Digi-CVET

Developing transversal digital competences for digital

Continuous Vocational Education and Training in construction

2021-1-DE02-KA220-VET-000025109
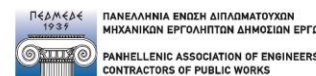
DIGITAL ASPECTS IN EMPLOYER BRANDING AND POSITIVE EFFECTS IN HR

What will you learn in this module?

The lesson deals with the digital aspects of employer branding and its positive effects on HR in the construction sector.

I.   **Integrating Digital Solutions into Employer Branding** (introduction, overview and e xplanation)**.**

II. **Triggering Employees' voices and Advocacy** in the Construction sector.

III. **Rewarding, Recognizing and Celebrating Your Employees.**

IV. **Competency and Assessment Tools for Employees** construction stakeholders.

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I. Integrating Digital Solutions into Employer Branding

1. What is employer branding?

Employer branding is a way of recruiting new employees by promoting your company as a good employer. It is making you, as an employer, a brand in the labour market.
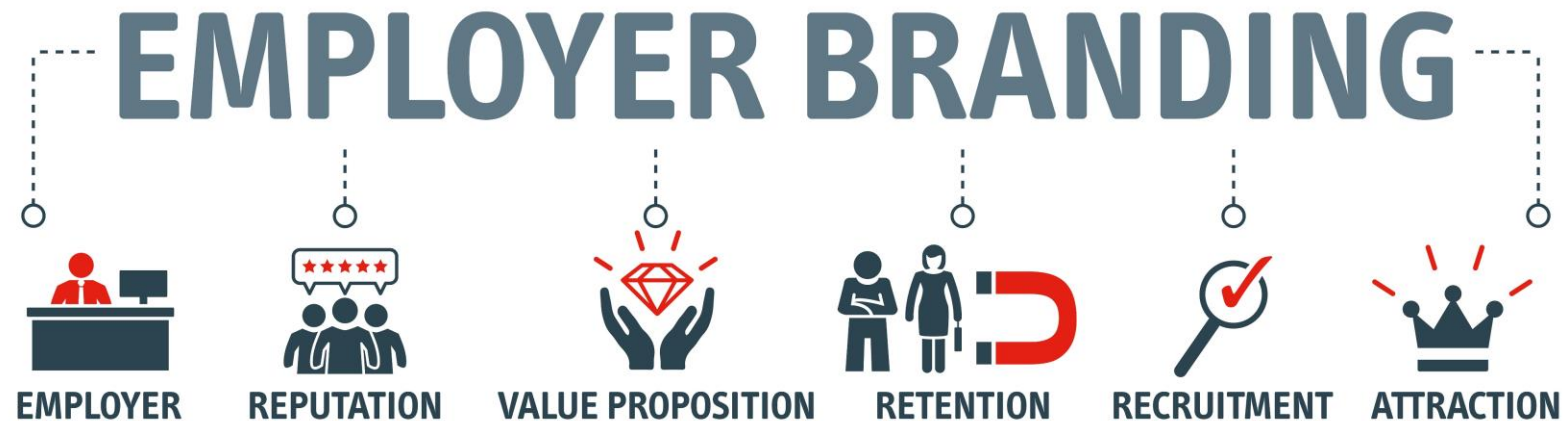
I. Integrating Digital Solutions into Employer Branding

2. What is Employee Value Proposition (EVP)?

It is the unique set of benefits that an employee receives in return for the skills, capabilities, and experience they bring to a company.

- A good EPV is part of your employer brand.
- It should communicate your values and culture.
- The benefits are a more committed, happier, and productive workforce at a cheaper cost.
- It may also improve your company's perception in the eyes of consumers.

Nike's EVP: *"We lead. We invent. We deliver. We use the power of sport to move the world."*

Source: What an employee value proposition can bring to your brand - B2B News Network (b2bnn.com)

I. Integrating Digital Solutions into Employer Branding

3. Employee Value Proposition (EVP)

Some of the attributes that World's Most Attractive Employers include in their EPV:

- Commitment to diversity and inclusion
- Inspiring purpose
- Innovation
- Professional training and development
- Flexible working conditions (remote work)
- Opportunities to make a personal impact
- Employee well-being
- Work-life balance

How do you consider this in your company?

I. Integrating Digital Solutions into Employer Branding

4. Digital aspects in EVP

The digitalization of the construction industry is bringing exciting novelty.

By offering potential employees the chance to leverage advanced technology such as:

- **the Internet of Things (IoT),**
- **machine-to-machine (M2M),**
- and possibility of **3D-printing buildings**

you can attract young people interested in the latest technological advances.

