

Item Worksheet - Item 7.3

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

Workforce-Focused Results

Relevant Key Factors

1. Mission: Clothing our customers for a fit life and delighting them, always. Vision: Be the #1 Internet-preferred activewear and shoe resource in the nation Values: Fun, Innovative, Team-based, Healthy, Agile, Balanced, Integrity, Timely, and Service
2. 889 team members; managers are "coaches"; senior leaders are "senior coaches" Employee groups: 28% Call Center (HS Diploma); 36% Warehouse & Fulfillment (HS Diploma); 18% Corporate/Administrative (Bachelor's); 4% Marketing/Sales (Associate or Bachelor's); 3% Purchasing (Associate or Bachelor's); 6% IT (Bachelor's); 5% Operations Support (Bachelor's or certification). All team members in the Call Center are fitness enthusiasts who can speak knowledgeably to customers about their fitness regimens. The Call Center team members hold a variety of fitness certifications. Tenure: 11% <= 1 year; 25% 1-2 years; 18% 3-5 years; 27% 6-10 years; 19% >10 years Ethnicity: 42% Black; 38% White; 11% Hispanic; 6% Asian; 3% Other No organized bargaining units
3. Factors vary slightly by workforce segment, but include: teamwork, recognition, pride in work, opportunity to grow, communication, professional development/technical training (for IT & Ops Support)
4. Regulated by FTC, Consumer Product Safety Commission, EPA, OSHA, VA Dept of Taxation, IRS, and EEOC. Voluntarily certified to ISO 9000 and ISO/IEC 27001 standards. (Fig. P.1-4)
5. Workforce: SC7: Retaining skilled team members in competitive boutique athlete market
6. Workforce: SA7: Highly engaged team members
7. Basic health and safety requirements in the office environment; in warehouse and fulfillment areas, team members are required to complete training in hazard communications, lockout/tagout, lifting/handling, and fire extinguishers. Team members who drive forklifts must be certified in forklift safety.

Strengths

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

Relevant KF	++	Strength	Evidence	L	T	C	I	Item Ref.
2 , 4 , 6 , 7	X	Favorable trends for most workforce focused results	Favorable trends for all measures presented except L&D Evaluations (7.3-26) where no trends are presented and Internal Promotions (7.3-24, which experienced a dip in 2013, but has otherwise shown sustained high performance.		X			a
2 , 3		Several key measures of Workforce Development exceed best practice benchmarks	Engagement survey responses to questions about Opportunity to Grow (Fig. 7.3-22) has exceeded Guppol Best Practice level for in the latest 3 years. Applicant's measures of Internal Promotions, Average Training Hours, and Tuition Reimbursement (Fig. 7.3-24,25,27) all outperform the AFPM Best Practice levels.	X		X		a(4)
2 , 3 , 6		Key measures of Workforce Engagement all exceed Guppol Best Practice Levels	Key engagement results (Fig. 7.3-12-17) all outperform the survey provider's best practice benchmark	X		X		a(3)

++ Feedback Ready Strength Comment		Item Ref
X	In support of the applicant's strategic advantage of highly engaged team members, beneficial trends are demonstrated for nearly all workforce-focused results. Improving trends are present in 26 of the 28 results provided, indicating improvement in workforce capability and capacity, workforce climate, workforce engagement, and workforce development.	a
<p>Concisely state the feedback in the first sentence of a comment. Provide additional key evidence such as 1–2 examples or evidence that addresses the most important evaluation factors (e.g., levels, trends, comparisons, or integration). Limit the length of the comment to less than 75 words or 500 characters of text.</p>		

Opportunities for Improvement

Relevant KF	--	Opportunity for Improvement	Evidence	L	T	C	I	Item Ref.
2 , 3 , 4 , 7		Limited segmentation of workforce climate and workforce development results.	Segmentation by workforce group is not provided for most measures of workforce health & safety or workforce development. Only one Health & Safety metric (Fig. 7.3-9) is segmented by new hire vs. tenure. Only one workforce development metric (Fig. 7.3-23) breaks out the IS/Operational Support segment, but no measures in these areas provide comprehensive segmentation by workforce group.				X	a(2,4)
2 , 3 , 5		No results of leader development.	While applicant presents several indicators of learning and development, no results of the Talent Review or Talent Development Program are provided.				X	a(4)

- Feedback Ready Opportunity for Improvement Comment		Item Ref
-	Since no results are provided for key measures or indicators of leader development, the applicant may not know if its leadership development processes are meeting the current and future needs of the organization. For example, Talent Review was created in 2013 and the Talent Development Program was refined in the same year, but no levels or trends since that time are provided to indicate the depth of the deployment or effectiveness of these processes.	a(4)

Scoring

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