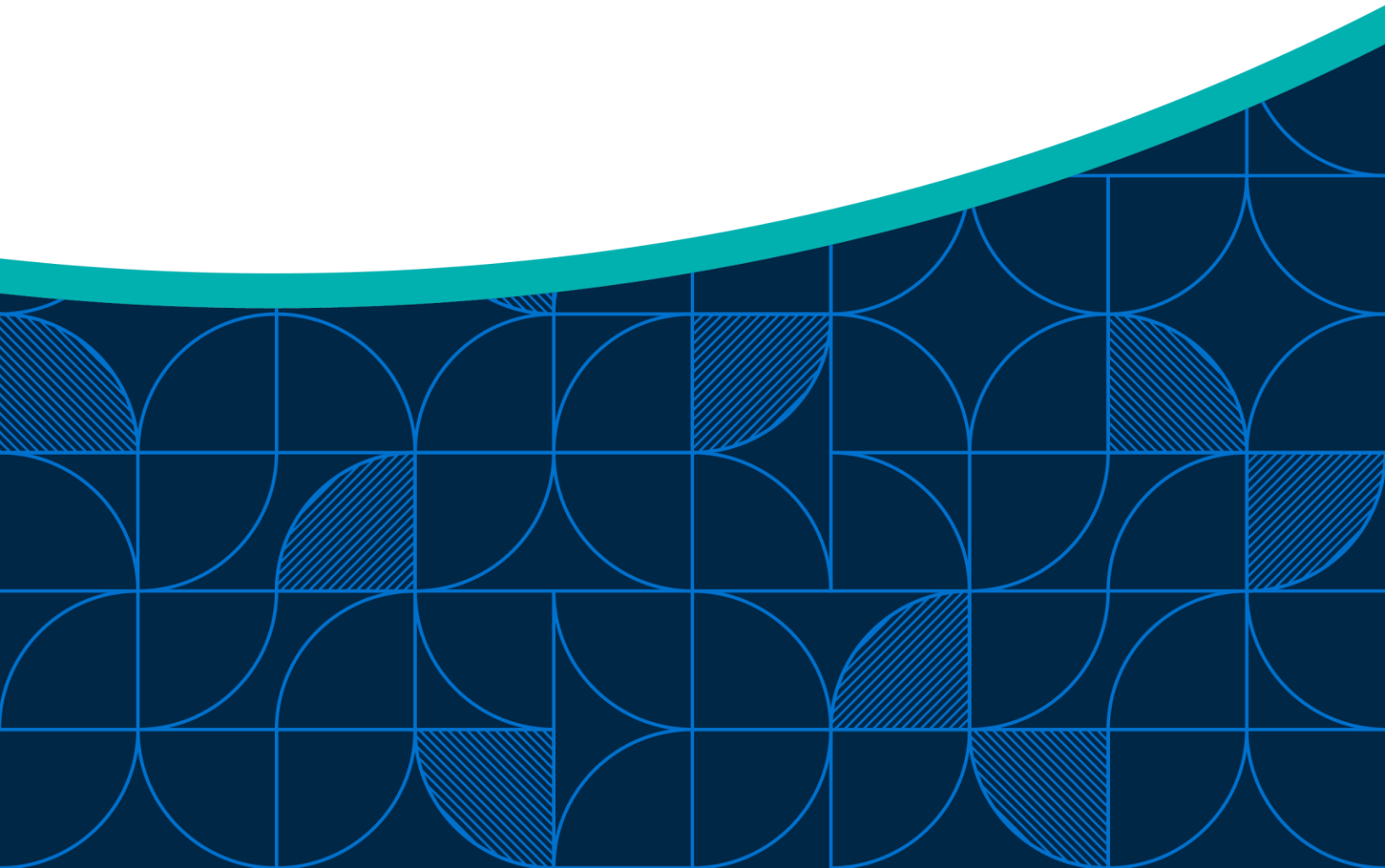




DISTRICT LEADERSHIP FORUM

Converting Applicant Offers into Hires Toolkit

Strategies to Help Candidates
Confidently Choose Your District



District Leadership Forum

Project Director

Gavriel Rubenstein

Contributing Consultants

Alexandra O'Brien

Breanna Hill

Executive Director

Olivia Rios

Legal Caveat

EAB Global, Inc. ("EAB") has made efforts to verify the accuracy of the information it provides to partners. This report relies on data obtained from many sources, however, and EAB cannot guarantee the accuracy of the information provided or any analysis based thereon. In addition, neither EAB nor any of its affiliates (each, an "EAB Organization") is in the business of giving legal, accounting, or other professional advice, and its reports should not be construed as professional advice. In particular, partners should not rely on any legal commentary in this report as a basis for action, or assume that any tactics described herein would be permitted by applicable law or appropriate for a given partner's situation. Partners are advised to consult with appropriate professionals concerning legal, tax, or accounting issues, before implementing any of these tactics. No EAB Organization or any of its respective officers, directors, employees, or agents shall be liable for any claims, liabilities, or expenses relating to (a) any errors or omissions in this report, whether caused by any EAB Organization, or any of their respective employees or agents, or sources or other third parties, (b) any recommendation by any EAB Organization, or (c) failure of partner and its employees and agents to abide by the terms set forth herein.

EAB is a registered trademark of EAB Global, Inc. in the United States and other countries. Partners are not permitted to use these trademarks, or any other trademark, product name, service name, trade name, and logo of any EAB Organization without prior written consent of EAB. Other trademarks, product names, service names, trade names, and logos used within these pages are the property of their respective holders. Use of other company trademarks, product names, service names, trade names, and logos or images of the same does not necessarily constitute (a) an endorsement by such company of an EAB Organization and its products and services, or (b) an endorsement of the company or its products or services by an EAB Organization. No EAB Organization is affiliated with any such company.

IMPORTANT: Please read the following.

EAB has prepared this report for the exclusive use of its partners. Each partner acknowledges and agrees that this report and the information contained herein (collectively, the "Report") are confidential and proprietary to EAB. By accepting delivery of this Report, each partner agrees to abide by the terms as stated herein, including the following:

1. All right, title, and interest in and to this Report is owned by an EAB Organization. Except as stated herein, no right, license, permission, or interest of any kind in this Report is intended to be given, transferred to, or acquired by a partner. Each partner is authorized to use this Report only to the extent expressly authorized herein.
2. Each partner shall not sell, license, republish, distribute, or post online or otherwise this Report, in part or in whole. Each partner shall not disseminate or permit the use of, and shall take reasonable precautions to prevent such dissemination or use of, this Report by (a) any of its employees and agents (except as stated below), or (b) any third party.
3. Each partner may make this Report available solely to those of its employees and agents who (a) are registered for the workshop or program of which this Report is a part, (b) require access to this Report in order to learn from the information described herein, and (c) agree not to disclose this Report to other employees or agents or any third party. Each partner shall use, and shall ensure that its employees and agents use, this Report for its internal use only. Each partner may make a limited number of copies, solely as adequate for use by its employees and agents in accordance with the terms herein.
4. Each partner shall not remove from this Report any confidential markings, copyright notices, and/or other similar indicia herein.
5. Each partner is responsible for any breach of its obligations as stated herein by any of its employees or agents.
6. If a partner is unwilling to abide by any of the foregoing obligations, then such partner shall promptly return this Report and all copies thereof to EAB.

