

Consensus Review Process Item Sample

Item Worksheet - Item 5.1

Workforce Environment

Relevant Key Factors

1. Applicant has 1,080 associates. 682 CSRs, Administrative 158 Staff, 157 Professional Staff, 83 Management. 92% of associates are full-time, 8% are part-time.
2. Gender: 68% Female, 32% Male; Ethnicity: Caucasian 40%, African American 24%, Hispanic 26%, Native American 3%, Asian American 7%.
3. Workforce engagement factors: Environment of empowerment (all), Opportunity for career progression/promotion/career path (all), Desire to serve customers (CSRs), Opportunity to contribute to TNB/local community/state/profession (professional and management staff).
4. Workforce satisfaction factors: job security, resources and skills to succeed, Competitive compensation and benefits, Ability to work on teams (CSRs, Admin); Physical safety and security (CSRs); Schedule flexibility (CSRs, Admin, Professional); Ability to invest in career, Challenging and rewarding work (Professional, Management).
5. Workforce increased by 18% with acquisition of Widmark Mortgage
6. Strategic Challenges: Addressing the many changes in banking regulations and more regulations coming in the future, meeting earnings targets while serving increasing numbers of customers using low-margin services, addressing the loss of public confidence in the financial industry in general; impact on customer confidence and expectations (particularly on local community banks), integrating the operations and workforce of Widmark into the applicant's mortgage division, maintaining effective cost controls, meeting the need for more technical capacity and capability as online banking grows, meeting the need for flexible working arrangements as the industry moves from extended hours to a 24/7 operation, and meeting the human resource challenge of coinciding retirement wave and upturn in the market.

Strengths

++	Strength	Rationale	Item Ref.
	<p>A proactive approach helps the applicant increase capability and flexibility without increasing staffing levels. The applicant formalizes workforce planning through the ACCPP (Figure 5.1-1), aligned with the SPP. The Legendary Workforce Database provides information for departmental planning and facilitates management of current and emerging capability and capacity needs. The organization avoids workforce reduction by controlling costs and backfilling positions selectively for specific skills.</p>	<p>Mentioned by MA (++) , CH, CM, JG, NS, TZ, MR.</p> <p>LWD provides useful information for departmental planning, w/ leaders developing plans and working with HR and finance associates to address budgetary, hiring, and workforce development needs (CH,NS).</p> <p>Aligned with the Strategic Planning Process (TZ).</p> <p>Based on R1 feedback, the original a(1)</p>	<p>a(1,4)</p>

Note that the rationale column is used to indicate which examiners cited a specific strength or OFI. Include pertinent data and evidence from the IR Worksheets in the rationale column.

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++	Strength	Rationale	Item Ref.
		<p>comment is now combined with the a(4) strength, combining areas of commonality.</p> <p>R2 comment feedback: removed credit for LWD enabling a single view of short-term and long-term needs (TZ); removed credit for diversity considerations (NS).</p>	
	<p>Collectively, the applicant’s systematic workforce climate approaches create an environment conducive to an engaged workforce. For security, a primary concern of associates at branches, the applicant installs cameras to videotape customer areas, provides tellers with emergency buttons, and has installed cash-dispensing kiosks. Trust Teams make ongoing improvements based on survey feedback. Also, a competitive benefits package can be customized to suit each associate.</p>	<p>Competitive benefits package that each associate can customize includes “bank-cost” financial products and many other discounted services (mentioned by all).</p> <p>Health insurance carriers provide training and adaptive devices to avoid repetitive stress and back injuries (JG, CM, NS, TZ).</p> <p>Flexible work schedules allow managers to meet associate preferences, as well as organizational scheduling needs (CH, MR, TZ).</p> <p>Workforce security: cameras, emergency buttons (JG, MA, CM, NS).</p> <p>Trust team improvements based on surveys (MA, MR).</p> <p>Modified the comment based on R2 feedback to imbed the relevance in the 1st sentence; made clear that the strength refers to workforce climate approaches (right up front), and rearranged the examples to emphasize security first and then Trust Teams, followed by the customized benefits packages.</p> <p>Removed comment phrase about balancing values for customers, associates, and stakeholders based on MA’s feedback.</p>	b

Notes

The notes section can be used to indicate “below the line” strengths and OFIs – those not included in the “around 6” comments.