Source: https://www.youtube.com/watch?v=mcKxJkhNp-c

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I. Integrating Digital Solutions into Employer Branding

5. Building your employer brand

- Create creative job ads with EVP.
- Respond to every candidate.
- Offer benefits that attract construction employees.
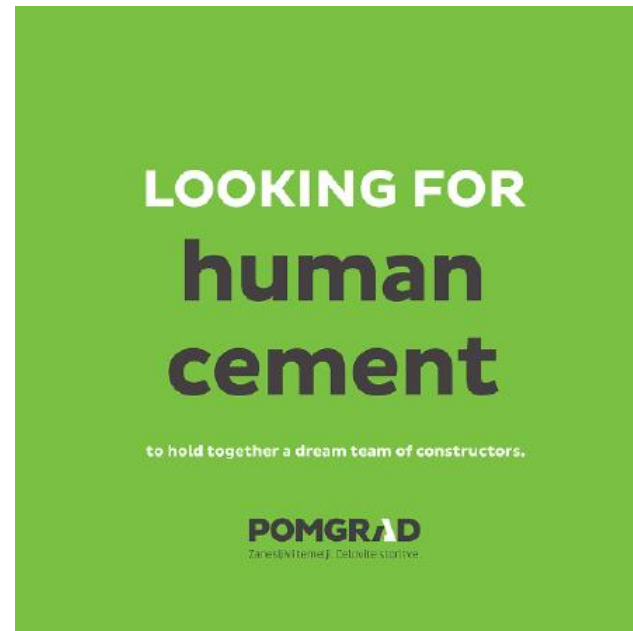- Only promote and promise what is true for your company!

https://www.youtube.com/watch?v=Zka9sbktfV8

I. Integrating Digital Solutions into Employer Branding

6. Digital campaign on social media

A well thought digital campaign will let potential employees know that you are hiring, but even more importantly it will let them know that you are a great employer.

See an example of strong innovative messages pushed in a digital campaign of a construction company. →

LOOKING FOR human cement

to hold together a dream team of constructors.

POMGRAD
Zanesljivi temelji. Celovite storitve.

It's like playing with **Lego's.** But for money.

POMGRAD
Zanesljivi temelji. Celovite storitve.

I. Integrating Digital Solutions into Employer Branding

7. Improving Employer Branding in Construction

- Connect Your Content to an ESG (Environmental, social and corporate governance) →
- Prepare supporting video content

(example: https://www.youtube.com/watch?v=-ssYPIxsom0)
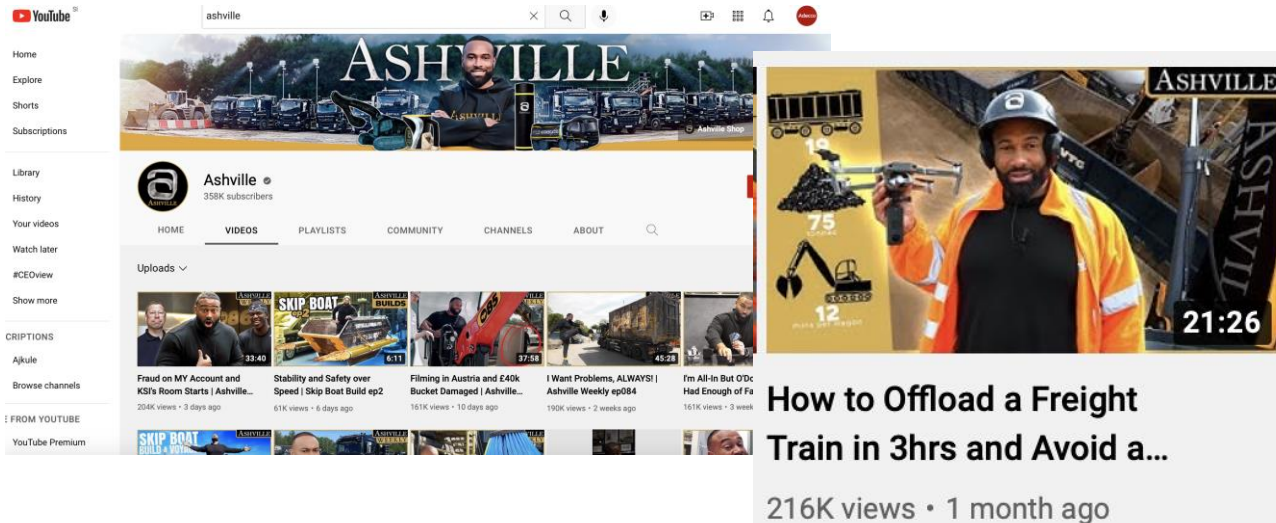
Environmental