Align District Actions to Key Candidate Decisions

A Structured Approach to Help Districts Secure Top Talent

This toolkit focuses on the “**Secure**” stage of the recruitment funnel, when candidates are weighing offers and deciding which district best meets their needs. Many districts still rely on salary and reputation to attract talent, but that approach is increasingly ineffective—and often unsustainable—as candidates make more values-driven decisions and districts face budget constraints. As a result, districts struggle to stand out in a crowded market. Without a clear message, they risk losing top candidates to employers who more effectively communicate their value. For many districts, what’s often missing is a clear, employee-centered message that highlights their unique strengths and resonates with what candidates’ value. This toolkit helps districts develop that message through what we call the Employee Value Proposition (EVP).



Employee Value Proposition (EVP)

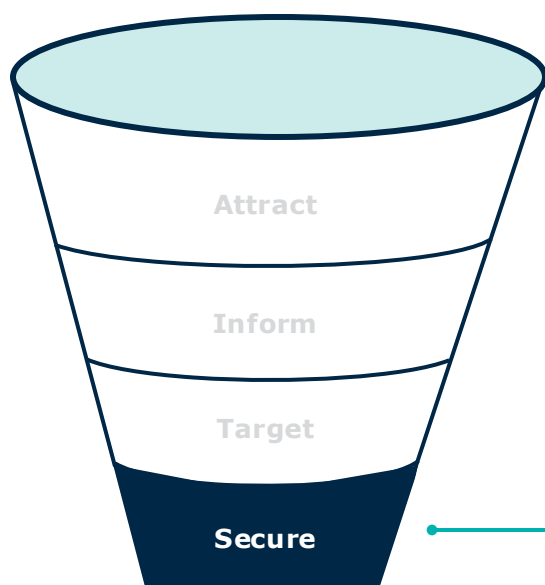
1 : All the ways in which an organization provides value to employees and convinces people to want to work (and stay) there

Using the recommended strategies, supporting tools, and implementation advice in this toolkit, districts can develop a strong, employee-centered recruitment message that stands out in a competitive talent market and attracts high-quality candidates. See the Table of Contents on **pg. 4** for a summary of each focus area and the resources included.

The Educator Talent Funnel helps districts address persistent recruitment challenges by targeting the key moments that influence whether someone chooses a career in education. It breaks the candidate journey into four critical decision points where strategic district action can shape potential talent’s interest, engagement, and follow-through in becoming an educator. By applying targeted strategies at each stage, districts can build a stronger, more sustainable pipeline of future educators.

The Educator Talent Funnel

District Steps to Secure Talent



Key Decision Points for Prospects

- ▶ *Am I interested in teaching?*
- ▶ *Should I get credentialed?*
- ▶ *Should I apply to this district?*
- ▶ *Should I choose this district over another?*

Source: EAB interviews and analysis.

Table of Contents

This toolkit helps district leaders define what makes their organization a great place to work and translate it into a clear, compelling message for prospective employees. Leaders will assess current employee messaging, align it with what candidates' value most, and tailor communication for different staff audiences. Each section supports the development of a strong Employee Value Proposition (EVP) to help districts stand out in a competitive hiring market.

Part I: Identify and Develop Your District EVP Pg. 5

Use these tools to learn what an EVP is, how to define and improve one, and identify critical partnerships necessary to build one.

- *Employee Value Proposition (EVP) Starter Guide*
 - *Introduction to Employee Value Proposition*
 - *Translate District Brand to an Employee-Centered EVP*
 - *Reflect on Your District’s Employee-Centered Messaging*

Part II: Connect EVP Messaging to District Benefits and Educator Priorities Pg. 10

Use these tools to assess your district’s benefits and identify how they align with what educators’ value. Then integrate the most relevant benefits and priorities into your EVP messaging.

- *Educator Priorities and EVP Alignment Activity*
 - *Ground Messaging in What Employees Value Most*
 - *Needs, Pains, & Gains Worksheets*
 - *Total Compensation Alignment Trackers*
 - *Assess the Relevancy of Your Benefits*
- *Guide to Positioning Total Compensation in Your EVP*
 - *Elevate Total Compensation as a Core Part of Your EVP*
 - *Articulate the Full Scope of Total Compensation Benefits*
 - *Total Compensation Reflection Worksheet*

Part III: Tailor EVP Messaging to Different AudiencesPg. 22

Use this tool to create customized EVP messages that highlight the benefits and experiences most relevant to each employee audience.

- *EVP Message Builder for Key Employee Audiences*
 - *Build an EVP You Can Tailor to Various Audiences*
 - *Mad Lib Exercise*

Part IV: Build and Maintain a Responsive EVP Pg. 30

Use this tool assess and adjust your district’s EVP over time, ensuring it stays aligned with evolving employee needs, priorities, and available district benefits.

- *EVP Assessment and Improvement Guide*



Identify and Develop Your District EVP

Use these tools to learn what an EVP is, how to define and improve one, and identify critical partnerships necessary to build one.

PART I



Employee Value Proposition (EVP) Starter Guide

Tool Description

Today's education talent pool is more discerning than ever. Candidates compare opportunities, look for employers whose values align with their own, and expect transparency about workplace culture and experience.

In response, districts must compete not only on compensation and benefits, but also on how effectively they communicate what it's like to work in their schools. Many offer compelling employee experiences, but struggle to translate them into clear, authentic messaging. This is often because they emphasize broad district branding over the specific attributes educators value most, like support, growth opportunities, and workplace culture. To attract top talent, districts need a well-defined Employee Value Proposition (EVP) that aligns with the expectations and priorities of today's educators.

The EVP Starter Guide helps districts craft an authentic Employee Value Proposition that speaks directly to those priorities. It walks through core EVP components, offers tools to assess current messaging, and identifies opportunities to sharpen communications. A clear, employee-centered EVP will help districts stand out and more effectively compete for top-tier candidates in a crowded hiring market.



Implementation Steps

1. Understand the foundations of an EVP.

- a) Learn what an Employee Value Proposition (EVP) is and explore how the six key attributes support talent recruitment and retention (**pg. 7**).
- b) Examine the collaboration Venn diagram to see why partnership across superintendents, HR, and Communications teams is essential for building an authentic EVP.

2. Differentiate EVP from district brand.

- a) Understand how EVP differs from district branding and why it focuses more directly on employee experience (**pg. 8**).
- b) Review the district brand definition and examples to see how current messaging can inform your EVP.
- c) Reflect on your district's existing practices and language used to describe the employee experience—identify strengths and areas for improvement.
- d) Use the notes section to capture your thoughts and questions as you evaluate alignment between brand and employee messaging.







