

Leveraging EVP and Employer Brand to Improve Diversity

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Think back...

...to when you applied for a job with the city of New York.

What were you looking for?


Why did you decide to work for the city?

slido



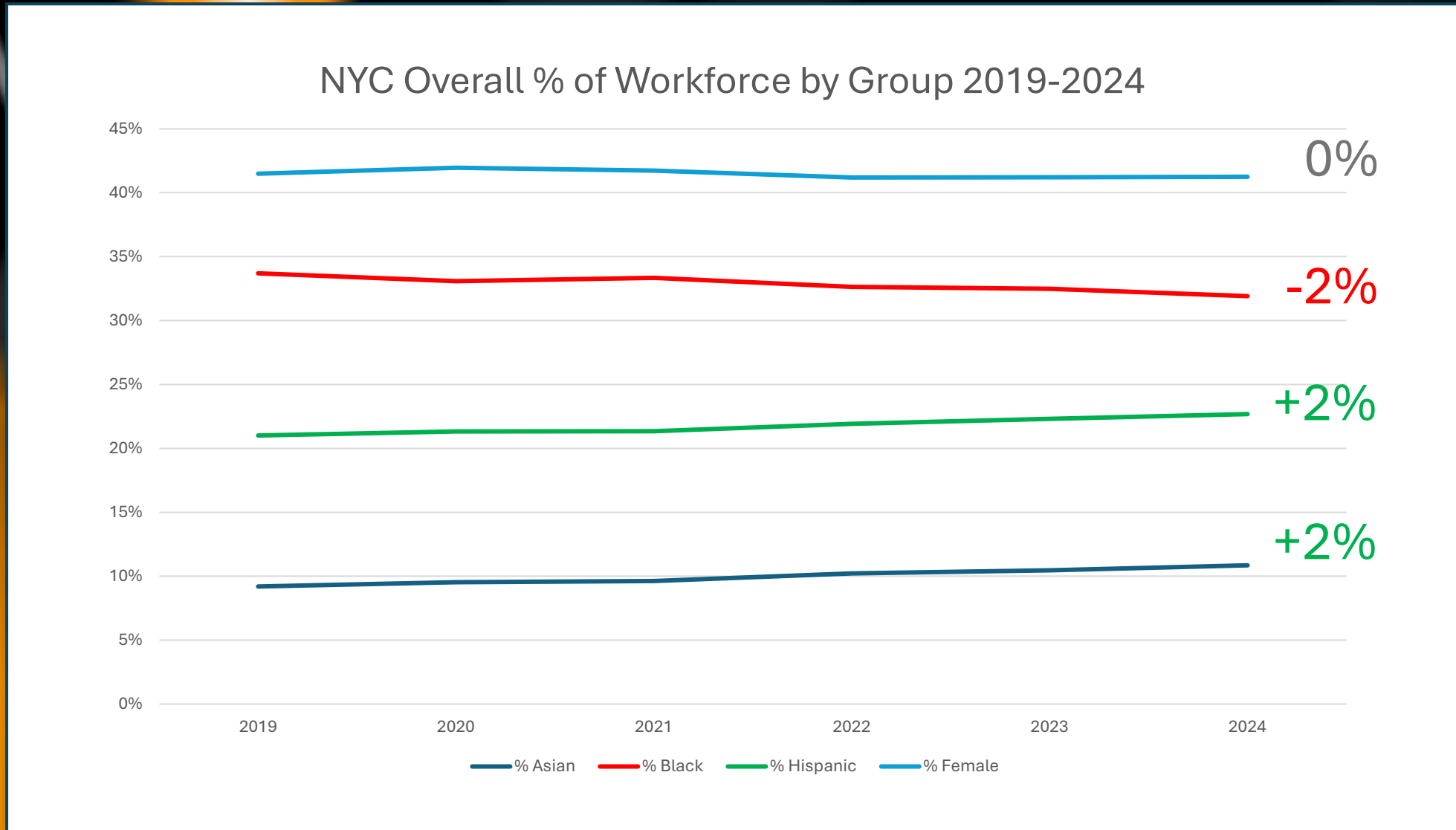
What were you looking for when you applied for a job with NYC?

ⓘ Start presenting to display the poll results on this slide.



