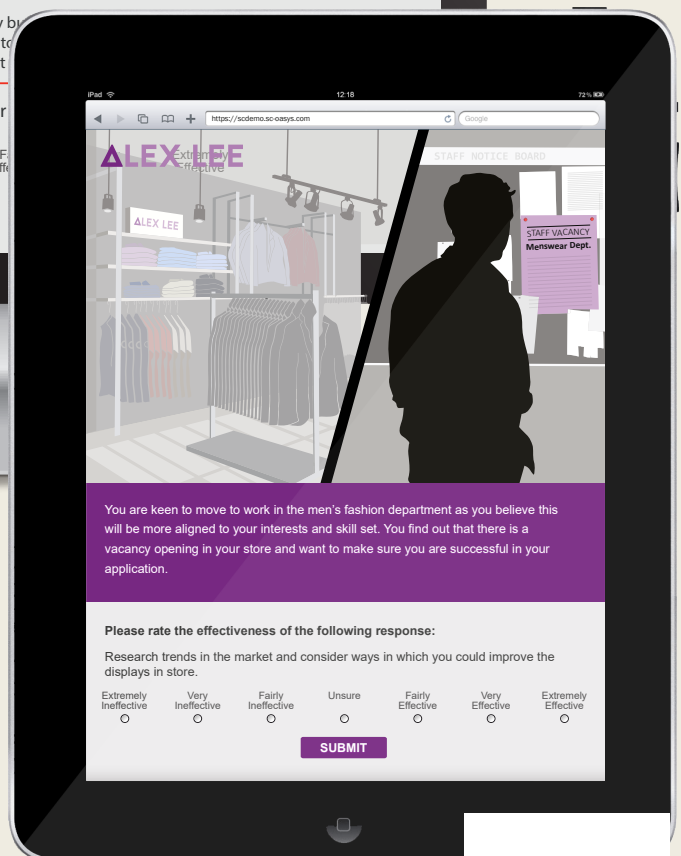


## Assessment: The Gate-Keeper to EVP

Aligning your recruitment process with your Employee Value Proposition



# What is EVP?

An employee value proposition describes the mix of characteristics, benefits and ways of working in an organisation. It is the deal struck between an organisation and its employee. The 'give' (what the organisation offers) and the 'get' (what it expects in return from its employees). For employers it helps attract, retain, motivate and engage employees to drive business success.

## Why is it important to link EVP with assessment?


The first contact a potential employee has with an organisation is the recruitment process. The technology, branding, messaging, assessment and candidate management shapes the perception that applicants will have of the organisation. If the experience isn't aligned to the EVP (or even worse is a negative assessment experience) the promise of the EVP will lose credibility.

## What are the potential financial implications?

Employers looking to improve EVP effectiveness will invest time and resource into crafting their offering as a way to attract, engage and retain talent.

Aligning your EVP with the assessment process builds this engagement from initial application through to hire and beyond. Once the applicant becomes an employee the likelihood of retention and successful performance will be increased improving the return on investment.

A negative EVP can also cost an organisation customers as well as candidates.

 A leading media and telecoms provider found that in an 18-month period over 7,500 unsuccessful applicants terminated their subscriptions. This equated to over £4.4 million in unexpected lost revenue - approximately the same value as their entire HR annual budget.

Outside of the consumer space, financial implications, although less transparent, should still be considered. Over 70% of candidates will share a negative recruitment experience. This is even more pertinent in today's era of social media channels and 'keyboard warriors' where anyone can share negative experiences. This could impact the quality and quantity of applicants, particularly in a niche recruitment space. Ultimately it contributes to adverse feelings towards a brand, one of an organisation's most valuable assets.

## How can you align your assessment with EVP?

When defining and communicating an EVP, an organisation asks itself questions including; Who are we? What do we do? Why does it matter? Who do we compete with for talent? How do we differentiate from our competitors?

The answers to these questions would help set the EVP in line with business strategy, brand purpose, competitive environment and human capital plan.

These questions and answers should be the drivers of assessment choices for your recruitment. This will increase the consistency, credibility and strength of your EVP. It also avoids any misalignment which could damage the EVP with implications previously mentioned.

For example, if you were a technology company whose brand was leading edge, position in the market place was ahead of the curve and candidates were attracted to working there because of the process and systems they would gain exposure to, this would need to translate into the assessment process. You would introduce an assessment process that utilised the technology, was efficient and, where possible, gave an insight into what life was like there. This would increase a candidate's engagement from wanting to apply to work there, to really wanting the job, building their commitment and engagement with the role and company before their first day.

Alternatively, if the experience was laborious, inefficient and involved a clunky Applicant Tracking System integration, it would discredit the messages of the EVP and the candidate would be less enthusiastic about joining the organisation or even pursuing their application.

There are a multitude of assessment options available, all of which serve a valuable purpose. It is important to take a holistic view, research the market and discuss with providers which solutions not only meet your requirements but align to your business objectives and boost your EVP.

