

**Workforce Now
A Regional Research Initiative**

**Three Major Employers in SW Florida:
Identification of Critical Position/Skill Gaps**



Immersion Report

April 5, 2013

Preface

Workforce Now is a regional research initiative to identify current and future talent requirements for the five counties of Southwest Florida. The initiative was created in October 2012 as an outcome of the Education Summits produced by The News-Press Media Group. It is envisioned as a systematic, strategic multi-year focus on understanding and meeting critical workforce needs.

The initiative is designed to provide better information on workforce gaps including skills and characteristics desired by regional employers. The plan is to study up to six industries or sectors per year to provide a continuous stream of information from employers to educational institutions and to look for ways to create dialogue and new partnerships between businesses and educational institutions. The quality of the regional workforce is a primary competitive factor in the region's ability to grow and prosper in a competitive global marketplace.

This report is a summary of the information gained from a 17-question survey and interviews of three large established employers in Southwest Florida. A special thank you goes to Arthrex, Chico's FAS, and Lee Memorial Health System's management and employees for helping the research group develop and test the current *Workforce Now* methodology. Each company told its story of workforce gaps and needs today and what it forecasts for the next five years at a *Workforce Now* Forum held on February 4, 2013. The views and any errors are those of the authors and not of the institutions or companies that supported or participated in the *Workforce Now* project.

The next phase is to obtain workforce information on three key business sectors of the Southwest Florida economy. These are finance/insurance/banking, construction/manufacturing, and tourism. This second *Workforce Now* Forum was held on March 19, 2013. This information will be used to develop a second report describing the three business sectors. These two initial studies will set the stage for future research. Up to six business sectors will be studied each year to provide current and representative information on employment gaps, skill needs, and desired employee characteristics.

A special thanks to Mei-Mei Chan, President and Publisher of the News-Press Media Group, for leading the effort and to Florida Gulf Coast University, Edison State College, and Hodges University for providing the research leadership and staff time to complete this initial *Workforce Now* report. This experience will help set the stage for a more robust and market level research by industry and sector.

This project and report would not be possible with the generous support of the founding Workforce Now investors:

The News-Press Media Group
Partnership for Collier's Future Economy
The Lee County Industrial Development Authority
The Southwest Florida Workforce Development Board
Arthrex, Inc.
Busey Bank
Chico's FAS, Inc.
Edison State College
Florida Gulf Coast University
Hodges University
Manhattan Construction

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Executive Summary

Three major employers in Southwest Florida were interviewed to better understand their critical employment gaps and help identify skill sets that are needed for those positions. The companies interviewed are:

- Arthrex, a medical device and supply company which designs and manufactures innovative surgical devices and implants to help surgeons treat their patients better and advance minimally invasive orthopedics;
- Chico's FAS, a vertically-integrated women's fashion specialty retailer that manages four brands including Chico's, White House Black Market, Soma, and Boston Proper; and
- Lee Memorial Health System (LMHS), an integrated health system consisting of four acute care, a children's and rehabilitation hospital. LMHS provides services through physician offices, outpatient facilities, a regional cancer center, a skilled nursing facility and home health agency and is the fifth largest non-tax supported health system in the United States.

Some common study findings across the three organizations were identified:

- A. The organizations have to recruit from outside the region to fill critical positions;
- B. It is expensive to recruit from outside the region given the travel and relocation costs. Each of the organizations expressed a desire to work more closely with the region's educational institutions;
- C. Many of the recruits from outside the region have "trailing" spouses. This makes it difficult to recruit a prospective employee if there are no positions available for the spouse;
- D. Each organization offers in-house training and internships. Some are offering in-house training, residencies, or apprenticeships as a way to close the critical employment gaps:
- E. The companies want to work more closely with the educational systems and institutions to develop the needed workforce and skills. There is a sense of urgency and impatience;
- F. There is a desire to help students at a young age see the benefits of learning science, technology, engineering, and mathematics (STEM);

- G. All three organizations identified their culture as requiring employees to be able to operate at a very fast speed or pace. Bringing new products or services to market before the competition does provides a competitive advantage;
- H. Arthrex and Lee Memorial Health System are highly-regulated organizations and employees with a knowledge of FDA, ISO 9000, H.I.P.P.A, clinical licensure health regulations, and quality assurance are highly desirable;
- I. A common theme was the need for supply-chain management knowledge and experience;
- J. The general feeling is that technology is driving change in each organization and each will need employees with basic business knowledge that can adapt to change;
- K. Information technology positions were identified as one of the top employment gaps. Arthrex needs IT Business Analysts with experience in a wide range of applications including those provided by Oracle and SAP. Chico's needs business analysts and Infrastructure Technicians with certifications in applications provided by Microsoft, Oracle, and Cisco. Lee Memorial Health System has a critical need for Business System Analysts with knowledge of Microsoft Project and Office, electronic medical record systems (EPIC), and business, financial and clinical systems building and interface knowledge.
- L. The common workforce skills that needed strengthening include:
 - Active listening
 - Critical thinking
 - Interpersonal skills
 - Teamwork
 - Problem solving
 - Reading comprehension
 - Finance and basic business mathematics

Details of each company are provided in this report. Here are the positions these companies identified as central and very difficult to fill.

Arthrex:

1. **CNC Machine Operator I.** The skilled trades include CNC Machine Operator I, a technical machinist who runs state-of-the-art computer-controlled machines making medical devices and implants. It requires a high school diploma or equivalent, mechanical aptitude, and the ability to use measuring tools and read

blueprints. It further requires mathematical, language, and communication skills (See discussion in paper and position description in appendix) ;

- 2. Maintenance Technician II.** The Maintenance Technician II performs predictive and preventive maintenance of equipment and processes in support of the company's production and growth objectives. It requires a high school diploma or equivalent, and similar skills to CNC machine operator. The incumbent performs predictive and preventative maintenance and documents work, communicates effectively, and brings advanced knowledge and training in electrical, hydraulic, and pneumatic principles, and at least five years' experience in machine maintenance;
- 3. Manufacturing Engineer.** The Manufacturing Engineer designs, implements, and improves manufacturing processes to produce cost-effective quality products. It requires a Bachelor's degree in engineering, science, or mathematics, three years' experience, and process improvement training (such as Six Sigma),. This engineer works with project teams, has experience in work-flow optimization, productivity efficiency, process improvement, and applies statistical methods to estimate future manufacturing requirements;
- 4. Quality Assurance Engineer.** The Quality Assurance Engineer is responsible for supporting the quality manager with all quality-related support for the life cycle development of class I, II, and III medical devices, including new product development and maintenance of released products. The position requires a Bachelor's degree in mechanical, industrial, electrical, or biomedical engineering, three to five years of medical device experience, working knowledge of anatomy, knowledge of FDA and ISO guidelines, project management and communications skills, critical thinking, problem solving, and TQM process experience even if simulated in school. The incumbent also performs internal and external quality audits and writes test and inspection SOPs. Therefore, the position also requires proficiency in use of Microsoft Office, QAD, and similar inventory software; and
- 5. IT Business Analyst.** The Information Technology (IT) Business Analyst provides business application support in a manufacturing environment. There are three types of business analysts, including Client Service Analyst, Developer, and Application Analyst. Client Service Analysts are the more traditional business analyst position requiring soft skills, project management and a Bachelor's degree in computer science. They work to align the business process and system tools and need project management skills. The Developer writes applications and works with clients and teams employing standard programming and coding skills. The Application Analyst works with Oracle, SAP and other common business applications. This is the most difficult position to fill locally. Application Analysts configure third party applications and platforms. Oracle or SAP certifications are important, but a Bachelor's degree in computer science or related field is required. Experience in manufacturing environment is preferred,

APCIS, PMP, Oracle, QAD, Microsoft certifications are a plus, and experience in ERP, MES, PLM, and CRM applications, excellent communication skills and customer service orientation, ability to multitask, teamwork, and the ability to explain technologies and solutions are all essential.

Chico's FAS:

1. **Associate Planner.** An Associate Planner has the responsibility of assisting the Merchandise Planner in the development of pre-season plans and in-season performance analysis to maximize the business. The position requires a Bachelor's degree in finance or a related field; experience in allocation, merchandising, demand forecasting, financial analysis and planning; strong computer skills; problem solving; strong communication and presentation skills; customer focus; and the ability to be cross-functionally collaborative (See discussion in paper and position descriptions in appendix).
2. **Allocator.** A Merchandise Allocator is responsible for merchandise allocation to frontline, franchise, and direct-sales stores. Duties include initial purchase order allocation, maintenance of warehouse back stock, consolidation of older goods to top sellers, and partnering with Merchants and Planners to assure the proper merchandise assortment for stores. A Bachelor's degree in business, finance, operations, or related field is required as is experience as an allocator or as assistant merchant, strong personal computer skills including Excel and Access, skills in problem solving, the ability to make decisions with limited information, and possession of excellent written and verbal communication skills. Desired skills include a customer-centric focus, comfortable with being a team player, and SAP experience.
3. **Assistant Designer.** An Assistant Designer assists the design and development teams execute the seasonal concept direction, meet line plan style needs, establish margin requirements, and complete the product. He or she also communicates with vendors and other departments under the direction of the senior designer and or designer. The position requires a college degree with a design major; one to three years' experience in design or product development; excellent organizational and verbal communication skills; some background in fit, fabric, finishes, and construction of clothing; strong personal computer skills including Excel and Word; problem solving; creativity; effective communication skills; customer focus; and effectiveness as a team player.
4. **Technical Design Coordinator.** A Technical Design Coordinator is primarily responsible for assisting and supporting all of the operational functions in the Technical Design department. An Associate degree in fashion design or related field experience is required along with previous retailer administrative support experience; excellent organizational, written, and verbal skills; computer skills; entrepreneurial spirit; ability to work effectively as team player; problem solving ability; actively listening aptitude; and a customer-centric focus.

5. **Assistant Merchant.** An Assistant Merchant provides overall support to the merchant team in creating an exciting product assortment that meets or exceeds sales volume and profit for its area. The Assistant Merchant also intuitively responds to customer feedback, market trends, and works with merchants to develop action plans that drive growth and increase profitability. A college degree is required along with some retail experience, strong analytical skills, ability to multi-task, strong computer and interpersonal skills, excellent written and verbal communication ability, and a strong customer focus.
6. **Business Systems Analyst.** The Business Systems Analyst serves as the liaison between various business functional teams, technology teams, and support teams and provides business systems, project, process, and change management leadership. A Bachelor's degree in a technology related discipline or comparable experience is required along with three to five years of retail merchandising experience, experience writing technical documentation, effective communication and problem management skills, problem solving proficiency, team collaboration skills, the ability to handle multiple projects, strong customer service skills, and experience in organizational transformation.
7. **Software Engineer.** A Software Engineer coordinates, implements, and monitors projects and technology that empower business groups with the technology necessary to achieve business objectives. This position assists in defining ongoing procedures, processes, workflow, system policies, and guidelines. The incumbent provides analytical support and proactively recommends changes to improve technology and its application to the business. A Bachelor's degree in information technology or equivalent is required along with five years of related work experience such as retail technical support or production support. The position also requires broad knowledge and understanding of information technology and related policies and procedures, relation database experience, problem solving aptitude, strong communication and interpersonal skills, and experience in large scale corporate environment is preferred.

