

Item 7.3 Workforce Results

Key Factor References

Item	KF Cat.	Key Factor
1	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]
2	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]
3	P.1a(5)	5) Core Competencies: Relationship Building, Idea Generation, Guiding Principles, Talent Development; (plus future CC of "Value Engineering") [HS]
4	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]
5	P.2a(3)	23) Comparative Data: Comparative data sources in P.2-2 for Product/Process, Workforce, Leadership, Governance, Financial/Market, and Supplier. Applicant has both in industry and out of industry for most categories. Limitations of comparative data are timeliness, with data typically lagging by more than a year, and applicable best-in-class data, due to differences in methods, standards for data collection, and concern for proprietary information. Availability of competitive data is limited due to being either a subunit of a large publicly traded corporation, whose results are not segmented by the parents reports, or a privately held company that typically does not share information. [HS]
6	P.2b(1)	24) Strategic Challenges: SC1-- Technical Associate Retention (impacts Business, Operations, Workforce); SC2-- Off-shore Competition (impacts Business, Operations); SC3 -- Cyber security (impacts Business, Operations, Social Responsibilities) [HS]
7	P.2b(3)	26) Strategic Objectives and Critical Success Factors: Culture of excellence measured by SQDCPME Scorecard with stated goals for Safety, Quality, Delivery, Cost, Morale (People), Maintenance, and Environment. [HS]

Strengths

Item	KF Ref.	++ Strength	Rationale	Item Ref.	~Key Theme
1	P.1a(5), P.1a(7), P.1a(8), P.1a(9), P.2b(1), P.2b(3)	The applicant's results for capability show favorable levels and trends. For example, the Competency Rate (Figure 7.3-3) and Cross-Training Maturity Across Processes (Figure 7.3-4) demonstrate favorable trends over a 5-year period. The number of 'Master' and 'Novice' employees have improved since 2013 demonstrating continuous improvement in an area of strategic importance to the organization.	Modified KG's base comment. This is supported by KG and LH only and ST had an OFI related to Capacity and Capability; however, the capability measures shown should be taken at the benefit of doubt and OFI about Capacity is not meaningful to applicant at this level with no indication that they have had capacity issues in the past.	7.3a(1)	
2	P.1a(7), P.2a(3), P.2b(1), P.2b(3)	Results for some workforce indicators show favorable performance. For example: Turnover Rate (Figure 7.3-9) has remained better than Best Gateway Division and SHRM Top Quartile over five years, shifting a turnover rate of 4% in 2013 to less than 2.5% in 2017; Absence Rate (Figure 7.3-10) for hourly associates has been near 1.0% consistently and the salaried/management segment has achieved at or below 0.5% performance for the last five years, both maintaining rates better than Best Gateway Division. Days Away from Work (Figure 7.3-2) results have been better than BLS DOL Mean and Best Gateway Division over 5 years and are better than BLS Top Quartile in 2016 & 2017.	Slight modification of TF's IR Comment. This is supported by all in similar form. Some have this as separate Strengths for 7.3a(2) and (3) however, this communicates both very succinctly without eroding the message to the applicant.	7.3a(2)	
3	P.1a(7), P.1a(8), P.2b(1), P.2b(3)	Results provided related to measures of Associate Engagement demonstrate favorable levels and trends. For example: Associate Engagement (Figure 7.3-11) identify favorable performance related to Reward and Recognition, Empowerment, Cross Training, and NPS indicating continuous improvement for Hourly, Salaried, Management, and Overall segments over a 3 year period.	Modified ST comment. Supported by all. Called out the Hourly, Salaried, Management and Other to ensure that applicant did not get confused about missing measures of temporary workforce.	7.3a(3)	
4	P.1a(5)	Results related to measures of Workforce Development, demonstrate consistent performance with most segments showing improvement over time. For example: Competency Rate (Figure 7.3-3) and Cross-Training Maturity Across Processes (Figure 7.3-4) shows beneficial trends from 'Novice' to 'Master' for the 5 year period while Training Hours per Associate (Figure 7.3-12) and LSS Belts Trained (Figure 7.3-14) demonstrate performance at or exceeding benchmark levels. This supports the applicants commitment to Talent Development, a core competency.	Combine ST's and KW's base comments using Examples and So-what statement from KW. Supported also by LH.	7.3a(4)	
Note		All Strength Comments used.			

OFIs

Item	KF Ref.	--	OFIs	Rationale	Item Ref.	~Key Theme
1	P.2b(1), P.2b(3)		The applicant has not workforce results for the 'Temporary' work segment. For example: results are segmented by hourly, salary, and management segments for Workforce Climate (Figure 7.3-8) and Associate Engagement (Figure 7.3-11) and do not include results broken out specifically by the temporary job category. Further, while the applicant has identified 'Skills Development Training' as a workforce engagement factor for temporary employees there is no measures related to this area. The applicant may enjoy greater morale and retention rates if it measures and attempts to improve factors important to this workforce segment.	Supported by ST, KG, KW. 5 % of workforce rates it as significant and it is obviously missing. Crafted Strength and OFI on this item so as not to create conflicts.	7.3a(2), 7.3a(3), 7.3a(4)	
2	P.1a(5), P.1a(7), P.1a(8), P.1a(9), P.2a(3), P.2b(1), P.2b(3)	y	Many measures lack sufficient segmentation to enable evaluation of how performance results may vary by the Diversity of the workforce. While some results are segmented by hourly, salary, and management segments- there are no results segmented by other measures of diversity listed in the organizational profile including area of expertise (technical, quality, administration, production, shipping, etc), gender, ethnicity, education, age, tenure, or job category (associates, engineers, etc.). By reviewing segmented data the applicant may reveal root causes unique to that segment and enable greater impact in improvement efforts of strategic importance.	Combined ST and KW's comments. Supported by KW, LH, ST. I realize these are two different segmentation OFI's but they point to two unique and important attributes not addressed by the applicant. Decided this was a double OFI in light of the impact it could have to the applicants ability to see and identify issues of strategic importance.	7.3a	
3	P.2a(3)		Several Measures of Importance related to Workforce Climate, Engagement, and Development lack comparative data to evaluate performance against competitors or comparators. For example: Workforce Climate (Figure 7.3-8) and Associate Engagement (Figure 7.3-11) as well as measures of Workforce Development all lack comparative data.	Combined comments by ST and KG. Supported also by TP.	7.3a(2), 7.3a(3), 7.3a(4)	
4	P.1a(9)		The applicant does not provide any workforce results demonstrating support for a healthy lifestyle. Failing to measure and improve all special health and safety requirements found in the workforce may lead to unfavorable performance in these areas leading to declines in retention.	Solely supported by KW but this is a meaningful and accurate comment that needs to be addressed.	7.3a(2)	
Note			Did not use KG's comment about Degree Completion, there may be multiple reasons for the decrease in potential candidates for these degrees. More information is needed and it is suggested that we omit this at this time but keep it as a back up should OFI's diminish or disappear or this be deemed more important while on site. Did not use ST's OFI related to Capacity and Capability due to conflicts with strength, It is obvious they do this... is it meaningful to call out trends if there are no signs that they had operational issues or challenges related to capacity. Opted to omit Did not use KW's comment about SQDCPME dimensions. This is an accurate statement but the applicant would likely deem this as less important in my opinion.			
Item 7.3 Overall & Final Score						
Overall Score				Final Score		
50-65%				50		