3. Assess your EVP components.

- a) Use the reflection questions (**pg. 9**) to identify which elements of a strong EVP are already in place, and where gaps exist.
- b) Determine whether you're refining an existing EVP or building one from scratch.

An Introduction to Employee Value Proposition (EVP)

An Employee Value Proposition (EVP) serves as the foundation for explaining why it's beneficial for an employee to work in your district. Making this proposition clear and compelling is essential in today's competitive labor market.

The six key attributes of a compelling EVP:

- | | |
|---|---|
|  Translates district mission and values into tangible experiences for staff |  Helps employees understand and find meaning in their work |
|  Offers a competitive advantage by differentiating the district from other employers |  Drives higher levels of employee engagement and satisfaction |
|  Demonstrates district responsiveness to employee needs and preferences |  Reflects real employee experiences and resonates across roles and backgrounds |

Districts must craft a clear, compelling Employee Value Proposition to effectively answer the question "Why should someone work in my district?" This is the foundation for messaging that attracts and retains top talent. **But developing an EVP isn't about inventing new benefits. It's about clarifying the value you already offer and crafting an employee-centric message that communicates why your district is a great place to work.**

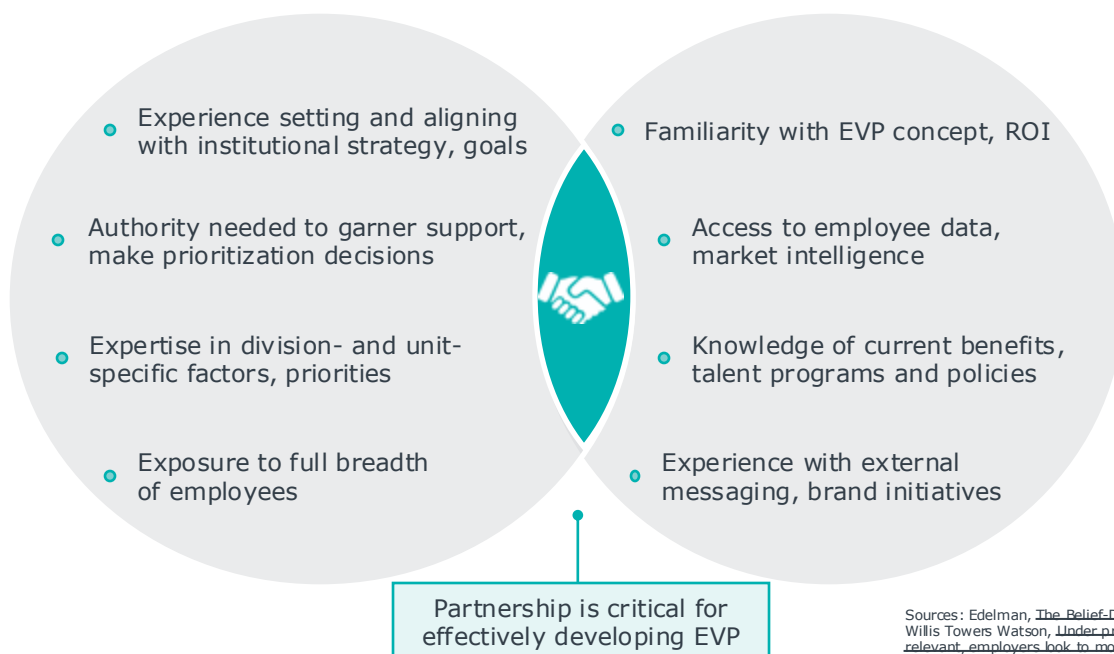
Creating an Effective EVP Requires Districtwide Partnership

While HR, Talent, and Communications teams play a key role in shaping and delivering the EVP, superintendents must be actively involved. Their perspective ensures alignment with strategic goals, and their leadership signals institutional commitment.

The strongest EVPs are built collaboratively, led by district leadership and supported by HR and Communications. As you work through the activities in this toolkit, ensure both perspectives are represented to build a message that is both strategic and actionable.

Why Superintendents Must Spearhead EVP

What HR & Communications Contribute



Sources: Edelman, *The Reluctant Employee*; Willis Towers Watson, *Under pressure to remain relevant, employers look to modernize the employee value proposition*; EAB interviews and analysis.

Translate District Brand to an Employee-Centered EVP

How is an EVP Different from Your District Brand?

While many districts use brand messaging for recruitment, brand is not the same as an EVP. Brand speaks to the value the district provides to families and the public but often misses what matters to prospective employees. An EVP translates district values into clear, employee-focused messaging that highlights how your district meets candidates' needs. Use the questions below to shift from brand-first to employee-centered messaging and lay the groundwork for a strong EVP.

District Brand | *noun*

How a district communicates its identity, values, and priorities to the public through external messaging

Employee Value Proposition (EVP) | *noun*

All the ways through which an organization provides value to employees and convinces people to want to work (and stay) there

District brand commonly appears in recruitment messages through broad, values-driven statements that fail to acknowledge employee experience, like the ones below:

- ▶ *"Our district believes in whole-child education and inclusive practices that foster lifelong learning."*
- ▶ *"Join our school district, where you'll be part of a passionate team dedicated to empowering students and shaping futures."*

Use the following questions to help translate district brand to an EVP:

- *What part of this mission might feel relevant or valuable to a potential employee deciding whether to join your district?*
- *How does this value show up in the daily experience of staff?*
- *What specific district programs, practices, or experiences prove these claims through employee-centric language?*

Capture any reflections or questions below as you begin shifting from brand to EVP.

What phrases do you commonly use in job postings or recruitment materials?

Notes:

What makes these values meaningful for employees?

Notes:

Reflect on Your District's Employee-Centered Messaging

Your district may not have a formal EVP (yet), but you likely already have the foundation to start crafting strong, employee-centered messaging. Use the questions below to reflect on the messages you currently share with candidates.

- 1 What messages does your district currently communicate about why your district is a great place to work? Where do these messages show up (e.g., job postings, interviews, website)?

- 2 Do your recruitment messages reflect what employees actually value and experience in your district? How have district leaders and HR/Comms collaborated to shape this recruitment messaging?

- 3 How do you use employee input (e.g., employee morale survey, employee engagement data, stay interviews, exit surveys) to inform what is communicated about the work experience?

- 4 Which aspects of the employee experience do staff value that are not currently promoted to candidates? Which aspects are most visible to candidates in your current messaging?

- 5 What makes your district different from other places a candidate might choose to work, and how is this difference communicated to candidates?



Connect EVP Messaging to District Benefits and Educator Priorities

Use these tools to assess your district's benefits and identify how they align with what educators' value. Then, integrate the most relevant benefits and priorities into your EVP messaging.

