

Item Worksheet - Item 5.1

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 Environment

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. CC1: Relationships CC2: Innovation CC3: Fitness
3. 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 knowledgably 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
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	A	D	L	I	Item Ref.
3, 5, 6		The applicant supports its workforce through services and benefit choices that may be tailored to meet individual team member needs.	Applicant lists the Benefits and Services it offers to team members in Figure 5.1-3. These include Financial, Health, Professional Development, Work-Life Balance, and Other personal benefits. Choices are available for benefit and retirement packages so team members can tailor plans to meet their needs. Benefit plans are reviewed annually by the LT and adjusted if needed. The WellFit program provides financial rewards for engaging in healthy and responsible behaviors. It includes an on-site FitCenter offering classes and workout areas for team members and their families, as well as lifestyle coaching and personalized health assessments.	X	X	X		b(2)
3		Applicant uses a 7-Step Capability & Capacity Planning Model, integrated with the SPP, to	Process integrated with the phases of the SPP and allow the People Team to evaluate the current state of the workforce, forecast future state, review forecast against benchmarks, and develop plans to close gaps	X	X	X	X	a(1)

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
		assess workforce needs.	between current and future states. The process is reviewed annually and has been through cycles of refinement, such as the addition of the benchmarking step in 2013.					
3		Applicant uses systematic processes to recruit, hire, place, onboard, and retain new workforce members.	Chief People Officer led a cross-functional team to design, test, and implement a new recruitment process using Targeted Selection behavioral-based interviewing. Positions are posted internally and with online recruitment sites, professional associations and with social and print media. Candidates are screened by recruiters and interviewed by hiring coaches and the People Team. Once hired, new team members participate in FitWelcome! orientation and get a FitBuddy to help introduce them to the organization. A 2013 ShapeltUp resulted in implementation of a Standardized Onboarding Process, which involves an Onboarding repository of information for new team members, introduction of the FitBuddy, and a welcome lunch with the CEO/president.	X	X	X		a(2)

++	Feedback Ready Strength Comment	Item Ref
	<p>For the assessment of workforce needs, a seven-step Capability and Capacity Planning Model (Figure 5.1-1) is integrated with the SPP. The model enables the People Team to evaluate the current state of the workforce, forecast the future state, review the forecast against benchmarks, and develop plans to close gaps between current and future states. Reviewed annually, the process has been through cycles of refinement, such as the addition of the benchmarking step in 2013. This approach to assessing the workforce helps ensure that capability and capacity are aligned with strategy and may aid the applicant in retention of skilled team members in the competitive, boutique, athlete market.</p> <div style="border: 1px solid black; background-color: yellow; padding: 5px; margin-top: 10px;"> <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., approach, deployment, learning, or integration). Limit the length of the comment to less than 75 words or 500 characters of text.</p> </div>	a(1)

Opportunities for Improvement

Relevant KF	--	Opportunity for Improvement	Evidence	A	D	L	I	Item Ref.
2 , 3 , 5 , 6		Unclear how the applicant systematically prepares workforce for changing capability and capacity needs.	Applicant describes informing team members about expansion, but does not describe a process to prepare for periods of workforce growth. While the applicant	X	X			a(4)

Relevant KF	--	Opportunity for Improvement	Evidence	A	D	L	I	Item Ref.
			has never experienced a reduction in force, no process is described through which the applicant would reduce the size of the workforce if it should become necessary.					
2 , 3		Unclear how functional/cross-functional organization of the workforce enables the applicant to capitalize on core competencies, reinforce customer and business focus, and exceed performance expectations.	Applicant states it is organized in functional departments (e.g. Call Center, IS, etc.) and also in cross-functional teams, either standing or project-based, to accomplish the work of the organization. It is unclear how this approach to work accomplishment leverages core competencies or reinforces customer focus.	X	X		X	a(3)

Feedback Ready Opportunity for Improvement Comment								Item Ref
It is unclear how the applicant prepares the workforce for changing capability and capacity needs. The applicant does not describe how it systematically prepares for and manages periods of workforce growth beyond informing team members of plans for expansion. Similarly, while the applicant has never experienced a reduction in force, no process is described through which the applicant would reduce the size of the workforce if it should become necessary. A well-ordered process to prepare the workforce for changing capability and capacity may help reinforce the core competency of relationships and solidify the strategic advantage of a highly engaged workforce.								a(4)

Scoring

Score Value: **55**
Score Range: **50-65%**