

Item 7.3 Workforce Results – Sample Item Evaluation

Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(4)	4) MVV: Mission (local) Create new value through innovation and a focus on quality, cost, and delivery. Vision Be the leading manufacturer of quality lawn tractors, with a low cost of ownership and the best overall value. Values *Be Proud *Lead *Think Critically *Respect Others
2	P.1a(5)	5) Core Competencies: Relationship Building, Idea Generation, Guiding Principles, Talent Development; (plus future CC of "Value Engineering")
3	P.1a(6)	6) Workforce Profile: 560 FT associates + 29 temporaries, organized by departments
4	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.
5	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)

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Strengths

Item	KF Ref.	++	Strength	As Evidenced By	Le	T	C	I	Item Ref.	~Key Theme
1	P.1a(7), P.1a(8)		The applicant demonstrates favorable results for workforce development segmented across work groups and as compared to relevant comparisons.	Figure 7.3-12 demonstrates favorable trends across workgroups in various training areas. Comparisons are provided for 3 years via a relative comparison of the ATD and APQC and the applicant exceeds those comparisons.	y	y	y		7.3a(4)	
2	P.1a(7), P.1a(8)		The applicant has favorable trends for workforce climate segmented by work group.	Figure 7.3-8 demonstrates favorable trends for climate across segmented work groups. Figures 7.3-9 and 10 demonstrate favorable (decreasing rates) for both turnover and absenteeism.		y			7.3a(2)	
3	P.1a(8)		Results provided related to measures of Associate Engagement: Reward and Recognition, Empowerment, Cross Training, NPS demonstrates continuous improvement for Hourly, Salaried, Management and Overall segments over a 3 year period	Figure 7.3-11 indicate favorable trends over the last 3 years Figure 7.3-3 Competency Rate Figure 7.3-4 Cross Training Maturity Across Processes	y	y		y	7.3a(3)	
4	P.1a(5), P.1a(6), P.1a(7)		The applicant has favorable trends for capability results.	Figures 7.3-3 and 4 both have favorable trends via competency and cross training.		y			7.3a(1)	

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Gaps & OFIs

Item	KF Ref.	++	Gap/OFI	As Evidenced By	Le	T	C	I	Item Ref.	~Key Theme
1	P.1a(7), P.1a(8), P.1a(9), P.2b(1), P.2b(3)		Several Measures of Importance lack comparative data to evaluate performance against competitors or comparators.	Figure 7.3-8 Workforce Climate, Figure 7.3-11 Associate Engagement, Measures of Workforce Development				y	7.3a	
2	P.1a(4), P.1a(7)	y	There are many measures which are not segmented in a manner reflective of the organizational workforce. Overall, many measures lack sufficient segmentation to enable evaluation of how performance results may vary by the Diversity of the workforce.	For example: Figure 7.3-1 OSHA Recordable Rate is not segmented, Figure 7.3-2 Days Away from Work Rate is not segmented, Figure 7.1-6 Capacity: Workforce Needs Calculator considers product line but not the role, Figure 7.3-8 Workforce Climate segments by Hourly, Salaried, Management and Overall but not by role, Figure 7.3-9 Turnover Rate are not segmented beyond voluntary and involuntary, Figure 7.3-11 Associate Engagement is only segmented by Hourly, Salaried, Management and Overall and there is no segmentation of Figure 7.3-15 Lean Six-Sigma Belts Trained.				y	7.3a	
3	P.1a(7)		There are no measures provided for Workforce Climate and Workforce Engagement for Temporary Employees. The Temp workforce represents 5% of the organization.	Figure 7.3-8 Workforce Climate, Figure 7.3-11 Associate Engagement, Figure 7.3-12 Training Hours Per Associate				y	7.3a(2), 7.3a(3), 7.3a(4)	

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Feedback-Ready Comments

Item	Type	Comment	Item Ref.	~Key Theme
6	Strength	The applicant has favorable trends for workforce climate as demonstrated in Figures 7.3-8 through 10. For example, the rates for both turnover and absenteeism are favorably decreasing for the last 3 years. Additionally, satisfaction with health, safety, and benefits have all been favorably increasing. These results support the organization's core competency of relationship building along with the value of respecting others.	7.3a(2)	
6	OFI	The applicant lacks results segmented by diversity in the workforce results. The applicant has a diverse workforce yet there are no results indicating climate, engagement and other workforce factors. These results may help the applicant with the core competency of relationship building and the organizational values of respecting others.	7.3a	

Item 7.3 Overall & Final Score

Overall Score	Final Score
30-45%	45