

# Item Worksheet - Item 5.1

## Workforce Environment

### Relevant Key Factors

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

1. Mission, Vision, Values (Figure P.1-2):  
 Mission: To serve and honor the men and women who are America’s Veterans  
 Vision: A transformed and integrated facility that adapts to new realities, leverages new technologies, and serves a changing population of Veterans with the highest quality of care and support services while controlling costs  
 Values: I-CARE: Integrity, Commitment, Advocacy, Respect, Excellence
2. Core Competencies (Figure P.1-2)  
 (CC1) Veteran-centric care, including & especially treatment of war-related injuries that are physical, mental, and/or emotional;  
 (CC2) Holistic, comprehensive, integrated system approach to provide Veterans, their families, & survivors with health care, benefits, & a final resting place;  
 (CC3) Baldrige-based leadership & management systems.
3. 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
4. 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
5. Strategic Opportunities (p. 10)  
 (SO1) identify and enroll all eligible Veterans, with a particular emphasis on those who are homeless;  
 (SO2) the anticipated increase in the Veteran population of the VI as the DoD downsizes

### Strengths

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
3,4	X	Well-deployed process to assess workforce capability and capacity Master staffing list includes volunteers, used in partnership with Associated Government	Workforce capacity evaluated during the SPP, through the WEDMS (Figure 5.1-1), and through Independent Development Plans (IDPs) Integrated with SPP and AGE and position control database	X	X	X	X	a(1)

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
		Employees (AGE)	Workforce capability/performance appraisal, learning represented from prior feedback reports, and now the capability/capacity processes are deployed to volunteers All workforce has access to TMS, training and development program, and parent's learning university					
1,2,3,4		Aligned approaches to acquiring and preparing new workforce members; for example, approved open positions communicated via multiple channels	OPM, recruiters target venues where qualified Veteran candidates would likely be seeking positions Learning—addition of specific volunteer recruitment efforts, fellowship programs, PIT Crew improved the hiring and on-boarding processes 2013 redesign systems to improve hiring-placement and on-boarding, behavior-based interviewing Diverse ideas, culture-focused recruitment efforts, hiring redesign, cultural competency and plain language communication annual training Hiring system redesign team integrated diversity considerations into the hiring process Celebrate long-term employees as a retention strategy—this approach is also utilized for volunteers	X	X	X	X	a(2)
1,2,4,5		Approach to workforce capability and capacity addresses the strategic challenge of increasing complexity of benefits and health care management  Short-term capacity changes addressed via cross-training opportunities and rewards to workforce members who fill in or float to other work areas	Workforce planning embedded in the SPS, master staffing plan utilized for projects and changes in volume, which creates a change in the hiring process (all staff reductions are managed by AGE) Changes in capability are managed through educational needs assessments and training (organization has not experienced any decreases in capability needs) Bonuses are offered for cross-training Master Agreement between the parent organization and AGE, being part of the overall - parent organization's system Cross-training and job flexibility	X	X	X	X	a(4)

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
			Cycle of improvement provided for rewards to supervisors who allow employees to float					

++ Feedback Ready Strength Comment								Item Ref
Aligned approaches to acquiring and preparing new workforce members help address the strategic challenge of limited personnel availability. Approved open positions are communicated via multiple channels, including through recruiters who seek qualified Veteran candidates. A PIT Crew improved the hiring and onboarding processes, and the hiring system redesign team integrated diversity considerations into the hiring process.								a(2)

## Opportunities for Improvement

Relevant KF	--	Opportunity for Improvement	Evidence	A	D	L	I	Item Ref.
1,3,4	X	Unclear how applicant builds an effective and supportive workforce environment for the students integrated into its processes	Nothing on students except for how applicant handles student orientation (p. 26), where the applicant states that orientation is sometimes handled by the school How the school handles orientation for the organization is also unclear Students are a key segment of the workforce and a key source of talent for vacant staff positions	X	X			a,b
1,2,3,4		Unclear how applicant organizes workforce in outpatient health care teams, the Benefits Office, or cemetery operations	Information provided on how the departments and hierarchy are structured, but nothing on others PACT work outlined but no mention of all lines of business and work accomplishment There is clearly a focus on health care staff, but not clear how benefits and cemetery staff are organized.	X				a(3)
1,4		Unclear how applicant ensures that new workforce members represent the diverse ideas, cultures, and thinking of the customer community  Unclear how incorporating	Applicant mentions incorporating diversity considerations into the hiring process, but it is unclear how that ensures a connection to the needs of the community Further, it is unclear whether a systematic approach is used to retain members of the workforce. Other than service awards (that start	X	X			a(2)

Relevant KF	--	Opportunity for Improvement	Evidence	A	D	L	I	Item Ref.
		diversity considerations into the hiring process reflects community needs	after 5 years of service), there doesn't seem to be much. Given this is a strategic challenge, a systematic approach in these areas may be of benefit.					
3,4		Unclear how applicant systematically tailors workforce needs, benefits, services, and other programs to various employee segments	Applicant states that, when appropriate, specific workforce needs are addressed through benefits, services, and other programs tailored to various employee segments, but there is not a clear process outlined in the application.  Mention that benefits are consistent with federal government. There is mention of one benefit for some employees to work from home, but it doesn't seem like there is an approach to this. Given its strategic challenges around the workforce, the organization may find it helpful to address the specific needs of employees and volunteers.	X	X			b(2)

--	Feedback Ready Opportunity for Improvement Comment	Item Ref
X	It is unclear how the applicant builds an effective and supportive workforce environment for the students integrated into its processes; these students are described as a key segment of the workforce and a key source of talent for vacant staff positions. Such a gap may be critical to finding future talent, a strategic challenge for the applicant.	a,b

## Scoring

Score Value: **50**  
Score Range: **50-65%**

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.