PART II



Educator Priorities and EVP Alignment Activity

Tool Description

Employee-centered recruitment messaging often falls short when it is built based on assumptions about candidate priorities rather than real employee experiences. A compelling district EVP directly addresses employee needs, acknowledges pain points, and highlights meaningful district benefits (e.g., total compensation, district policies, programs, workplace practices) that resonate with what candidates truly value.

This activity will guide you to reflect on what your staff need, struggle with, and value most (**pgs. 12-14**), so you can build an EVP rooted in their experiences. You will then use these insights to align employee values with district benefits (**pgs. 15-16**). By connecting what employees care about with what your district provides, you will uncover opportunities to strengthen your messaging, close gaps, and highlight the advantages that set your district apart.



Implementation Steps

1. Review employee needs, pains, and gains guidance.

- Review the EVP needs, pains, and gains framework for an overview of what employee perspectives to capture and include in your EVP messaging (**pg. 12**).
- Read the provided example EVP statements to get an idea of how needs, pains, and gains can be used in messaging (**pg. 13**).
- Use the reflection questions (**pg. 12**) to brainstorm what your current and prospective employees value (needs), struggle with (pains), and hope (gains) for in their roles.

2. Create an employee profile.

- Review the example employee profile for examples of potential needs, pains, and gain and how to structure your responses (**pg. 13**).
- Choose an employee audience (e.g., teachers, paraprofessionals) and write their needs, pains, and gains in the profile template (**pg. 14**).
- Create profiles for as many employee audiences as needed. These profiles will provide a clearer picture of what matters across staff groups and will support the EVP Message Builder for Key Employee Audiences (**pg. 23**).

3. Map district benefits to employee pains and gains.

- Identify which benefits are most relevant to staff priorities (**pgs. 15-16**).
- List pains and gains from your employee profiles. You can reuse the templates to capture as many as needed.
- For each pain or gain, identify up to three district benefits that address it, prioritizing those with the greatest impact.
- Use this step to see where offerings align well, where gaps exist, and which benefits should be emphasized or strengthened.

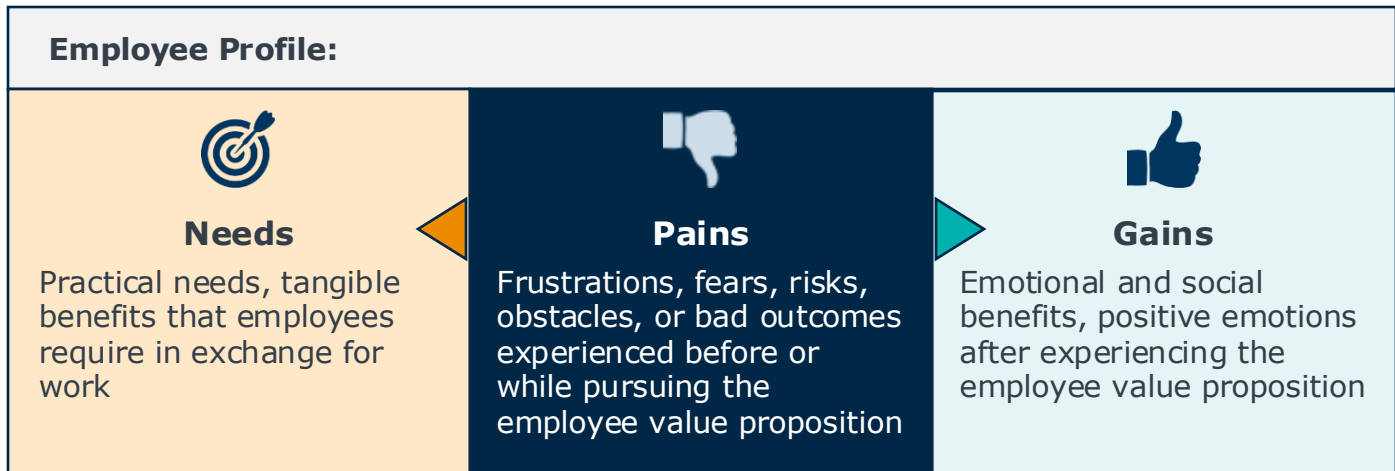
4. Assess the relevancy of your district benefits.

- Use the guidance (**pg. 17**) to validate your findings and confirm which benefits most meaningfully address employee needs or gains.
- Use these insights to prioritize which benefits to highlight in your EVP messaging.

Ground Messaging in What Employees Value Most

Use the framework and questions below to reflect on your employees' experiences. Review the employee profile example on **pg. 13** to see specific examples of an educator's needs, pains, and gains, and how these can inform EVP messaging that resonates. Then complete the template on **pg. 14** to begin creating an employee profile for your district.

► Anchor District EVP Around Employee Needs, Pains, and Gains Framework






► Reflection Questions

Keep the following guiding questions in mind when brainstorming needs, pains, and gains of current and prospective employees in your market:

- What are the underlying needs and gains that drive employees' decisions?
- What parts of the job feel unsustainable? What about the job takes employees a lot of time, energy, or sacrifice?
- What do employees hope for in their careers? What changes would make their work feel more rewarding, supported, or manageable?

Example: Needs, Pains, & Gains Worksheet

► Example Employee Profile

| Employee Profile: <u>Traditional Teacher</u> | | |
|---|--|---|
|  Needs |  Pains |  Gains |
| <p>Write the needs of this profile below:</p> <p>Examples:</p> <ul style="list-style-type: none"> • "My family needs access to high-quality, low-cost healthcare." • "I need to live in a neighborhood that is close to the school and affordable." • "I want a work environment that encourages shared ideas and practices." | <p>Write the pains of this profile below:</p> <p>Examples:</p> <ul style="list-style-type: none"> • "My prep time always gets eaten up by meetings or coverage." • "The demands of my schedule make me feel like I'm either failing my students or my family." • "My finances cause a mental toll that impacts my work." | <p>Write the gains of this profile below:</p> <p>Examples:</p> <ul style="list-style-type: none"> • "I feel like my work is recognized and I am growing professionally here." • "I have a healthy work-life balance which helps me approach my work with a positive mindset." • "I'm happy with the professional growth I've achieved through collaborating with colleagues." |

► Example EVP Statements

| Needs | Pains | Gains | EVP Statement |
|---|--|---|---|
| "My family needs access to high-quality, low-cost healthcare." | "My finances cause a mental toll that impacts my work." | | "We prioritize your well-being with affordable, high-quality resources to support you both personally and professionally." |
| | "My prep time always gets eaten up by meetings or coverage." | "I feel like my work is recognized and I am growing professionally here." | "We offer monthly professional development days to ensure you have the time, tools, and support needed to thrive in your role." |
| "I want a work environment that encourages shared ideas and practices." | | "I'm happy with the professional growth I've achieved through collaborating with colleagues." | "We foster a collaborative culture where cross-team communication is a priority, giving you space to engage with colleagues, and leadership actively incorporates your input to improve how we work." |

Sources: Mike Miles, [Teacher Employee Value Proposition](#), LinkedIn, 2024; SHRM, [How to Develop an Employee Value Proposition](#); EAB interview and analysis.

