

Item 5.1 Workforce Environment

Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(5)	5) Core Competencies: Relationship Building, Idea Generation, Guiding Principles, Talent Development; (plus future CC of "Value Engineering") [HS]
2	P.1a(6)	6) Workforce Profile: 560 FT associates + 29 temporaries, organized by departments [HS]
3	P.1a(7)	7) Workforce Groups and Segments: No volunteers; 5% temporary. 33% have 10+ years of service; 58% hourly (production, shipping/receiving, support - HR, IT, Finance); 37% salaried or management (Admin, Quality, Facilities/Environmental, Engineers). Categories are Associates 64%, Management 18%, Engineers 18%. Diversity - 70% male; 33% White, 62% African American 34% 18-31 and 32-47 years of age, 1% are 67 or older. Education - 61% Diploma or equivalent; 9% AA/AS Degree, 10% BA/BS Degree, 1% Post-Grad, 19% Certifications. See Figure P.1-5. [HS]
4	P.1a(8)	8) Workforce Engagement factors: Engagement key elements: participating in Learning Communities, comprehensive training programs, rewards and recognition and a focus on SQDCPME; Safety and health requirements: safe work environment, protection from injury and support a healthy lifestyle; key requirements: Learning Communities, Reward and Recognition, SQDCPME (ALL); Skills Development Training (Temporary); Cross-Training (Hourly); Leadership Training (Salaried) [HS]
5	P.1a(9)	9) Health and Safety Requirements: Safe work environment, protection from injury, and support for a healthy lifestyle. Extensive training required on personal and environmental safety upon employment and annually thereafter. Annual competency demonstrations for specific job roles. [HS]
6	P.1a(12)	12) Occupational health and safety regulations: Subject to OSHA requirements; some requirements for PPE and specialized safety training. Annual workplace safety training for all associates. [HS]

Strengths

Item	KF Ref.	++ Strength	Rationale	Item Ref.	~Key Theme
1	P.1a(5), P.1a(6), P.1a(7)	Using the Performance Evaluation System (PES), the applicant demonstrates a systematic approach to assessing workforce capability and capacity needs. The PES assesses associates' skills, competencies, and certifications to produce a comprehensive Training Matrix (Figure 5.1-1). Directors validate associate capacity on an annual basis by matching time studies to job descriptions and work flow. The applicant's systematic approach for assessing workforce capability and capacity needs ensures that the organization is prepared to meet the key requirements of its customers, stakeholders, suppliers, and partners.	A: KM, MH, JH D: KM, MH, JH L: MH, JH I: JH JH identified item as a double strength, important to applicant AY had a conflicting OFI, did not include	5.1a(1)	
2	P.1a(5), P.1a(6), P.1a(7)	The applicant deploys a 12-step process for recruiting, hiring, placing, and retaining new workforce members. The collaborative process between the Human Resources (HR) Department and the organization's directors begins with HR receiving an approved position requisition. Resumes from potential candidates are solicited through recruiting agencies and print and online advertising. Interviews and assessments are conducted in order to identify the final candidate. Newly-hired associates are assigned a mentor and undergo 30-, 60-, and 90-day reviews to monitor progress and support retention efforts. The applicant's approach for recruiting, hiring, placing, and retaining new workforce members reinforces the organization's core competency of talent development.	A: AY, KM, JH D: AY, KM, JH L: JH Key Criteria requirement MH had a conflicting OFI, did not include	5.1a(2)	
3	P.1a(7), P.1a(8)	The applicant implements a Diversity Strategy with a variety of approaches to ensure its workforce represents the diverse ideas, cultures, and thinking of its hiring and customer community. SLT members network with community organizations, including colleges and cultural institutions, to leverage minority recruiting agencies. The organization has a Diversity Committee which helps implement policy and generate ideas for attracting diverse candidates. The applicant's commitment to ensuring diversity may assist the organization in developing an engaged workforce, as well as meeting the requirements of its key customers and market segments.	A: MH, JH, AY D: JH, AY L: MH, JH Key Criteria requirement	5.1a(2)	
4	P.1a(5), P.1a(6), P.1a(7), P.1a(8)	The applicant utilizes multiple approaches for managing its workforce and the organization's needs to ensure continuity, prevent workforce reductions, and minimize the impact of such reductions in the event of changing capability and capacity needs. The applicant projects operations three months in advance and creates a staffing plan. Associates receive cross-training in order to prepare for and manage any periods of workforce growth. Every job function is assigned responsible primary and secondary associates, which are noted on the Training Matrix. Additionally, a temporary workforce is utilized to ensure continuity in the event of workforce reductions. The applicant's methods for managing workforce and organizational needs to ensure continuity and minimize the impact of workforce reductions assist the organization in responding to competitive changes.	A: JH, KM, AY, MH D: JH, KM, AY L: JH, MH JH identified item as a double strength, important to applicant	5.1a(3)	
5	P.1a(7), P.1a(8), P.1a(9), P.1a(12)	The applicant has multiple methods for ensuring workplace health, security, and accessibility. The organization provides health assessments and screenings, flu vaccines, and wellness coaching and activities in order to promote a healthy work environment. The facility has a single point of public access and utilizes security codes or badges, security monitoring, and a surveillance system to ensure workplace security. Furthermore, the organization ensures that the facility is handicapped-accessible, in accordance with International ISO Accessibility Standards. The applicant's methods for ensuring workplace health, security, and accessibility demonstrates the organization's commitment to meeting workforce engagement factors related to health and safety.	A: KM, AY, MH D: KM, AY Key Criteria requirement, no conflicting OFIs	5.1b(1)	