Lee Memorial Health System:

1. **Physician.** A licensed, credentialed physician providing age and specialty appropriate medical care including diagnosis, treatment, consultation, and follow up. The incumbent identifies and addresses disease prevention and health promotion issues; maintains legible and accurate medical records; adheres to health system bylaws, rules, and regulations; maintains professional standards; treats customers with courtesy, dignity, and respect; demonstrates positive interpersonal skills; and maintains confidentiality. (See discussion in paper and position description in appendix).
2. **Critical Care Physician Assistant.** This position is responsible for the delivery of patient care through the process of assessment, diagnosing, planning, implementation, and evaluation. The Critical Care Physician Assistant performs

responsibilities in five areas of practice: clinician, teacher, researcher, leadership, and professional development. He or she collaborates with other professional disciplines to ensure effective and efficient patient care delivery. Requirements include graduation from an accredited physician assistant program, two years of experience as a PA with clinical experience preferred, current licensure in the State of Florida, good communication and interpersonal skills, basic computer skills, and customer service skills.

3. **Advanced Registered Nurse Practitioners.** An ARNP diagnoses and treats acute, episodic, or chronic illness, independently or as part of a healthcare team. He or she may focus on health promotion and disease prevention. ARNPs may order, perform, or interpret diagnostic tests such as lab work, x-rays, and may prescribe medication. They must be registered nurses who have specialized graduate education. A Master's degree and certification is preferred along with three years of recent experience practicing as an ARNP. Good communication, interpersonal and customer service skills and basic computer skills are required.
4. **Registered Nurse.** Responsible for the safe delivery and documentation of patient care through the nursing process of assessment, diagnosing, planning, implementation, and evaluation. Performs responsibilities in five areas of nursing practice utilizing critical thinking, management, problem solving and differentiation of urgency in the role of: clinician, teacher, researcher, leadership and professional development. Responsible for directing and coordinating nursing care for patients based on established clinical nursing practice standards subscribed to by the American Nursing Association and in accordance with the Florida Nurse Practice Act and other regulatory standards. Collaborates with other professional disciplines to ensure effective and efficient patient care delivery and the achievement of desired patient outcomes. Supports the organization vision and mission. Uses knowledge of patient's age and cultural diversity into the provision of patient care. Contributes to the provision of quality nursing care through excellence in customer service and performance improvement techniques that demonstrate positive outcomes in patient care. The nurse practice is guided by the code of ethics for nurses with interpretative statements.
5. **Information Systems (IS) Analyst.** The IS Analyst is responsible for the maintenance and support of assigned systems and delivering enhancements as assigned and must be a contributing participant on project teams. Requirements include a Bachelor's degree, at least one year of applicable experience and familiarity with the Microsoft Office Suite.
6. **Business System Analyst.** The Business System Analyst is an active participant on project teams who contributes based on particular area(s) of business expertise. The incumbent delivers enhancements, contributes to maintenance and support of assigned systems, and may coordinate routine small

and medium projects of limited complexity. A Bachelor's degree and/or three years of applicable experience (healthcare, clinical, other IT) along with Microsoft Office Suite proficiency are required; and

7. Project Coordinator/Business Systems Analyst. This position conducts business process analyses, needs assessments, and preliminary cost/benefit analyses in an effort to align information technology solutions with business initiatives. The incumbent prepares and executes functional, system, and program specifications using structured methodology and independently leads and coordinates medium and small projects. This position is also responsible for managing and meeting project timelines, budgets, and quality parameters and applies advanced business systems analyst knowledge and expertise to accomplish business objectives. A Bachelor's degree and/or three years of directly applicable experience are required, as is a working knowledge of Microsoft Office, Project and Visio.

Lee Memorial Health System provided the following summary table.

Summary Matrix for Lee Memorial Health System

Company	Five Critical Positions/Jobs ¹	Five Critical Skills/Gaps	Behavioral/ Personal Characteristics/Abilities	# Currently Employed	Approx. Annual Salary/Wage ²			# of Current Vacancies	Projected Annual Vacancy
					Entry	Average	Experienced		
Lee Memorial Health Sys.	Physicians (Range of majority of physicians)	Critical Thinking Social Perceptiveness Active Listening Reading Comprehension Speaking Active Learning Complex Problem Solving Service Orientation Judgment and Decision Making Monitoring	Inductive Reasoning Problem Sensitivity Deductive Reasoning Oral Comprehension Oral Expression Speech Clarity Speech Recognition Written Comprehension Flexibility of Closure Information Ordering	270	180,000		450,000	35	35
	Physician Extenders - Physician Assistance	Active Listening Critical Thinking Speaking Reading Comprehension Judgment and Decision Making Monitoring Social Perceptiveness Science Service Orientation Complex Problem Solving	Oral Comprehension Oral Expression Problem Sensitivity Deductive Reasoning Inductive Reasoning Written Comprehension Speech Clarity Near Vision Written Expression Information Ordering	53	78,000	90,000	145,000	5	10

¹ Difficulty to fill in these positions, especially with local candidates

² Range of entry, average, and experienced position estimations

Summary Matrix for Lee Memorial Health System (Continued)

Company	Five Critical Positions/Jobs ¹	Five Critical Skills/Gaps	Behavioral/ Personal Characteristics/Abilities	# Currently Employed	Approx. Annual Salary/Wage ²			# of Current Vacancies	Projected Annual Vacancy
					Entry	Average	Experienced		
	Physician Extenders - Registered Nurse Practitioners	Active Listening Speaking Critical Thinking Judgment and Decision Making	Oral Comprehension Oral Expression Problem Sensitivity Inductive Reasoning Written Comprehension Speech Clarity Written Expression Deductive Reasoning Speech Recognition Information Ordering	86	78,000	90,000	145,000 (max of range)	10	20
	Registered Nurses	Active Listening Speaking Critical Thinking Judgment and Decision Making	Problem Sensitivity Inductive Reasoning Oral Comprehension Deductive Reasoning Information Ordering Oral Expression Written Comprehension Speech Clarity Speech Recognition Written Expression	2231 (bedside)	45,000	58,500 ³ 64,700 ⁴	73,000(max of range)	110	1320 ⁵
	Information/ Business System Analysts	Critical Thinking Active Listening Reading Comprehension	Information Ordering Oral Comprehension Problem Sensitivity Deductive Reasoning	90	45,000 ⁶	71,000 ⁷ 80,000 ⁸	95,000 ⁹	15	360 ¹⁰

³ Non critical care salary

⁴ Critical care salary

⁵ 110 open positions per month on average

⁶ Tier 1: Information Systems Analyst

⁷ Tier 2: Business Systems Analyst

⁸ Tier 3: Business Systems Analyst Project Coordinator

⁹ Tier 4: Senior Business Systems Analyst Project Manager

¹⁰ 20-30 openings per month

Summary Matrix for Lee Memorial Health System (Continued)

Company	Five Critical Positions/Jobs ¹	Five Critical Skills/Gaps	Behavioral/ Personal Characteristics/Abilities	# Currently Employed	Approx. Annual Salary/Wage ²			# of Current Vacancies	Projected Annual Vacancy
					Entry	Average	Experienced		
		Speaking Complex Problem Solving Judgment and Decision Making	Fluency of Ideas Near Vision Speech Clarity Written Comprehension Inductive Reasoning						

Methodology

The overall objective of the Workforce Now initiative is to provide a better flow of information from business to educators concerning the types of positions, skills, and candidate characteristics that are needed now and projected to be needed in five years. The hope is to develop a continuous process that provides an information flow by selecting certain industries and sectors for further study over time. This study is designed to provide experience and test the current methodology for surveying and capturing key information on employment gaps, skills, and characteristics in Southwest Florida.

Three of the largest employers in the area were chosen for the initial design study. These included Arthrex, a medical device company; Chico's, a women's specialty brand (fashion) company; and Lee Memorial Health System, a large integrated hospital/healthcare provider. A study/interview guide was developed with three major parts and 17 questions. The three major parts of the guide included an overview of the industry, an overview of the company or organization, and information on critical employment gaps in Southwest Florida.

Each company was asked to complete the study/interview guide questions and provide copies of its critical employment gaps or positions that it is having trouble filling. A team of three interviewers representing Florida Gulf Coast University, Edison State College, and Hodges University met with the three major employers to discuss the gaps, skills, and characteristics in January 2013. In addition, the research team worked with the large employers to develop presentations that were presented at a Workforce Now

Forum which was open to the educational community in February 2013. Finally, all the information was integrated into this research summary report to be made available to the educational community and the general public.

Study Findings

Arthrex, Inc.

Industry/Sector Overview/Perspective

The medical device and supply manufacturing sector depends on research and development to provide technologically-driven products and services. The industry is subject to rigorous FDA approval processes. It has favorable global demographic trends including aging populations and more active senior lifestyles. A new U.S. healthcare reform legislation signed into law on March 23, 2010, is designed to provide health coverage to a larger proportion of the U.S. population. There are efforts to improve the efficiency of U.S. healthcare by controlling costs and implementing processes to improve results. Healthcare and programs such as Medicare and Medicaid are being expanded but there remains considerable uncertainty about their ability to be funded and their overall approach amid the impact of efforts to balance the federal budget.

Company/Organization Overview/Growth Plans

Arthrex designs and manufactures innovative surgical devices and implants to help surgeons treat their patients better and advance minimally invasive orthopedics worldwide. The company provides a wide range of products for orthobiologics, arthroscopic surgery, sports medicine, minimally invasive joint restoration, and total joint replacement. Arthrex has been a leader in arthroscopy and sports medicine and developed more than 6,000 products. It continues to develop more than 500 new products each year designed to increase operating room efficiency and reduce surgery

and recovery time for patients. The company considers surgeons to be its primary customers; however, the products are ultimately purchased by hospitals and ambulatory surgery centers. The company culture is one of rapid product innovation, medical research, and surgeon collaboration. Supply chain management is critical to the success of the company.

A significant part of the company's success is tied to its medical education services for surgeons and other healthcare professionals. This training brings more than 10,000 visitors to Southwest Florida each year.

The company was founded in 1981 and has grown to 1,500 employees in Southwest Florida currently. In addition, the company has 700 national and international employees and approximately 2,000 commissioned sales associates around the world. The company exports to more than 100 countries and reported annual revenue of \$1.2 billion. The corporate headquarters is in Naples, Florida, and the global logistics center is located in Fort Myers, Florida, near the international airport. Additional locations include a global division in Munich, Germany, and subsidiaries and distribution centers in Canada, France, Austria, England, Switzerland, Sweden, The Netherlands, Denmark, Poland, Spain, Korea, and Japan.

The success of the company is based on four competitive advantages:

- Speed of innovation – a privately-held company that can rapidly introduce new products focused on surgeon and patient needs;
- Products made in America – company exports 40 percent of the products made in the U.S;

- Commitment to medical education – provides educational support to surgeons on the safe and effective use of the Arthrex products; and
- Uncompromising quality – product innovation focused on patient safety and clinical outcomes.

Arthrex expects to continue the rapid growth experienced over the last 30 years. It opened a new 240,000 square foot logistics center in Fort Myers, Florida, in 2012. The company is constructing a new 190,000 square foot high technology manufacturing facility near Ave Maria in eastern Collier County that is expected to begin operation in the spring of 2013. The new manufacturing facility is expected to add 400 to 500 new jobs by 2016.

Employment and Educational Challenges

The company is having difficulty finding qualified employees in four major areas including skilled trades, engineering, information systems, and supply-chain. Arthrex projects that it will be adding between 200 and 250 employees each year in Southwest Florida. Currently, it has 160 open positions that it would like to fill. The skilled trades include CNC Machine Operator I, who is a technical machinist running state-of-the-art computer-controlled machines making medical devices and implants.