Greenhouse gas emissions	Water consumption	Waste management	Resource management
Mineral extraction	Materials	Resource efficiency	Recycling

Social

Diversity and social inclusion		Health and well-being	Legacy planning
Community impact and integration		Education and skills	Emergency response planning

Governance

Strategies	Policies	Constitution of governing body	Procurement
Sales	Supply chain management	Stakeholder engagement	Diversity, equality, and ethics

I. Integrating Digital Solutions into Employer Branding

8. Data-driven decision making in employer branding

The digitalization of the process of recruitment makes it possible to measure:

- Engagement with social media
- Employer brand image
- Conversion ratio
- Cost per hire

Based on the data you can make better decisions about your employer branding marketing.

Source: https://depositphotos.com/220301488/stock-illustration-business-characters-in-a-presentation.html

I. Integrating Digital Solutions into Employer Branding

9. Virtual recruiting

Virtual recruiting is an alternative to face-to-face recruiting and it is becoming more common in the after-pandemic world.

With virtual/remote recruiting it is possible to switch from target groups to a more diverse and inclusive pool of potential employees.

https://www.youtube.com/watch?v=saDeqLGi_B8

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I. Integrating Digital Solutions into Employer Branding

10. Case study

CASE STUDY

Adecco

X

yapı merkezi

- New big construction project starting in Slovenia (2019 project awarded)
- Main contractor: International construction company, from non EU country, not known in the country (YAPI MERKEZI from Turkey).
- High employment rate, no unemployed construction engineers in Slovenia.

  WHERE AND HOW TO EMPLOY SOME KEY EXPERTS AND SUPPORTING STAFF??

- Decision taken: Outsourcing a hiring agency (Adecco) for recruiting white and blue collars workers.
- Start of digital campaign on selected social media. Landing page created for referencing and promoting the international company. Stories being shared such as workers excitement of being a part of such a big construction project, good working conditions, competitive salaries, excellent own kitchen and cuisine.
- Facebook group for blue-collar workers (also in neighboring countries) using the private network of job seekers.
- All vacancies filled.

See Adecco landing page for this service being hired: Drugi tir (adecco.si)
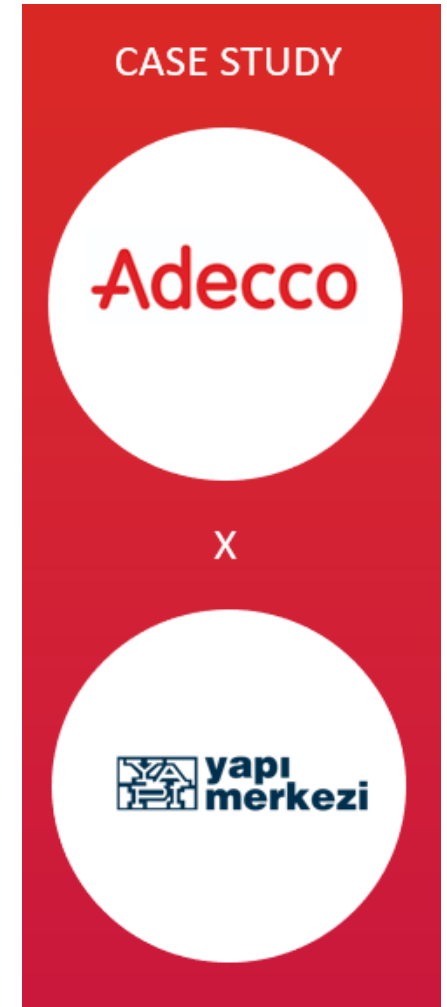
II. Triggering Employees Voice and Advocacy

1. Employee advocacy

Employee advocacy is a planned and organized way of using your employees as advocates for your company brand but also your **employer brand**.

For successful employee advocacy you should:
- Choose your advocates carefully
- Create online guidelines or prepare the content to be shared
- Trust your employees
- Measure the results and communicate them to your advocates
- You can use **tools** designed for employee advocacy

Source: https://www.certusrecruitment.com/blog/2021/01/how-employee-advocacy-can-benefit-your-business?source=google.si ,
 What Is Employee Advocacy and Does It Really Work? | Sprout
Social, https://digitalni.manever.si/storitve/oglasevanje-facebook-instagram/

II. Triggering Employees Voice and Advocacy

2. Benefits of employee advocacy for HR

Improved company culture
Encouraging your employees to let the world know what it's like to work here, means embodying the good company culture you are promoting.

Increased staff retention
New employees already have an idea what it is like to work in your company and they will more likely stay once employed.