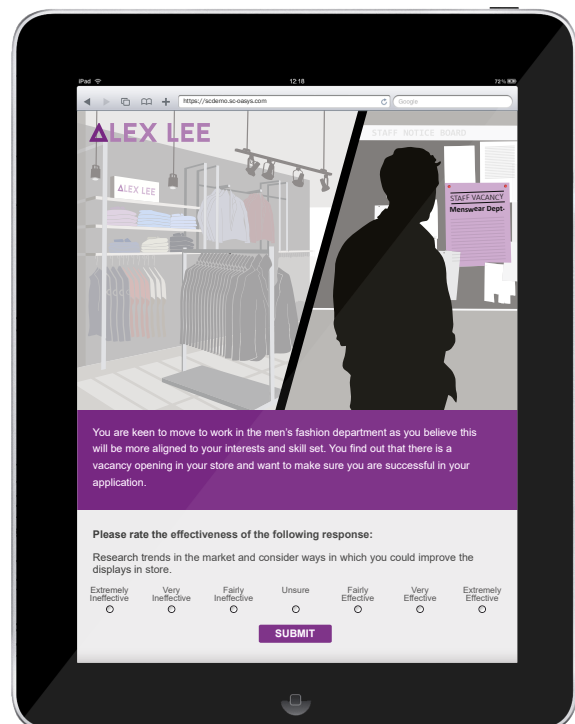
## How are clients doing this?

Each success story is specific to an organisation and what EVP strategy they are aligning with. Here are a few examples of different assessment options that clients are leveraging for their own EVP effectiveness.

## Scenario-based assessments

Bespoke scenarios allow clients to tailor an assessment specific to their challenges, situation and priorities. Creating a solution which aligns to their EVP and leverages their brand.

**RJPs:** Realistic Job Previews are an interactive way to encourage self-deselection amongst your applicant pool. Particularly efficient for clients operating with large volumes, it encourages the right candidates to proceed with an application which should have a positive impact on the calibre of candidates in later stages. Candidates should also be a better fit with your EVP after learning about the



organisation and pursuing the application, thus increasing the likelihood of a better cultural fit.

**SJTs:** Situational Judgement Tests are highly engaging and provide the ‘wow’ factor for candidates. They are a great opportunity to showcase your employer brand; innovative and utilising a variety of multimedia, they can positively reflect your integrity as an employer. Clients also work with us to carefully craft scenarios which measure the abilities required in a context which reinforces your EVP.


## **Branded assessments**

Scenarios aren’t the only option for leveraging your brand; its identity can be reinforced with branded assessments. For some organisations, the colour, look and feel of the brand is a big investment so it is important to showcase it at every available opportunity and engage the candidate with it.

## **Utilising new technology**

Many organisations may be adapting their products and services to resonate with how they are consumed in a modern market, so it is equally important to maintain consistency by considering how their assessments can be accessed. If it is important to make sure your company website displays on devices other than a PC to maximise the user experience, shouldn’t the same approach be taken with assessments? The billionth tablet user went online this year so for many of our clients it is important that candidates have the option of completing on devices other than a PC to offer flexibility and appear ‘current’ in the market.

Candidate’s preferences continue to evolve, with nearly 40% of our applicants completing their assessment on a tablet rather than a PC.



Enabling the process to be completed without having to log on to a PC allows for a seamless, uninterrupted and positive candidate experience.

## **Candidate feedback**

Post-assessment research and candidate surveys are pointing towards a relationship between level of feedback and brand perception. Where the feedback is non-existent, the likelihood of using or recommending the organisation decreases dramatically.

Clients are using narrative candidate reports which drive positive and constructive personal feedback. These can be utilised as part of a positive rejection strategy. Considering the perception of unsuccessful candidates is important as they could be current or future customers, influencers or you may want them to re-apply again in the future.

## **Role-relevant assessments**

Many candidates view the assessment process as an investment of their time. It’s important they can associate what they are doing with the role and the organisation. Assessments which use work-relevant language and job-appropriate items

encourage a positive reflection as candidates can make the connection, and learn something useful about themselves as part of the process.

This can be done at role-specific levels where the EVP differentiates between different employee segments. Clients recruiting at a senior level appreciate not only the depth that a rigorous personality assessment can offer in terms of candidate information but also the value offered to applicants. The rigour reflects a professionalism associated with the role level and organisation.

## **Speaking your language**

As well as branded assessments, clients are also using customized outputs and reports. Our unique performance framework can be aligned to an organisation's values, providing a bespoke set of outputs articulated in your corporate language. This can be extremely effective in embedding these values within your employees and then being represented to customers.

# Conclusion

EVP represents the characteristics and benefits of an organisation; where it sits in the market, how it differentiates from competitors and why it's a great place to work.

Leveraged effectively, it can attract, engage and retain talent as well as drive improved financial figures and performance.

Assessment acts as the gate-keeper to EVP. An individual can be attracted to apply, with an impression of what life would be like at an organisation, but the process will shape initial perception. What happens here can either discredit the EVP or increase its strength. For a fully effective EVP strategy it's imperative to make sure your recruitment process is aligned.

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## **About Saville Consulting, A Willis Towers Watson Company**

Our integrated approach to talent helps organisations to achieve business objectives. We decrease risk and increase the good opportunities connected with assessment and development.

Our team of consultants work with clients to bring passion and expertise to any assessment project. We would be delighted to discuss how you can leverage your assessment process to promote your EVP and boost your brand.

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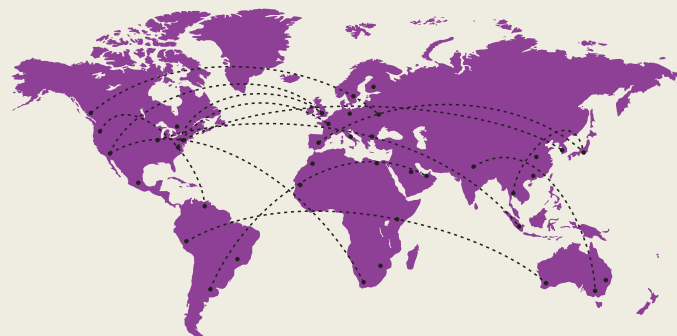
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