Item Worksheet - Item 5.1

Workforce Environment

Relevant Key Factors

1. **Strategic challenges:** Integrating the operations and workforce of Widmark into the applicant's mortgage division
2. **Strategic advantages:** Numerous opportunities for mergers and acquisitions for banks with capital
3. **Organization**: Consists of a headquarters, DirectService Center, Mortgage Division, Operations Center, and 47 branches in 15 communities across the state, for a total of 51 sites
4. **Workforce profile:** Applicant has 1,080 associates: 682 CSRs, 158 administrative staff, 157 professional staff, and 83 management staff; 92% of associates are full time, 8% are part time
   • Education: For CSRs and administrative and professional staff, 6% have graduate degrees, 22% have bachelor's degrees, 53% have associate's degrees, and 100% have a HS diploma; 78% of management staff members have college degrees.
   • Gender: 68% female, 32% male; ethnicity: Caucasian 40%, African American 24%, Hispanic 26%, Native American 3%, Asian American 7%
   • No organized bargaining units
   • Workforce increased by 18% with acquisition of Widmark Mortgage.
5. **Workforce satisfaction factors:** Job security, resources and skills to succeed, competitive compensation and benefits, ability to work on teams (CSRs, admin. staff); physical safety and security (CSRs); schedule flexibility (CSRs, admin. staff, professional staff); ability to invest in career, challenging and rewarding work (professional and management staff)
6. **Regulatory environment:** Follows compliance with state and federal Occupational Safety and Health Administration (OSHA) and Equal Employment Opportunity Commission (EEOC) requirements

Strengths

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
4,5		The applicant has a systematic, aligned approach for assessment of capability and capacity needs. **Write a brief sentence to concisely tell the applicant the strength. This sentence may be used later as the basis of the 1st sentence in a feedback-ready comment.**	HR planning relative to action planning and deployment via the ACCPP (Figure 5.1-1); process formalized as a cycle of improvement, using the CIP Aligned with SPP, Steps 4 and 5. Branch and functional managers in Step 4 of SPP conduct catchball and develop a fishbone diagram to identify resource needs to meet action plans. HR needs are entered into the Legendary Workforce Database to provide a single view of long- and short-term needs. Capacity planning includes assessment of workforce availability (part-time associates, available working hours, scheduled extended leave). Legendary Workforce Database used by HR Team to enable accurate projections for training, development, and workforce planning needs; process is evaluated annually. Recent outcome of evaluation of the ACCPP process is a market share algorithm used to project the necessary number of associates to complete action plans and meet workforce demand.	X		X	X	a(1)
1,4,5		The applicant uses a	Manage and Organize the Workforce (Figure 5.1-2) shows the	X			X	a(3)

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
		systematic and integrated process (Figure 5.1-2) for managing the workforce to accomplish work.	linkages from the SPP. Core competencies, strategic challenges, customer focus link to action plans, which link to the PMDP and then on to the IPPs. Managers conduct Legendary Service (LS) discussions with staff as part of the PMDP reviews. Necessary skills and knowledge to provide LS are incorporated into the IPPs. Trust Teams and rewards and recognition support work accomplishment. The TOE is deployed to ensure changes are managed effectively.					
4,5		A multi-faceted and competitive benefits package is available to all associates.	Benefits include medical, dental, disability, and life insurance, as well as a 401K with matching funds. Additionally, associates are able to take advantage of all financial products at bank cost, including low-cost loans, reduced-fee financial planning, discounted brokerage services, etc. Flexible schedules are available. Feedback from a recent engagement survey led to greater flexibility in applying contributions to different elements if a subsidized element is not selected. A Trust Team analyzes an annual evaluation against national benchmarks and associate feedback to develop recommendations for the EMC.	X	X			b(2)
4,5,6		Applicant uses multiple approaches to address workplace and environmental factors to help ensure and improve workforce health and security.	Tellers have access to emergency alarm buttons and 90% camera coverage of customer areas at any given time, while reflective lighting and live plants are used to create a calming atmosphere. Three branches have deployed a vaulted kiosk system to remove need for cash at teller stations. Associates undergo multiple spot checks on security procedures. Training provided to associates on security procedures, including how to be excellent witnesses, and to support peers in meeting security requirements; health-related training includes avoiding repetitive stress and back injuries. A security Trust Team continually improves the security approaches, including the guard-to-associate ratio, extended guard hours, and undercover security guards, to ensure all security aspects are addressed. Six-month formal security review meeting with frontline associates, EMC, and the Trust Team to analyze data and determine where lessons can be deployed to other areas.	X	X	X		b(1)

Relevant KF	++	Strength	Evidence	A	D	L	I	Item Ref.
			Six health, safety, and security measures, w/ assigned goals, are tracked (Figure 5.1-3).					

++	Feedback-Ready Strength Comment	Item Ref
	Aligned with the SPP and integrated into the Legendary Workforce Database, the Associate Capability and Capacity Planning Process (ACCPP; Figure 5.1-1) allows the applicant to systematically assess and meet short- and longer-term workforce needs. A recently developed market share algorithm projects the necessary number of associates to complete action plans and meet demand.	a(1)

Opportunities for Improvement

Relevant KF	--	Opportunity for Improvement	Evidence	A	D	L	I	Item Ref.
1,2,3	X	There is no evidence of a systematic process for preparing for and managing periods of workforce growth.	TNB uses cross-training, flexible schedules, strict cost control, and not backfilling when possible to prevent workforce reductions. Outplacement services would be contracted if a reduction was necessary due to the Widmark acquisition. 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.	X				a(4)
1,2,3,4		It is unclear that the organization has a systematic approach to recruit, hire, place, and retain new workforce members.	Uses the Hiring the Best program Currently hires only for specific talent, as a 2009 refinement to the no-hiring protocol. There is limited discussion of the actual processes surrounding recruiting, hiring, placement, and retention.	X				a(2)
3,4		It is unclear that the organization has a systematic approach to ensure that the workforce represents the diversity of the community.	Anecdotal evidence: Diversity goals in Legendary Workforce Database, but not described Has a Diversity Month Trust Team leaders encouraged to develop diverse teams Limited evidence of a systematic method for ensuring that diversity is represented	X				a(2)

--	Feedback-Ready Opportunity for Improvement Comment	Item Ref
X	The applicant does not describe a systematic process for addressing periods of workforce growth, such as the growth experienced in acquiring the 213-person Widmark workforce in 2010. Such a process may help the applicant better integrate two workforce cultures, place associates in areas of need, and prepare for additional opportunities for mergers and acquisitions.	a(4)

Notes

a(1) look for capability and capacity results for the ACCPP process in 7.3

a(2) OFI - could be significant in order for the organization to effectively capitalize on its strategic advantage of numerous opportunities for mergers and acquisitions

a(4) OFI – could be significant given its strategic challenge of integrating the operations and workforce of Widmark, and it could also impinge on the strategic advantage of numerous opportunities for mergers and acquisitions

Scoring

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