Increased organic applicants
A good image of you as employer may mean direct approaches from individuals who want to work for you without a specific opportunity in mind.

https://www.youtube.com/watch?v=Fqvy3tc-rM0

II. Triggering Employees Voice and Advocacy

3. Your employees as your marketing channel for your employer brand

- Encourage your employees to spread the good word about your company.
- Use **social media** for sharing that content. Prepare social media posts, that your employees can like and share with their network.
- **Learn about what social media your different groups of employees use and how they use it.**

Source: https://depositphotos.com/317135688/stock-illustration-refer-a-friend-gradient-vector.html

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II. Triggering Employees Voice and Advocacy

4. Digital influencers – who are they

A digital influencer is a digital media content creator who uses his/her media platforms to influence audience behavior both online and offline.

Among the employees who are your advocates, there may be some, who have the potential to become influencers.

https://depositphotos.com/183764172/stock-illustration-social-influencer-concept-vector-design.html

II. Triggering Employees Voice and Advocacy

5. Digital influencers among your employees

Influencers do not only share the content you provide for advocates, but create their own content. They are proactive in spreading their network.

There is potential for an influencer in many employees, but it has to be developed and encouraged.

You can create a program for the social media maturity of your advocates and ensure there is always an influencer in your company promoting your brand. It can be applied to your employer branding as well.

Source: https://www.tribalimpact.com/blog/employee-advocacy-and-influencer-marketing

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II. Triggering Employees Voice and Advocacy

6. Examples and case studies

Example of VINCI's* **Be yourself** campaign of employee's voice and advocacy.

- It includes 5 videos titled: *Too ambitious? Too creative? Too bold? Too curious? Too committed?*

- *"At VINCI, you'll have many opportunities to express your creativity, your curiosity, your boldness, your ambition, your commitment."*

*VINCI is a world leader in concessions, energy and construction, active in nearly 120 countries. Location: France.

Mathieu is too ambitious; he enjoys working at VINCI.

https://www.youtube.com/watch?v=LCzKiw4TCQo

III. Rewarding, Recognizing and Celebrating Your Employees

1. Understanding and developing company culture

Company culture is a set of values and practices that are a norm of behaviour in a company. Every company has a culture, and it is best if it is planned and developed strategically so that it supports a good working environment and productivity of the company.

Good company culture can result in:
- Increased joy at work and better productivity
- Enhanced company brand
- Well-defined goals
- Employee development
- Smoother recruitment and increased retention

III. Rewarding, Recognizing and Celebrating Your Employees

2. Cultivating a Strong Construction Culture

When setting up your company culture set your vision and values. Think about the following:
- safety
- diverse and inclusive work environment
- learning development of employees
- mentorship
- ESG (Environmental, Social and Governance)

Engage every employee to live the company vision and values. Recognize and reward their efforts.

https://depositphotos.com/127295332/stock-illustration-business-concept-boss-talking-about.html

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III. Rewarding, Recognizing and Celebrating Your Employees

3. Employee recognition software platforms & reward programs

An important part of company culture is making your employees feel valued and making sure their efforts are recognized.

There are a number of employee recognition software solutions designed to help the management and peers show their appreciation to the employees.

Why employee recognition is important?

https://www.youtube.com/watch?v=tJZcIXzZFQg

III. Rewarding, Recognizing and Celebrating Your Employees

4. Employee engagement software

Employee engagement is the extent to which employees are personally involved in the success of the company. Engaged employees work harder, are more productive, and are more likely to stay in the company for the long term.

Employee engagement software helps companies understand their workplace satisfaction. A good employee management software offers functionalities to improve job satisfaction, like:
• Collecting employee feedback
• Performance management
• Setting and tracking goals
• Employee recognition
• Employee satisfaction