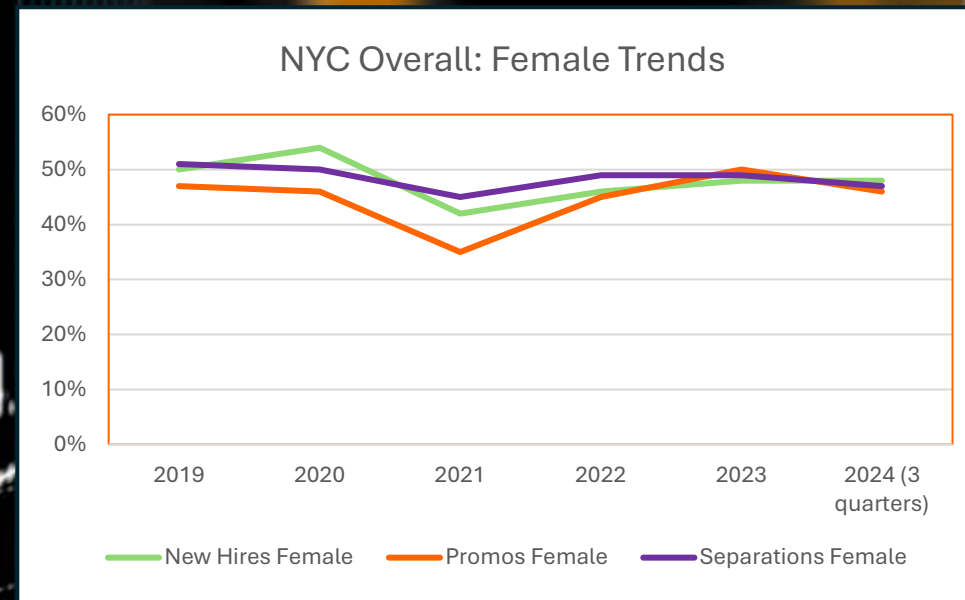
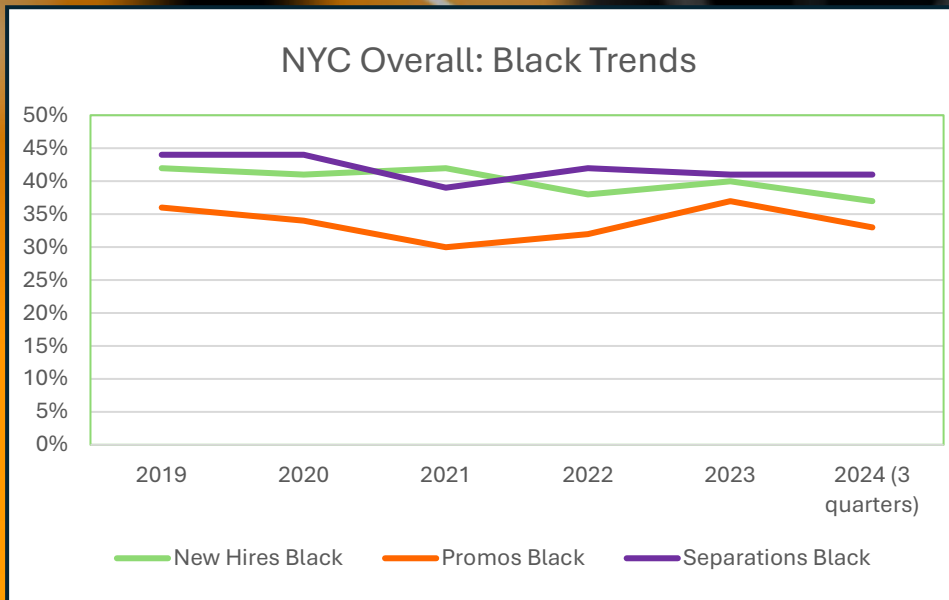
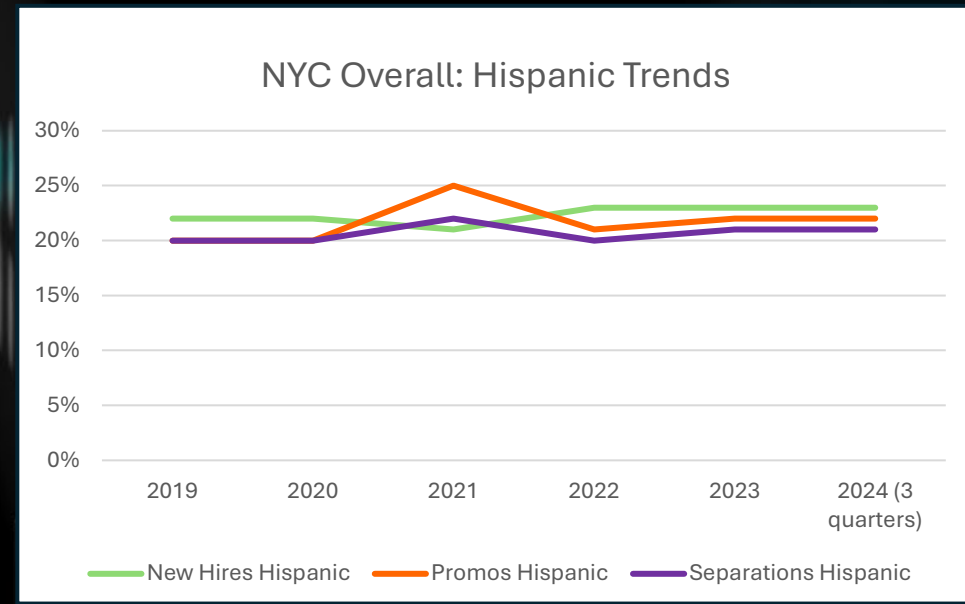
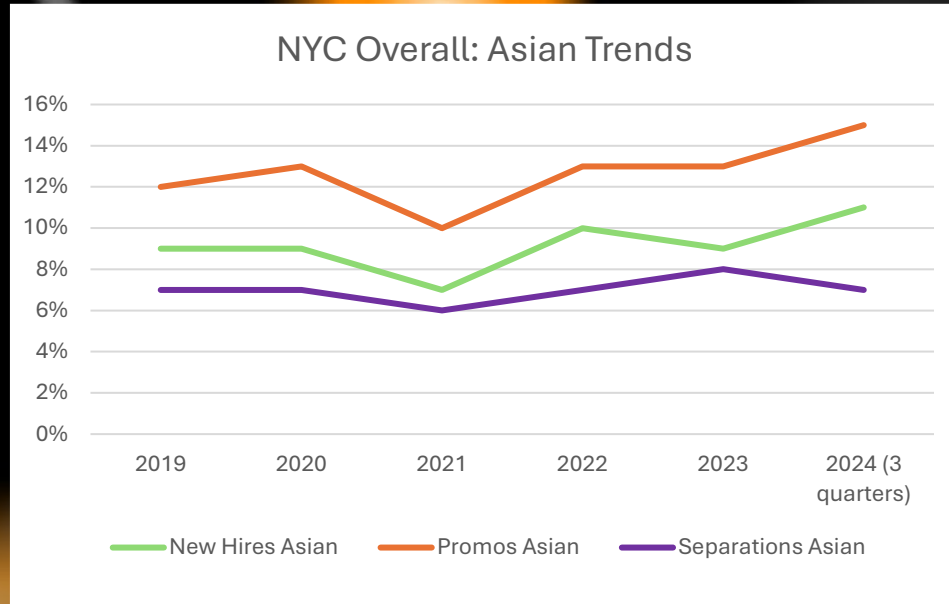
Every organization struggles with attracting and retaining talent – and struggles even more when it comes to diverse talent

