

# Employer of Choice

Application Form

## EMPLOYER OF CHOICE<sup>®</sup> RECOGNITION PROGRAM

### WHAT IT MEANS TO BECOME AN EMPLOYER OF CHOICE<sup>®</sup>

In today's highly competitive employment world, employers of all kinds are eager to differentiate themselves from other organizations. The phrase, "**Employer of Choice**", is coming into a common usage not dissimilar to the use of "excellence" in the 1980s. Not every company achieved the "excellence" they touted. Certainly not every company will become an Employer of Choice<sup>®</sup>. Companies that were not "excellent" are still around today; companies that don't become Employer of Choice<sup>®</sup> will continue to do business. The quality of success will be different, as will the vulnerability to failure. Organizations that earn the right to be described as Employers of Choice<sup>®</sup> will enjoy a higher level of performance, greater work force stability, and the level of continuity that assures preservation of the knowledge base, customer loyalty, employee satisfaction, and stronger profits.

To us, Employer of Choice<sup>®</sup> means that workers—employees and contractors—choose to work for that employer...when presented with other choices of employment. This choice is a conscious decision—or series of decisions—made when joining an organization and when deciding to stay with that organization. The deliberate choice even influences productivity, as employees choose to do what it takes to make their employer successful.

### COMPETITIVE ADVANTAGES

Today's workers have choices, more so than ever before in history. Everyone has a wide range of choices of occupation, employer locale, industry, and work arrangements. In this seller's market, workers will make clear decisions about where they will work, why, and for how long. While each of us will establish our own personal decision-making criteria, research shows that we have a number of common issues that will influence our choices. The more employers understand about these common issues, the more they can take steps to strengthen their positions as Employers of Choice<sup>®</sup>.

### BENEFITS OF BEING RECOGNIZED AS AN EMPLOYER OF CHOICE<sup>®</sup>

Employers of Choice<sup>®</sup>, able to attract, optimize, and retain top talent, will enjoy a substantial tactical advantage over their competitors. They will have the knowledge, experience, resiliency, and power to respond quickly to the marketplace, delivering what customers want more efficiently and more effectively than competitors plagued by nagging employee turnover. This strength will allow them to win more business and maintain high levels of customer service and loyalty.

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### INSTRUCTIONS AND PROCESS OVERVIEW

As the project champion for the Employer of Choice<sup>®</sup> Recognition Program please follow the instructions outlined below.

Before proceeding with this application, please call Employer of Choice<sup>®</sup> to inform us of your participation. We will monitor your progress during all phases of the process. You can reach us at 1-888-290-4EOC (1-888-290-4362).

This is the application portion of the Employer of Choice<sup>®</sup> program. If you haven't done so already, please print this Adobe Acrobat PDF document to serve as a worksheet. Once you have worked through this worksheet, please complete this application in the Microsoft Word format, and submit it via e-mail to Employer of Choice<sup>®</sup> at [employerofchoice@successprofiles.com](mailto:employerofchoice@successprofiles.com)

If you have any questions throughout the process, you may call 1-888-290-4EOC (1-888-290-4362).

#### **There are three evaluation components to the EOC recognition program:**

1. The formal application
2. The management and staff business practices assessment (survey)
3. The financial and human capital assessment

### COMPONENT 1: THE APPLICATION

The Employer of Choice<sup>®</sup> application evaluates your business practices, care of people and improvement initiatives. Along with a Marketplace Comparative Analysis and a Benefits Review, there are seven domains/practices that are evaluated:

1. Organizational Culture
2. Leadership
3. Care of People
4. Growth and Opportunity
5. Human Resources Processes
6. Job/Role/Process Design
7. Growing the Next Generation

**Recognition standards:** Your organization must have “leading edge” business practices and initiatives in progress, which represent “best practices” in business. We will also compile information about your financial performance, employee benefits, and local marketplace competitiveness.