Source: https://alayagood.com/guide/employee-engagement/software/

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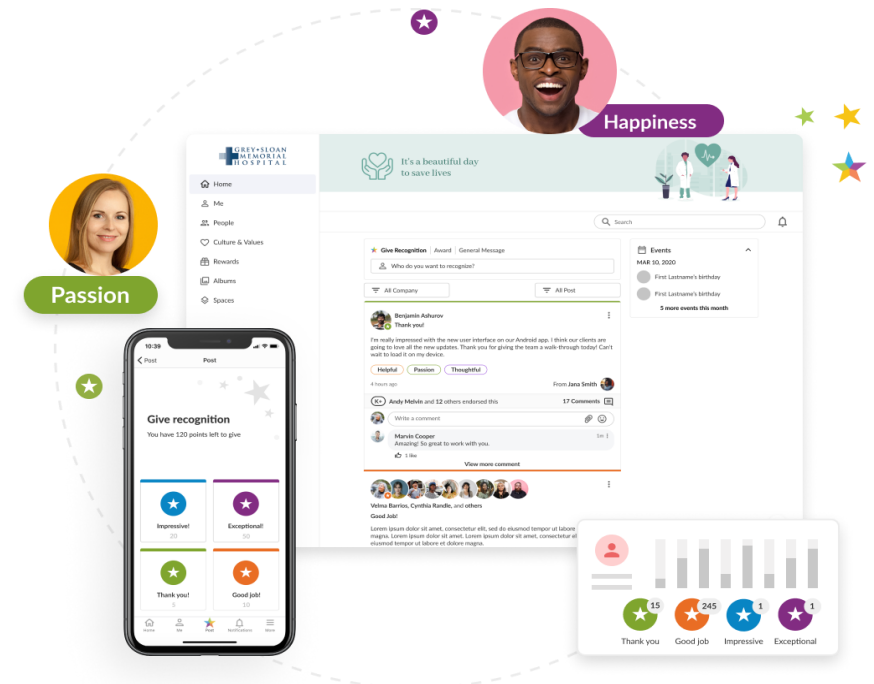
III. Rewarding, Recognizing and Celebrating Your Employees

5. Examples and case study

Do you know about the US National Employee Appreciation Day?

U.S. Launched in 1995 by Workman Publishing, National Employee Appreciation Day, on March 3, reminds managers that strong employer-employee relations are at the core of any truly successful business.

An exemple of a thank you video to employees at construction company at the Employee Appreciation day 2022
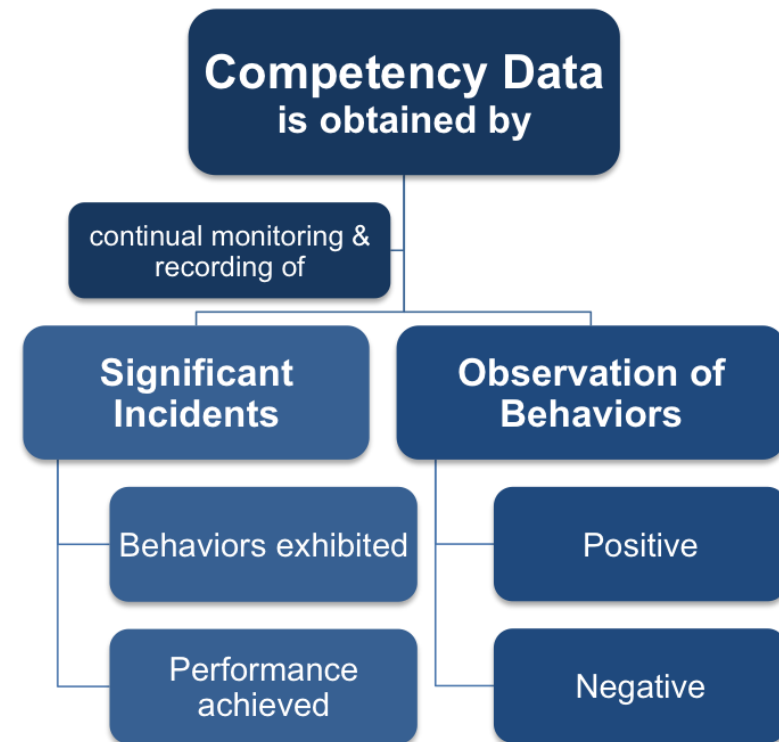
https://www.youtube.com/watch?v=05fXq44QQaI

IV. Competency and Assessment Tools for Employees

1. Competency Assessment

One of the most important drivers of any organization is the level of competence of the various team members. Every team is made of individuals who combine their knowledge and skills to do the work required to achieve their assigned goals. The aim of competency assessment is to identify problems with employee performance and to utilize all available competencies of an employee or team.

A competency assessment is an evaluation of a person's abilities in relation to the requirements of their job. It measures how (behaviors) someone does what (task or skill). The individual's proficiency level of competence is then compared to the target level, defining competence or skill gaps for each task and skill.


Source: http://www.free-management-ebooks.com/news/measuring-competencies/

IV. Competency and Assessment Tools for Employees

2. Competency

Competency:
A person-related concept that refers to the dimensions of behavior lying behind competent performer.

Competence:
A work-related concept that refers to areas of work at which the person is competent.

Competencies
Often referred as the combination of the above two.

Source: http://www.free-management-ebooks.com/news/measuring-competencies/

IV. Competency and Assessment Tools for Employees

3. Benefits

By putting assessment processes in place, organizations can measure critical competencies and take steps to address areas that need development.

