

Item 5.1 Workforce Environment

Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(1)	1. Service Offering and Area: Regional organ and tissue procurement organization (OPO) for 3.2 million people living within a federally assigned territory inclusive of 62 counties located within the states of North Takoma (NT) and South Takoma (ST). [HS]
2	P.1a(2)	2. Work Systems: The main service offering is accomplished through the organizations two work systems: Organ Work System (OWS) and Tissue Work System (TWS) [HS]
3	P.1a(4)	4. Workforce Profile: LOTS is a 24/7 business in which many of the employees are decentralized. Workforce Profile (Figure P.1-4) reflects employee profile and includes <u>Job Type</u> (Leadership Team- 10%, Staff- 90%), <u>Gender</u> (Male- 35%, Female- 65%), <u>Tenure</u> (<1 Year- 20%, 2-5 Years- 41%, 6-10 Years- 21%, 11+ Years- 18%), and <u>Ethnicity</u> (African American- 20%, White- 70%, Other, 10%) [HS]
4	P.1b(5)	11. Key Stakeholders and Requirements: <u>Communities w/in Service Area:</u> Comply with legal, ethical, and regulatory requirements while providing quality organs and tissue. <u>Workforce:</u> Connection with V/M/V, Excellent Benefits, Coworkers. <u>Board of Directors:</u> Strategic Planning, Administration, Financial Management. [HS]
5	P.2a(3)	15. Key Success Factors: 1) A mission-driven workforce that is highly motivated and engaged in saving lives (Core Competency), and 2) Strong relationships formed through partnering and collaboration. [HS]
6	P.2b(1)	17. Strategic Challenges: Business (Industry Changes), Operational (Authorization), Societal Responsibility (Increase Registry), Workforce (Retention) [HS]
7	P.2b(2)	18. Strategic Advantages: Business (Stakeholder Satisfaction), Operational (Facilities and Equipment), Societal Responsibility (Baldrige Business Model), Workforce (Supportive Culture) [HS]

Item 5.1 Workforce Environment

Strengths

Item	KF Ref.	++	Strength	Rationale	Item Ref.	~Key Theme
1	P.1a(2), P.2b(1), P.2b(2)		LOTS utilizes the Performance Evaluation Process (Figure 5.1-2) and cascading scorecards (Figure 5.1-4), which are integrated with the strategic planning process, to manage and organize its workforce to exceed expectations and meet customer needs. Expectations are reinforced through strategic discussions (SDs) and Rounding for Outcomes (RFOs). LOTS's approach for managing and organizing its workforce supports the organization in maintaining its key success factor of a mission-driven workforce that is highly motivated and engaged in saving lives.	[JH, MH, KM] Approach and Integration Strength, multiple level	5.1a(4)	
2	P.1a(2), P.1a(4), P.1b(5), P.2b(1), P.2b(2)		LOTS has an integrated Workforce Planning Process (Figure 5.1-1) to assess capability and capacity needs. Through this process, the organization identifies the skills and competencies that are needed to perform each role successfully. Job competencies are monitored through the Performance Evaluation Process (PEP) and LOTS continually evaluates the need for new competencies through multiple inputs, including the Strategic Planning Process (SPP), the Learning and Development System (LDS), and RFOs. Ongoing SDs and Capability and Capacity (C&C) meetings are used to systematically address staffing levels. LOTS's approach for assessing its workforce capability and capacity needs may assist the organization in ensuring it is able to meet the requirements of its key customers, partners, and collaborators.	[All Examiners] Approach and Integration Strength, Multiple Level	5.1a(1)	
3	P.1a(2), P.1a(4), P.2b(1), P.2b(2)		LOTS conducts workforce change management through its Workforce Planning Process (Figure 5.1-1). Information about changing capability and capacity requirements is gathered through C&C meetings and RFOs. Through the Workforce Planning Process, LOTS manages the workforce to ensure continuity. In the event of workforce growth or reduction, or another change in the organizational structure, qualitative or quantitative information from the Performance Measurement System (PMS - Figure 4.1-1) would be used during SDs to determine appropriate action. LOTS's approach for workforce change management may assist the organization in addressing its strategic challenge related to retention.	[DB, KM] Approach Strength, Overall Level OFI noted by JH on changes to workforce reduction or growth did not seem evident beyond a future process they could use. Plan to resolve this during site visit as a question.	5.1a(3)	

Note

Item 5.1 Workforce Environment

OFIs

Item	KF Ref.	++--	OFIs	Rationale	Item Ref.	~Key Theme
1	P.1a(2), P.1a(4), P.2a(3)		It is unclear if LOTS has an approach for capitalizing on its core competency in order to organize and manage its workforce. LOTS states that its core competency is a mission-driven workforce that is highly motivated and engaged in saving lives; however, no methods for utilizing this motivation and engagement to organize and manage the workforce are described. A systematic approach for capitalizing on the organization's core competency may support LOTS in meeting the key workforce requirement to maintain a connection with the vision, mission, and values.	[MH, KM] Multiple Level, approach OFI. Discusses using cascading scorecards, but it isn't clear how the workforce is organized to capitalize on its core competency. Approach strength focused on the customer and business focus multiple level question.	5.1a(4)	
2	P.1a(4)		It is unclear if LOTS's Hiring Process (Figure 5.1-3) includes an approach for ensuring the workforce represents the diverse ideas, cultures, and thinking of its hiring and customer communities. LOTS states that it uses diverse recruiting methods at local colleges and universities, as well as social media sites; however, it does not describe what these methods entail and how they ensure diverse recruiting. A systematic approach for ensuring the workforce represents diverse ideas, cultures, and thinking may assist LOTS in strengthening the workforce's connection with its partners and collaborators in order to achieve the strategic objective of maximizing donors.	[HS, JH, KM] 3 examiners noted this OFI. This is a multiple level, approach OFI.	5.1a(2)	
3	P.1a(1), P.1a(4)		It is unclear if LOTS has an approach for onboarding new workforce members. LOTS states that its Hiring Process (Figure 5.1-3) is used to recruit, hire, place, and retain new workforce members; however, no processes for onboarding or retention are depicted or described as occurring after the employee is hired. A systematic approach for onboarding new workforce members may support LOTS in achieving its organizational goal related to the staff retention rate.	[MH] Overall level, approach OFI	5.1a(2)	
4	P.1a(4)		It is unclear if LOTS has a systematic approach for preparing its workforce for periods of growth or reductions. The organization has an approach for identifying the need for workforce changes, but no approach for preparing the workforce for these changes is described. An approach for preparing its workforce for growth or reductions, as needed, may assist LOTS in leveraging its strategic advantage of a supportive workforce to address its strategic challenge related to industry changes.	[JH] Strong call out that the application does not provide an approach beyond some future process they could use. Does not conflict with 5.1a(3) strength that addresses the overall requirement. Multiple level, approach OFI.	5.1a(3)	

Note

Item 5.1 Overall & Final Score

Overall Score

Final Score

50-65%

60