Note

OFIs

Item	KF Ref.	++--	OFIs	Rationale	Item Ref.	-Key Theme
1	P.1a(5), P.1a(6), P.1a(7), P.1a(8)		It is unclear if the applicant has an approach for managing its workforce to capitalize on core competencies and reinforce a customer and business focus. Systematic organization and management of its workforce may assist the applicant in achieving its strategic objectives.	A: KM; MH (comment focused only on core competencies); JH (comment focused only on reinforcing customer focus) D: MH JH had a double OFI, important to applicant JH had a conflicting strength related capitalizing on the organization's core competencies, removed	5.1a(4)	
2	P.1a(7), P.1a(8), P.1a(9), P.1a(12)		It is unclear if the applicant has processes or measures in place for ensuring the health, security, and accessibility of its workforce that vary across different workplace environments. Although the applicant describes general measures and policies for ensuring health, security, and accessibility in the workplace, there is no information provided on differences in, or additions to, these measures for its office and manufacturing plant environments. Addressing the specific health, security, and accessibility requirements across its different workplace environments may assist the applicant in meeting health and safety regulatory requirements.	A: AY I: AY Addresses I, gap to key factors	5.1b(1)	
3	P.1a(6), P.1a(7)		It is unclear if the applicant provides benefits and services tailored to the needs of its different workforce groups and segments. The applicant provides examples of policies and benefits tailored to its plant and senior management; however, it does not describe policies, benefits, or services tailored to other identified workforce segments. Providing benefits and services tailored to the needs of different workforce groups may assist the applicant in increasing workforce engagement.	A: KM D: AY L: n/a I: AY Gap to key factors	5.1b(2)	
4	P.1a(7), P.1a(8)		It is unclear if the applicant engages in systematic cycles of learning related to its workforce environment processes. The applicant identifies examples of process changes that were implemented during cycles of improvement; however, it is unclear if these changes were the result of a systematic evaluation of processes, or were reactive to events or circumstances. Systematic evaluation and improvement of the organization's workforce environment processes may assist the applicant in demonstrating a commitment to performance improvement.	Addresses L: AY only	5.1a, 5.1b	

Note

Item 5.1 Overall & Final Score

Overall Score	Final Score
50-65%	55