CNC Machine Operator I
High school diploma or equivalent, knowledge of CNC machines.
Mechanical aptitude with at least three months of directly-related training and/or experience in a manufacturing setting. Ability to use measuring tools. Must pass blueprint reading class.
Reasoning ability to define problems, collect data, establish facts and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.
Mathematical skills, language and communication skills.

Maintenance Technician III performs predictive and preventative maintenance of equipment and processes in support of the company's production and growth objectives.

Maintenance Technician II
High school diploma or equivalent.
Skills similar to CNC machine operator.
Perform predictive and preventative maintenance and associated documentation in a timely manner.
Communicate effectively to management.
Follows ISO/FDA and internal quality assurance policies and procedures.
Advanced knowledge and training in electrical, hydraulic, and pneumatic principles.
At least 5 years of directly related experience in machine maintenance required.

The Manufacturing Engineer designs, implements, and improves manufacturing processes to produce cost-effective quality products.

Manufacturing Engineer
Bachelor's degree in Engineering, Science, or Mathematics.
Three years engineering experience.
Recognized process improvement training (Lean, Six Sigma).
Work with project teams to identify issues and risks.
Experience in the areas of work flow optimization, productivity efficiency, process improvement or work measurement, preferably from pharmaceutical or medical device environment.
Introduce new equipment, products, and processes.
Analyzes and plans workforce utilization, space requirements, and workflow.
Confers with vendors, estimates production times.
Applies statistical methods to estimate future manufacturing requirements and potential.

The Quality Assurance Engineer is responsible for supporting the Quality Manager with all quality related support for the life cycle development of class I, II, and III medical devices, including new product development and maintenance of released products.

Quality Assurance Engineer
Bachelor's degree in mechanical, industrial, electrical, or biomedical engineering.
3-5 years of relevant medical device experience.
Working knowledge of anatomy from an orthopedic standpoint, and manufacturing process knowledge.
Knowledgeable of FDA and ISO guidelines for the development of medical devices.
Project management and communications skills training.
Critical thinking, problem solving, teamwork, TQM processes.
Patient, focus on compliance, documentation.
Experience important even if simulated in schools.
Root cause analysis, six sigma, statistics, and design of manufacturing.
Train and/or assist QC manager in the training of QC inspectors.
Participate in internal and external quality audits as directed.
Responsible for writing or assisting in the writing of test and inspection SOPs.
Proficiency in use of PC and programs such as Excel, Word, QAD, or similar inventory software.

The Information (IT) Business Analyst provides business application support in a manufacturing environment. There are three types of business analysts including Client Service Analyst, Developer, and Application Analyst. Client Service Analysts are the more traditional business analyst position requiring soft skills, project management and a bachelor's degree in computer science. They work to align the business process and system tools and need project management skills. The Developer writes applications and works with clients and teams and needs standard programming and coding skills. The Application Analyst works with Oracle, SAP and other common business applications. This position is the most difficult position to fill locally. The

Application Analyst also configures third-party applications and platforms. Oracle or SAP certifications are important.

IT Business Analyst
Bachelor's degree required (Computer Science or related field preferred).
Experience in a manufacturing environment preferred.
APCIS, PMP, Oracle, QAD, Microsoft certifications a plus.
Experience with ERP, MES, PLM and CRM applications.
Excellent communication skills and customer service orientation.
Ability to work on multiple projects.
Working directly with developers and project managers to conceptualize, build, test, and distribute projects.
Explain technologies and solutions.

The Supply Chain Buyer/Planner reviews materials requirements, planning (MRP) outputs weekly to ensure necessary materials are ordered and delivered in a timely manner. He or she works with suppliers to expedite supplies as necessary. The company recruits heavily from Michigan State University, Penn State University and the University of Tennessee.

Supply Chain Buyer/Planner
Bachelor's degree in business administration with a supply chain or logistics major or concentration.
2 years of relevant business experience or Supply Chain Management degree or co-op/internship experience required.
Purchasing/Manufacturing/MRP experience preferred.
Expect emotional maturity, analytical skills, ERP software experience, practical internship or coop experience, communication skills, problem solving, critical thinking, teamwork and the ability to assimilate into the Arthrex culture.
Candidates with Institute for Supply management (ISM) or Certified professional in Supply Management (CPSM) certificates or certification would be more valuable.
Detailed knowledge of materials management, regulations, procedures, and records.
Discusses defective goods with inspection or quality control personnel, suppliers, and others to determine origin and takes corrective action.

Arthrex has a four-year accredited manufacturing apprenticeship program to train CNC machine operators. The program trains between four and five machine operators each year and is registered through the State of Florida's Department of Education and includes 8,000 hours of on-the-job training along with 240 hours of classroom instruction. In addition, Arthrex works with I-Tech, Lorenzo Walker Institute of Technology, and the Fort Myers Institute of Technology to offer an 84-hour program designed to teach basic skills for entry-level machine operators. The company provides internships, co-ops, and job shadowing opportunities. Arthrex has working relationships with Edison State College, Florida Gulf Coast University, Hodges University, Case Western University, Kettering University, Georgia Institute of Technology, Northeastern University, and the University of Tennessee. The company recruits in other parts of the country, notably in the Midwest, where manufacturing is prevalent and where

educational institutions provide training that specifically aligns with the needs of manufacturing operation. Arthrex faces some barriers and costs in recruiting outside the Southwest Florida area including travel, relocation, dual-career couples, and increased demands for manufacturing workers by the auto industry.

The workforce skills that need to be strengthened independent of the particular position or occupation at Arthrex include:

- Active listening
- Critical thinking
- Experience in manufacturing, medical devices, & FDA evaluation
- Finance
- Interpersonal skills, teamwork
- Problem solving
- Reading comprehension
- Science, technology, engineering, & mathematics (STEM)
- Writing

Chico's FAS, Inc.

Industry/Sector Overview/Perspective

The women's fashion and accessory sector is comprised of two main approaches: resellers, who buy what suppliers around the world produce and then resell to retailers such as Macy's, and vertically-integrated specialty retailers, who design garments and accessories in-house and then distribute through wholly-owned retailers. The sector is highly and increasingly competitive, with sharp reductions in sales noted at some reseller retail outlets. Major forces include the growth of e-commerce and social media, the health of the overall economy, reduced lead time to get new product to market, decreasing lifespan of fashion and accessory trends, and increased focus on the convenience of shopping. Lastly, the customer relationship is evolving into increased personalization of both products and services.

Company/Organization Overview/Growth Plans

Chico's FAS is a vertically-integrated specialty retailer operating 4 distinct brands targeting those with household incomes ranging from \$50,000 to significantly over \$100,000 per year. It was founded in 1983 with a single store in Sanibel, Florida. Over time, Chico's FAS has become a fashion destination for women, 30 years and older, seeking fashionable, high quality, and unique merchandise. It currently operates more than 1,350 retail stores across 48 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. Further, it produces catalogs and operates e-commerce websites and a call center that sell its merchandise both domestically and internationally. The company currently exceeds \$2.5 billion in annual sales, employs over 20,000 associates, and has experienced 15 consecutive quarters of positive comparable sales

growth and double-digit earnings growth. The company is exploring future international expansion.

The fashion for each of the 4 brands is highly differentiated.

- Chico's offers chic, unique, and charismatic clothing and accessories with on-trend, expressive, one-of-a-kind designs created to illuminate the women wearing them. The relaxed nature of the clothing allows it to utilize international sizing and thus offer a wide selection of clothing without having to invest in a large number of different sizes within a single style.
- White House Black Market offers a uniquely feminine and affordable alternative to designer fashion selling fashionable and sophisticated clothing and accessory items, from everyday basics, to wear-to-work, to elegant fashion, primarily in black and white and related shades with seasonal color splashes.
- Soma offers trend-right, innovative, and expertly fitted lingerie and loungewear apparel, with designer quality at affordable prices. Soma is the only national intimates retailer focused on women over 35 years of age. The fashion is high quality, and Soma differentiates from department stores through its edited assortment, wide size ranges, and expert customer service.
- Boston Proper, which Chico's FAS acquired in September 2011, is an online and catalog-based retailer of women's high and apparel and accessories. Boston proper is focused on creating a daring, modern style with a sensual feel designed for today's independent, confident, and active woman. While Boston proper does not currently operate any stores, Chico's FAS plans to test stores for this brand in fiscal year 2013.

- All of Chico's FAS brands differentiate through its trademark, "Most Amazing Personal Service" standard. It believes this service model is one of its unique competitive advantages and is key to high productivity levels at all of its boutiques. Its sales associates are encouraged to develop long-term relationships with their customers, know their customers' preferences, and to assist those customers in selecting merchandise best suited to their tastes and wardrobe needs.

The company's overall growth strategy is focused on building and cultivating a portfolio of high-performing retail brands serving the fashion needs of women 30 years and older. In the near term, it is focused on increasing the sales volume and profitability of the existing brands. Over the long term, it may build its brand portfolio by considering the organic development or acquisition of other specialty retail concepts when research indicates that the opportunity complements current brands, is appropriate, and is in the best interest of the shareholders.

It also plans to pursue the growth of brands by building its store base (when and where appropriate), improving store productivity levels, and growing its online presence. It seeks to improve store productivity with improved product offerings, which include potential new merchandise opportunities and brand extensions to complement the current offerings. It seeks to expand and enhance its online presence and growing online sales through investments in the people, products, and infrastructure necessary to support online sales.

To support this overall strategy and the associated increase in revenues and expenses, it has continued to invest in its infrastructure. This infrastructure investment includes additional staffing necessary to support growth, the expansion of its distribution center facilities, and other infrastructure initiatives.

Chico's FAS has significant domestic real estate growth opportunities, and it believes that it can grow its stores by almost 10 percent per year, for many years. In addition, it has an e-commerce platform that is a growing part of its business. A unique aspect of Chico's FAS is that it has four brands, each at a very different stage of development. That provides multiple growth vehicles for the future. In addition, Chico's FAS is currently focused on domestic customers. It believes there are multiple opportunities for international growth over the long term.

Employment and Educational Challenges

Chico's FAS operates at a competitive disadvantage relative to employee recruitment because its geographic location puts it out of the "sweet spots" of the Midwest and the Northeast, areas where fashion manufacturers, designers, and resellers are concentrated. While it is able to recruit a fair number of employees, a pattern is evident where employees use the company as a training ground to hone skills and crest the learning curve and then accept employment with a northern competitor, often just to be able to go home. Essentially, Chico's FAS is the only game in town in its industry in SWFL and some employees feel that real career mobility requires more than one company. It also suffers from the same macroeconomic constraints that hobble Arthrex

in its out-of-area employee recruitment. In the end, the company is always operating at an employee deficit and suffers from both high burnout rates and high employee turnover rates.

Chico's FAS would like to recruit employees from the local workforce to mitigate some of its current employee turnover issues (for example, people who already live in SWFL won't leave Chico's FAS to "go home") and to address the staffing needs resulting from its double-digit annual growth. Management mentioned several colleges and programs (including the Fashion Institute of Technology and the University of Cincinnati) that enjoy solid reputations in the retail fashion industry and would like to see some aspects of those programs potentially developed in SWFL through new programs or the potential partnership with one or more of the other schools. Management mentioned that FGCU's Hospitality program would make a good model for a similarly focused fashion merchandising program

The company is having difficulty finding qualified employees in four major areas including:

- Planning and allocation;
- Design, product development and technical design;
- Merchandising; and
- Technology.