Needs, Pains, & Gains Worksheet Template

Use this template to create an Employee Profile by identifying the needs, pains, and gains of a specific employee role (e.g., teacher, paraprofessional).

| | | |
|---|---|---|
| Employee Profile: _____ | | |
|  Needs |   Pains  |  Gains |
| Write the needs of this profile below: | Write the pains of this profile below: | Write the gains of this profile below: |
| | | |

District Benefits Alignment to Pains Tracker

Use this to map district benefits to pains identified from employee profile.

Pain #__: _____

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

Pain #__: _____

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

Pain #__: _____

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

Pain #__: _____

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

District Benefits Alignment to Gains Tracker

Use this to map district benefits to gains identified from employee profile.

Gain #__:

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

Gain #__:

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

Gain #__:

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

Gain #__:

District Benefit #1: _____

District Benefit #2: _____

District Benefit #3: _____

Assess the Relevancy of Your Benefits

Use the sources below to assess how well your district's offerings and benefits address pain points or reinforce gains. Then use the checklist to evaluate whether each benefit is relevant to what employees value and highlight the most relevant supports in your EVP messaging. The lists are not exhaustive, so add any additional data sources or criteria relevant to your district.

Potential Sources to Collect Evidence of Relevancy



Employee feedback from stay interviews or focus groups



Anecdotal feedback shared in 1:1s or team meetings



Utilization data for benefits (e.g., health insurance enrollment, mental health service use)



Trending questions prospective candidates ask about benefits during job interviews



Patterns from offer acceptance rates or candidate questions during hiring that reveal preferences



Comments or trends from employee engagement or satisfaction surveys

District Benefit Alignment Checklist



Relieving Employee Pains

Does the district benefit...

- ☐ Help employees' basic needs?
- ☐ Reduce financial, emotional, or logistical stress for employees?
- ☐ Provide practical tools or resources to support daily work?
- ☐ Save employees time or effort?
- ☐ Offer flexibility in work arrangements where applicable?
- ☐ Reduce administrative burden or streamline processes that create stress?
- ☐ Address safety and security concerns?



Creating Employee Gains

Does the district benefit...

- ☐ Support employees' growth, advancement, or career development?
- ☐ Foster a sense of belonging, recognition, or appreciation?
- ☐ Improve work-life balance or personal well-being?
- ☐ Make employees feel proud or motivated by their work environment?
- ☐ Encourage innovation by giving employees autonomy to try new ideas?
- ☐ Strengthen connections with colleagues or the broader school community?



Guide to Positioning Total Compensation in Your EVP

Tool Description

While many districts focus primarily on salary to attract talent, salary alone is rarely enough—nor always feasible—to meet the expectations of today’s candidates. Educators today increasingly evaluate the full scope of total compensation, both direct (e.g., salary) and indirect (e.g., health insurance, retirement contributions, professional development), when deciding where to work. This makes it essential for districts to clearly communicate total compensation as part of their EVP to show candidates the complete value of working in their district.

While a strong EVP includes more than just total compensation, making these benefits visible is a critical piece. Effectively positioning total compensation in your messaging helps candidates see your district as an attractive place to work. This guide walks you through the components of total compensation and provides reflection questions to assess what your district currently offers.



Implementation Steps

1. Understand what’s included in total compensation.

- a) Review the total compensation graphic (**pg. 19**) to see examples of benefits districts may include beyond salary.
- b) Reflect on how these examples compare to the benefits your district currently offers.

2. List and evaluate your district’s total compensation benefits.

- a) Use the reflection questions (**pgs. 20-21**) to consider the visibility, value, and impact of each benefit.
- b) Record each total compensation benefit in the left-hand column of the worksheet.
- c) In the right-hand column, capture how benefits are perceived or used by employees and note ideas for improving their recruitment impact.
- d) Include all relevant offerings and add as many benefits as you can identify.

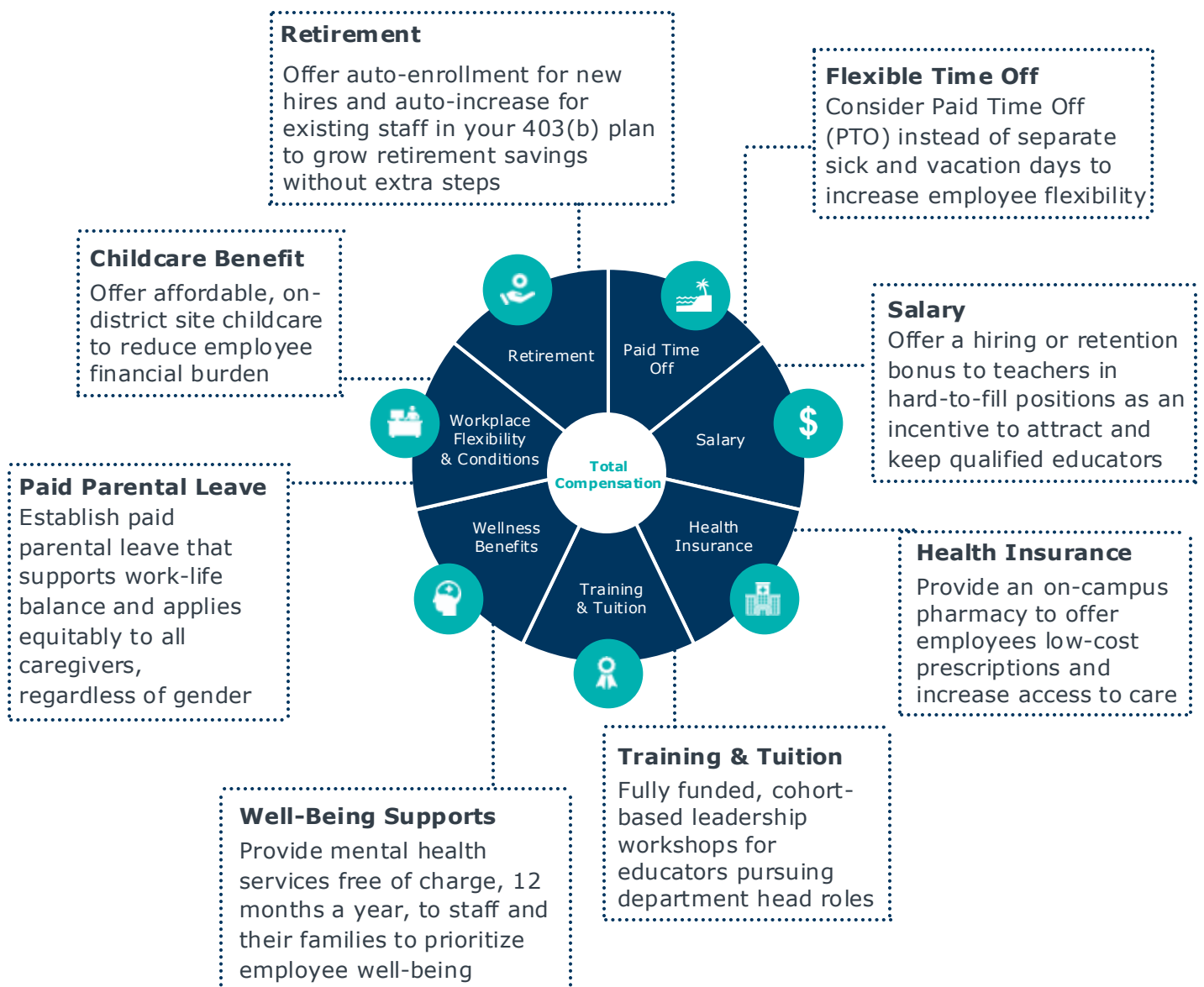
3. Strengthen your EVP with total compensation benefit insights.

