Item 5.1 Workforce Environment – Sample Item Evaluation

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.
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)
3	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.
4	P.1a(11)	**11) Regulatory Environment:** "Intense legal & regulatory environment including state and national laws, regulations, and standards. IRS & NC audit requirements; DOL standards for workforce; NCDENR requirements for air quality.
5	P.1b(3)	**16) Local Leadership Structure:** The applicant SLT consists of the Plant Manager, Assistant Plant Managers, and five Department Directors (see org chart for roles). SLT guide the day-to-day operations and manage the delivery of products according to standards and internal policies. Local plant manager may deviate from global requirements with approval.
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)

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Strengths

Item	KF Ref.	++	Strength	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(7), P.1a(8), P.1b(3), P.2b(1)		The applicant deploys a systematic approach for recruiting, hiring, placing, and retaining new workforce members.	12-step collaborative process between HR Department and directors that begins with HR receiving an approved position requisition and ends with assigning new associates with mentors and monitoring achievement of their satisfaction and engagement requirements.	y	y			5.1a(2)	
2	P.1a(7), P.1a(11), P.1b(3)		The applicant implements a Diversity Strategy with a variety of approaches to ensure its workforce represents the divers ideas, cultures, and thinking of its hiring and customer community	- SLT members network with community connections (e.g., churches, cultural institutions, colleges, Urban League, La Raza) to leverage minority recruitment agencies - HR associates solicit referrals from other associates in the organization who may know of qualified candidates - HR leverages EEOC guidelines to ensure hiring practices are neutral to age, race, gender, and minority factors. - The organizations Diversity Committee helps implement policy and generates ideas for attracting diverse candidates - Emphasis on diversity-sensitive details when using a recruitment agency	y	y		y	5.1a(2)	
3	P.1a(7), P.1b(3)		The applicant utilizes multiple approaches for managing its workforce and the organizations needs to ensure continuity, prevent workforce reductions, and minimize the impact of such reductions in the event of changing capability and capacity requirements.	- Cross-training to prepare for and manage any periods of workforce growth - Temporary/contingent workforce to ensure continuity, prevent workforce reductions, and minimize impact of such reductions - Projects operations three months in advance and creates a three-month staffing plan - Utilize recruitment agencies to assist in periods of growth - Training Matrix notes Primary or Secondary associate responsibility (must be one of each for each job function)	y	y			5.1a(3)	
4	P.1a(7), P.1a(9), P.1a(11)		Demonstrating its value of Respect Others and supporting employee engagement, the applicant has a systematic approach for ensuring a positive workforce climate.	- Ensures workplace health by providing health assessments, flu vaccines, health screenings, and wellness coaching and activities. - Ensures workplace security through automated security devices for doors and gates that require unique codes or issued entry badges, security monitoring, surveillance systems, and promptly removed access for terminated associates. - Ensures workplace accessibility by ensuring that facility is handicapped-accessible by meeting International ISO Accessibility Standards - Reimbursable fitness center, EAP, health rewards program - 401K, FSA, medical/dental/vision/life insurance programs, supplemental insurance programs - Cell phone use and allowances, uniforms provided and laundered, tuition reimbursement, OT/compensatory time	y	y		y	5.1b	

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Gaps & OFIs

Item	KF Ref.	++	Gap/OFI	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(7), P.1a(8), P.1b(3)		There is no evidence that the applicant has a systematic approach for preparing its workforce for changing capability and capacity needs.	- The applicant describes providing cross training for employees to prepare for and manage periods of workforce growth; however, all other processes described are related to the organization's ability to meet the staffing requirements in the event of changing capability and capacity needs (i.e., use of temporary workforce to minimize impact of reductions, developing three month staffing plan, etc) - The applicant does not describe methods or approaches for preparing its workforce members for potential changes to capability and capacity needs specifically in regards to potential reductions through education, communication, career counseling, and/or consideration of employment and employability (See Notes in Category 5.1)	y				5.1a(3)	
2	P.1a(7), P.1a(9), P.1a(11), P.1b(3)		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 its different workplace environments.	- The applicant describes general measures and policies for ensuring workforce health, security, and accessibility in the workplace; however, there is no information provided on differences in these factors in different workplace environments (i.e., office vs. warehouse)	y		y		5.1b(1)	
3	P.1a(7), P.1b(3)		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 plant/senior management, but does not describe policies, benefits, or services tailored to other identified workforce segments.	y		y		5.1b(2)	
4	P.1a(7), P.1b(3)		It is unclear if the applicant engages in systematic cycles of learning related to its workforce environment processes.	- The applicant identifies several instances in which process changes were implemented during cycles of improvement; however, it is unclear if these were the result of a systematic evaluation of processes, or were reactive in nature.			y		5.1a, 5.1b	

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Feedback-Ready Comments

Item	Type	Comment	Item Ref.	~Key Theme
10	Strength	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 also has a Diversity Committee which helps implement policy and generates ideas for attracting diverse candidates. The applicant's commitment to ensuring a diverse workforce may assist the organization in developing an engaged workforce, as well as meeting the requirements of its key customers and market segments.	5.1a(2)	
10	OFI	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 plant and senior management, but does not describe policies, benefits, or services specific to other identified workforce groups. Availability of benefits and services tailored to the needs of its specific work groups may assist the organization in addressing the strategic challenge of technical associate retention.	5.1b(2)	

Item 5.1 Overall & Final Score

Overall Score	Final Score
50-65%	**55**