Chico's FAS did not offer an exact projection of the number of employees to be added each year in Southwest Florida, but did expect that it would be significant, correlating to

the anticipated double-digit growth of the organization. Currently, it has 83 open local corporate positions that it would like to fill.

An Associate Planner has the responsibility of assisting the Merchandise Planner in the development of pre-season plans and in-season performance analysis to maximize the business.

Associate Planner
Planning and Allocation
Bachelor's degree in finance or related field.
Minimum of 2-3 years' experience in allocation, merchandising, demand forecasting, financial analysis and planning.
Strong systems skills with experience in SAP, Excel, and Access.
Problem solving.
Ability to make decisions with limited information.
Strong communication and presentation skills.
Builds collaborate partnerships cross-functionally.
Customer focus.
Business focus and analytical skills.

A Merchandise Allocator is responsible for merchandise allocation to frontline, franchise, and direct sales stores. Duties include initial purchase order allocation, maintenance of warehouse back stock, consolidating older goods to top sellers, and partnering with merchants and planners to assure the proper merchandise assortment for stores.

Allocator I, Merchandise
Planning and Allocation
Bachelor's degree in business, finance, operations, or related field preferred.
Minimum of 1 year as and allocator or minimum of 3-4 years prior experience as an assistant merchant in a specialty or department store.
Strong personal computer skills with experience Excel, and Access a plus.
Strong problem solving.
Ability to make decisions with limited information.
Excellent written and verbal communication skills.
Builds collaborative partnerships cross-functionally.
Customer focus.
Effective presentation skills.
Team player.
STS/PKMS and/or SAP experience a plus.

An Assistant Designer assists the design and development teams to execute the seasonal concept direction, line plan style needs, margin requirements, and completion of product. He or she also communicates with vendors and other departments under the direction of the Senior Designer and or Designer.

Assistant Designer
Design, Product Development, and Technical Design
Four year college degree with a design major.
One to three years' experience in design or product development.
Excellent organizational skills.
Excellent verbal communication skills.
Some background in fit, fabric development, finishes, and construction details.
Strong personal computer skills including Excel and Word.
PDM/Micrographx, and Adobe Illustrator a plus.
Problem solving.
Creativity.
Organizational agility: knowledge about how organizations work.
Effective presentation skills.
Customer focus.
Effective team player.

A Coordinator, Technical Design is primarily responsible for assisting and supporting all of the operational functions in the Technical Design department.

Coordinator, Technical Design
Design, Product Development, and Technical Design
Associate degree in fashion design or related field preferred.
Previous retail or administrative support experience.
Excellent organizational skills.
Excellent written and verbal communication skills.
Excellent computer skills.
Entrepreneurial spirit.
Passion for apparel business.
Ability to work effectively as a team player.
Problem solver.
Active listening skills.
Customer focus.

An Assistant Merchant provides overall support to the merchant team in creating an exciting product assortment that meets or exceeds sales volume and profit for their area. He or she intuitively responds to customer feedback and market trends, and works with the Merchant to develop action plans that drive growth and increased profitability.

Assistant Merchant
Design, Product Development, and Technical Design
College degree required.
Some retail experience preferred.
Strong analytical skills.
Ability to multi-task and complete projects on time.
Excellent computer skills.
Strong interpersonal skills.
Excellent written and verbal communication.
Customer focus.

The Analyst, Business Systems serves as the liaison between various Business Functional teams, Technology teams, and Support teams and provides business systems, project, process, and change management leadership.

Business Systems Analyst
Technology
Bachelor's in technology related discipline or comparable experience.
Three to five years retail merchandising systems experience.
Experience in writing technical documentation.
Effective communications skills.
Effective problem management skills.
Problem solver.
Team collaborator.
Demonstrate solid understanding of system design including work process flows, database structures, data integrity, and consistency.
Experience in organizational transformation and/or implementation.
Must possess solid personal computer skills including Microsoft Office.
Ability to simultaneously handle multiple projects.
Strong customer service skills.

The Software Engineer coordinates implements, and monitors projects and technology that empower business groups with the technology necessary to achieve business objectives. This position assists in defining ongoing procedures, processes, workflow, system policies, and guidelines. The software engineer provides analytical support and proactively recommends changes to improve technology and its application to the business.

Software Engineer
Technology
Bachelor's degree in information technology or equivalent.
Five plus years' experience.
Experience in technical support role and in retail or related discipline.
Demonstrated experience with host transaction systems.
Production support experience.
Broad knowledge and understanding of IT and related policies and procedures.
Relation database experience.
Problem solver.
Strong communications and interpersonal skills.
Experience in large scale corporate/enterprise environments preferred.

Chico's FAS has several in-house training programs to assist the employee's ascent up the career ladder and/or to ensure new-hire success. These include six separate internal training programs such as "Predictive Indexing" and "Building Effective Teams" along with its 11 open enrollment trainings in areas such as "Brand You" and "Color/CAD/Tech Design." Lastly, the company also provides new manager training via its "Periwinkle Place", an intensive, 5-day training for new managers. The curriculum includes training on culture, operational excellence, relationship building, and marketing.

In addition, Chico's FAS works with all of the local high schools, technical centers, colleges, and universities to recruit employees and to sponsor internships, co-ops, and job shadowing opportunities. The company recruits in other parts of the country, notably in the Midwest and the Northeast, where fashion merchandising is concentrated and where educational institutions provide training that specifically aligns with the needs of that industry. Chico's FAS faces some significant barriers and costs in recruiting

outside the Southwest Florida area, including travel, relocation, dual-career couples, and increased demands for workers by the auto industry.

The workforce skills that need to be strengthened independent of the particular position or occupation at Chico's FAS include:

- Active listening;
- Critical thinking;
- Experience in fashion and/or design;
- Ability to embrace the Chico's FAS "retail moves really fast" culture;
- Interpersonal soft skills, teamwork;
- Problem solving;
- Reading comprehension;
- Effective communication; and
- Effective personal presentation, attitude, hygiene, and appearance.

Lee Memorial Health Systems

Industry/Sector Overview/Perspective

Lee Memorial Health Systems (LMHS) is the fifth largest (governmental) hospital system in the United States. It is part of the health care industry, one of the world's largest and fastest growing industries. Although there are national and local challenges associated with the industry, the healthcare market is projected to grow 27 percent ($\approx 177,000$ new jobs) over the next seven years in Florida. These national and local challenges include a shortage of trained and experienced healthcare professionals, an aging population with chronic illnesses (diabetes, hypertension, mental health, etc.), a decline in employer-sponsored health insurance, an increasing population of the uninsured and underinsured, flat or declining medical payments vs. much faster rising expenses, and the lack of political will to pursue bipartisan systemic reform, i.e. Affordable Care Act, and some others. Additionally, some of the national statistics magnify the issues and challenges relative to this growth and shortage:

- According to the Association of American Medical Colleges, the forecasted physician shortage is expected to increase from 25,000 today to 150,000 by 2025;
- The American Hospital Association has estimated 1.8 million nurses will be needed nationally by 2020; and
- The Bureau of Labor Statistics cites 8 of the 20 fastest growing professions and 9 of the highest paid careers are in the healthcare-related field.

All of these challenges create a need for healthcare reform, with shifting focus and systems toward wellness, preventive, and chronic care management in the industry. As part of the healthcare reform, the healthcare industry is also faced with the national healthcare strategies, which contain:

- Aligning hospitals and other healthcare providers across the care continuum physician to hospital to home care;
- Utilizing evidence-based practice to improve quality and patient safety;
- Improving efficiency through productivity and operational improvement;
- Developing integrated information systems: i.e. Electronic Health Records;
- Integrating and aligning hospital, physician, and insurance systems; and
- Developing population and health management systems.

Company/Organization Overview/Growth Plans

Lee Memorial Health Systems (LMHS) is the largest public health system in Florida, operating without the benefit of local tax support and is the leading provider of comprehensive health care services in SW Florida since 1916. It is also one of Florida's most significant safety net health systems, including the state-designated programs such as trauma (Level II), Regional Perinatal Center (Level III), Children's Oncology, Sickle Cell, and Cystic Fibrosis Centers in addition to Kidney Transplant Center, Memory Disorders Center, and a nationally-designated facility for bioterrorism at Cape Coral Hospital.

LMHS has nearly 11,000 employees, 1,300 physicians, and 4,300 volunteers with a \$1.2 billion annual budget. Additionally, one-third of healthcare employees in SWFL are employed by LMHS, making it the largest employer in SW Florida. LMHS has over 1,000 job descriptions from service and support to technical to clinical. However, critical need jobs account for 35-45 percent of the total employees. The creation or addition of 100 LMHS employees results in the creation of another 78 community jobs (\$1.6 billion in labor and value added).

LMHS predicts that the industry will continue to:

- Evolve in response to current and continued legislation and healthcare reform;
- Deliver the most appropriate service in the most cost effective setting while maintaining a high level of customer service and quality outcomes;

- See Clinical informatics and business intelligence systems as the driving force for allowing preventive Care, population management, and targeted chronic disease management, ambulatory, and home-based care; and
- Serve in primary care practices as the hub for managing the population with an emphasis on prevention and wellness.

LMHS plans to expand its ambulatory and outpatient setting with an emphasis on developing a new population management model along with expanding the continuum of care through telemedicine and home health services. Technology will be a factor that allows the organization to leverage its electronic medical record systems and expand the breath and reach of its ambulatory services. Lastly, the Galisano Children's Hospital of SW Florida has begun planning and construction.

Employment and Educational Challenges

Although there is a long catalog of positions listed as a cross section of those current critical and emerging critical jobs, based on vacancy, time to fill, and aging population and growth, the organization is having the most difficulty finding qualified candidates in four major areas, including physicians, physician extenders, registered nurses, and information system analysts. The following tables provide a summary of the requirements, abilities, and skills desired and needed.

According to the Lee County Physician Shortage study (conducted by Ameri-Med), there is a shortage of 400 physicians for Lee County, with the majority of those shortages in the internal medicine and family practice area, followed by the pediatrics and emergency medicine specialties.

There are currently 270 employed physicians and with local recruiting for 35 more positions. Annually, 35-40 physicians are hired with 50 percent of the representing

family practice and internal medicine and the balance various specialties. Average time to fill a posting for experienced physicians is 6 to 9 months.

There are two specific actions currently being taken to address the growing shortage:

- (1) Creation of a medical residency program in collaboration with FSU. After accreditation is received, eight residents per year will be accepted beginning in May of 2014 for this three-year program.
- (2) Recruiting nationally.

Physicians
A licensed credentialed physician.
Provide age and specialty appropriate medical care including diagnosis, treatment, consultation and follow-up.
Effectively identifies and addresses disease prevention and health promotion issues to meet the community needs.
Maintains legible and accurate medical records.
Documents all medical evaluations, diagnosis, procedures, treatment, outcomes, referrals and consultations consistent with NCQA, JCAHO, state and other regulatory standards.
Treats all customers with courtesy, dignity and respect, giving careful consideration to the views, opinions and feelings of others.
Maintains level of patient satisfaction as dictated by policy.
Demonstrates positive interpersonal skills in dealings with others.