Competency-based assessment can:
- Assist in the recruitment process
- Identify job-related development needs
- Support continuous improvement
- Increase job satisfaction

Source: https://www.cognology.com.au/learning_center/easy-guide-competency-based-assessment/
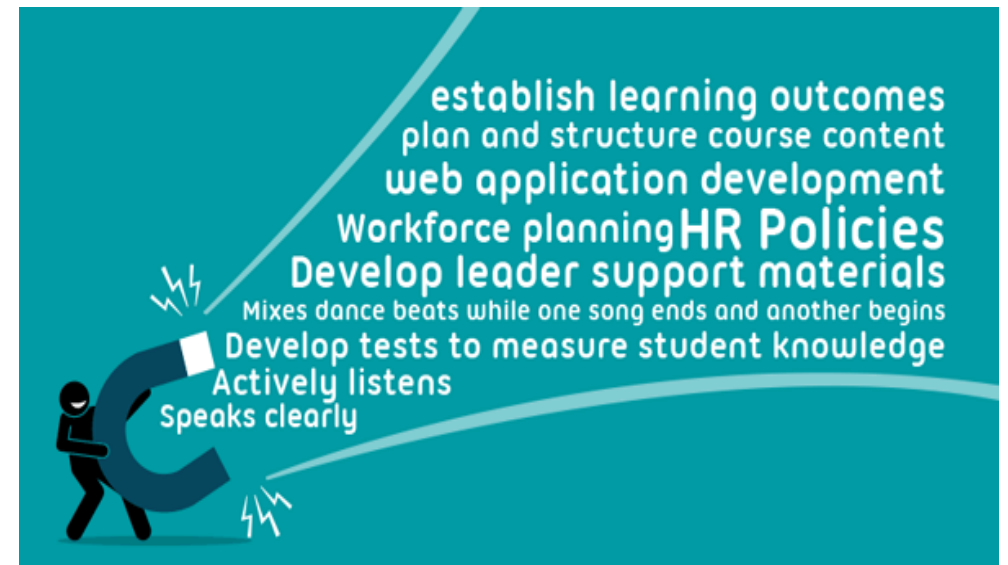
IV. Competency and Assessment Tools for Employees

4. Competency and Assessment Tools

A competency-based assessment tool is a software or paper-based process for assessing a person's level of competence and identifying development needs.

These tools can range from basic self-assessment questionnaires to sophisticated software that can amongst other things identify gaps in competence across a group of people.

COMPETENCY ASSESSMENT TEMPLATE

Team member name:	
Assessor:	
Date of Assessment:	

Leadership Competency	Assessment					Comments
	ND	AC	C	HC	E	
Provides clear and confident directions						
Develops individual and team objectives						
Conducts regular one-on-one check-ins with team members						
Develops plans aligned to the company goals						
Obtains and manages resources to achieve planned outcomes						

KEY
ND   Needs Development
AC   Approaching Competence
C   Competent
HC   Highly Competent
E   Exceptional

Source: https://www.cognology.com.au/learning_center/competency-assessment-template-form/

IV. Competency and Assessment Tools for Employees

5. Digital Competency and Assessment Tools

The benefits to using software over a paper-and-pencil approach are many:

- The competency assessment process is automated, which improves timeliness and consistency of assessments.
- Every competency assessment checklist is maintained for as long as you need it and easy to access when requested by mangers or auditors.
- The tool is non-discriminatory and consistent across all employees, promoting fair and equitable assessments.
- The employee can access their assessments when they need to, as they work on their goals and development throughout the year, helping them stay focused on growth.

Source: Competency and Assessment Tools | TalentGuard

https://digital-skills-jobs.europa.eu/en/digital-skills-assessment

IV. Competency and Assessment Tools for Employees

6. Competency assessment methods applied

The methods for assessing competencies range from simple self-assessments to detailed approaches that result in a formal certification.

- Assessment/Development Centre
- 360 Degree feedback
- Role plays
- Case study
- Structured Experiences
- Simulations
- Business Games

Source: Competency (slideshare.net)

Source: https://www.cognology.com.au/learning_center/easy-guide-competency-based-assessment/

IV. Competency and Assessment Tools for Employees

7. Incorporating competencies into employee performance evaluation process

How can you use your competency model to have structured conversation with your employees?

