

Item Evaluation

Item 5.2 Workforce Engagement

Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(3)	3. Sales Oriented Culture: In 1998, the applicant repositioned itself from a traditional branch system to a consultative sales oriented culture in which associates are involved in sales and service. The applicant's primary business proposition is to bring customers into the bank, build multi-product relationships with them to keep the dominant "share of the wallet," and develop loyal customers for life. [HS]
2	P.1a(5)	5. MVV: Mission - to provide customers with financial services and promote the growth and economic wellbeing of all the communities we serve. Vision - to be recognized as the number one community bank in legendary services. Values 1) Integrity: keeping our word and dealing honestly and transparently with all stakeholders to build trust; 2) Customer-Driven Focus: providing Legendary Service; 3) Management for Results: relying on data and holding people accountable; 4) Operational Excellence: performing every process effectively and efficiently; and 5) Innovation: constantly striving to improve and implement the best ideas from anywhere. [HS]
3	P.1a(8)	8. Workforce Profile: The applicant has 1,080 associates and a highly educated leadership team with 78% of management having college degrees. All branch staff associates have an associates degree. Many loan officers (65%) and managers (75%) hold baccalaureate degrees. The workforce is highly diverse and representative of the hiring community and customer base. The applicant does not have organized bargaining units. [HS]
4	P.1a(9)	9. Workforce Segmentation & Factors of Engagement - The workforce is segmented into four groups: CSR's (682), Administrative Staff (159), Professional Staff (157) and Management (83). Workforce engagement factors include: Environment of empowerment (all), Opportunity for career progression/promotion/career path (all), Desire to serve customers (CSRs), Opportunity to contribute to organization/local community/state/profession (professional and management staff). [HS]
5	P.2a(2)	20. Principal Success Factors: 1) Well capitalized, giving the ability to invest in very favorable mergers and acquisitions, 2) Hometown presence and image, 3) Legendary Service, customers feel they know bank associates, 4) Engaged and highly satisfied workforce, 5) Maintaining a no-fee culture, 6) Paperless processes innovative for the industry and allow fast transaction processing at low cost (especially loans)= quick response time, and 7) Agility and the ability to take reasonable risks for its size and a streamlined decision structure to make decisions quickly and to move on opportunities. [HS]
6	P.2b(1)	23. Key Challenge (Widmark) - Integrating the operations and workforce of Widmark into the Mortgage Division is a key challenge for leadership over the next several years. [HS]
7	P.2c(3)	29. Trust Teams - Improvements are identified and implemented by cross-functional Trust Teams; teams may use any one of the available approaches from Triview Operational Excellence (TOE) depending on the nature of the issue. [HS]

Strengths

Item	KF Ref.	Item Ref.	Comment	~Key Theme
1	P.1a(5), P.1a(8), P.1a(9), P.2a(2)	5.2a(1), 5.2b(1)	The applicant administers an annual associate engagement survey to determine the elements that affect workforce engagement and satisfaction. Algorithms are used to determine the relative importance of each element and results are stratified by workforce segment, tenure, generation and job type. Improvements include an online survey and focus groups. In addition, the HR team tracks and analyzes absenteeism, retention, grievances and safety. This approach supports the applicant's principal success factor of an engaged and highly satisfied workforce. GH, KR, LH, WS, RW	
2	P.1a(5), P.1a(8), P.2a(2)	5.2a(2)	The applicant enhances its ability to provide Legendary Service by engaging the workforce through many communication channels, including weekly stand-up meetings, morning huddles, and EMC blogs. The PMDP ensures that associates know what is expected of them and how their work impacts the accomplishment of organizational objectives and the mission. GH, KR, LH, WS	
3	P.1a(5), P.1a(9), P.2a(2)	5.2a(3)	The applicant encourages high performance, associate retention, and agility in a competitive and growing marketplace by providing a structured reward and recognition program. The PMDP is integrated with the SPP and cascaded to all associates through IPPs that align with the strategic plan. The TEAR program (Fig. 5.2-1), which is refined through the annual associate engagement survey, includes rewards for innovation and community service. GH, KR, LH, RW, WS	
4	P.1a(5), P.1a(9), P.2a(2)	5.2c(3)	The applicant provides career progression opportunities for leaders through the Legendary Leader Development Program (LLDP), which includes cross-training and addresses workforce agility and performance. The LLDP provides input to the SPP, aligns with core competencies, strategic challenges, and action plan accomplishment. Evaluation of feedback from this program helps ensure its effectiveness. GH, KR, LH, RW, WS	

OFIs

Item	KF Ref.	Item Ref.	Comment	~Key Theme
1	P.1a(3), P.1a(5), P.2b(1)	5.2a(2)	While the applicant places recruitment advertisements in ethnic publications, it is unclear whether the applicant has a systematic approach to ensure that the workforce reflects the diversity of its hiring community. Nor is it evident that the applicant has a consistent method to ensure that it benefits from the diverse ideas, cultures, and thinking of the workforce. These gaps may limit the applicant's ability to "develop loyal customers for life" and identify and implement the "best ideas from anywhere," part of the value of innovation. KR	
2	P.1a(5), P.1a(9), P.2a(2)	5.2b(2)	It is unclear that assessments of workforce engagement are systematically used to identify opportunities for improvement in business results. This may hinder the applicant's ability to make decisions quickly. GH, LH	
3	P.1a(9), P.2a(2)	5.2c	Some elements of the applicant's learning and development system are in early stages of deployment, including organizational performance improvement and innovation, transfer of knowledge, and reinforcement of new knowledge and skills. A systematic approach for career progression is not evident for associates that are not in the LLDP, and cycles of improvement appear to be limited. These gaps may be of particular significance as the applicant plans for a predicted upturn in hiring. GH, KR, RW	

Item 5.2 Workforce Engagement

Item 5.2 Scoring

Factor	0-5%	10-25%	30-45%	50-65 %	70-85%	90-100%
Approach	No systematic approach to Item requirements is evident; information is anecdotal.	The beginning of a systematic approach to the basic requirements of the Item is evident.	An effective, systematic approach, responsive to the basic requirements of the Item, is evident.	An effective, systematic approach, responsive to the overall requirements of the Item, is evident.	An effective, systematic approach, responsive to the multiple requirements of the Item, is evident.	An effective, systematic approach, fully responsive to the multiple requirements of the Item, is evident.
Deployment	Little or no deployment of any systematic approach is evident.	The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the basic requirements of the Item.	The approach is deployed, although some areas or work units are in the early stages of deployment.	The approach is well deployed, although deployment may vary in some areas or work units	The approach is well deployed with no significant gaps	The approach is fully deployed without significant gaps in any areas or work units
Learning	An improvement orientation not evident; improvement is achieved through reacting to problems	Early stages of a transition from reacting to problems to a general improvement orientation are evident.	The beginning of a systematic approach to evaluation and improvement of key processes is evident.	A fact-based, systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness of key processes	Fact-based, systematic evaluation and improvement and organizational learning, including innovation, are key management tools; there is clear evidence of refinement as a result of organizational-level analysis and sharing.	Fact-based, systematic evaluation and improvement and organizational learning through innovation are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization.
Integration	No organizational alignment is evident; individual areas or work units operate independently	The approach is aligned with other areas or work units largely through joint problem solving	The approach is in the early stages of alignment with basic organizational needs identified in response to the Organizational Profile and other Process Items	The approach is aligned with organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is integrated with organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is well integrated with organizational needs identified in response to the Organizational Profile and other Process Items.
Item 5.2 Overall Score			Final Score			
50-65%			55			