

## Item 5.1 Workforce Environment – Sample Process Item Evaluation

### Key Factor References

Item	KF Cat.	Key Factor
1	P.1a(4)	<b>4. Workforce Profile:</b> 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%)
2	P.1a(3)	<b>3. Vision, Mission, and Values (V/M/V):</b> <u>Vision:</u> Organs and tissues are always available. <u>Mission:</u> We save and improve lives. <u>Values:</u> Compassion, Teamwork, Honesty, Quality, Improvement.
3	P.1a(1)	<b>1. Service Offering and Area:</b> 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).
4	P.1b(1)	<b>17. Strategic Challenges:</b> Business (Industry Changes), Operational (Authorization), Societal Responsibility (Increase Registry), Workforce (Retention)
5	P.2a(3)	<b>15. Key Success Factors:</b> 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.
6	P.1b(1)	<b>7. Organizational Structure and Governance:</b> LOTS is a private, nonprofit 501(c)(3) organization. A voluntary, community-based governance Board of Directors (BOD) sets policy for the organization and is composed of hospital executives, physicians, and donor family members. Representatives from LOTSs key donor hospitals are appointed, allowing these senior leaders to represent customer and partner requirements.

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Strengths										
Item	KF Ref.	++	Strength	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(2), P.2b(1)		The Workforce Planning Process (Figure 5.1-1) is used to assess capability and capacity needs.	Figure 5.1-1 Workforce Planning Process. Linkage to Performance Evaluation Process (PEP) in Figure 5.1-2. Linkage to SPP, Figure 2.1-1 and LDS, Figure 5.2-2.	y		y	y	5.1a(1)	
2	P.1b(5)		The Hiring Process (Figure 5.1-3) used to recruit and hire new workforce members.	Figure 5.1-3, Hiring Process is used to recruit, hire, and onboard new employees. AOS survey results are used to validate and refine the effectiveness of this process. Community college, university, families of donors and recipients, and social media used to attract diverse employee candidates.	y			y	5.1a(2)	
3	P.1b(5), P.2b(1)		The Workforce Planning Process (Figure 5.1-1) steps provide change management approaches.	The steps of the Workforce Planning Process (Figure 5.1-1) provide methods to address changes such as work system changes.	y				5.1a(3)	
4	P.1a(5), P.2b(2)	y	The Performance Evaluation Process (PEP) integrates priorities and workforce expectations. See Figure 5.1-2	SPP creates focus, establishes priorities and sets expectations for the work of the organization Ongoing performance is monitored through the PMS and PEP Performance expectations are reinforced through SDs, RFO, and PEP. Organizational goal ranges are established to define how employees can exceed expectations. Ongoing discussions are supported through PEP system that uses targets for APs to create an awareness of how each member of the workforce can meet and exceed expectations Organizational transparency and accountability are ensured through the web-based system allowing each member of the workforce to monitor all staff progress toward goals	y	y		y	5.1a(4)	

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<b>Gaps &amp; OFIs</b>										
Item	KF Ref.	--	Gap/OFI	As Evidenced By	A	D	L	I	Item Ref.	~Key Theme
1	P.1a(1), P.1a(4)		It is unclear how LOTS' approach to recruiting and hiring ensures the workforce represents the diverse ideas, cultures and thinking of LOTS customer communities, particularly the market segments within the DSA	No evidence	y				5.1a(2)	
2	P.2b(1)		LOTS' process for onboarding is not described.	Although the organization mentions shadowing and behavioral based interviewing, no onboarding steps are included. Not listed in hiring process.	y				5.1a(2)	
3	P.2b(2)		It is unclear if LOTS has any improvement goals related to its workplace environment performance measures.	Information not provided.	y				5.1b(1)	
4	P.1a(3)		It is unclear how LOTS tailors its benefits to the different workforce groups and segments.	Information not provided. Only discusses tiered benefit costs and health insurance for full-time employees.	y			y	5.1b(2)	

### Feedback-Ready Comments

Item	Type	Comment	Item Ref.	~Key Theme
3	OFI	Although LOTS has outlined its performance measures related to the workplace environment, it is unclear if the organization has established improvement goals related to these performance measures. Developing improvement goals aligning with the performance measures may assist LOTS in fulfilling its mission to save and improve lives.	5.1b(1)	

### Item 5.1 Overall & Final Score

Overall Score	Final Score
50-65%	60