



Performance Excellence Program (PEP) Category 5 – Workforce Focus

Workforce Focus in the Baldrige Performance Excellence Program (PEP) is about how we assess workforce capability and capacity needs. The emphasis is on how to build a workforce environment conducive to high performance, including how the organization engages, manages, and develops the workforce to utilize its full potential in alignment with the organization's overall mission, strategy, and action plans.

Items in BLUE are current areas of focus in the department

Overarching Areas of Focus:

- *How do you build an effective and support workforce environment?*
- *How do you manage workforce capability and capacity to accomplish the organization's work?*
- *How do you maintain a supportive and secure work climate?*
- *How do you address workplace environmental factors to ensure and improve work-force health and security*

Workforce Environment

- *How do you assess your workforce capability and capacity needs, including the skills, competencies, certifications, and staffing levels that you need?*
- *How do you recruit, hire, place, and retain new workforce members?*
- How do you ensure that you workforce represents the diverse ideas, cultures, and thinking of your hiring and student community
- How do you organize and manage your workforce to accomplish your organization's work?
- How do you capitalize on your organization's core competencies
- How do you reinforce a focus on students, other customers, and student learning
- How do you exceed performance expectations?
- How do you prepare your workforce for changing capability and capacity needs?
- How do you address changing needs such as staffing levels, workforce reductions, and periods of workforce growth?

Workforce Climate

- *What are your performance measures and improvement goals for improvement workforce climate?*
- How do you support your workforce via services, benefits, and policies?
- How do you tailor the needs of a diverse workforce and different workforce groups and segments?
- What key benefits do you offer your workforce?