has on families and communities. This strengthens the emotional connection to the job.

Provide Growth Opportunities: Supervisors should prioritize career development, offering coaching, mentoring, and opportunities for professional growth, even within the government's structured system.

Recognize and Reward: Non-monetary rewards such as public recognition, awards, and special assignments can boost morale and engagement.

Key takeaway: Leaders play a crucial role in living and promoting the EVP. They must actively create a positive culture and highlight the rewards (tangible and intangible) that make the agency a great place to work.



Practical Strategies for Building a Strong EVP

Audit the Current EVP: Assess your current EVP to understand how it's perceived by employees. What's working? What's missing?

Engage Employees in Building EVP: Collect employee feedback through surveys or focus groups to understand what they value most.

Promote Work-Life Balance: Consider policies such as flexible work hours, wellness programs, or mental health resources.

Align Leadership with EVP: Leaders should embody the organization's values and mission, demonstrating them through their actions.

Key takeaway: Leaders need to build an EVP that's based on employee feedback and continuously adapt it to evolving workforce needs.



Your Mind Mapping Ideas

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Code: 2952 3035





What Could it Look Like?

<https://www.menti.com/altajsvx9b6j>

Code: 2952 3035





What Could it Look Like?

Higher Employee Retention Rates

Improved Talent Attraction

Enhanced Employee Engagement

Higher Job Satisfaction

Improved Organizational Performance

Stronger Organizational Culture

**Increased Employee Advocacy and
Employer Brand**

Cost Savings from Reduced Turnover

Greater Workforce Diversity

Higher Employee Productivity and Efficiency

Reduced Absenteeism

Stronger Leadership Pipeline

Greater Employee Resilience



What If We Do it Well?

Kids Connect Video

[Stanislaus County volunteers stuff backpacks with supplies to help families in need - CBS Sacramento \(cbsnews.com\)](#)



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