Physician Extenders are referred to as advanced practitioners and represent both the areas of Physician Assistant (P.A.) and Advanced Registered Nurse Practitioners (ARNP). They provide extended physician coverage and allow greater access to healthcare by serving as consultants, educators, liaisons, leaders, and researchers to patients, nurses, and medical staff.

Physician Extenders – Physician Assistants
Graduate of an accredited PA Program, requires a master level degree with emphasis on experience in the specific area of choice.
Minimum of one year clinical experience.
Training – one to two years related duties.
License: NCCPA Certificate.
Basic computer skills.
Excellent communications, interpersonal and customer service skills required.
Certification in specialty area preferred.

Currently LMHS employs nearly 139 advanced practitioners; 86 Advanced Registered Nurse Practitioners and 53 Physician Assistants. Current constraints with the growth and recruiting are:

- Physician shortage;
- Healthcare reform (may increase demand exponentially);
- Supply of bachelor prepared nurses with experience for ARNP degree programs;
- Lack of doctoral prepared clinical educators in academic institutions;
- Lack of specialty training –ICU, surgery, pulmonary; and
- Future licensure trend toward doctoral training.

While the time to fill across Florida is reported to be in excess of 90 days, LMHS' time to fill averages 60 days; however, specialty practitioners in critical care and pulmonary can exceed 90 days.

An average of 15 practitioners is hired annually; however, it is recognized that these advanced practitioners are widely used throughout the community in physician offices, ambulatory care, and other clinic settings, thus compounding the demand for qualified candidates in the community.

In order to address the constraints in these critical area gaps, LMHS engages the local schools and medical society along with the licensure board to evaluate the total community population and need.

Physician Extenders – Registered Nurse Practitioners
Master's degree, certification is specialty preferred.
Three years of recent experience in practicing at the Master's level as an ARNP.
Currently licensed for advanced registered nurse practitioner in the State of Florida.
Communication, interpersonal and customer service skills required.
Basic computer skills required.

Nearly 2,200 nurses are employed at LMHS, and represent the largest group of employees in the system. Nursing is recognized as a diverse and specialty driven profession with over twenty different types of specialties ranging from critical acute care to ambulatory care to home care, in addition to case management and clinical educators.

Registered Nurse
Graduate of an accredited nursing program.
3-5 years' experience in the area of specialty.
License: Florida Registered Nurse.
Above average communication skills.
Adaptable and participative with technology changes.
Basic to intermediate knowledge of Electronic Health Records (HER) required.
Additional certifications, experience, hours, etc., may be required.

LMHS hires over four hundred bedside nurses a year and has averaged 100 openings

per month. Based on existing turnover, (including retirement) and conservative growth, it is estimated that over 2,500 nurses will be needed over the next five years.

The challenges facing the nursing profession include:

- Limited clinical space for training student nurses in hospital;
- Quantity of clinical educators to deliver programs;
- Higher acuity patients: compounded by chronic diseases such as obesity, violence, mental health issues;
- Diverse patients: cultural and generational;
- Ability and skills needed to multitask (safely): patients, physicians, families, procedures, processes, medications, and computer systems;
- Minimum of 6 to 10 weeks of orientation and training just to get started; and
- New delivery model: moving to a preventative and population health management model.

Over the last ten years, LMHS has partnered and collaborated with the local colleges and universities, which has resulted in an adequate supply of nurses to the health system. Educational institutions have responded by increasing the capacity of programs and including simulation labs in order to provide a more real-world equivalent experience. Over the last three years, nearly 600 graduate nurses came through the Intern Development Program, which is designed to provide an orientation and mentoring experience that strengthens and supports their individual development.

Business System Analysts represent both a clinical and business related background. Due to the continued development and implementation of the electronic medical record system currently in use (EPIC), as well as other electronic medical record systems, there is a shortage of individuals who are capable of not only building programs and interfaces but also enhancing the usability and connectivity to other medical related systems.

Business Systems Analysts
3 or 4 years of formal education or training beyond high school or Associate Degree required.
Minimum of 3 years of healthcare and/or IT experience.
Previous experience with MS Office products and MS Project strongly preferred.
Functions as an internal consultant, resource person, and teacher to all levels of personnel, customer groups, and volunteers.
Organizes, directs and develops project team resources.
Analytical and problem solving skills; listening and communication skills.

Business System Analyst – Project Coordinator
Bachelor's and/or at least 3 years of directly applicable experience.
3+ yrs of directly applicable experience (healthcare, clinical, other IT); project lead experience required.
Working knowledge of Microsoft Office Suite (Outlook, Excel, Word, PowerPoint), MS Project and Visio.
Independently leads and coordinates medium and small projects, managing and meeting project timeline.
Analytical and problem solving skills; listening and communication skills.

The challenges facing the information/business system analyst's profession include:

- Selecting talented and experienced people from the bedside or clinical care area(s) creates continued gap(s) in critical areas;
- Lure of contract management and consultant firms (\$120 to \$180/hour);
- Specific EPIC or electronic medical record systems background; and
- Developing clinical professionals into technical professionals with passion, creativity, and a technical aptitude.

In order to satisfy the need for clinical informatics or business system analysts, LMHS has utilized a combination of growing its own talent from the field, along with recruiting nationally and utilizing contractors.

There have been several initiatives taken to close the employment gaps. The first and the most significant initiative has been the strategic workforce planning through the Allied Health Career Development Coalition, Inc. This partnership, created in the 1990s, joined Lee Memorial, Cape Coral Southwest Florida Medical Center, Naples Community Hospital, and local colleges and universities in order to identify shortages and collaboratively develop healthcare programs to meet demands. The strategic workforce planning contains three critical areas to develop and maintain sustainable workforce:

- Growing the Next Generation (supported the expansion of a 48-seat RN Cohort with Edison State College with \$675,000 investment in 2003; over \$1 Million in grants to 800 people- employee and community participants);
- Strategic Community Collaboration (Lee County School Foundation, Lee County Public Schools, High School Healthcare Career and Medical Academies, STEM@Work, SWFL Workforce Development Board, FMIT, High Tech North Student Advisory Committee); and
- Creating Opportunities (\$6.3 Million tuition reimbursement to over 1000 employees; Teen Volunteer Programs and High School tours and exploration).

Summary

Workforce now is an important Southwest Florida regional workforce initiative to obtain primary information about workforce needs. The study team decided to review three large primary employers as way to begin the research and to test the methodology. Arthrex, Chicos FAS, and Lee Memorial Health System volunteered to be interviewed and provide support to the overall effort. Primary research was completed with a series of interviews that included human resources staff, managers, and employees describing the critical employment gaps that are difficult to fill regionally or even nationally. It is hoped that a better understanding of the regional employment gaps and skills required to fill the critical positions will allow the business and educational communities to work together to help close the critical employment gaps.

The study has gathered a large amount of information and will be refining its methodology as a way to systematically gather information on the regional workforce needs. The plan is move into a research phase of the project where each quarter, a regional business industry or sector will be the focus of a workforce study and that once a year, an overall workforce study will be completed.

Appendix A:

Interview Guide

Workforce Now

Industry/Sector Overview/Perspective

1. Please provide an overview of your industry and goods and services that you provide.
2. How has your industry changed over the past five years?
3. How is your industry expected to change over the next five years? Ten years?
4. What do you see as the primary “driving forces” of this change (technological change, globalization, regulations/deregulation; knowledge work; and market dynamics, etc.)
5. What do you see as the expected evolution of your existing products and services?
6. What are new products and services that you will provide in the future?

Company/Organization Overview/Growth Plans

1. Please provide an overview of your company/organization? (size, number of employees, annual revenue, years in business, and locations)
2. Describe your market area? (Global, national, regional)
3. Who are your typical clients/customers?
4. Why does the market (clients) value your company’s products and services over your competitors? (How have you created a competitive advantage?)
5. How do you think your company/organization will change over the next five years? Ten years?
6. Can you share your expansion plans for the next five years? 10 years?

Employment and Education Challenges

1. Please describe the most urgent employment gaps where it is difficult to find qualified employees. (Describe positions or occupations needed such as CNC machine operators including entry level pay/compensation levels and experienced level pay/compensation levels. Presentation might also include a picture of an employee at work or a short video clip).
2. Please provide an estimate of the size of the employment gap for each critical position or occupation identified and how it is expected to change in next five years and in ten years.
3. For the top five urgent employment gaps identified, please describe the responsibilities of each position or occupation, skills, and educational level or certification that you are looking for that occupation or position. (The research plan is to separately and periodically interview the companies/organizational managers to provide a more detailed list of employment gaps along with occupational responsibilities, tasks, knowledge, skills, abilities, and tools and technology in written form that can be referenced by educational institutions).
4. What actions are currently being taken to close the employment gaps? Please describe. (These might include an in-house training program, internships, teacher or student visits, presentations, job and internship fairs, partnerships between companies and the Workforce Development Board, school systems, technology centers and schools, colleges, and universities, and other?).
5. Are there workforce skills that need to be strengthened independent of the particular position or occupation at your company? (These might include reading comprehension, active listening, problem solving, critical thinking, writing, speaking, monitoring, judgment and decision making, active learning, and coordination).

Appendix B:
Detailed/Position Job Descriptions

**Arthrex
Machine Operator I CNC**

Requisition Number	12-0374
Post Date	11/2/2012
Part Time	No
Title	Machine Operator I CNC-2nd shift
Department	AMI - CNC
City	Naples
State	FL
Description	<p>Main Objective: To produce superior products following Arthrex Manufacturing Inc. machining processes and procedures.</p> <p>Essential Duties and Responsibilities:</p> <ul style="list-style-type: none">• Receives work order and verify that the components are correct• Receives material and loads on bar feeder• Performs first cut-off• Returns all axis to the home position• Ability to look at screen pages and machine operation to detect malfunctions• Verifies the correct program in the machine is running• Uses various types of measuring instruments• Replaces tooling at the machine• Stops machine to change settings, offsets and setup according to required machining sequence or to measure parts for conformance to blueprint specifications using precision measuring instruments• Recommends process improvements with supervisor or programming personnel to resolve problems• Ensures work area, machine, tooling and parts are cleaned regularly and free from excess oil deposits• Maintains good quality and production output <p>Incidental Duties: The above statements describe the general nature and level of work being performed in this job. They are not intended to be an exhaustive list of all duties, and indeed additional responsibilities may be assigned, as required, by management.</p>
Requirements	<p>Education and Experience: High School Diploma or equivalent.</p> <p>Knowledge and Skill Requirements/Specialized Courses and/or Training: Mechanical aptitude. At least three months of directly related training and/or experience in a manufacturing setting. Ability to use measuring tools. Must pass blueprint reading class.</p> <p>Machine, Tools, and/or Equipment Skills: Knowledge of CNC machines.</p>

Arthrex Maintenance Technician II

Requisition Number 12-0071
Post Date 1/2/2013
Part Time No
Title Maintenance Technician II-2nd Shift
Department AMI - E H & S
City Naples
State FL
Description ***There are 3 positions open for Maintenance Technician II: 2 positions will be located at our Naples facility and 1 position will be located at the new facility near Ave Maria, Athrex Manufacturing East (AMIE).

Main Objective:

Perform the maintenance (predictive and preventative) of equipment and processes in support of the company's production and growth objectives.