- a) Review your notes to identify which benefits should be emphasized, clarified, or promoted more effectively.
- b) Use these insights to review reflections and inform the Educator Priorities and EVP Alignment Activity (**pgs. 11-17**).

Elevate Total Compensation as a Core Part of Your EVP

Examples of Creative Total Compensation Offerings

Many districts now offer more creative total compensation packages to better attract employees. The graphic below includes examples of how several districts are enhancing and communicating different components of total compensation. Use these ideas to identify opportunities to highlight what your district already provides, or to explore new offerings that align with employees' needs. Then consider how to incorporate these benefits into your EVP messaging using the reflection questions on the following page (pg. 20).



Source: EAB interviews and analysis.

Articulate the Full Scope of Total Compensation Benefits

Use the questions and examples below to capture all the benefits included in your district’s total compensation. On the next page (**pg. 21**), list each benefit your district currently offers and note how it is perceived, communicated, or could be improved. Reference the diagram on **pg. 19** as a starting point, keeping in mind it is not a comprehensive list.

▶ **Reflection Questions**

Consider these prompts as you list your district’s current total compensation benefits:

- What makes this benefit valuable to employees, and how could its value be better communicated?
- Is this benefit underutilized or misunderstood by staff? Why?
- Could this benefit be strengthened to help attract or secure top talent?

Example: Total Compensation Benefit and Notes

Refer to these examples for guidance on documenting benefits and recording notes about their use, communication, or improvements.

| | |
|---|---|
| <div>Total Compensation Benefit #1:</div> <div><i>Low-premium health insurance coverage, including medical, dental, and vision</i></div> | <div>Notes:</div> <div><i>Our teachers are often surprised by how affordable our insurance premiums are compared to other districts. We keep costs low through proactive health incentives, offering comprehensive coverage at a lower price point. Highlighting this in onboarding and hiring materials could reinforce its value earlier.</i></div> |
| <div>Total Compensation Benefit #2:</div> <div><i>Student loan forgiveness</i></div> | <div>Notes:</div> <div><i>The student loan forgiveness that our teachers qualify for is a state-wide initiative, so we don’t really market it as our own. It’s not a well-known program, but our central office staff have a lot of knowledge and training to help teachers apply for loan forgiveness. There is opportunity here for us to improve our messaging around how our district can uniquely help teachers on their path to loan forgiveness.</i></div> |

Total Compensation Reflection Worksheet

Compensation Offerings and Notes

| | |
|--|---------------|
| Total Compensation Benefit #__: | <i>Notes:</i> |
| Total Compensation Benefit #__: | <i>Notes:</i> |
| Total Compensation Benefit #__: | <i>Notes:</i> |
| Total Compensation Benefit #__: | <i>Notes:</i> |
| Total Compensation Benefit #__: | <i>Notes:</i> |
| Total Compensation Benefit #__: | <i>Notes:</i> |
| Total Compensation Benefit #__: | <i>Notes:</i> |
| Total Compensation Benefit #__: | <i>Notes:</i> |



Tailor EVP Messaging to Different Audiences

Use this tool to create customized EVP messages that highlight the benefits and experiences most relevant to each employee audience.

PART III



EVP Message Builder for Key Employee Audiences

Tool Description

Once districts develop an EVP, the next challenge is translating it into a compelling marketing message for different audiences and contexts. General statements about the employee experience often fail to reflect what different employees truly value. As a result, even strong EVPs and district benefits can be overlooked when they don't clearly connect to the unique needs and motivations of the individuals each district wants to reach.

Because individual candidates have distinct priorities, districts should tailor their EVP to highlight the benefits and experiences most relevant to each audience. Districts must also translate their EVP messaging across varied contexts (e.g., long-form materials, brief digital posts, 1:1 conversations), making it essential to adapt the message to fit the format while maintaining consistency and clarity. This activity helps districts synthesize insights from this toolkit to create customizable EVP messages, ensuring every audience clearly understands the value of joining your team.



Implementation Steps

1. Review the Mad Lib Framework.

- a) Read through the EVP Mad Lib framework (**pg. 24**) to see how each section connects to candidates' needs, pains, and gains.
- b) Review the accompanying Mad Libs questions to understand what information district leaders will need to compile to complete the Mad Lib templates (**pgs. 26-27**).

2. Identify which employee audiences to prioritize.

- a) Review the example employee audiences (**pg. 25**) to determine which groups your district may want to prioritize based on their unique needs and motivations.
- b) Use the reflection questions to confirm which audiences are most important to prioritize.
- c) Revisit as needed to refine your messaging or when tailoring communication to new audiences.

3. Select key employee audiences.

- a) Choose up to four audiences to focus on initially. Start with those that will have the greatest impact on district recruitment priorities (e.g., hard-to-fill roles, early career educators).
- b) Refer back to previous exercises (employee profiles, pains/gains, and total compensation mapping) to guide your audience selections.

4. Complete a Mad Lib for each audience.

- a) Use the Mad Lib questions (**pg. 24**) to complete the Mad Lib templates (**pgs. 26-27**) for each identified employee audience, turning employee insights into tailored, audience-specific EVP messages.
- b) After completing your drafts, use the reflection questions (**pg. 28**) to evaluate your messages, surface challenges, and identify ways to improve or expand your EVP messaging.
- c) Treat the completed Mad Libs as draft; they are a starting point for refining your messaging further for tone and clarity. We've included ChatGPT prompts and examples (**pg. 29**) to help you adapt message across different contexts.

Build an EVP You Can Tailor to Various Audiences

Follow the EVP Mad Lib framework and guiding questions below to organize your thinking and then complete the templates on **pgs. 26-27** with your responses. This will provide vignettes for different employees that can be tailored for recruitment messaging.

EVP Mad Lib Framework

For **[target employee audience]**, who **[employee need/motivation]**, our **[total compensation offering]** provides **[employee benefit or solution]**. This offering stands out because **[something your district does uniquely or particularly well related to the compensation offering]**. Our offering's value is reinforced by **[support or proof]**.