NYC Historical Diversity Data



NOTE: Data does not include Dept. of Education teachers or Health and Hospitals.

NYC Historical Diversity Data



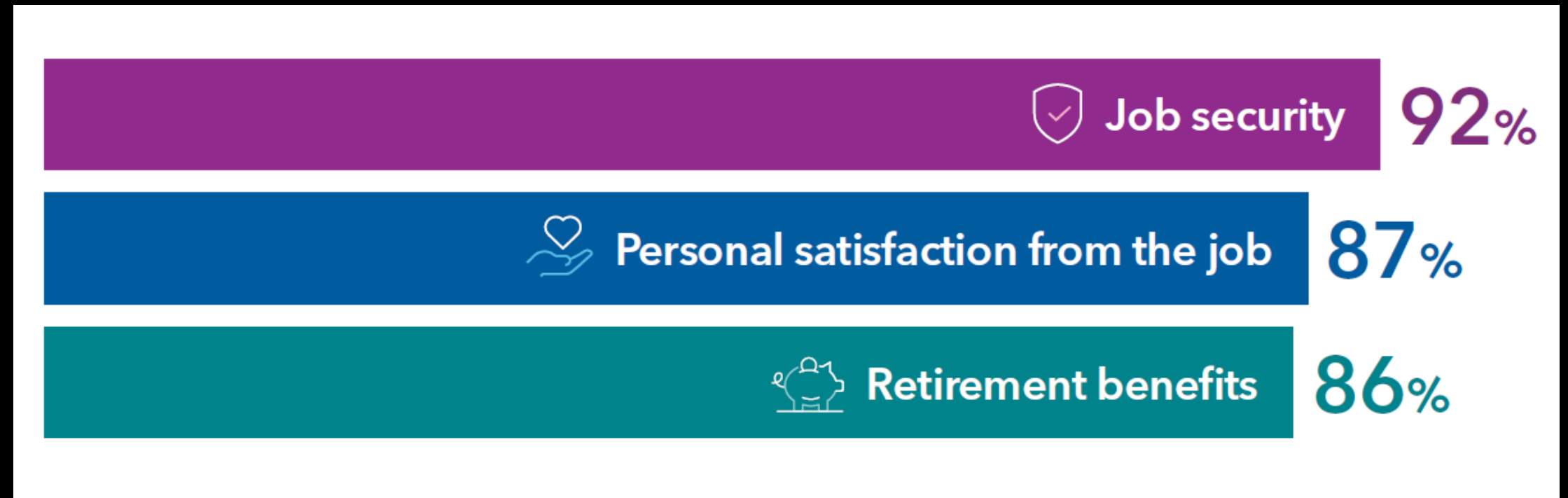
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Insights

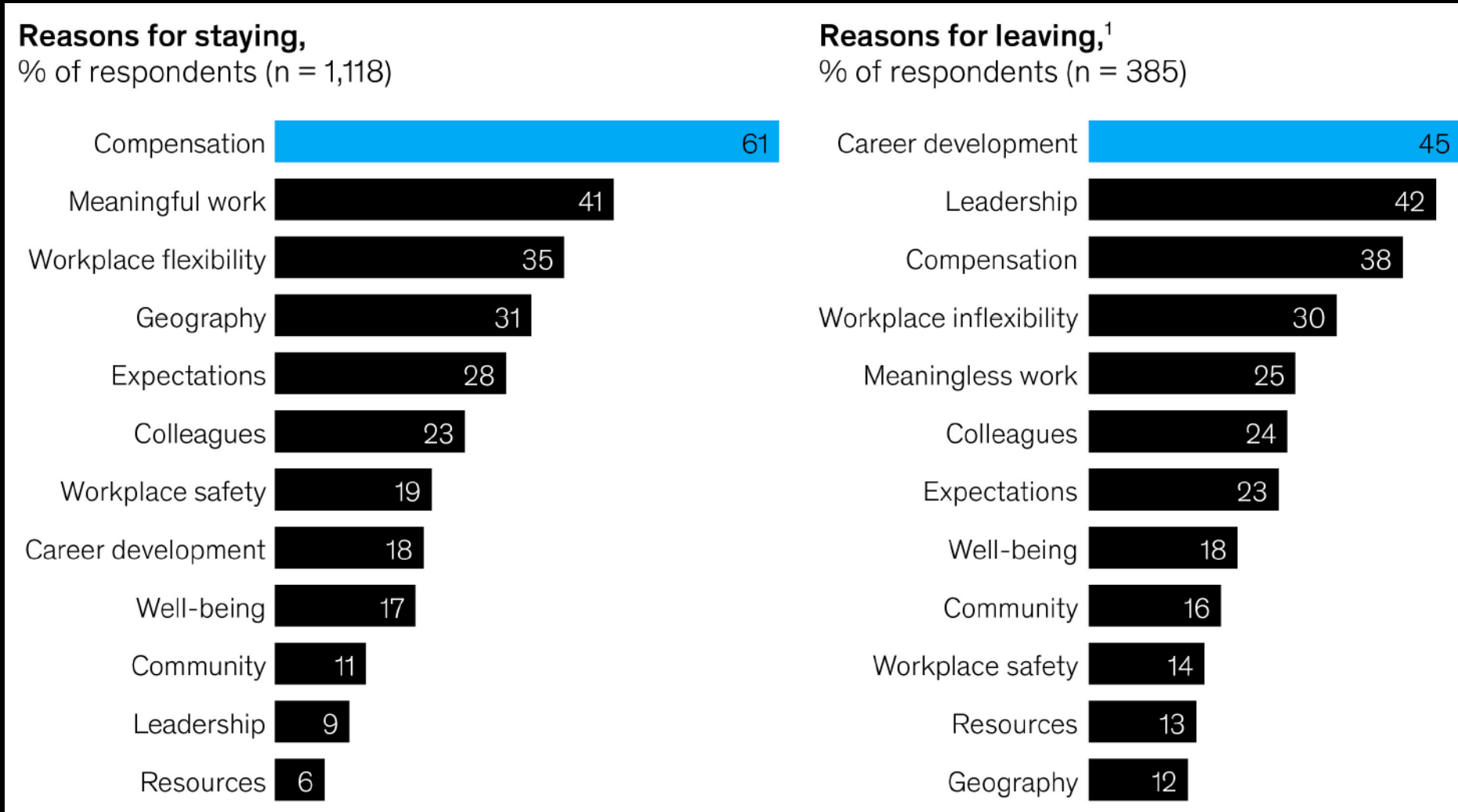
- Improvement in overall representation for Hispanics and Asians, driven by increases in hiring and promotion of Asians
- Trend for Hispanics is relatively flat
- Trend for Blacks is slightly down
- Despite fluctuations, trend for women is flat