Essential Duties and Responsibilities:

- Responsible for performing preventative maintenance tasks and completing associated documentation in a timely manner.
- Performs work and assists in maintaining operations in compliance with applicable policies and OSHA regulations.
- Follows the Preventive Maintenance Schedule as established by the Maintenance Manager and Planner.
- Performs complex repairs correctly and with minimal error or rework.
- Ability to anticipate potential problems and communicate effectively to management.
- Keep up to date with ISO/FDA and internal quality assurance policies and procedures.
- Ensures that information is complete and accurate; follows up with others to ensure that agreements and commitments have been fulfilled.
- Assist with building/facilities repairs & maintenance duties as needed.

Requirements

Education and Experience:

Requires a High School Diploma or equivalent. Requires at least 2 years of related training and experience performing preventative maintenance.

Knowledge and Skill Requirements/Specialized Courses and/or Training:

Demonstrated intermediate knowledge and experience with maintaining manufacturing equipment and processes.

Machine, Tools, and/or Equipment Skills:

Demonstrated experience maintaining CNC machines.

Advanced knowledge and training in electrical, hydraulic and pneumatic principles.

***Please note this is a 2nd shift position. The hours are Monday-Friday from 2pm until 10:30pm

EOE D/F/W

Arthrex Manufacturing Engineer

Requisition Number	13-0039
Post Date	2/14/2013
Part Time	No
Title	Manufacturing Engineer-Total Joint Product Line
Department	AMI - Engineering
City	Naples
State	FL
Description	<p>Main Objective: Design, develop, implement and improve manufacturing processes to produce cost effective quality medical device products and systems. Provide manufacturing engineering expertise to create, document and implement required procedures and documents.</p> <p>Essential Duties and Responsibilities:</p> <ul style="list-style-type: none">• Work with project teams to identify issues and risks. During new product development integrate with Engineers, Design Engineers, Quality Engineers and the Packaging Department/and or Production Department to ensure cost effective new product development and introduction into manufacturing.• Develop a continuous improvement culture, skills sets and tools to enhance quality and operational excellence.• Lead/support process improvement initiative.• Introduce new equipment, products, and processes. Present process and equipment recommendations to Leadership Team with equipment reviews and plans for implementation.• Initiate new projects and be the Project Leader for key improvement initiatives, identifying best practices.• Develop an understanding of the current manufacturing processes and identify targets for improvement in operation efficiencies.• Develop manufacturing Work Instructions.• Provide process support on manufacturing technical issues.• Provide process and equipment expertise and support for daily clean-room sterile packaging efforts/and or production efforts.• Develop action plans to achieve short and long-range efficiency goals, selection of new production methods, designs of production fixtures, and methods to monitor efficiencies.• Lead and/or assist with implementation of packaging design/and or production specifications into manufacturing.• Monitor timelines and project deliverables to ensure adherence with approved project plans for manufacturing process development.• Develop protocols and coordinate validation of equipment and processes.• Stay current with methods used in the medical device industry to advance technologies.• Participate in defining Preventive Maintenance programs for clean room equipment/ and or production equipment associated with packaging or production activities.• Investigates and test in time reliability and quality improvements• Drives automation to replace the manual process as much as possible• Ensure Information and documentation is consistently accurate• Analyzes and plans workforce utilization, space requirements, and workflow, and designs layout of equipment and workspace for maximum efficiency.• Confers with vendors to determine product specifications and arrange for purchase of equipment, materials, or parts, and evaluates products according to specifications and quality standards.

Arthrex Manufacturing Engineer (Continued)

- Estimates production times, staffing requirements, and related costs to provide information for management decisions.
- Applies statistical methods to estimate future manufacturing requirements and potential.
- Provide process and equipment expertise and support.
- Identify issues and risks to ensure cost effective new product development and introduction into manufacturing.

Requirements

Education and Experience:

Bachelor's degree in Engineering, Science or Mathematics or equivalent Arthrex experience.

3+ years of manufacturing process improvement experience.

Proven experience in leading process improvement projects.

Medical device manufacturing environment preferred.

Experience in work flow optimization, work measurement, efficiencies.

Recognized process improvement training (Lean, Six Sigma) preferred.

Knowledge and Skill Requirements/Specialized Courses and/or Training:

Ability to work independently and effectively with cross functional teams.

Thorough understanding of manufacturing processes.

Detail oriented with strong analytical skills.

Strong communication skills and ability to communicate effectively with technical and non-technical staff.

Experienced user of MS Office Suite and CAD.

Experience with planning and conducting tests to validate equipment and processes.

Experience in completing technical documentation for engineering and manufacturing.

SPC (Statistical Process Control) knowledge.

Familiarity with clean room practices preferred.

Project management knowledge preferred.

Machine, Tools, and/or Equipment Skills:

Metal cutting equipment, finishing equipment, printing equipment, sealing equipment and custom fixturing.

EEO D/F/W

Arthrex

Quality Assurance Engineer

Requisition Number	12-0082
Post Date	3/8/2012
Part Time	No
Title	Quality Assurance Engineer
Department	INC - Quality Assurance
City	Naples
State	FL
Description	<p>Main Objective: Responsible for supporting the Quality Manager with all quality related support for the life cycle development of Class I, II and III medical devices, including new product development and maintenance of released products.</p> <p>Essential Duties and Responsibilities:</p> <ol style="list-style-type: none">1. Responsible for participating in design and development projects and assuring the design process meets all requirements2. Responsible for reviewing design drawings for tolerance, inspect-ability and quality of design issues3. Work with suppliers to improve quality and assist, where necessary, in supplier process validations4. Train and/or assist QC Manager in the training of QC Inspectors on inspection techniques and the use of new equipment5. Participate in Internal and External quality audits as directed by the Quality Assurance Manager6. Responsible for assisting in the design and development of methods and tooling for the test and inspection of articles7. Responsible for assisting in maintaining vendor files in accordance with established procedures and SOPs8. Responsible for writing and/or assisting in the writing of test and inspection SOPs9. Responsible for assisting in complaint investigations as related to product quality10. Responsible for assisting in compiling and reporting on Vendor performance statistics11. Responsible for filling in for absent QC technicians and the Document Control Specialist as directed by the QA Manager12. Other duties as assigned <p>Incidental Duties: The above statements describe the general nature and level of work being performed in this job. They are not intended to be an exhaustive list of all duties, and indeed additional responsibilities may be assigned, as required, by management.</p>
Requirements	<p>Education and Experience: Bachelor's degree required preferably in an Engineering or Science discipline. At least three years experience in a Quality Control or Quality Assurance position in a Medical Device Company required. Experience with Bioabsorbable implants preferred.</p> <p>Knowledge and Skill Requirements/Specialized Courses and/or Training: Knowledge of testing equipment, statistical methods, control plans.</p> <p>Machine, Tools, and/or Equipment Skills: Proficiency in the use of PC and programs, particularly Excel, Word (or equivalents if changed by the Company), QAD or similar inventory software.</p> <p>EOE D/F/W</p>

Arthrex

IT Business Analyst – Software QA Analyst II

Requisition Number 13-0035
Post Date 2/8/2013
Part Time No
Title Software QA Analyst II
Department INC - MIS
City Naples
State FL
Description Main Objective:
Software Quality Assurance and Testing

Requirements

Essential Duties and Responsibilities:

- Works independently to evaluate Applications based on business/functional requirements and designs and develop test cases accordingly.
- Applies test methodology and product knowledge in the design of tests and testing strategies for the analysis and certification of products.
- Plans and conducts the analysis, inspection, design, test, and/or integration to assure the quality for large and complex projects.
- Communicates issues identified during quality assurance activities to development and provides recommended process improvements to management.
- Develop/estimate project schedules/tasks based on requirements
- Represent QA on Product teams, and software development meetings
- Report to QA and upper management on product release status with recommendations, evaluate software defect metric trends Project Management

Education and Experience:

- Bachelors Degree required. Degree in Computer Science or related field preferred.
- At least two years experience in experience in Software Quality Assurance in client server and web applications.
- Experience with testing custom .Net, Web, and client server applications
- + Experience with cross browser testing
- + Experience with testing mobile applications on tablets and devices
- + Experience with API and Services testing (SOA) a plus
- Working Knowledge of HP Quality Center or equivalent Test Management tools
- + Experience with HP Quick Test Professional or equivalent automated testing tools or scripting languages (GUI automated tests)

Knowledge and Skill Requirements/Specialized Courses and/or Training:

- Experience in thorough testing of application changes and implementations
- Experience analyzing Requirements and developing test cases
- Working knowledge of the Software Development Life cycle and QA's role in it.
- Solid understanding of several technologies including relational databases, SQL and XML.
- Demonstrated ability to document test plans, test cases, test results
- Documentation of test and acceptance plans
- Excellent communication skills and customer service orientation

Machine, Tools, and/or Equipment Skills:
PC servers, workstations and laptops. Microsoft environment. Work with standard current computer applications, such as word processing, spreadsheets and data bases.

EOE D/F/W

Arthrex

IT Business Analyst – Mobile Applications Developer

Requisition Number	13-0005
Post Date	1/7/2013
Part Time	No
Title	Mobile Applications Developer
Department	INC - Marketing
City	Naples
State	FL
Description	<p>Main Objective: Develop, support and maintain rich, interactive and high performance native mobile applications.</p> <p>ESSENTIAL DUTIES AND RESPONSIBILITIES:</p> <ul style="list-style-type: none">• Design and implement user-driven interfaces for ease of use.• Deliver across the entire app life cycle – concept, design, build, deploy, test, release to app stores and support.• Working directly with developers and product managers to conceptualize, build, test and distribute projects.• Gather requirements around functionality and translate those requirements into elegant functional solutions.• Working along the web developers to create and maintain a robust framework to support the apps.• Working with the designers and developers to build the interface with focus on usability features.• Keep up to date on the latest industry trends in the mobile technologies.• Explain technologies and solutions to technical and non-technical stakeholders. <p>Education and Experience:</p> <ul style="list-style-type: none">• High school diploma or equivalent required• Bachelor's degree in Computer Science or related field preferred.• At least 1 year experience in Apple iOS application development.• Practical experience building native iOS applications for iPad, iPhone and / or both including deployments through the Apple iTunes App Store or Enterprise licensing. <p>Knowledge and Skill Requirements/Specialized Courses and/or Training:</p> <ul style="list-style-type: none">• Solid knowledge of HTML5, JavaScript, CSS3, Objective-C .• Knowledge of security and identity management solutions such as OAuth, certificates and encryption.• Experience with iOS application performance tuning (e.g. Instruments).• Experience with RESTful , JSON / XML / SOAP Web Services.• Experience working with QA and testing tools for mobile applications.• Experience with version control software such as Subversion, TFS, Git.• Ability to work effectively with little supervision and strong attention to detail in a team environment.• Requires the ability to work on multiple projects at the same time.• Individual must be highly motivated and self-directed.• Excellent written and verbal communication skills.• Knowledge of the following is a plus: Web Services, ColdFusion cfc development methodology, SQL, ColdFusion Application Server and SQL Server. Certifications in platform development technologies, such as Appcelerator's TCAD certification a plus. <p>Machine, Tools, and/or Equipment Skills:</p> <ul style="list-style-type: none">• Windows and Macintosh operating systems and Adobe Creative Suite. <p>EOE D/F/W</p>
Requirements	