Mad Lib Questions

Target Employee Audience: _____

- Who is this EVP intended to reach? (e.g., Gen-Z teacher, SPED educator, mid-career educator)

Employee Need or Motivation: _____

- What need or challenge is the employee facing? What need is the employee trying to satisfy?
- Use one of the employee "needs" identified in your Employee Profile.

Total Compensation Offering: _____

- Which component of your total compensation package best addresses this need?

Key Employee Benefit or Solution: _____

- How does the offering support or improve the employee's experience?
- Name one of the employee gains or pains identified in your Employee Profile this benefit helps address.

Unique Difference or Advantage: _____

- What is a specific aspect of this offering that your district does particularly well or differently than others?
- Highlight a feature, practice, or approach that stands out.

Support or proof: _____

- What evidence supports the value of this offering?
- Include quantitative or qualitative data that demonstrates it's beneficial.

Employee Audiences Reflection Questions

Use this reflection to identify priority employee groups.

Example Employee Audiences

- Elementary general educator; SPED teacher; Gen-Z teacher; middle school science teacher; ESL teacher; teacher starting a family

Reflection Questions

- 1 What demographic changes or trends have you noticed among your employee audiences that should inform which groups to prioritize in your messaging?

- 2 Which employee groups have distinct needs or motivations that your EVP should address first?

- 3 Are there employee groups that nearby districts or competitors message more effectively than you do? What strategies can you incorporate to strengthen your own messaging?

- 4 Which total compensation benefits matter most to each priority audience, and how can you emphasize those benefits more clearly in your messaging?

Mad Lib Exercise Templates

Complete the templates below to draft tailored EVP messages for the audiences you identified on **pg. 25**, using your notes from **pgs. 18–21** to guide each statement.

We recommend starting with four high-impact employee groups (e.g., hard-to-recruit roles, most in demand in your region), and then complete additional templates for other audiences you want to prioritize.

| |
|--|
| Employee Audience: _____ |
| EVP Mad Lib Template |
| For _____ who _____ |
| our _____ |
| provides _____. |
| This offering stands out because _____. |
| Our offering's value is reinforced by _____. |

| |
|--|
| Employee Audience: _____ |
| EVP Mad Lib Template |
| For _____ who _____ |
| our _____ |
| provides _____. |
| This offering stands out because _____. |
| Our offering's value is reinforced by _____. |

Mad Lib Exercise Templates (cont.)

| |
|---|
| Employee Audience: _____ |
| EVP Mad Lib Template |
| For _____ who _____ |
| our _____ |
| provides _____. |
| This offering stands out because _____ |
| _____. |
| Our offering's value is reinforced by _____ |
| _____. |

| |
|---|
| Employee Audience: _____ |
| EVP Mad Lib Template |
| For _____ who _____ |
| our _____ |
| provides _____. |
| This offering stands out because _____ |
| _____. |
| Our offering's value is reinforced by _____ |
| _____. |



These Mad Libs templates are meant to serve as drafts, not final messages. Use the reflection exercise on the next page (**pg. 28**) to refine and translate them into more polished EVP messaging.

Mad Lib Exercise Reflection Questions

Use these questions to reflect on the Mad Lib exercise and improve your EVP messaging.

Reflection Questions

- 1 How well did the Mad Lib exercise help you articulate a clear and compelling EVP? Were any blanks difficult to complete?

- 2 If you were to share this completed Mad Lib with your senior leadership, HR/Talent, and communication teams, do you think they would agree with what you have written? Are there any components that may cause them to pause or that they would question?

- 3 If a prospective employee read this EVP, which parts might feel unclear, confusing, or unconvincing? What feedback or questions might they have?

- 4 How could you adapt this EVP message for different formats (e.g., your website, a social media post, or a job offer)? What would you emphasize or revise depending on the channel or context?

- 5 What prompts might you give ChatGPT or a marketing expert to tailor this mad lib EVP for different audiences or communication channels? See **pg. 29** for examples.

Adapting EVP Messaging for Different Contexts

The completed Mad Lib template and sample AI prompts (e.g., ChatGPT) show how a single EVP message can be adapted for different audiences, formats, and channels. Your district can use these or similar prompts to adjust tone and length while keeping your EVP message consistent and relevant across platforms.

Employee Audience: Early Career (1-3 years) Teachers

EVP Mad Lib Template

For **early career teachers** who **want to feel supported and grow professionally** our **new teacher mentoring and instructional coaching program** provides **weekly feedback and career guidance**. This offering stands out because **all new teachers are paired with a mentor as soon as they sign a contract, and coaching continues through their first two years**. Our offering's value is reinforced by **a high retention rate of early-career teachers after their first three years at our schools and 92% of new teachers in the last five years have reported increased confidence and readiness in their first year**.

Social Media Post

Starting your teaching career? At [EAB District], you're never on your own. Every new teacher gets a mentor before day one, plus two full years of weekly coaching. No surprise that 92% of new teachers report feeling more confident and ready in their first year.

#TeacherMentor #NewTeacherSupport #EducationCareers

ChatGPT prompt

"Write a short Instagram post promoting our mentorship and instructional coaching program and include stats."

Job Posting

Start your career with confidence.

At [EAB District], we support early-career teachers with structured mentorship and ongoing coaching, so your confidence grows alongside your classroom skills.

- *Paired with a mentor as soon as you sign your contract*
- *Two years of weekly coaching and support*
- *92% of new teachers report feeling more confident and classroom-ready in year-one*

ChatGPT prompt

"Can you synthesize this EVP into bullet points and a short intro for a teacher job posting shared at a local university?"

Principal Talking Point

"Something I really appreciate about our district is how we support new teachers from day one. As soon as you sign your contract, you're paired with a mentor at your school—so you're never left to figure things out alone. That mentor supports you during summer onboarding, first-week induction, and stays a go-to resource for your first two years. On top of that, you'll get weekly coaching throughout that time. It's made a real difference. Since we launched this support system five years ago, we've seen early-career teachers stay at our school."

ChatGPT prompt

"Translate this to something a principal might say when talking 1:1 with a candidate during the hiring process."



Build and Maintain a Responsive EVP

Use this tool to assess and adjust your district's EVP over time, ensuring it stays aligned with evolving employee needs, priorities, and available district benefits.

PART IV



EVP Assessment and Improvement Guide

Tool Description

District offerings, educator priorities, and the broader hiring landscape are always evolving. As candidate expectations shift, districts must regularly revisit their EVP to ensure messaging stays aligned, relevant, and competitive. Without regular updates, even strong EVPs can become disconnected from what educators actually value and lose their impact, making it harder to attract top-tier talent.

The EVP Assessment and Improvement Guide helps districts evaluate their current EVP across five focus areas, clarifying why each component matters and offering actionable tips to identify gaps, set next steps, and track progress. Once you've created, aligned, and refined your messaging, use this guide to strengthen and maintain your EVP over time, ensuring your EVP continues to remain relevant and impactful for recruitment.