Bear in mind, the base is lower for Asians and Hispanics

What Attracted Public Sector Workers to Their Current Job in the First Place?



What Influences Retention Among Public Sector Workers?





Beyond what you have been doing, how do you improve those outcomes?



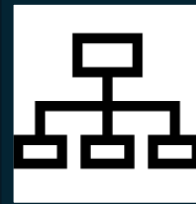
Employee value
proposition (EVP)



EVP
Definition

**Everything of value
that an employer
has to offer its
employees**

Sample EVP Attributes



Rewards

Compensation
Benefits
Retirement
Vacation

Opportunity

Skill
development
Career
Growth rate
Meritocracy
Stability

Organization

Prestige
Empowerment
DEI
Environmental &
social
responsibility
Respect
Org size
Ethics/Integrity
Risk taking

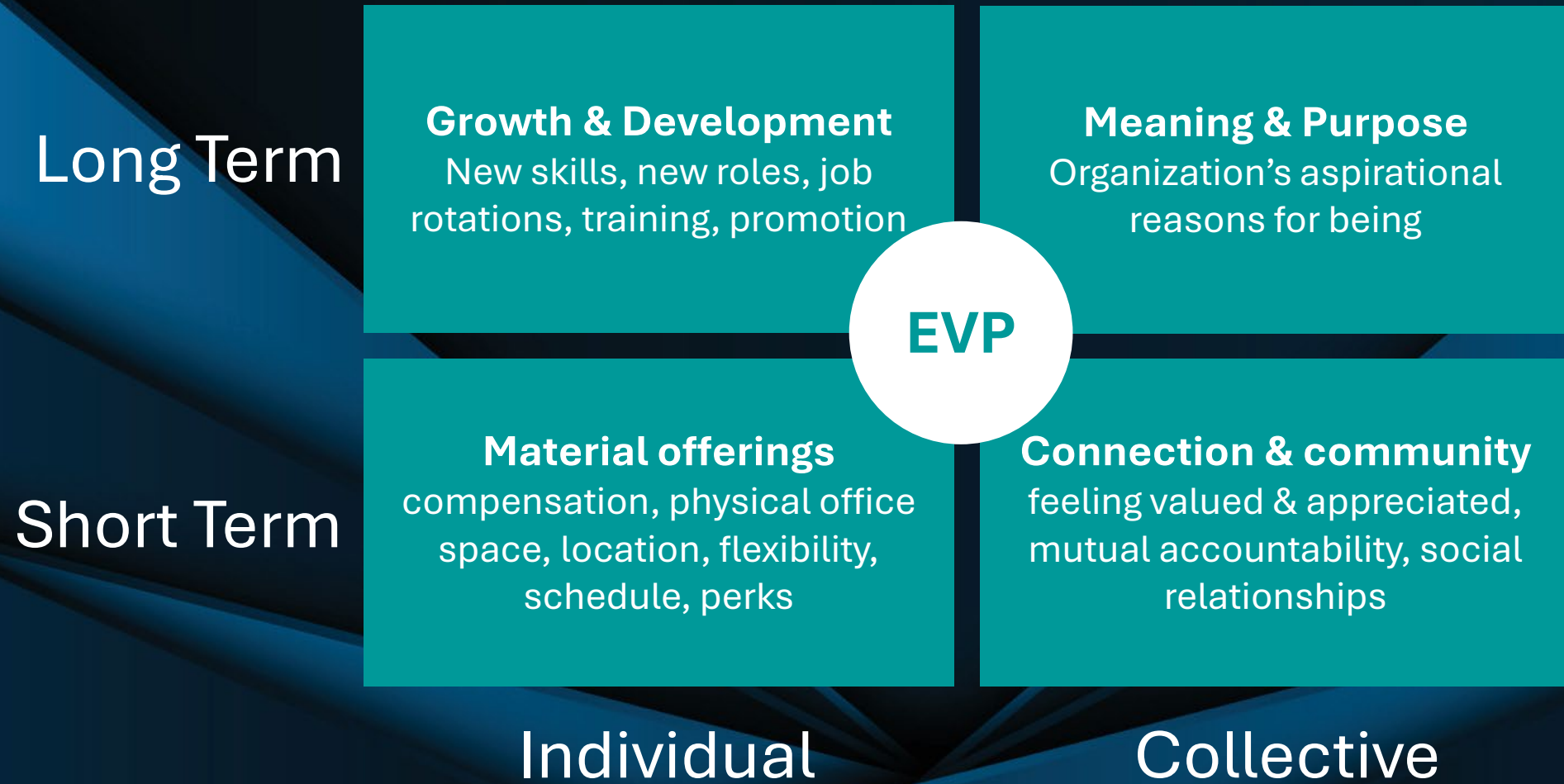
People

Camaraderie
Collegial work
environment
Manager quality
Coworker quality
People
management
Senior leader
reputation

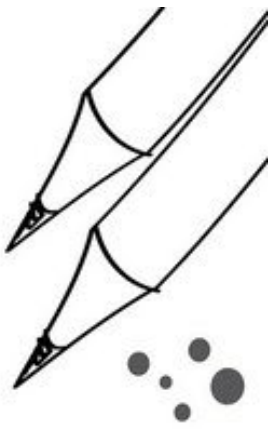
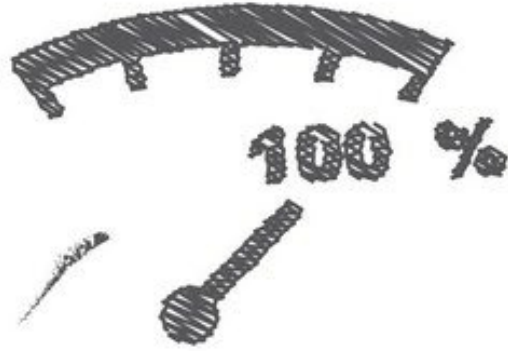
Work

Innovative work
Travel
Job-interests
alignment
Level of impact
Location/ flexible
work
Recognition
Commute
Work-life balance

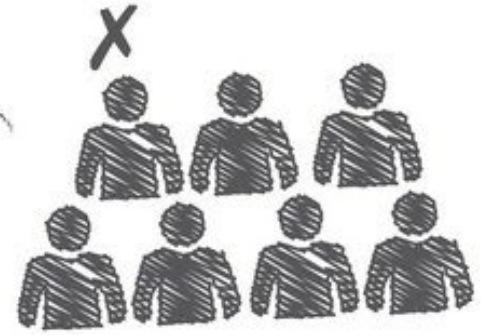
How Employees Experience EVP



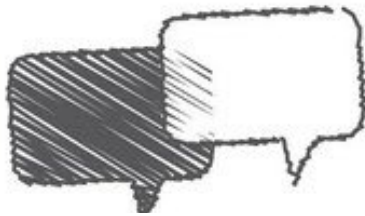
PROPOSITION



EMPLOYER BRANDING



TALENT



REPUTATION

Employer Branding Definition

A set of attributes and qualities, often intangible, that makes an organization distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture

How EVP and Employer Brand are Related



Employee lifecycle



Employee Lifecycle

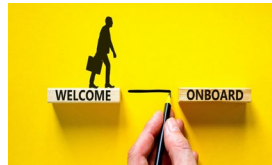
Attracting



Recruiting



Onboarding



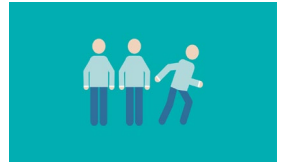
Developing



Retaining



Separating



Alumni Relations



Employee Lifecycle

Attracting



Are potential candidates aware of us?

Where do they learn about us and our jobs?

What do they know about working for NYC?

According to LinkedIn, 55% of job seekers will stop applying for the job in an organization that has negative reviews



City of New York

Overview ▾

1.1K
Reviews

3.3K
Jobs

2.6K
Salaries

111
Interviews

470
Benefits

1
Photos

385
Diversity

City of New York Reviews



68% would recommend to a friend
(940 total reviews)

Top Review Highlights by Sentiment

Excerpts from user reviews, not authored by Glassdoor

Pros

"[Great Benefits](#) and if you like working with kids it's rewarding." (in 127 reviews)

"The City is [great for people](#) who will raise their hand and volunteer to try new projects since there's always something interesting but underresourced." (in 59 reviews)

"[Great pension](#) benefit" (in 34 reviews)

"Access to city perks; [Job security through unions; great](#) for family planning." (in 30 reviews)

"Hours are very easy and make for a [good work/life balance](#)." (in 26 reviews)

Show Less Pros and Cons 

Cons

"The [pay is low](#) for the hours and the work required to be able to make substantial impact." (in 45 reviews)

"Many people have student loans which need to be paid and it is difficult to do so with [low salaries](#)." (in 42 reviews)

"[Hours are long](#) and unpredictable" (in 21 reviews)

"[poor management](#) and not as helpful for talent development" (in 18 reviews)

"As a result you should NOT expect to have a [supervisor who is helpful](#), coordinated, or even that experienced with the BASICS of management, let alone social services." (in 8 reviews)

Employee Lifecycle

Recruiting



What is the initial contact with a job candidate like?

Do you know what the entire candidate experience is like?

Are you only assessing or are you selling too?

Employee Lifecycle

Onboarding



How do new employees feel when they first join?

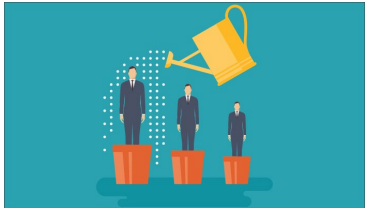
Are you doing things that make them feel included?

Are you facilitating their integration into the organization so that they become proficient?

Employee Lifecycle

Do employees get skill-building opportunities?

Developing



Are employment decisions, including promotions, seen as fair and are employees clear how they get them?

Are managers having regular conversations with their employees to understand their needs?

Employee Lifecycle

Do managers know how engaged their employees are?

Retaining



Are you consisting “re-recruiting” your employees?

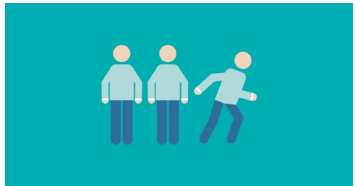
Are you aware of what employees are saying on job sites like Glassdoor or Indeed?

Retention is not all about money. According to LinkedIn, 58% of employees say recognition is how organizations can improve employee engagement.

Employee Lifecycle

How are resigning employees treated?

Separating



Do you conduct useful exit interviews to understand reasons for leaving?

What are their lasting impressions of working with you?