- **Clarify expectations:** Hold a session at the beginning of your review period, where you clarify exactly what is expected of your employees based on your competency model, and outline how they will be reviewed.
- **Encourage preparation:** Encourage your employees to get prepared. They can outline accomplishments or examples that are specific to your competency model.
- **Deliver based on the model:** During the actual evaluation, you should stick to your competency model for guidance, using it to create a rubric for your review.
- **Outline next-steps:** After you address an employee's performance, is an excellent time to set goals, for both high performers and employees who need more work.
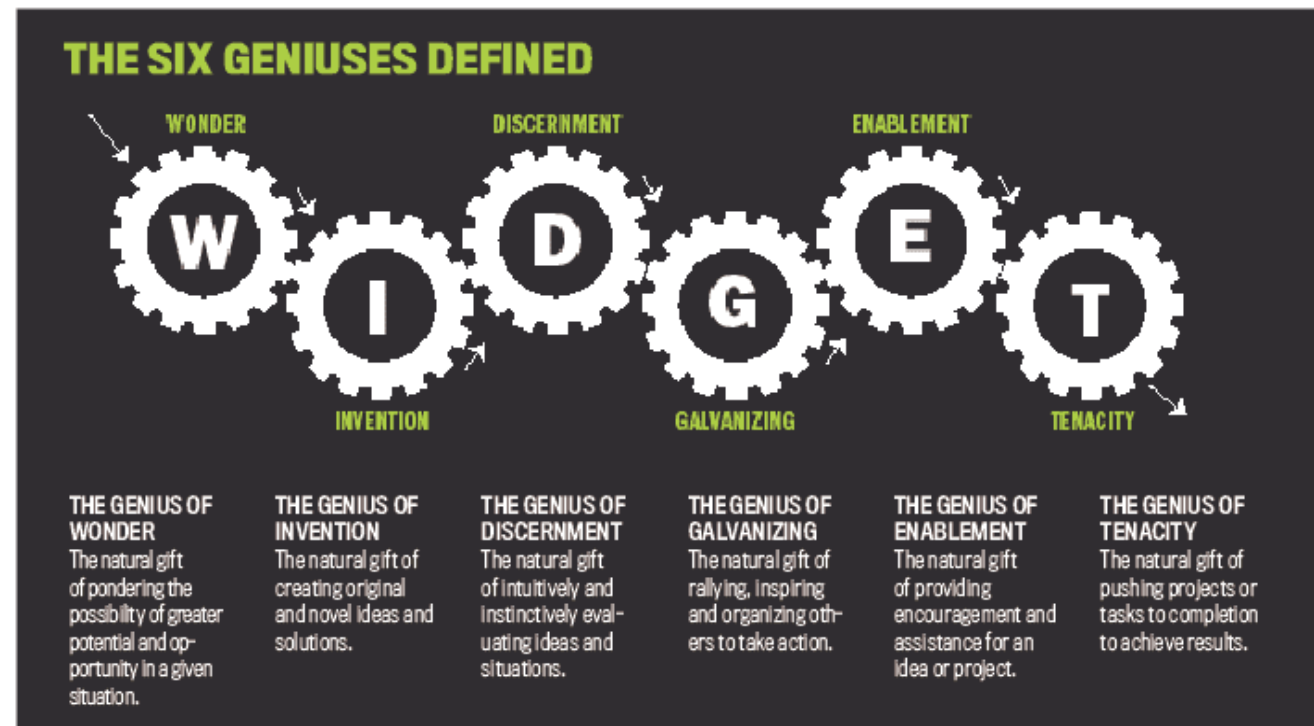

https://www.ispatguru.com/role-of-employee-competency-on-performance/
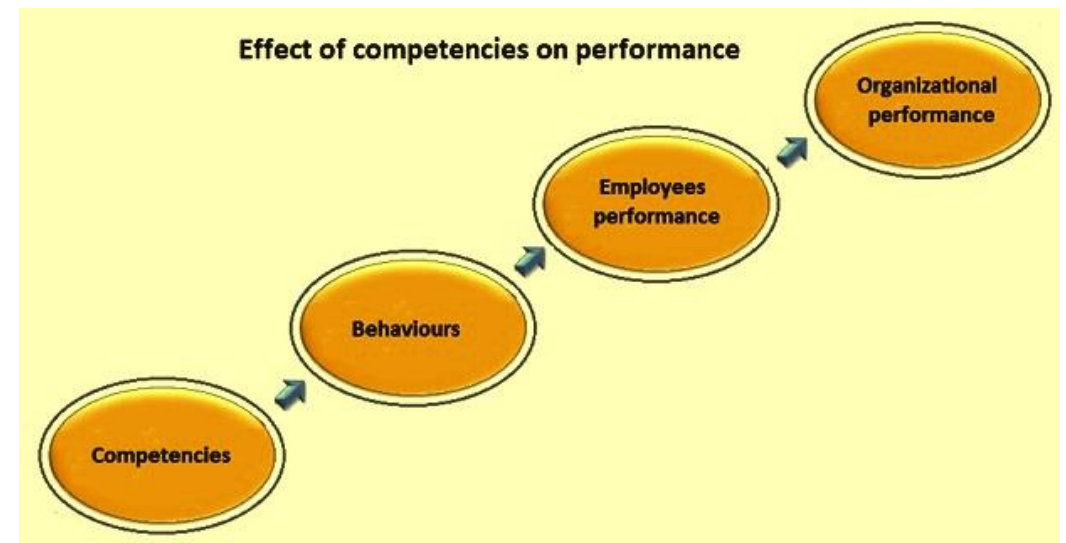
IV. Competency and Assessment Tools for Employees