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Strengths not used:

a(2) Applicant uses the Hiring the Best Program to recruit, hire, place, and retain new workforce members (JG, CM); conflicts with 2nd OFI

a(3) Organization uses multiple approaches to ensure that its workforce is organized and managed to meet requirements (Figure 5.1-2; JG); conflicts with 3rd OFI

Opportunities for Improvement

--	Opportunity for Improvement	Rationale	Item Ref.
	<p>It is not clear how the applicant's plan to manage workforce change addresses periods of workforce growth, as all efforts appear to be focused on maintaining current capability and capacity. Considering the recent Widmark acquisition and the emerging core competency of mergers and acquisitions, planning to address possible workforce growth may be of particular significance.</p>	<p>No evidence of a systematic method for preparation and management of workforce growth (TZ).</p> <p>Workforce increased 18% with Widmark acquisition (213 employees); however, current and potential surges in TNB's workforce (e.g., integrating the operations and workforce of Widmark) are not discussed (JG, NS, MR).</p> <p>Based on R1 feedback, I split the original a(2,4) OFI into two OFIs. This one is the new a(4) OFI addressing workforce change management (preparing for and managing periods of workforce growth). See also new a(2) OFI.</p>	<p>a(4)</p> <div data-bbox="1260 701 1507 911" style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>Note that the comments are prioritized in order of importance to the applicant.</p> </div> <div data-bbox="1260 932 1507 1188" style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>Note that the rationale column can be used to reflect changes made to comments based on the feedback received.</p> </div>
	<p>It is not clear how the Hiring the Best Program or other approaches are systematically used to retain the workforce or to ensure diversity when hiring (e.g., the organization currently hires only for specific talent). Addressing these issues may help ensure a loyal and stable workforce that also represents the diverse ideas of the customer community.</p>	<p>Unclear that Hiring the Best process is systematic; no step-by-step process is described, although the existence of various steps is evident; unclear that process is well-deployed (CH, MR, NS).</p> <p>Unclear that the organization has a systematic approach to ensure that the workforce represents the diversity of the community (diversity goals are in the Legendary Workforce Database but are not described) (NS, TZ, JG, CM).</p> <p>Organization currently hires only for specific talent, as a recent exception to a no-hiring protocol (JG).</p> <p>This is the new a(2) OFI, based on R1 feedback. I split this from the a(4) OFI.</p>	<p>a(2)</p>
	<p>A systematic approach is not evident for organizing and managing the workforce</p>	<p>Organization uses PMDP to facilitate managers' Legendary Service</p>	<p>a(3)</p>

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--	Opportunity for Improvement	Rationale	Item Ref.
	<p>(other than by work locations) to accomplish the applicant's work. In addition, it is unclear how the PMDP, which is identified as a vehicle for ensuring the achievement of strategic objectives and support of core competencies, accomplishes these tasks.</p>	<p>discussions with associates but no description or model of the PMDP is provided (JG + and -, MA).</p> <p>PMDP is described as a vehicle for ensuring the achievement of strategic objectives and support of core competencies, but there is very little discussion of this process (CH).</p> <p>Little discussion of how the workforce is organized and managed to accomplish the work of the organization (CH).</p> <p>Several processes to approach hiring and management of their associates, yet unclear if the organization considers the engagement factors of empowerment, career progression, desire to serve, and opportunity to contribute to the community, or if they consider alignment of the satisfaction factors such as job security, resources, skills to success, competitive compensation, teamwork, safety and security (CM).</p> <p>Modified this OFI based on R2 feedback: tied it more directly to the criteria requirement of work accomplishment, managing the workforce. Made the comment less confusing, eliminating the focus on hiring.</p>	

Notes

Scoring

Score Range: **50-65%**

Score Value: **50**

Why shouldn't the score be in the range above or below the selected one? **While some felt that this item belongs in the 30-45 range, many supported the range of 50-65, but at the lower level. Not in range below: the applicant responded to more than basic requirements of the item; in large part, it has deployed and matured some approaches, and some have undergone multiple cycles of improvement. Not in range above: the applicant addresses multiple requirements of the item, but there may be some significant gaps in deployment. Innovation is an issue throughout—somewhat spotty evidence in areas; there is not always clear evidence of refinement as a result of organization-level analysis and sharing.**