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## COMPONENT 2: THE MANAGEMENT AND STAFF ASSESSMENT

All participating organizations will complete a comprehensive business practices assessment (survey), which will allow for a standardized quantitative analysis of their results. There are 60 questions in the eight core domains that will be evaluated for measured feedback. The eight core domains/practices include:

1. The Company
2. Organizational Culture
3. Leadership
4. Care of People
5. Growth and Opportunity
6. Meaningful Work
7. Compensation and Benefits
8. Making a Difference

**Defining the Qualifying and Recognition Standards:** There are two performance levels that differentiate the Employer of Choice<sup>®</sup> status. The first is a “**Qualification Level**” where the participating organization achieves a score that is worthy of consideration but not high enough for immediate recognition. With a qualifying score, achieving specific improvement results over a 12-Month period can ultimately qualify the organization as an Employer of Choice<sup>®</sup>.

The second performance level is the immediate “**Recognition Level.**” An organization must achieve specific weighted average satisfaction scores in each of the 8 core domains. When this standard has been achieved, the organization meets the requirements in one of the three total components. The survey questions used have been subjected to rigorous statistical analyses that reliably correlate with the performance of “best practice” organizations.

## COMPONENT 3: THE FINANCIAL AND HUMAN CAPITAL ASSESSMENT

Calculation of turnover rates will be performed based on all full-time equivalents, defined as personnel working 35+ hours per week, including executive, management, and non-management personnel. At a minimum, it is recommended that all participants measure their financial and human capital numbers on a quarterly basis and plot their findings on a run or control chart. More frequent measurement is encouraged. The following financial and human capital measurements will be used:

1. **Revenue Per Employee Growth:** The growth of revenue over the last two years.
2. **Turnover Rate Compared to Industry Average:** The rate at which FTE’s voluntarily leave the organization compared to your industry’s national average.
3. **Training per Employee:** The average yearly amount spent on training for each employee
4. **Workforce Retention per Employee:** The average yearly amount spent on workforce retention (WFR) for each employee
5. **Training as a Percentage of Total Payroll:** Percentage of payroll spent on training

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## OUR EVALUATION BOARD

Joyce Gioia (The Herman Group)  
Tom Olivo (Success Profiles, Inc.)  
Jeffrey Jamison (Success Profiles, Inc.)  
George Makris (Success Profiles, Inc.)

## THE RECOGNITION AND PUBLIC RELATIONS PROCESS

Depending on your performance in each of the Employer of Choice<sup>®</sup> criteria, your organization will receive special recognition. First, your organization will receive an executive summary detailing how you rated in each category or criteria. If you qualify in each of the three components, you can truly be considered an Employer of Choice<sup>®</sup> and your organization will be presented with an award, numerous opportunities for publicity and special recognition.

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## SECTION 1.0 GENERAL INFORMATION

The information we are asking you to provide will enable us to compare the characteristics of your organization with the proven “Employer of Choice®” criteria. It will also allow us to provide you with feedback as to the impact of your human resource policies with financial and other outcomes that are important to your organization. Feel free to contact Tom Olivo, Director of Research at Employer of Choice® or Jeff Jamison at 406-582-8885, if you need clarification of any item or wish to discuss how the information will be used.

General  
Information

**Champion’s Name (main contact):** \_\_\_\_\_

**Organization Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **ZIP:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_ **Fax Number:** \_\_\_\_\_

**Web Site:** \_\_\_\_\_

**Champion’s Email Address:** \_\_\_\_\_

**How long has your Organization been in business?** \_\_\_\_\_

**Approximately what % of your work force are members of a union?** \_\_\_\_\_

**1. Please provide a general overview or your Organization, Services, and market that you serve.**

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## SECTION 2.0 FINANCIAL AND HUMAN CAPITAL BASELINE INFORMATION

Objective Measures

The following data represent the financial and other baseline performance information about your organization over the last three years. We will use this data to compare your results to other similar institutions and to help you better understand the benchmark standards of high performance organizations. **Please note that all individual data will remain anonymous.**

### 1. What was the total income for your organization?

\*Total income includes all receipts from sales of services or products.

Please list for:    2007 \_\_\_\_\_    2008 \_\_\_\_\_    2009 \_\_\_\_\_

### 2. How much before tax, net income from overall operations did your organization earn?

\*For Net Income, please take net sales revenue less cost of goods sold, minus operating expenses. Do not include extraordinary items or discontinued operations.