Arthrex Supply Chain Buyer/Planner

Requisition Number	13-0020
Post Date	1/21/2013
Part Time	No
Title	Supply Chain Buyer/Planner
Department	AMI - Materials Mgmt
City	Naples
State	FL
Description	<p>Essential Duties and Responsibilities:</p> <ol style="list-style-type: none">1. Reviews MRP outputs weekly to ensure all required actions are taken – planned orders, expedites, de-expedites, cancels, etc.2. Limits backorders of all assigned parts while communicating backorder information to internal departments.3. Maintains and reviews Forecast vs. Actual sales for assigned products.4. Attends weekly conference calls with key suppliers.5. Distributes Engineering Change Requests to each supplier and reviews disposition of existing and in-process products. Attends meetings to discuss the necessary action required and the cost associated with these actions.6. Discusses defective goods with inspection or quality control personnel, suppliers and others to determine the origin and take corrective action.7. Coordinates non-critical new product launch activities as assigned by management.8. Responsible for remote Purchasing/Planning at off-site locations.9. Analyzes slow moving inventory and attends meetings with the individual teams to determine disposition.10. Ensures item costing is fair and reasonable. Works with each supplier to reduce costs while still maintaining quality and deliveries.11. Responsible for all PO receipts of non-inventoried goods, invoice approval, MRO and credit card purchases.
Requirements	<p>Education and Experience:</p> <p>Bachelor's degree in a relevant field required.</p> <p>2 years of relevant business experience or Supply Chain Management Degree or Co-Op/Internship experience required.</p> <p>Purchasing/Manufacturing/MRP experience preferred.</p> <p>Knowledge and Skill Requirements/Specialized Courses and/or Training:</p> <p>Detailed knowledge of materials management, regulations, procedures, and records. Able to analyze cost. Experience in Materials Management in a Medical Device environment preferred.</p> <p>Machine, Tools, and/or Equipment Skills:</p> <p>Microsoft Office/Windows. MRP software experience preferred.</p> <p>EOE D/F/W</p>

Chico's FAS

Associate Planner, Merchandise

Department: Chico's Planning & Allocation
Reports To: Planner, Merchandise

POSITION OBJECTIVE:

Responsible for assisting the merchandise planner in the development of pre-season plans and in-season performance analysis to maximize the business. You will generate and analyze the statistical data as well as analyze and revise the financial plans in support of the business initiatives and budget objectives.

FUNCTIONAL RESPONSIBILITIES:

- Partner with Planner on development of pre-season & in-season plans & projections for specific categories.
- Develop assortment plans to the style/choice level by store groupings.
- Partner with Allocation team to develop and utilize seasonal selling curves by region, climate, and store attribute.
- Work with Planner, Merchandise to translate plan changes to impact on CAP.
- Tracking of promotional sales and contests – timing, results.
- Provide analysis related to driving business goals (hindsight, regional selling, and color selling, key item sheets).
- Partner with Planner, Merchandise to develop assortment sheets.
- Maintaining the System Administration functions within the Planning system.
-

COMPETENCIES:

- **Functional / Technical Skills:** Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
- **Decision Quality:** Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Priority Setting:** Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.
- **Conflict Management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise

- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Presentation Skills:** Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

QUALIFICATIONS:

- Bachelor's degree in finance or related field
- Minimum 2 – 3 years' experience in allocation, merchandising, demand forecasting, financial planning or analysis
- Strong systems skills with experience in SAP, Arthur, Retek, Excel and Access required
- Strong problem-solving and analytical skills
- Understanding of forecasting methodology and understanding of retail math
- Ability to makes decisions with limited information but also able to synthesize large quantities of data to drive business decisions
- Strong communication and presentation skills
- Builds collaborative partnerships cross-functionally

Chico's FAS Planner, Merchandise

Department: Planning & Allocation
Reports To: Director/Sr. Manager, Merchandise Planning

POSITION OBJECTIVE:

The Planner, Merchandise is responsible for the development of annual plans utilizing current sales and trend information. The Planner, Merchandise is primarily responsible for translating the Merchant's vision into viable plans and profitable results.

FUNCTIONAL RESPONSIBILITIES:

- Partner with the Merchants on the development of pre-season sales, markdown, margin, receipt and inventory
- Develop assortment plans to the style/choice level by store groupings
- Develop and monitor unit plans, projections, inventory flow, promotional strategies and seasonal sell-off plans
- Develop projections and inventory flow for key items/collections
- Partner with Sr. Planner to translate plan changes to impact on CAP
- Develop assortment sheets
- Analyze and reflect current trends in performance of strategy based on actual sales performance; revise in-season plans for sales and profitability; control inventory levels
- Partner with Merchant to develop and propose tactics in response to current business trends, such as:
 - Make recommendations for key financial meetings/decisions in order to maximize sales, margin and inventory productivity
 - Monthly plan review process: develop sales, markdown, receipt and inventory re-forecasts
 - Manage and execute promotional and liquidation strategy
 - Formulate alternate event options
 - Manage receipts and adjust inventory flow
 - Communicate revisions within the team and cross functionally
- Forecast monthly and seasonal store plans for allocation, OTB Plan and store review
- Partner with Allocation team to develop and utilize seasonal selling curves by region, climate, and store attribute
- Exhibit initiative to look beyond the everyday business to look for opportunities to maximize sales potential
- Partner and communicate with Production, Marketing, Allocation and Logistics
- Provide other analysis related to driving business goals (e.g. hindsight's, color-selling, etc.)

COMPETENCIES:

- **Conflict Management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Decision Quality:** Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Functional / Technical Skills:** Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Presentation Skills:** Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
- **Priority Setting:** Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.
- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

QUALIFICATIONS:

- Bachelor's degree; finance, operations, business a plus
- 3-5 years of experience in: retail merchandise planning, demand forecasting; inventory management, allocation or replenishment; financial planning or financial analysis experience
- 3 years of retail experience in assistant buying, or allocation; Merchant or merchandising experience desirable
- Strong problem-solving and analytical skills; strong aptitude with numbers; retail math skills, understanding of forecasting methodology
- Makes decisions with limited information but also able to synthesize large quantities of data to drive business decisions
- Strong communication and presentation skills: concisely presents complex information/recommendations in terms meaningful to various audiences
- PC proficiency with strong emphasis on Excel and Access
- Builds collaborative partnerships cross-functionally; identifies/influences critical stakeholders

Chico's FAS

Allocator I, Merchandise

Department: Chico's Planning & Allocation
Reports To: Sr. Allocator / Manager, Allocation

POSITION OBJECTIVE:

Responsible for merchandise allocation to frontline, franchise and direct sales stores. Duties include initial purchase order allocation, maintenance of warehouse back stock, consolidating older goods to top sellers and partnering with merchants and planners to assure the proper merchandise assortment for stores.

FUNCTIONAL RESPONSIBILITIES:

- Manage purchase orders from initial allocation through end of life cycle of merchandise, including replenishment and consolidation of goods to other stores or channels.
- Manage overall store inventory levels based on store capacity, seasonality and selling curves.
- Conduct periodic reviews to ensure that buy quantities and stock levels meet current sales trends.
- Manage the basic stock replenishment programs.
- Champion the Key Item program and partner with the Planner to maximize sales and profit.
- Recommend changes and/or enhancements to the current procedures and systems for the allocation and replenishment functions.
- Coordinate the flow of information within business, including coordination of priorities.

COMPETENCIES:

- **Functional / Technical Skills:** Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
- **Decision Quality:** Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Priority Setting:** Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

- **Conflict Management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise
- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Presentation Skills:** Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

QUALIFICATIONS:

- Bachelor's degree in business, finance, operations, or other related field preferred
- Minimum 1 year experience as an Allocator in an apparel specialty retailer; or minimum 3-4 years prior experience culminating as an Assistant or Associate Merchant in a Specialty or Department store
- Strong problem-solving and analytical skills; strong aptitude with numbers
- Ability to manage time and workload effectively
- Excellent written and verbal communication skills
- Flexibility to shift focus/priorities at a moment's notice
- Charismatic team player that exhibits excellent "team work" abilities
- Ideal candidate will have strong PC proficiency with a strong emphasis in Excel; Access a plus
- STS/PKMS and/or SAP experience a plus
- Quarterly market travel may be required

Chico's FAS Allocator II, Merchandise

Department: Chico's Planning & Allocation
Reports To: Manager, Allocation

POSITION OBJECTIVE:

The Merchandise Allocator II is responsible for merchandise allocation to frontline, franchise and direct sales stores. Duties include initial purchase order allocation, maintenance of warehouse back stock, consolidating older goods to top sellers and partnering with merchants and planners to assure the proper merchandise assortment for stores with the optimal inventory levels.

FUNCTIONAL RESPONSIBILITIES:

- Manages purchase orders from initial allocation through end of life cycle of merchandise, including replenishment and consolidation of goods to other stores or channels.
- Manages overall store inventory levels based on store capacity, seasonality and selling curves supporting in-store visual guides.
- Manages the basic stock replenishment programs developing size level recommendations
- Develops information queries, excel reporting, and analysis templates, which support the allocation and merchant teams.
- Champions the Key Item program and partners with the Planner to maximize sales and profit.
- Recommends changes and/or enhancements to the current procedures and systems for the allocation and replenishment functions.
- Coordinates the flow of information within business, including coordination of priorities.
- Review inventory levels and store rankings by department, and develop strategies to optimize inventory with new receipts and transfers/consolidations.
- Assign weekly shipping ranks for stores by class based on open to ship, weeks of supply, selling trends and seasonal peaks
- Develop and execute new store inventory allocation plans; to ensure new stores open with correct inventory levels and merchandise mix.
- Partners with Planning, Buying, MIS, Real Estate, Visual, Stores, to maximize sales and profits.
- Coordinate the flow of information within business, including coordination of priorities.

COMPETENCIES:

- **Functional / Technical Skills:** Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
- **Decision Quality:** Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is

excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Priority Setting:** Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.
- **Conflict Management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise
- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Presentation Skills:** Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

QUALIFICATIONS:

- Bachelor's degree in business, finance, operations, or other related field.
- 3+ years' experience as an Allocator in an apparel specialty retailer, or in a financial or store planning analyst role.
- Strong background in data analysis and retail allocation experience required
- Strong problem-solving and analytical skills; strong aptitude with numbers.
- Ability to manage time and workload effectively with flexibility to shift focus/priorities at a moment's notice.
- Excellent written and verbal communication skills.
- Charismatic team player that exhibits excellent "team work" abilities.
- PC proficiency with a strong emphasis in Excel; Access or query database experiences a plus. Demonstrated ability to create Excel-based reports and templates.

Chico's FAS Assistant Designer

Department: Chico's Design
Reports To: Sr. Designer/Designer

POSITION OBJECTIVE:

Assist the Design and Development Teams to execute the Seasonal Concept direction, line plan style needs, margin requirements, and completion of product. Communicate to vendors and other departments under the direction of the Sr. Designer and/or Designer.

FUNCTIONAL RESPONSIBILITIES:

- Assist Sr. Designer/Designer in creating the product collections at the beginning of each season
- Prepare development creative packages under direction of the Sr. Designer and/or Designer
- Prepare SRFs for development tech packets
- Assist in the preparation of seasonal product review meetings
- Create new artwork for novelty embellished items within the collections
- Create new silhouettes for categories within the collections
- Support development team by preparing necessary visual tools (i.e. sketches, doll boards, presentation boards, fabric swatches, color standards, etc.)

COMPETENCIES:

- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Creativity:** Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.
- **Informing:** Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.
- **Conflict Management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Presentation Skills:** Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
- **Building Effective Teams:** Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

QUALIFICATIONS:

- 4 year college degree with a design major
- 1 to 3 years' experience in Design or product development
- Excellent organizational skills
- Excellent verbal communication skills
- Some background in fit, fabric development, finishes and construction details
- Computer skills a must - Excel / Word (PDM / Micrographx, Adobe Illustrator a plus)

Chico's FAS Coordinator, Technical Design

Department: Technical Design
Reports To: Mgr/Sr. Technical Designer

POSITION OBJECTIVE:

This position is primarily responsible for assisting and supporting all of the operational functions in the Technical Design department.

