



# Talent Brand Health Check Guide

# Introduction

**A talent brand health check is designed to evaluate the strengths and weaknesses of your organization's talent brand perception both in the market and internally among employees.** By examining various metrics, it measures the overall strength of your talent brand. It is different from a talent audit, which assesses the effectiveness and maturity of your talent practices.

A talent brand check acts like a diagnostic, and over time, you will be able to compare trend data to see if you are improving or what the impact is of the changes you have made. As a best practice, you should evaluate your talent brand health annually but continuously monitor the available metrics, such as turnover rates and exit interview data, quarterly.

This playbook outlines the **six steps for conducting a talent brand health check** to gain insight into how strong your talent brand is.

## Table of contents

- 1 // External perception check**  
Measure the external perception of your talent brand.
- 2 // Competitive EVP evaluation**  
Evaluate the competitiveness of your employee value proposition.
- 3 // Internal mobility assessment**  
Measure internal mobility rate and perceptions of opportunities to grow.
- 4 // Internal growth perception survey**  
Measure the internal perception of growth.
- 5 // Experience and engagement analysis**  
Evaluate experience and engagement metrics.
- 6 // Retention and turnover assessment**  
Evaluate employees' intentions to stay and reasons for leaving.

# Step 1: External Perception Check

**An external perception check is a valuable tool for measuring how your talent brand is perceived in the external market.**

The goal of an external perception check is to determine whether your employer brand story is being communicated effectively to the right audience.

Conducting an analysis using external data can reveal whether digital talent recognizes your company as a desirable employer.

To begin, consider working with a platform like LinkedIn, which publishes annual data on employer branding. This is an excellent starting point for your external perception check because it will allow your organization to:



Gain valuable insight into how the employer brand is perceived by potential candidates in the market, including what they find attractive and what might be potential barriers to attracting top talent.



Evaluate how the employer brand compares to other companies in the field, identifying areas of strength and opportunity for differentiation in a competitive talent market.

## HR scenario



**NextAI** is a technology company specializing in artificial intelligence. They are currently carrying out an external perception check to understand how their brand is perceived in the market.

The company is targeting professionals who are interested in working in the field of artificial intelligence and related areas such as machine learning, natural language processing, computer vision, robotics, and data science. This includes software engineers, data scientists, research scientists, and product managers who are adaptable, innovative, and can thrive in a fast-paced, dynamic work environment.

To do this, they use LinkedIn's annual data on employer branding, which provides insights into how companies are perceived by the talent on the platform.

### FINDINGS AND NEXT STEPS

**NextAI** employer brand is well recognized in the market and is perceived positively by potential candidates. However, they may be losing potential candidates to other companies due to the perception that the organization is only interested in hiring candidates with a specific set of technical skills, rather than those who have a broader skill set and can adapt to new challenges.



*The leadership team decides to prioritize promoting company culture, values, and growth opportunities in their employer branding efforts.*

# Step 2: Competitive EVP Evaluation

**Internal mobility rate refers to the percentage of employees who move to a different role or department within the same company.**

It shows how often employees are able to advance their careers and take on new challenges without having to leave their current employer. A high internal mobility rate can indicate that a company values and invests in the growth and development of its employees.



## **Targeted benchmarking**

Benchmark your offering against similar organizations that target the same talent pools.



## **Industry and regional comparison**

Compare your offering to general industry or regional standards through participation in different industry surveys and studies.

## HR scenario



**NextAI** will use targeted benchmarking and industry and regional comparison to conduct its competitive EVP evaluation.

- For targeted benchmarking, they identified five organizations targeting similar talent pools and benchmarked their EVP against them. They also researched employee review websites to compare their EVP to direct competitors.
- For industry and regional comparison, they participated in an industry survey measuring employee engagement and satisfaction and compared their EVP to other technology companies in the region.

## ----- FINDINGS AND NEXT STEPS -----

After benchmarking their EVP against five identified organizations and conducting research on a website for employee reviews, **NextAI** finds that they have competitive salaries and benefits but are falling behind in providing flexible work arrangements and career development opportunities compared to competitors. In addition, industry surveys reveal that they score higher than average in employee engagement but lower in employee satisfaction.



*To remain competitive while maintaining their culture and values, **NextAI** will offer more flexible working hours and improve their benefits package while maintaining their current salary levels.*

# Step 3: Internal Mobility Assessment

When conducting a competitive employee value proposition evaluation, it's essential to determine how competitive your offering is compared to other companies in the market.

The goal is to gain a better understanding of how your offering compares to the market and why your current employees choose to remain with your organization.

## Measure your internal mobility rate:



1. Calculate your annual internal mobility rate for the past 12 months.
2. Compare the rate to the total turnover for the same period. If your turnover rate is higher than your internal mobility, it means that you bring in more talent from outside the company.

### Keep in mind

It's important to strike a balance between hiring from the outside and promoting from within. This ensures fairness, helps retain talent, and fosters a positive work environment.

A good goal is to have 60% of job changes happen internally, and 40% come from outside the company. However, this only works if the company is not expanding. If the company is growing, it may need to hire more people from outside to meet the demand.