8. Discovering and unleashing your employees` genius

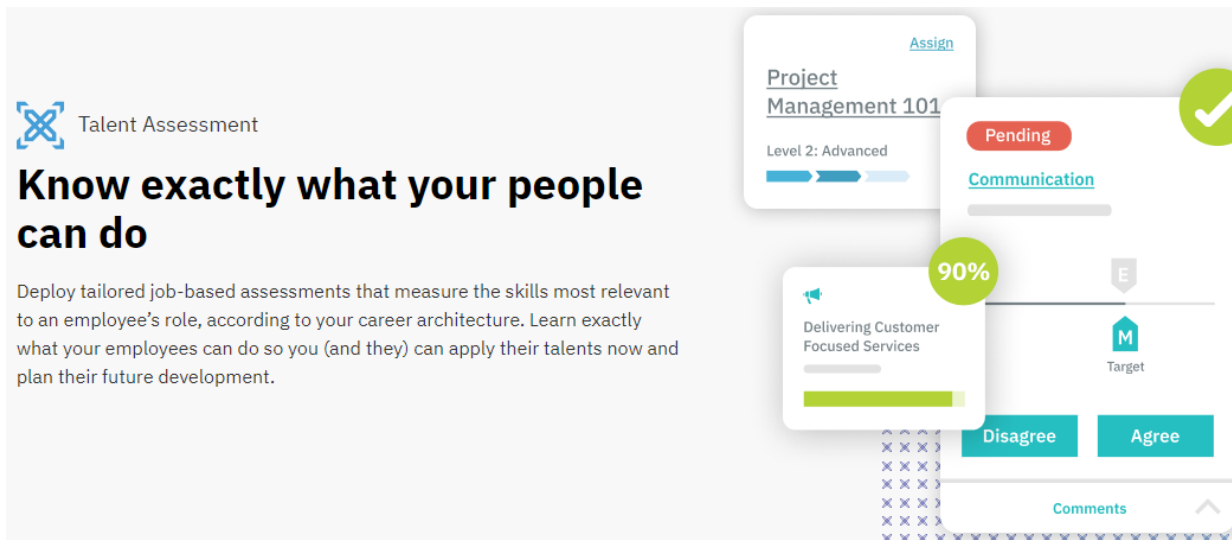**The Six Types of Working Genius**
Patrick Lencioni, the author of some of the best-selling business books of all time, explains "Six Types of Working Genius". He gives an anwser why some teams succeed and some don't, and how getting anything accomplished in an organization actually works.

"It's an assessment tool and an analysis for an individual who wants to understand their own natural God-given gifts, their working genius, the things that they're great at and love doing, that they get energy and joy from," explains Lencioni. "Ideally, we should spend as much time as possible doing those things."

https://chiefexecutive.net/patrick-lencioni-exclusive-discover-your-teams-genius/

THE SIX GENIUSES DEFINED

WONDER   DISCERNMENT   ENABLEMENT

WIDGET

INVENTION   GALVANIZING   TENACITY

THE GENIUS OF WONDER
The natural gift of pondering the possibility of greater potential and opportunity in a given situation.

THE GENIUS OF INVENTION
The natural gift of creating original and novel ideas and solutions.

THE GENIUS OF DISCERNMENT
The natural gift of intuitively and instinctively evaluating ideas and situations.

THE GENIUS OF GALVANIZING
The natural gift of rallying, inspiring and organizing others to take action.

THE GENIUS OF ENABLEMENT
The natural gift of providing encouragement and assistance for an idea or project.

THE GENIUS OF TENACITY
The natural gift of pushing projects or tasks to completion to achieve results.

IV. Competency and Assessment Tools for Employees

9. Example and case study:

Example: TALENTGUARD
Our Talent Assessment software provides the competency and assessment tools you need to deploy tailored job-based assessments that measure the skills most relevant to an employee's role, according to your career architecture. Learn exactly what your employees can do so you (and they) can apply their talents now and plan their future development.'

Source: Competency and Assessment Tools | TalentGuard

Preview |TalentGuard

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