

Item Worksheet - Item 7.3

Workforce-Focused Results

This sample reflects the thinking of a single examiner and should not necessarily be viewed as a "right" or "wrong" assessment of the applicant.

Relevant Key Factors

1. **Work environment**
Making a difference for Veterans (p. ii). Teamwork; healthy, safe, secure work environment. Leadership system provides fair/equitable treatment, ethical service, professional growth opportunities
2. **VI/Veteran population**
Specific focus on intersection of two groups (eligible Veterans who reside in or visit islands)
3. **Strategic Advantages and Challenges** (Figure P.2-2)
(SA1) beautiful campus, adequate space, (SA2) support from VSOs, (SA3) technology/infrastructure resources from the parent organization, (SA4) new infrastructure/technology, (SA5) community support, (SA6) alignment with parent organization's planning, (SA7) many Veteran employees/volunteers, (SA8) engaged employees/volunteers
(SC1) increasing complexity of benefits & health care management, (SC2) more options for health care providers available to Veterans, (SC3) integrated system in a complex government agency, (SC4) remote location making procurement difficult, (SC5) local economic conditions, (SC6) few external training programs
4. **Strategic Objectives** (Figure 2.1-5)
World-class (SO1) access, (SO2) quality, (SO3) safety, (SO4) customer experience, (SO5) workforce engagement, (SO6) value

Strengths

Strengths/OIs should be placed in order of importance to the applicant.

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
1,3,4		Beneficial trends or excellent sustained levels for many	Examples: Selected Nursing Graduates who Accept Positions	X	X	X	X	a

		workforce capability, capacity, climate, engagement, and development results	(Figure 7.3-1), Required Training Timely Completion (Figure 7.3-2), Diversity (Figure 7.3-8), Employee DART Incidents (Figure 7.3-10), Supportive Work Environment (Figure 7.3-15), Work-Life Balance (Figure 7.3-16), Benefits (Figure 7.3-17), Engagement Index Score (7.3-22), and Mid-Year Reviews Completed (7.3-25)					
1,3,4		Sustained excellent levels for Radiation Badge Monitoring and Security Incidence Rates/1,000 Work Days	<p>Radiation Badge Monitoring (Figure 7.3-13) is 100% compliant for badges submitted and within limit.</p> <p>Security Incidence Rates/1,000 work days (Figure 7.3-14) shows 0 incidents for physical and data security and hostile work environment.</p> <p>In addition, Wellness Program Participation (Figure 7.3-9) shows well-segmented, good trends for 2011–2014. Employee DART Incidents (Figure 7.3-10) shows well-segmented, good levels, trends, and comparisons. Benefits (Figure 7.3-17) demonstrate excellent health and safety results.</p>	X	X			a(2)

3		Growth in key workforce population: adult volunteers	Number of Active Adult Volunteers (Figure 7.3-21) shows increase of more than 120% between 2012 and 2014 Reflects key strategic advantage of engaged volunteers		X		X	a(3)

++	Feedback Ready Strength Comment	Item Ref
	Beneficial trends or excellent sustained levels for many workforce capability, capacity, climate, engagement, and development results show progress toward the applicant's strategic objectives of world-class access, quality, safety, customer experience, workforce engagement, and value. Examples include Time "In-Quality" Staffing (Figure 7.3-5), Security Incidence Rates/1,000 Work Days (Figure 7.3-14), Engagement Index Score (Figure 7.3-22), and Talent Necessary to Meet Goals (Figure 7.3-23).	b(1)

Concisely state the feedback in the first sentence of the comment. Provide additional key evidence such as 1–2 examples or evidence that addresses the most important evaluation factors (e.g., approach, deployment, learning, or integration). Limit the length of the comment to less than 75 words or 500 characters of text.

Opportunities for Improvement

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
1,3		Some workforce-focused results show adverse trends	Examples: Increased Education Levels (Figure 7.3-3), Percentage of Budget in Fee-Basis Care (Figure 7.3-4), Workforce Vacancy Percentage (Figure 7.3-6), Key Position Retention Rate for PharmD (Figure 7.3-20),		X			a(1,3,4)

			<p>Promotion Opportunity (Figure 7.3-24), and Satisfaction with Development (Figure 7.4-27)</p> <p>Note especially applicant's strategic advantage of engaged employees and volunteers</p>					
1,3,4		Missing results for some workforce capability and capacity and workforce engagement measures	<p>Examples include results for in-quality staffing and for personal development plans being on track (Figure 4.1-3), as well as for volunteer hours, student grades, overall workforce retention, absenteeism, grievances, and productivity (5.2a[3])</p> <p>.</p>	X				a(1,3)
4		Comparisons do not reflect strategic objective of world-class workforce engagement.	<p>Examples: workforce climate (Figures 7.3-7, 8, 12, and 16), satisfaction (Figure 7.3-18), engagement (Figure 7.3-22), and development (Figures 7.3-24 and 27)</p> <p>Comparisons except for BPTW are from the parent organization and sometimes government. It's unclear whether these are averages or something else, but in either case going outside the sector may be useful since the applicant is above or close to the comparison in many cases. In</p>			X		a(1,2,3)

			7.3a(2), the applicant says non-parent comparisons are available for the AES.					
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--Feedback Ready Opportunity for Improvement Comment	Item Ref
<p>Some workforce-focused results (e.g., Percentage of Budget in Fee-Basis Care [Figure 7.3-4]; Workforce Vacancy Percentage [Figure 7.3-6]; and Promotion Opportunity [Figure 7.3-24]) show adverse trends. Collectively, these results may limit the applicant's strategic advantage of engaged employees and volunteers.</p>	a(1,3,4)

Scoring

Score Value: **45%**
Score Range: **30-45%**