Please list for:    2007 \$ \_\_\_\_\_    2008 \$ \_\_\_\_\_    2009 \$ \_\_\_\_\_

Please list for:    2007 \_\_\_\_\_ %    2008 \_\_\_\_\_ %    2009 \_\_\_\_\_ %

\*Net operating margin

### 3. What was the average number of full-time (or Full-Time Equivalent) employees?

\*Full Time Equivalentents are permanent employees that are scheduled for 32+ hours per week.

Please list for:    2007 \_\_\_\_\_    2008 \_\_\_\_\_    2009 \_\_\_\_\_

### 4. How many temporary/part-time workers did your organization employ?

\*These are workers that are scheduled for less than 32 hours per week or are temporary.

Please list for:    2007 \_\_\_\_\_    2008 \_\_\_\_\_    2009 \_\_\_\_\_

### 5. How many total full time (or Full Time Equivalent) employees have voluntarily left your organization?

\*This number should **include** the total number of voluntary uncontrolled separations during the quarter and **exclude** separation due to death, illness, pregnancy, relocation, performance, or discipline, cutbacks due to mergers, cyclical layoffs, and permanent reductions in force.

Please list for: Voluntary    2007 \_\_\_\_\_    2008 \_\_\_\_\_    2009 \_\_\_\_\_

Please list for: Gross    2007 \_\_\_\_\_    2008 \_\_\_\_\_    2009 \_\_\_\_\_

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**6. What was your total employee payroll (in US dollars)?**

\*Payroll includes all forms of compensation, such as salaries, wages, commissions, dismissal pay, bonuses, vacation allowances, sick-leave pay, and employee contributions, to qualified pension plans paid during the year to all employees. For corporations, payroll includes amounts paid to officers and executives; for unincorporated businesses, it does not include profit or other compensation of proprietors or partners. Payroll is reported before deductions for social security, income tax, insurance, union dues, etc.

**Please list for:**     2007 \_\_\_\_\_     2008 \_\_\_\_\_     2009 \_\_\_\_\_

**7. How much money did your organization spend on learning, training, and development?**

\* This number should include money spent on orientation, employee development, leadership development, online learning, offsite seminars and training, materials, tuition reimbursement and trainer’s salaries. You should not include wages for employees while attending training events or travel expenses (e.g. hotel, mileage, meals, etc.).

**Please list for:**     2007 \_\_\_\_\_     2008 \_\_\_\_\_     2009 \_\_\_\_\_

\*Please include a list of what you included in this number.

**8. How many hours of professional development are required by your leadership team?**

**Please list for:**     2007 \_\_\_\_\_     2008 \_\_\_\_\_     2009 \_\_\_\_\_

\*Please include a list of what you included in this number.

**9. Please mark each of the programs that you currently provide to your employees:**

Necessary Benefits	Delighters	Stress Relievers
<input type="checkbox"/> Health Plan	<input type="checkbox"/> Stock options	<input type="checkbox"/> On-site day care
<input type="checkbox"/> Medical insurance	<input type="checkbox"/> Performance-based compensation	<input type="checkbox"/> On-site fitness facilities
<input type="checkbox"/> Dental insurance	<input type="checkbox"/> Profit sharing	<input type="checkbox"/> Home purchasing assistance
<input type="checkbox"/> Vision insurance	<input type="checkbox"/> On-site university courses	<input type="checkbox"/> Subsidized cafeterias
<input type="checkbox"/> Life insurance	<input type="checkbox"/> Merchandise discounts	<input type="checkbox"/> On-site game room
<input type="checkbox"/> Disability insurance	<input type="checkbox"/> Incentive Travel	_____
<input type="checkbox"/> Vacation Pay	<input type="checkbox"/> Tuition reimbursement	_____
<input type="checkbox"/> Sick Pay	<input type="checkbox"/> Pet care	_____
<input type="checkbox"/> 401(k)	<input type="checkbox"/> Sabbaticals	_____
_____	<input type="checkbox"/> Elder care	_____
_____	<input type="checkbox"/> Vehicle Reimbursement	_____
_____	<input type="checkbox"/> Incentive Gifts	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

\*Please include a list of additional benefits if needed.

