

EMPLOYER OF CHOICE DIAGNOSTIC

Instructions for Using this Tool

- The EOC Diagnostic on the following pages can be used to focus your efforts in developing your EOC strategy (and action plans).
- Place an “x” in the shaded box if the statement is fairly descriptive of your organization (If the statement does not describe your organization, leave the shaded box blank.)
- Columns that have the most statements with an “x” represent areas of possible opportunity.

Organization Review

- Are leaders surprised by the opportunities?
- Are leaders and others in the organization already focusing on those areas?
- Focus on the 2-3 areas where your organization is farthest from best practice.
- Discuss what actions can be taken to improve the areas.
- Create an action plan, including the action step, timeframe, the owner or owners responsible for the action, and measures of success.
- Discuss how the action steps integrate with other areas of your Employer of Choice initiative.



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Employer of Choice Diagnostic

EOC Diagnostic Statements If you agree that the statement generally describes your organization, place an "x" in the shaded box in the appropriate row	Attract	Retain	Optimize	Strategy
1. We are not able to recruit the talent we need				
2. We have no alliances with other organizations which might serve as another source of talent				
3. Talented applicants are constantly turning our offers down				
4. New employees have the skills but not the behaviours				
5. Current employees do not refer people they know for existing job openings				
6. Most hires come from one or two labour sources				
7. New hires often don't make it beyond 90 days				
8. The organization has no succession plan for key positions				
9. Our turnover is high compared to other organizations against which we compare ourselves				
10. Employees tell us they leave because of compensation and other rewards				
11. Our rewards are not competitive with the market				
12. We do not know what employees think about the organization				
13. Employees do not know what their next job within the organization might be				
14. We do not offer ways for employees to enhance their skills – that is each employee's own problem to tackle				



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15. Employees do not get the information that they need to understand our HR programs				
16. Employees do not understand how they relate to the overall success of the organization				
17. Our organization does not celebrate successes				
18. Our leaders do not challenge the status quo and do not seek innovative ways to improve the organization				
19. Our leaders do not inspire the future – they do not create a shared vision of what the organization can become				
20. Our leaders do not foster team spirit, collaboration and spirited engagement				
21. Employees do not have a high level of trust in management				
22. Our leaders are not held accountable for providing performance coaching and feedback				
23. Our leaders are not skilled at communicating performance expectations and motivating staff to achieve results				
24. Our leaders do not set a tone of mutual respect and trust				
25. Our leaders do not set high standards or model the behaviour expected from employees				
26. Mechanisms do not exist for employees to make suggestions regarding ways to improve our organization				
27. Employees do not feel their skills are being used				



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28. Employees are not usually asked to offer suggestions for improvement				
29. There is not a strong sense of team at the organization – employees do not feel attached and committed to the organization				
30. Employees are not proud to tell others that they work for the organization				
31. Employees do not trust the information provided by management				
32. We do not consider employee suggestions when making changes				
33. Employees are only productive when they are being watched				
34. Our employees are only motivated by money				
35. Top performers are not recognized and rewarded				
36. Poor performance is not addressed and dealt with				
37. Employees do not receive regular feedback from their supervisor				
38. Employees would characterize the feedback they receive as unconstructive or negative				
39. Employees do not know what is expected of them				
40. Work is characterized by barriers across departments				
41. Employees do not know how success in their job is measured				
42. Employees do not get the information that they need to do their jobs				



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43. We have not articulated to employees where the organization is going				
44. We do not have mechanisms in place for employees to receive customer feedback				
45. Employees do not know what their customers think				
46. We do not have a plan to ensure we have the right skills in the future				
47. It is not clear to employees how their job relates to the organization's overall mission and success				
48. Employees do not believe that customer satisfaction is a priority at the organization				
49. We track only operational & financial measures – no "people measures"				

