



EXAMINER TRAINING

Part 2: Independent Review


Topic 3: Evaluating **Results** Items

**Step 3:
Analyze the
Application**

1

Step 3: Analyze the Application Item



Category 7
Demonstrates
Performance &
Improvement
"What?"

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Results in an Application: Responses are typically less text....

7.4 Leadership and Governance Results

7.4a Leadership, Governance, and Societal Contribution Results

7.4a(1) Leader Communication (*Figure 7.4-1*) reflects senior leader communication with the workforce. Communication has remained steady, and there are multiple APs in place in 2019 to continue to drive performance to exceed top-quartile benchmarks.

7.4a(2) LOTS Board Self-Assessment (*Figure 7.4-2*) compares favorably to the benchmark. Full survey data and resultant actions are AOS.

LOTS engages in multiple activities to ensure fiscal accountability, as listed in section 1.2a(1). As a nonprofit organization, an Audit Committee is not a requirement, but one was voluntarily established as a best practice in governance to expand fiscal accountability. External financial audits sanctioned by this committee have always achieved the highest rating of "unqualified" opinion (*Figure 7.4-4*).

7.4a(3) LOTS views accreditation and regulatory compliance as a baseline expectation for performance. The organization has received full accreditation from all voluntary accrediting bodies within its industry and has maintained this trend for several years. Additionally, LOTS maintains full compliance with regulatory and legal mandates that have been sustained since the organization's inception (*Figure 7.4-5*).

7.4a(4) The nature of LOTS's business requires that the organization lives its core value of honesty and demonstrates social responsibility as indicated by key metrics related to ethical behavior. In addition, 100% of the BOD, LT, and workforce complete annual conflict-of-interest documentation. Ethical behavior is ensured by providing annual CCP training to all employees. Currently, 100% of the workforce and board is CCP-trained. Limited corporate compliance issues are noted in Report of Corporate Compliance Hotline Issues (*Figure 7.4-6*), which illustrates program effectiveness.

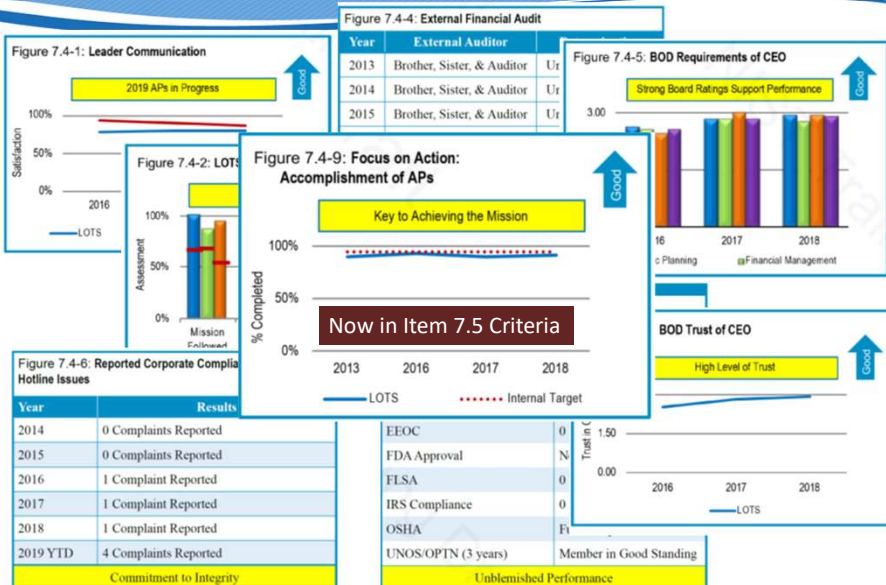
Stakeholder (BOD) requirements show a high level of satisfaction (*Figure 7.4-5*) based on the BOD evaluation of the CEO's performance. Similarly, trust in leadership (CEO) by the BOD consistently meets or exceeds the organizational goal of 2.5 on a 3-point scale (*Figure 7.4-7*).

7.4a(5) A true measure of societal benefit is the reduction of deaths on the local waiting list as LOTS increases transplanted organs; this dynamic trend has impacted the community living within the DSA (*Figure 7.4-8*).

This is all the text for Item 7.4 in our example case study

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...and lots of charts and graphs



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Analyzing a Results Item

What does the Criteria ask?

a. Leadership, Governance, and Societal Contribution RESULTS

- (1) **Leadership** What are your RESULTS for SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, and CUSTOMERS? What are your RESULTS for KEY MEASURES or INDICATORS of SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, and CUSTOMERS to DEPLOY your VISION and VALUES, encourage two-way communication, and create a focus on action? How do these RESULTS differ by organizational units and CUSTOMER groups, as appropriate?
- (2) **GOVERNANCE** What are your RESULTS for GOVERNANCE accountability? What are your RESULTS for KEY MEASURES or INDICATORS of GOVERNANCE and internal and external fiscal accountability, as appropriate?

