

## Item 7.3 Workforce Results – Sample Results 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(2)	<b>2. Work Systems:</b> The main service offering is accomplished through the organizations two work systems: Organ Work System (OWS) and Tissue Work System (TWS)
3	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.
4	P.2a(4)	<b>16. Comparative Data:</b> The Comparative Data Process (Figure 4.1-4) lists the organizations key comparative data sources. The organ industry has select national benchmarks available through multiple sources; however, the lead time before such results become available can be many months. Comparative data are more limited for tissue operations, in which tissue processors provide monthly feedback for select results in the form of scorecards. To offset these limitations, LOTS relies on sharing through collaboration with other OPOs to obtain comparative data.
5	P.2b(1)	<b>17. Strategic Challenges:</b> Business (Industry Changes), Operational (Authorization), Societal Responsibility (Increase Registry), Workforce (Retention)

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Strengths										
Item	KF Ref.	++	Strength	As Evidenced By	Le	T	C	I	Item Ref.	~Key Theme
1	P.2a(3)		LOTS demonstrates favorable performance related to Connection to Mission (Figure 7.3-11) a core competency of the organization.	Connection to Mission (Figure 7.3-11). Levels and Trends are favorable with near 100% Measures of this level of performance may be significant since this reflects high performance related to a key workforce requirement. Segmentation is not important at this level of performance.	y	y	y	y	7.3a(3)	
2	P.1a(4)		LOTS demonstrates favorable levels of performance related to Overall Workforce Engagement (Figure 7.3-12) when compared to Excel Employee Engagement.	Overall Workforce Engagement (Figure 7.3-12) compares favorably to Excel Employee Engagement. Trends declining but levels at benchmark. Segmentation as identified in Overall Workforce Engagement by Work System (Figure 7.3-12A) demonstrates a departure from the trend for Overall Workforce Engagement which is interesting but insufficient to analyze as provided.	y	y	y	y	7.3a(3)	
3	P.1a(4)		Results for some key workforce health and safety measures are beneficial.	For example, Radiation Exposure (Figure 7.3-8), DART Rate (Figure 7.3-7) show favorable levels, trends, and comparisons	y	y	y		7.3a(2)	

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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(4), P.2a(4)		While LOTS provides measures it relates to Capacity and Capability such as PEP Rating (Figure 7.3-1), Organ Donors per OTC (Figure 7.3-2), Tissue Donors per TOPC (Figure 7.3-3) and Workforce Growth (Figure 7.3-4); it is unclear if these are effective measures to determine capacity without comparisons; and no measures are provided for capability.	Capacity and Capability such as PEP Rating (Figure 7.3-1), Organ Donors per OTC (Figure 7.3-2), Tissue Donors per TOPC (Figure 7.3-3) and Workforce Growth (Figure 7.3-4) do not appear to be effective without comparisons. No measures for capability.	y	y	y	y	7.3a(1)	
2	P.1a(4)	y	The workforce measures provided by LOTS do not demonstrate segmentation by the segments identified by the organization in the Workforce Profile (Figure P.1-4) including job type, tenure, gender or ethnicity.	Segmentation by Work System Only					y	7.3a(1), 7.3a(2), 7.3a(3)
3	P.1a(4), P.2a(4)		LOTS evidences unfavorable levels and trends associated with Overall Training and Development Satisfaction (Figure 7.3-16) and comparisons with Excel Employee Engagement demonstrating an unfavorable gap in performance arising since 2017. This is especially concerning in light of the levels and comparisons found in Training Expenditures (Figure 7.3-17) which evidences a slight unfavorable position against AOPO Top Quartile performance.	Training Expenditures (Figure 7.3-17) slight unfavorable position against AOPO Top Quartile performance which evidences that investment in staff training is declining from the previous year as investment by Top Quartile AOPO's are increasing. Unfavorable levels and trends associated with Overall Training and Development Satisfaction (Figure 7.3-16) and comparisons with Excel Employee Engagement demonstrating an unfavorable gap in performance arising since 2017. May be impacting retention.	y	y	y	y	7.3a(4)	
4	P.2a(3)		LOTS identifies coworkers as a key driver of workforce engagement; however, no results are provided related to this element.	Missing.					y	7.3a(3)

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### Feedback-Ready Comments

Item	Type	Comment	Item Ref.	~Key Theme
1	OFI	While LOTS provides measures it relates to Capacity and Capability such as PEP Rating (Figure 7.3-1), Organ Donors per OTC (Figure 7.3-2), Tissue Donors per TOPC (Figure 7.3-3) and Workforce Growth (Figure 7.3-4); it is unclear if these are effective measures to determine capacity without comparisons and no measures are provided for capability. Further, there are no segmented measures for capacity and capability beyond by work system and no measures for support staff. Meaningful measures for capacity and capability may enable LOTS to identify opportunities for improvement which may support the core competency of a mission-driven workforce.	7.3a(1)	

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### Item 7.3 Overall & Final Score

Overall Score	Final Score
30-45%	45

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