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## SECTION 3.0 MARKETPLACE COMPARATIVE ANALYSIS

Tell us about the “Relative Competitiveness” of your organization compared to other companies in your marketplace (including those outside of your industry). We suggest that you conduct some “informal benchmarking” with other managers in your organization, your peers at other local firms and with senior managers in other companies to get a sense of where you stand. Please answer the following questions as honestly and accurately as possible.

Please respond to each statement by **highlighting in bold** the number, which best describes how your organization has done as compared to other companies in your marketplace.

- 1 - Much Worse**
- 2 - Not as Good**
- 3 - About the Same**
- 4 - Better**
- 5 - Much Better**

We are interested in knowing how you think your organization ranks, when compared to other companies in your marketplace. Please select the number below, which best and most accurately describes your situation as compared to other organizations in your marketplace.

	<b>Much Worse</b>	<b>Not as Good</b>	<b>About the Same</b>	<b>Better</b>	<b>Much Better</b>
<b>Compensation and income opportunities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Ability to attract quality employees</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Ability to retain quality employees</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Career advancement opportunities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Amount of learning/training provided</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Benefits provided</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Attractiveness &amp; desirability of work environment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Life/work balance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

Benchmark  
your  
organization

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## SECTION 4.0 EOC BUSINESS PRACTICE AND INITIATIVES DESCRIPTIONS

The following 7 categories mirror the recognition criteria described in the book, *How to Become an Employer of Choice*® by Roger Herman and Joyce Gioia. Applicants are encouraged to obtain a copy of this book for valuable insights into the categories.

Essay  
Section

### SECTION 1 OF 7: ORGANIZATIONAL CULTURE

“Culture” refers to the overall atmosphere of the organization. It includes communication issues, the use of teamwork in day-to-day interaction, and fairness in the workplace. A firm that is excelling in “Organizational Culture” has employees who enjoy working together and feel that their organization is a great place to work.

When it comes to “Organizational Culture” criteria, how well do you believe your organization is performing compared to your “marketplace competitors” on a 1-10 scale? (Please highlight the number on the scale below) *Note: Marketplace competitors refer to those organizations that may also compete for your employees.*

Very Poorly

Excellent

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

In approximately 500 words or less, please describe to the best of your ability, your organization’s unique business practices with respect to “Organizational Culture” that you believe qualify you to be recognized as an Employer of Choice®. Please be sure to include all initiatives in place, the overall implementation process, and the **results achieved**.

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## SECTION 2 OF 7: LEADERSHIP

“Leadership” includes many aspects of the organization’s executive performance. Areas measured include effective coaching, mentoring and listening to employees, commitment to change initiatives, honesty, vision, and earning the confidence of the employees.

When it comes to “Leadership” criteria, how well do you believe your organization is performing compared to your “marketplace competitors” on a 1-10 scale? (Please highlight the number on the scale below) *Note: Marketplace competitors refer to those organizations that may also compete for your employees.*

Very Poorly

Excellent

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

In approximately 500 words or less, please describe to the best of your ability, your organization’s unique business practices with respect to “Leadership” that you believe qualify you to be recognized as an Employer of Choice®. Please be sure to include all initiatives in place, the overall implementation process, and the **results achieved**

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## SECTION 3 OF 7: CARE OF PEOPLE

“Care of People” reflects the organization’s treatment of and sincerity in caring for employees as individuals. This behavior is reflected through managers and supervisors, work-life balance of employees, and organizational flexibility.

When it comes to “Care of People” criteria, how well do you believe your organization is performing compared to your “marketplace competitors” on a 1-10 scale? (Please highlight the number on the scale below) *Note: Marketplace competitors refer to those organizations that may also compete for your employees.*

Very Poorly

Excellent

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

In approximately 500 words or less, please describe to the best of your ability, your organization’s unique business practices with respect to “Care of People” that you believe qualify you to be recognized as an Employer of Choice®. Please be sure to include all initiatives in place, the overall implementation process, and the **results achieved**.