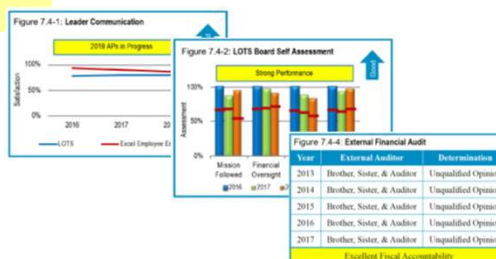
How does the Applicant respond?

7.4a Leadership, Governance, and Societal Contribution Results

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Most Analysis will be focused on the Figures
Text will supplement and add context.

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Recognizing LeTCI An Example: Levels



7.4a(1) Leader Communication (Figure 7.4-1) reflects senior leader communication with the workforce. Communication has remained steady, and there are multiple APs in place in 2019 to continue to drive performance to exceed top-quartile benchmarks.

- Note most applicants include an indicator of the direction of desired performance (occasionally it can be wrong)

Levels provided for 3 years (2016 – 2018)

- Aggregate for Organization
 - Overall Question – “Results”?
 - Multiple Question – KEY results/indicators?
 - No results for Partners & Customers – Overall Question gap
- Below benchmark, however getting closer

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Recognizing LeTCI

An Example: Trends



7.4a(1) Leader Communication (*Figure 7.4-1*) reflects senior leader communication with the workforce. Communication has remained steady, and there are multiple APs in place in 2019 to continue to drive performance to exceed top-quartile benchmarks.

- **Trend: Appears flat or small beneficial trend. Text indicates steady performance.**