## HR scenario



**NextAI** reviews its internal hiring practices and the number of internal promotions, demotions, and transfer placements that have taken place within the company in the last 12 months.

They also analyze data to determine the percentage of positions that have been filled by external candidates.

### ----- FINDINGS AND NEXT STEPS -----

**NextAI** found that their internal mobility rate is below their target of 60%. They discovered that employees are not aware of the available internal job opportunities, and the company doesn't have a formal internal mobility program in place. Furthermore, managers are not actively promoting internal mobility to their employees.



As a result, **NextAI** decides to implement an internal mobility program, which includes creating an internal job board, providing training to managers on the benefits of internal mobility, and promoting internal mobility opportunities during employee reviews.

# Step 4: Internal Growth Perception Survey

**An internal growth perception survey is a tool used by companies to measure employees' beliefs about their opportunities for career advancement within the organization.**

The survey aims to evaluate employees' perceptions of the company's internal growth opportunities by asking questions about internal promotion policies, training and development programs, and career growth support. It helps identify areas where the company could improve its internal mobility policies and procedures.

## Sample questions for an internal growth perception survey:



- To what extent do you agree that internal promotions in the organization are based on merit?
- To what extent do you agree that you know what skills and experience you need to advance in your career?
- How satisfied are you with the opportunities for career growth and development within the company?
- To what extent do you agree that you have had opportunities to take on new challenges and responsibilities in your current role?
- To what extent do you agree that you have had opportunities to work on projects outside of your normal job duties to gain new skills and experience?

## HR scenario



To conduct an internal growth perception survey, **NextAI** will develop a questionnaire that measures employees' perceptions of the company's internal mobility opportunities, training and development programs, and career growth prospects.

## ----- FINDINGS AND NEXT STEPS -----

The survey reveals that a large percentage of employees at **NextAI** feel that internal promotions are based on merit and that promotion policies and procedures are transparent.

However, it also reveals gaps in training and development programs, such as inadequate training for employees who want to advance to the next level in their careers.



*Based on the results, **NextAI** will develop an action plan to address the identified areas for improvement.*

# Step 5: Experience and Engagement Analysis

**An experience and engagement analysis is a method used by companies to measure how satisfied and engaged their employees are with their work and the organization as a whole.**

It involves collecting and analyzing data from employee engagement surveys and metrics like the employer net promoter score (eNPS) to gain insights into employees' experiences and feelings toward their work.

**By monitoring these metrics over time, companies can:**



Identify trends and potential issues that may lead to disengagement and turnover.



Gain valuable information to make changes and improvements to create a more positive work environment and retain talented employees.

## Keep in mind

If both the employee engagement survey results and eNPS begin to decline, it's essential to investigate the root cause of why employees are becoming disengaged or are having a negative experience in your organization. Both these metrics are strong indicators of potential employee turnover, which is why it's crucial to monitor them regularly when conducting a talent brand health check.

## HR scenario



**NextAI** conducts an experience and engagement analysis by first administering an employee engagement survey to their workforce, which gathers feedback on various aspects of their experience with the company. This includes questions about job satisfaction, work-life balance, communication with management, and opportunities for career growth and development.

They also calculate their eNPS score, which measures how likely their employees are to recommend the company as a place to work to their friends and colleagues.

### ----- FINDINGS AND NEXT STEPS -----

The survey showed that marketing team employees feel less heard or valued by management compared to IT and machine learning teams. Some employees reported a lack of mentorship programs or workshops to gain new skills, which led to lower eNPS scores and impacted their willingness to recommend the company.



*In response, **NextAI** leadership is implementing new initiatives and programs to address these specific areas of dissatisfaction and disengagement, with the aim of improving employee experience and reducing turnover.*

# Step 6: Retention and Turnover Assessment

**A retention and turnover assessment is a process of gathering data to understand the employees' intentions to stay with a company and the reasons why employees leave.**

By gathering data on intentions to stay and reasons for leaving, organizations can gain insight into what motivates their employees and identify areas for improvement in employee retention.



## **Intention to stay**

It refers to the internal reasons that keep employees committed to a brand. Qualitative data on this subject can be gathered through interviews, and quantitative data can be gathered through surveys.



## **Reasons for leaving**

It refers to the factors or circumstances that lead an employee to leave their job voluntarily. It could be due to a variety of reasons, such as dissatisfaction with the work environment, lack of career growth opportunities, poor management, or personal reasons. This information can be gathered through exit surveys or interviews with departing employees.

## HR scenario



At **NextAI**, they conduct a retention and turnover assessment by gathering data on employees' intentions to stay and reasons for leaving. Using a sample of employees, they apply a combination of qualitative methods, such as interviews, and quantitative surveys to collect this data. Additionally, they administered a quantitative survey to all employees to gather data on their intentions to stay and the reasons behind them.

## ----- FINDINGS AND NEXT STEPS -----

The results show that overall intentions to stay are high, but there are concerns around opportunities for growth and development among some employees, which have been identified as one of the key factors in their decisions to leave.

Specifically, the assessment finds that the marketing team employees were prone to leave due to a lack of career growth opportunities, while employees in the IT and machine learning teams felt heard and valued by management.



**NextAI** will use this information to develop new initiatives and programs to improve the overall employee experience and reduce turnover.