
**PIONEERFOODS**  
 SINCE 1920

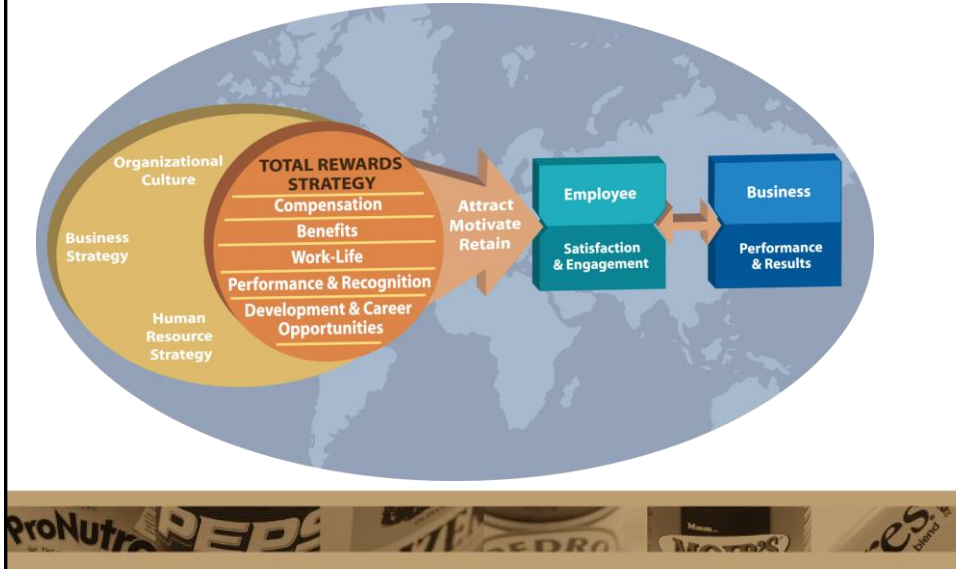
**Employee Engagement**  
 EVP, Talent Management and Total Rewards  
 9 September 2009

## Acknowledgements

- Word at Work Conference Seattle (EVP)
  - John Bremen – Global Practice Director
  - Douglas Tapp, VP Total Rewards, H&R Block
  - Jeffery D Newman – CCP, EVP Performance and Reward, HSBC
- Corporate Leadership Council (Engagement)
  - HR Leadership Academy



## The Total Rewards Model



## An alternative Illustration



## World at Work Definitions

- EVP – The balance measurement between what an employee receives from their employer in return for their performance on the job.
- Total Rewards – The monetary and non-monetary returns provided to employees in exchange for their time, talents, efforts and results. Total rewards involve the deliberate integration of five key elements that effectively attract, motivate and retain the talent required to achieve desired business results.



## Watson Wyatt definition of EVP

- “The value an employee derives from his or her job and what is expected from him or her in return”
  - EVP is influenced by the organization’s brand, values, culture, leadership, environment, **talent and reward programmes.**
  - Employees determine the worth or value of their experience and determine whether to join, stay or give discretionary effort.



## David Maister definition

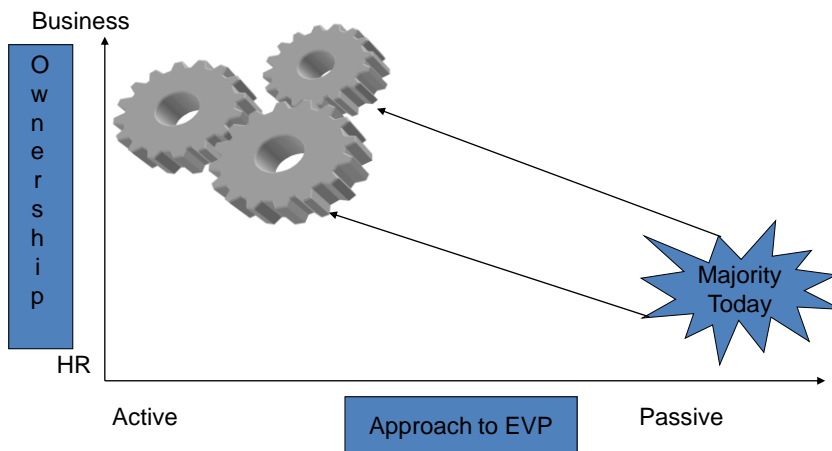
- EVP – a reason why a **talented** person would want to join (and stay with) an Organization
- David Maister – In 2002, identified as one of the worlds top 40 business thinkers in the world (BUSINESS MINDS, Financial Times/Prentice Hall)



## You have an EVP








(Whether you know it or not!!!)