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Recognizing LeTCI

An Example: Comparisons

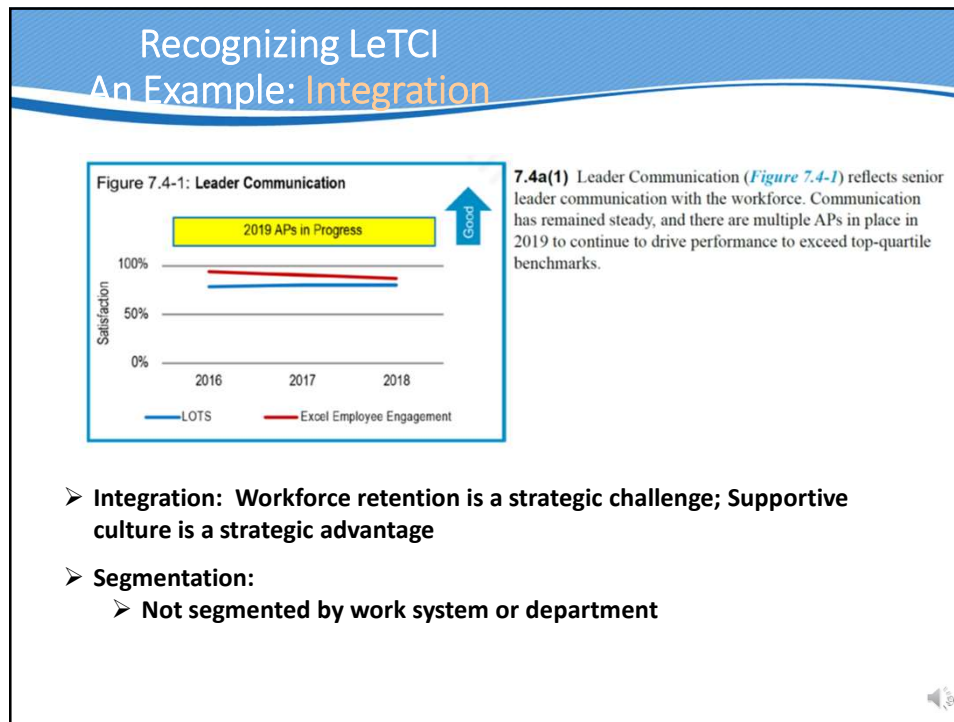


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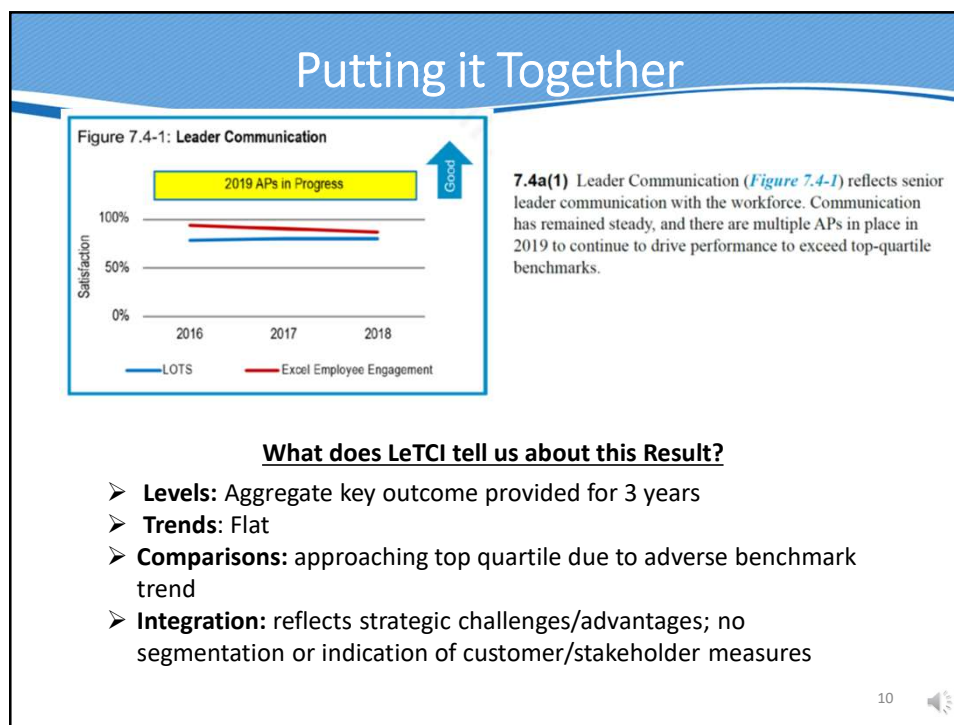
Comparisons are provided for

- **Text in 7.3a(3) suggests comparative is top quartile**
- **Comparative demonstrates adverse trend**

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What is MISSING?



- **What expected and important results are not provided?**
 - What does the Criteria ask for?
 - What do the Key Factors indicate are important to this applicant?
 - What does the applicant indicate it does elsewhere in the application?
- **Includes important segments as appropriate**
 - Workforce, customer & stakeholder groups
 - Organizational units and locations

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Key Points from This Module

- **Format of Results**
 - Norm is Charts/Graphs with supporting Text
- **Analyze using LeTCI**
- **Also note if a Chart/Graph may reflect a different Item**
- **Identify what may be “missing”**

Analysis of the Item



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Independent Analysis Worksheet Category Item: 7.4

Key Factors: (consider ~ 4-6) that are relevant to this item

1. MVV + C Mission:
2. Regulatory Environment Mandatory:
3. Org Structure:
4. Customer & Stakeholder Key Requirements
5. Strategic Challenges
6. Strategic Advantages
7. Workforce Profile

Key Factors from Step 2

Item #	Observations: What you think you know about the applicant's current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results to key organizational performance measures. To add rows, go to the end of the last table row and press the Tab key	Relevant Evaluation Factors (ADU or LeTCI)
7.4a(1)	Leader Communication (Fig 7.4-1) is steady; (-) is below top quartile benchmarks (Excel Employee Engagement) in each year provided (2016-18)	Le, C
7.4a(2)	+ Board Self Assessment (Fig 7.4-2) shows relative good performance to Boardinfo benchmark data provided. (-) Figure reflects adverse or mixed trends for all elements provided	C
7.4a(2)	+ External Financial Audits (Fig 7.4-2) have yielded highest rating of "unqualified" for each year (2013-2017)	Le
7.4a(3)	+ Regulatory & Legal Compliance Key Measures (Fig 7.4-3) h accreditation/certification from all voluntary accrediting bo compliance/ no issues with regulatory and legal mandates	
7.4a(4)	+ Ethical behavior: 100% of workforce & BOD is CCP trained	
7.4a(4)	+ beneficial trends in 2 of 4 Board Ratings of CEO (Fig 7.4-5) improved from 2016 – 2018 + Board Trust of CEO demonstrates a beneficial trend from 3.0 on the three point scale in 2018	

What do you think you know?

Item #	Observations: What further evidence do you need to see or understand about the applicant's current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results to key organizational performance measures. To add rows, go to the end of the last table row and press the Tab key	Relevant Evaluation Factors (ADU or LeTCI)
7.4a(1)	Is Leader Communication segmented by organizational units or work group. What is that segmentation?	I
7.4a(4)	Reported Corporate Compliance Hotline Issues (Fig 7.4-6) may have an unfavorable trend with 0 Complaints in 2014-15; 1 in each of 2016 – 18; and 4 YTD 2019. Is this a trend or an isolated occurrence?	T
7.4a(4)	Fig 7.4-5 – what are all of the elements provided. Only identifies Strategic Planning and Financial Management	
7.4a(5)	Fig 7.4-8 Deaths on Local Waiting List. Why is this trend dynamic? How does compare to other organ procurement organizations performance? Is this data segmented?	T, C, I
A(1, 3, 4, 5)	Results expected but not provided - Rounding for Outcomes (1.1a(1)) - Communication/Engagement with partners/customers - Audit deviation forms (indicated in 1.2b(1)) - Number of substantiated corporate compliance hotline issues - Recycling and reduction in energy consumption (1.2a(2), c(1))	I

What do you need to know?

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Review of This Module

Assignment:

Step 3: Analyze the Application Item

Next Module:

Step 4: Identifying and Documenting Strengths and OFIs



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