Implementation Steps

1. Assess your EVP.

- a) Complete the EVP Assessment & Improvement Guide (**pgs. 32-34**).
- b) Review why each component is critical for a strong EVP using the "Why This Matters" column.
- c) Evaluate progress across the five focus areas and its EVP components using the "Progress" column. Indicate whether each element is: "In place", "Needs improvement", or "Not started".
- d) Refer to the "Tips to Get Started" column for recommended next steps for components marked as "Needs improvement" or "Not started".

2. Prioritize and assign next steps to improve your EVP.

- a) Identify 2-3 areas where improved EVP messaging would have the greatest impact on recruitment.
- b) Assign ownership to the appropriate team members (e.g., HR, Communications, Hiring Managers, Superintendent) to lead implementation.

3. Build a plan for continuous EVP assessment.

- a) Establish a routine (e.g., annually, after each hiring season, quarterly) to review and update your EVP.
- b) Use the guide as a collaborative tool in leadership or HR planning sessions to ensure your EVP evolves alongside employee priorities or district benefits.

EVP Assessment and Improvement Guide

Review each EVP element in the table below, mark its progress, and use the tips provided to guide next steps and strengthen your EVP.

1 Build and Apply Your District EVP

| Actionable Element | Why This Matters | Progress (In place, Needs improvement, Not started) | Tips to Get Started |
|---|---|---|--|
| Our district has a clear, employee-centered EVP statement. | A well-defined EVP provides the foundation for effective recruitment messaging. | | Gather input from employees to identify what they value most. Draft a statement that reflects these priorities and communicates why candidates should choose your district (see guidance on pgs. 6–9). |
| Our EVP is built on an understanding of what employees' value most. | An EVP grounded in real employee priorities is more compelling from the start. | | Use the alignment activity to identify the benefits and experiences that matter most to employees before drafting your EVP messaging (pgs. 11–17). |
| Our district tailors EVP messaging to highlight total compensation benefits most relevant to different employee groups. | Tailored messaging resonates more strongly with candidates than generic statements. | | Identify key employee audiences (e.g., early-career teachers, SPED educators). For each, outline which benefits and experiences matter most, then adjust your messaging to speak directly to those needs (see customization guidance on pgs. 22–29). |

2 Keep EVP Responsive to Employee Needs, Pains, and Gains

| Actionable Element | Why This Matters | Progress (In place, Needs improvement, Not started) | Tips to Get Started |
|---|---|---|---|
| We review our district EVP annually to ensure it reflects employee needs and priorities. | Regular reviews keep messaging current and relevant. | | Establish an annual review process to ensure alignment with employee values. Update language and benefits as needed using guidance on pg. 17 . |
| We gather employee and candidate feedback to guide EVP updates. | Feedback ensures EVP is grounded in employee priorities. | | Collect input from staff and candidates to ensure messaging is relevant. Use the data sources and feedback prompts on pg. 17 to refine messaging and benefits. |
| Our EVP messaging evolves as employee expectations and total compensation offerings change. | Flexibility ensures EVP stays relevant, impactful, and helps district stay competitive in market. | | Monitor shifts in employee expectations (e.g., demand for flexible work or wellness support) and revise EVP to reflect evolving needs (pgs. 14–16) and benefits (pg. 21). |

Source: EAB interviews and analysis.

EVP Assessment and Improvement Guide (cont.)

3 Ensure EVP Visibility and Consistency

| Actionable Element | Why This Matters | Progress (In place, Needs improvement, Not started) | Tips to Get Started |
|--|--|---|--|
| Our district EVP is clearly communicated across all candidate-facing channels (website, job boards, social media). | Clear visibility helps candidates quickly understand your district's value. | | Review all materials (website, job boards, social media) to ensure they feature EVP messaging prominently. Refer to the adaptation examples and prompts on pg. 29 . |
| Our district recruiters and hiring managers are trained to communicate the EVP confidently. | Trained staff ensure EVP is conveyed effectively during every recruitment interaction. | | Provide training and talking points so staff can connect EVP to candidate needs during interviews and events. See the principal talking point example on pg. 29 . |

4 Assign Ownership and Accountability

| Actionable Element | Why This Matters | Progress (In place, Needs improvement, Not started) | Tips to Get Started |
|--|---|---|---|
| Our district has a designated owner/team responsible for maintaining and updating the EVP. | Ownership ensures continuous improvement and consistency over time. | | Assign a person or team to oversee EVP messaging, track updates, and coordinate input from leadership and HR (see guidance on pg. 7). |
| Leadership, HR, and communications teams collaborate to refine the EVP. | Cross-department collaboration ensures messaging aligns with district goals and employee offerings. | | Hold regular meetings to review messaging, gather feedback, and update collaboratively. Use the reflection prompts on pg. 9 and data sources on pg. 17 to support the process. |
| Our district has a process to evaluate EVP effectiveness and adjust as needed. | Regular evaluation ensures messaging stays measurable and effective. | | Track recruitment metrics (e.g., time-to-fill) and revisit the benefit alignment checklist (pg. 17) and employee audience profiles (pgs. 13–14) to guide messaging updates. |

EVP Assessment and Improvement Guide (cont.)

5 Activate EVP in Recruitment Practices

| Actionable Element | Why This Matters | Progress (In place, Needs improvement, Not started) | Tips to Get Started |
|---|--|---|---|
| Our district integrates EVP messaging into job postings, career pages, and recruitment campaigns. | Compelling, consistent messaging builds credibility with candidates and reinforces district's value. | | Audit your postings and online content. Update them to highlight EVP language and connect benefits to candidate needs (see guidance on pgs. 26-29). |
| EVP messages are embedded into recruitment events (e.g., job fairs, info sessions, outreach). | Direct interactions reinforce EVP and allow candidates to ask questions about what makes your district unique. | | Train recruiters to use EVP talking points that align with candidate needs. Use the audience-specific messaging guidance on pgs. 23-28 . |
| Candidate communications (emails, offer letters) reflect EVP and highlight total compensation benefits. | Every communication reinforces why candidates should choose your district. | | Adapt EVP messaging to fit the audience (pgs. 23-28) and the platform (pg. 29). Use this guidance to tailor tone, format, and emphasis for consistency and relevance. |



202-747-1000 | eab.com

 [@eab](https://twitter.com/eab)  [@eab_](https://www.linkedin.com/company/eab_)  [@WeAreEAB](https://www.facebook.com/WeAreEAB)  [@eab.life](https://www.instagram.com/eab.life)

ABOUT EAB

At EAB, our mission is to make education smarter and our communities stronger. We work with thousands of institutions to drive transformative change through data-driven insights and best-in-class capabilities. From kindergarten to college to career, EAB partners with leaders and practitioners to accelerate progress and drive results across five major areas: enrollment, student success, institutional strategy, data analytics, and diversity, equity, and inclusion (DEI). We work with each partner differently, tailoring our portfolio of research, technology, and marketing and enrollment solutions to meet the unique needs of every leadership team, as well as the students and employees they serve. Learn more at eab.com.