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### Section 4 of 7: Growth and Opportunity

“Growth and Opportunity” encompasses orientation, learning, training, and opportunities for advancement within an organization. Professional and personal development as well as setting performance goals, all fall within “Growth and Opportunity.”

When it comes to “Growth and Opportunity” criteria, how well do you believe your organization is performing compared to your “marketplace competitors” on a 1-10 scale? (Please highlight the number on the scale below) *Note: Marketplace competitors refer to those organizations that may also compete for your employees.*

Very Poorly

Excellent

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

In approximately 500 words or less, please describe to the best of your ability, your organization’s unique business practices with respect to “Growth and Opportunity” that you believe qualify you to be recognized as an Employer of Choice®. Please be sure to include all initiatives in place, the overall implementation process, and the **results achieved**.

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## SECTION 5 OF 7: HUMAN RESOURCES PROCESSES

“Human Resources Processes” refers to how effective the Human Resources Function provides services to employees. If your organization’s employees were considered “customers” of the HR department, how would they rate their services, responsiveness to requests, knowledge and or competency and overall integrity? Also consider how well the HR department positions your organization in the local marketplace for recruiting purposes.

When it comes to “Human Resources Processes” criteria, how well do you believe your organization is performing compared to your “marketplace competitors” on a 1-10 scale? (Please highlight the number on the scale below) *Note: Marketplace competitors refer to those organizations that may also compete for your employees.*

Very Poorly										Excellent	
1	2	3	4	5	6	7	8	9	10		

In approximately 500 words or less, please describe to the best of your ability, your organization’s unique business practices with respect to “Human Resources Processes” that you believe qualify you to be recognized as an Employer of Choice®. Please be sure to include all initiatives in place, the overall implementation process, and the **results achieved.**

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## SECTION 6 OF 7: JOB/ROLE/PROCESS DESIGN

“Job/Role/Process Design” refers to the appropriateness of the work for employees based upon their individual skills and/or competencies. It also includes the organizations commitment to continuously improve the process effectiveness of the work performed. Is it a standard business practice for your organization to ask the following question; Can the number of steps in a process be reduced with improved quality, fewer people, more cost effectively in less time?

When it comes to “Job/Role/Process Design” criteria, how well do you believe your organization is performing compared to your “marketplace competitors” on a 1-10 scale? (Please highlight the number on the scale below) *Note: Marketplace competitors refer to those organizations that may also compete for your employees.*

Very Poorly										Excellent	
1	2	3	4	5	6	7	8	9	10		

In approximately 500 words or less, please describe to the best of your ability, your organization’s unique business practices with respect to “Job/Role/Process Design” that you believe qualify you to be recognized as an Employer of Choice®. Please be sure to include all initiatives in place, the overall implementation process, and the **results achieved.**

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## SECTION 7 OF 7: GROWING THE NEXT GENERATION

“Growing the Next Generation” refers to how well your organization is investing in the future development of your work force, and/or industry. To what degree are you closely involved in local and regional educational programs to “plant recruiting seeds” with potential employees? How are your employees contributing to these educational or awareness programs, and what outcomes are you experiencing?

When it comes to “Growing the Next Generation” criteria, how well do you believe your organization is performing compared to your “marketplace competitors” on a 1-10 scale? (Please highlight the number on the scale below) *Note: Marketplace competitors refer to those organizations that may also compete for your employees.*

Very Poorly

Excellent

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

In approximately 500 words or less, please describe to the best of your ability, your organization’s unique business practices with respect to “Growing the Next Generation” that you believe qualify you to be recognized as an Employer of Choice<sup>®</sup>. Please be sure to include all initiatives in place, the overall implementation process, and the **results achieved**.

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Is there anything else that you haven't yet had an opportunity to describe that may be useful in determining if you are an Employer of Choice®?

*Employer of Choice® is a registered certification mark of Employer of Choice, Inc.*

**Thank you for being objective and thorough!**