EVP – You have one but who is defining it



## EVP


- Aspirational
- Destination
- Development/Personal Career Growth
- Lifestyle
- Mercenary

Pay	Benefits	Work-life	Perf. & Recog.	Career Develop.	Culture & Values	Go to Market Strategy
						





## EVP








- Aspirational
- e.g. Red Cross
  - Humanitarian Care
  - Donations




**American Red Cross**







Pay	Benefits	Work-life	Perf. & Recog.	Career Develop.	Culture & Values	Go to Market Strategy
						

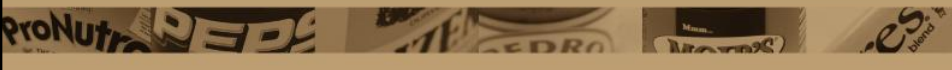


## EVP

- Destination
- E.g. Walt Disney Company
  - Magic
  - Part of the Disney Team





Pay	Benefits	Work-life	Perf. & Recog.	Career Develop.	Culture & Values	Go to Market Strategy
		x			x	x




## EVP

- Development/Personal Career Growth
- General Electric
  - Smart choice to build you career
  - Imagination at Work




imagination at work

Pay	Benefits	Work-life	Perf. & Recog.	Career Develop.	Culture & Values	Go to Market Strategy
			x	x		








## EVP

- Lifestyle
  - Starbucks
    - To inspire and nature the human spirit



Pay	Benefits	Work-life	Perf. & Recog.	Career Develop.	Culture & Values	Go to Market Strategy
		x			x	x












## EVP

- Mercenary
  - AIG
  - Merrill Lynch
  - BEAR STEARNS

Pay	Benefits	Work-life	Perf. & Recog.	Career Develop.	Culture & Values	Go to Market Strategy
x						



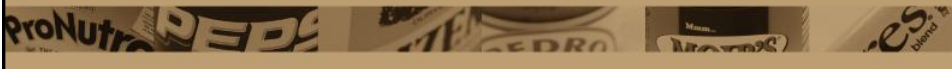
## Relationship between EVP and Total Rewards

### EVP

- Implied Contract
- In theory, balance between employer's and employee's need
- Exists in all organizations regardless if labelled as such

### TOTAL REWARDS

- Monetary and Non-monetary returns in exchange for an employee's work
- Integrates five named elements
- Exists in some organizations



## What is the TR Professionals Role

What should we be doing?

- Understand your organization's competitive position in the OPEN as well as LABOUR market
- Awareness of your organization's EVP
- Go beyond "Market Competitiveness" and Total Rewards when evaluating your offering
- Engage your Leaders when designing new HR products/solutions



## EVP Three Year Journey

- *World at Work Mission:*

*To define the role of the Total Rewards Professional in Discovering, Articulating and Managing the organizations Employee Value Proposition*

Stages	Year 1	Year 2	Year 3
	<i>Discover</i>	<i>Articulate</i>	<i>Manage</i>

X

*We are here*



## Employee Engagement is derived from the EVP

- 9 out of 10 highly engaged employees believe that their company
  - Has a reputation for providing a good EVP
  - Consistently and effectively communicates that EVP
  - Lives up to the EVP after an employee is hired
  - Aligns the EVP with what the organization stands for in the marketplace

Only 32% of US Companies have a formal company wide EVP

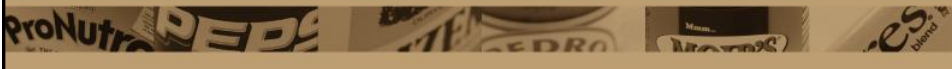
Source: Watson Wyatt



## Engagement

- ...is the extent to which employees commit to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment
  - Rational – The extent to which employees believe that managers, teams or organizations have their self-interest in mind (financial or developmental)
  - Emotional - The extent to which employee value, enjoy and believe in their jobs, managers, team and organizations

Source: 2008 Corporate Executive Board



## The outputs of commitment

- Discretionary Effort – Employee Willingness to go above and beyond the call of duty, such as helping others with heavy workloads, volunteering for additional duties, and looking for ways to perform the job more effectively >>> **PERFORMANCE**
- Intent to Stay – Employee desire to stay with the organization, based on whether the employee intends to look for a new job within a year, frequently thinks of quitting, is actively looking for a job, or has begun to take tangible steps like placing phone calls or sending out resume >>> **RETENTION**

Source: 2008 Corporate Executive Board