Employee Lifecycle

Alumni

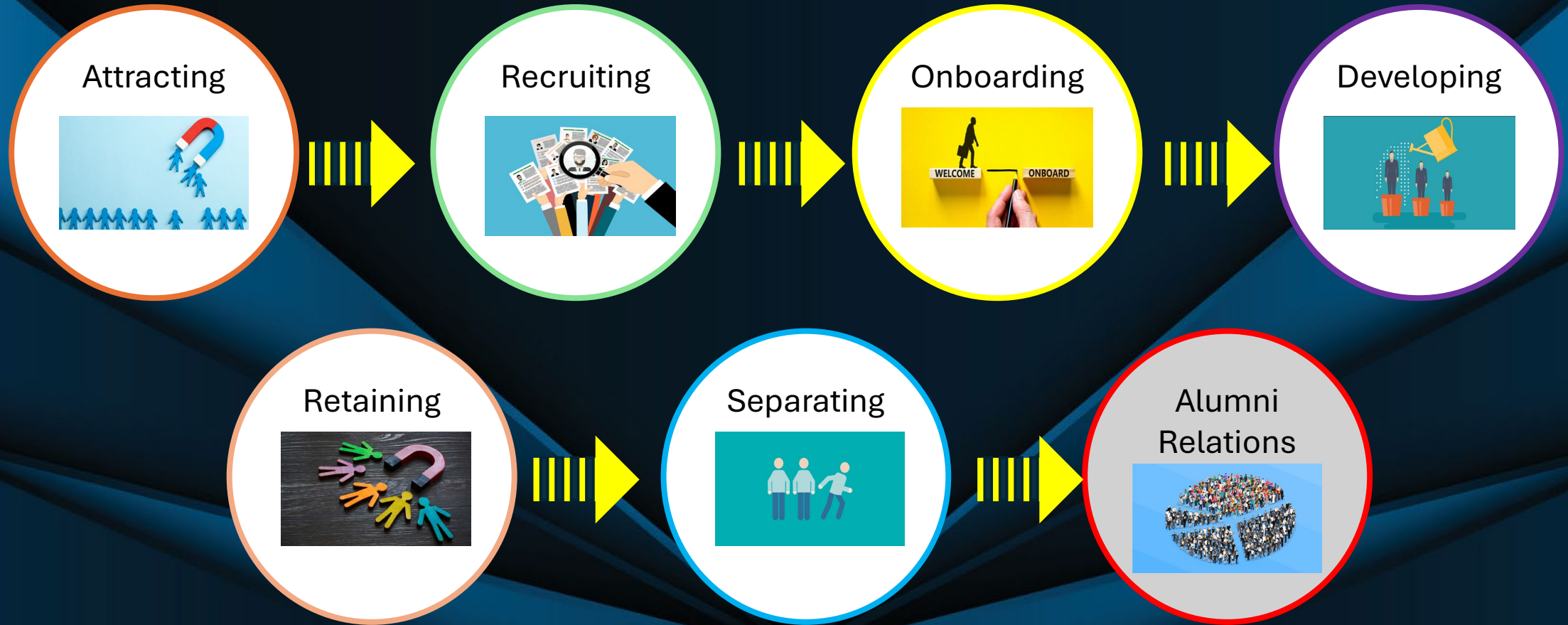


Do you know who your alumni in good standing are?

Do you have a mechanism to keep former employees connected to you?

Do you proactively reach out to alums to return or to ask for referrals?

Employee Lifecycle



Employee Value Proposition

Take-aways

Know/develop your EVP, particularly as it relates to diverse groups

Use it to develop your employment brand

Apply EVP throughout the employee lifecycle

Action expresses
priorities.

Mahatma Gandhi

Taking Action

Breakout into discussion groups

Begin with the end in mind (what outcome do you want to achieve?)

Of all the things we talked about, choose **1** area in the employee lifecycle, that if you act on it, will yield the best outcome.

Choose **2** actions that **you** can take in this area to improve outcomes.

An aerial photograph of the New York City skyline at sunset. The sky is filled with soft, orange and pink clouds, and the sun is low on the horizon. The city is densely packed with skyscrapers, many of which have their lights on, creating a warm glow. The Empire State Building is prominent on the right side of the frame. The text "What questions do you have?" is overlaid in the center of the image in a white, sans-serif font.

What questions do you have?