FUNCTIONAL RESPONSIBILITIES:

- Assist Technical Designers, Sr. Technical Designer, and Technical Design Manager in special projects, which include technical drawing development, measurement method manual, label placement, PP/TOP files and shipping logs
- Utilize technical drawing skills for initial development of spec packages
- Responsible for development of technical sketches using Adobe Illustrator software or pen and ink drawings
- Maintain data and log samples upon receipt in the T&A calendar
- Participate in hand off fit sessions
- Maintain style number log by department
- Maintain Sample log for all PP/TOP and manage daily shipment of PP/TOP to the DC
- Maintain sample archives and sample sale garments for the department

COMPETENCIES:

- **Customer Focus**
Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect
- **Dealing with Ambiguity**
Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty
- **Drive for Results**
Can be counted on to exceed goals successfully; is constantly and consistently one of the PP/TOP performers; very bottom-line oriented; steadfastly pushes self and others for results
- **Functional / Technical Skills**
Has the functional and technical knowledge and skills to do the job at a high level of accomplishment
- **Integrity and Trust**

Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain

- **Listening**
Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees
- **Organizing**
Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner
- **Problem Solving**
Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers
- **Technical Learning**
Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new industry, company, product, or technical knowledge—like internet technology; does well in technical courses and seminars
- **Time Management**
Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities

QUALIFICATIONS:

- High school diploma, Associates degree in Fashion Design or a related field preferred
- Previous retail or administrative support experience
- Excellent written and verbal communication skills, organizational skills, and computer skills
- Entrepreneurial spirit and passion for apparel business and ability to work effectively as a team player

Chico's FAS Assistant Merchant

Department: Chico's Merchandising - 9101
Reports To: Associate Merchant / Merchant / Manager, Merchandising (MM)

POSITION OBJECTIVE:

Provide overall support to the Merchant team in creating an exciting product assortment that meets or exceeds sales volume and profit for their area. Intuitively respond to customer feedback, market trends, and work with Merchant to develop action plans that drive growth and increased profitability.

FUNCTIONAL RESPONSIBILITIES:

- Partner with Merchant on developing a competitive merchandise assortment that is customer focused
- Partner with Production and Allocation team to manage delivery flow and address issues as they arise.
- Create strong partnerships among cross functional areas including Planning, Product Development, Planning, Marketing, and Allocation and Visual
- Manage all order entry
- Sample Management
- Prepare MD's for merchant review
- Manage Purchase Order process (entry, handoff, and track with purchasing) for OTB
- Create P.O. worksheets based on approved buy plan; includes initiating P.O. revisions when applicable
- Develop relationship with customer to ensure merchandising/products reflect what Carolyn wants to buy
- An ability to prioritize tasks to balance the immediate and long term needs of the business

COMPETENCIES:

- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answer
- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Priority Setting:** Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.
- **Peer Relationships:** Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

- **Conflict Management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
- **Composure:** Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.
- **Decision Quality:** Makes good decisions (without considering how much times it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

QUALIFICATIONS:

- Zero to two years of retail experience with an apparel retailer preferred, but not necessary
- College Degree required
- Strong analytical skills
- Excellent computer skills
- Ability to multi-task and complete projects on time.
- Strong interpersonal skills; excellent written and verbal communication.
- Potential to grow to Associate Merchant level.

Chico's FAS Merchant

Department: Chico's Merchandising
Reports To: Merchandise Manager (MM) / Director, Merchandising (DMM)

POSITION OBJECTIVE:

Responsible for achieving sales, gross margin, and profit goals of a specific business through the selection, pricing and promotion of merchandise, and by utilizing appropriate merchandising and management techniques to maximize the company's return on inventory investment and space in stores. Develops and implements a strategy, analysis and appropriate reaction to sales trend in order to maximize business.

FUNCTIONAL RESPONSIBILITIES:

- Perform research analysis of their market and identifies trends and opportunities that can be applied to the core customer, identifies key opportunities
- Profile and comprehend core customer to ensure customer satisfaction
- Create strong partnerships among cross functional areas including Planning, Design, Product Management, Marketing, Allocation, and Visual
- Partner with Production and Product Management to achieve mark-up by setting target retails to meet financial goals and communicate to Design.
- Effectively manage the selection of merchandise in a timely manner
- Partner with the Design and Product Management teams to ensure proper fit and quality of merchandise
- Partner with Planning & Allocation to ensure the appropriate distribution to maximize sales of the business
- Develop and execute seasonal merchandise plans and pricing strategies
- Determine quantities to order by style, size, and color; validate to Line Plan and OTB plan
- Review the sales plan and makes merchandising decisions in partnership with Merchandise Manager
- Develop assortment plans that support the business's goals and key item focus
- Partner with production team to manage flow and timing of deliveries
- Attend stage set to understand the building fixture/shop concepts
- Validate space with assortment plan to ensure appropriate depth is achieved by store volume (size)
- Communicate with Product Management and Design on a recap of best and worst sellers
- Ensure ongoing coordination with DTC partners on final assortment
- Partner with Merchandise Manager to identify product to be advertised in mailers
- Manage, develop and educate direct reports. Provides guidance, mentoring/coaching and feedback on direct reports performance

COMPETENCIES:

- **Building Effective Teams:** Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
- **Conflict Management:** Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
- **Customer Focus:** Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products

and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Developing Direct Reports and Others:** Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.
- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Managing Vision and Purpose:** Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.
- **Organizational Agility:** Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answer
- **Strategic Agility:** Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

QUALIFICATIONS:

- 3 - 5 years of experience as a Merchant for a progressive national specialty apparel retailer
- BA/BS degree in related field from an accredited institution or equivalent combination of experience and education
- Strong interpersonal skills; excellent written and verbal communication.
- Excellent analytical skills
- Excellent planning and organizational skills
- Ability to run and manage the open to buy
- Ability to work with and interpret numbers and have a thorough knowledge of inventory/open to buy
- Superior negotiation skills
- Strong presentation skills

Chico's FAS

Business Systems Analyst

Department: Shared Services Systems
Reports To: Sr. Analyst, Business Systems / Manager / Director

POSITION OBJECTIVE:

The Analyst, Business Systems will serve as the liaison between various Business Functional teams, Technology teams, and Support teams and will provide business systems, project, process and change management leadership. The position is one of strategic importance that will significantly contribute to the continued improvement of all systems, processes and practices within the respective area.

The Analyst, Business Systems is expected to participate in a wide array of both short-term and long-term challenges/initiatives; work both on teams and independently; work on multiple requests simultaneously for more than one functional area and at a high level of quality and efficiency; and quickly become knowledgeable about the detail workings and requirements of assigned functional areas & initiatives.

This is a systems/functional/analytical role requiring a solid proven track record in communication skills – both verbal and written. This is not an application development position. However, it is responsible for helping in all aspects of the Systems Development Life Cycle (SDLC) process up to and including post implementation support.

FUNCTIONAL RESPONSIBILITIES:

Analysis and Solution Definition:

- Quickly understands business and data challenges within the organization and industry.
- Serves as the conduit between the customer community (internal and external) and the software development team through which requirements flow.
- Possesses strong analytical and product management skills, including a thorough understanding of how to interpret customer business needs and translate them into application and operational requirements.
- Proactively obtains, updates, and maintains functional requirements using interviews, document analysis, requirements workshops, surveys, site visits, business process descriptions, use cases, scenarios, business analysis, and task and workflow analysis.
- Critically evaluates information gathered from multiple sources, reconciles conflicts, decomposes high-level information into details, abstracts up from low-level information to a general understanding, and distinguishes user requests from the underlying true needs.
- Drives and challenges functional areas on their assumptions of how they will successfully execute their plans.
- Collaborates with developers and subject matter experts to establish the technical vision and analyzes tradeoffs between usability and performance needs.
- Successfully engages in multiple initiatives simultaneously
- Partners with Business users, partner consulting resources, and IT teams to advance their personal knowledge and use of both SAP and non-SAP systems and applications.

Technical Recommendation and Testing:

- Leads testing efforts (takes on a "testing captain" role)
- Ensures issues are identified, tracked, reported and resolved in a timely manner
- Works with functional areas and testing teams to identify required changes
- Communicates needed changes to development teams.

Project Execution:

- Works independently with users to define concepts as, with, and under direction of a project manager
- Develops detailed project plan(s) related to assigned initiatives
- Provides day-to-day project management expertise for one or more projects
- Acts as project team member in identifying and developing systems requirements for development
- Manages delivery of critical path items from related subject matter experts or business owners and understands the components of running fiscally successful projects with On Time/In Scope/On Budget delivery
- Proactively identifies and reports on risks, issues, and dependencies for the project
- Provides appropriate feedback to the project owner and/or takes appropriate action for course-correction on methodology
- Takes input from supervisor, and others, and appropriately and accurately applies comments / feedback
- Communicates and applies project standards
- Consistently delivers high-quality services to our internal / external customers

Organizational Awareness & Innovative Development:

- Conducts effective progress evaluations in a timely manner
- Mentors those with less experience through informal channels
- Seeks and participates in development opportunities above and beyond training required by this position
- Trains other innovators through both formal and informal training programs
- Leads special projects as assigned by IT management
- Performs cost analysis for proposed initiatives and projects
- Provides advice and recommendations on emerging IT trends
- Suggests areas for improvement in internal processes along with possible solutions
- Other duties as assigned

COMPETENCIES:

- **Problem Solving** - Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- **Dealing with Ambiguity** - Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
- **Business Acumen** - Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business

and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.

- **Process Management** - Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
- **Functional/Technical Skills** - Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
- **Drive for Results** - Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
- **Organizational Agility** - Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of the organization.
- **Customer Focus** - Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
- **Composure** - Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.
- **Planning** - Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

QUALIFICATIONS:

- BS/BA Degree in Technology related discipline and/or comparable experience
- 3-5 years' experience in Retail Merchandising Systems is required
- Proven track record in all aspects of SDLC
- Experience in writing technical documentation that may be required by any component of the SDLC process such as systems or modification specifications, projects schedules, testing plans and scripts, production turnover documentation and user documentation
- Effective communication skills, problem management, customer service, and the ability to interact with colleagues.
- Demonstrates solid understanding of system design including work process flows, database structures, data integrity, and consistency.
- Experience in an organization transformation and/or change implementation.
- Demonstrated ability to communicate to senior leadership in times of organizational change.
- Demonstrated effective teamwork and organizational skills, strong structure and procedures principles
- Ability to simultaneously handle multiple projects of varying complexity
- Strong use of query language program and/or a background in programming is helpful
- Must possess solid PC skills/Microsoft Office Products

Chico's FAS Software Engineer

Department: Various
Reports To: Supervisor/Manager

POSITION OBJECTIVE:

Coordinates, implements and monitors projects and technology that empower business groups with the technology necessary to achieve business objectives. This position assists in defining ongoing procedures, processes, workflow, system policies and guidelines. Provides analytical support and proactively recommends changes to improve technology and its application to the business.

FUNCTIONAL RESPONSIBILITIES:

- Ensures integrity of various systems, system upgrades, processes, and overall technical support.
- Partners with associates and management team to define and provide technical solutions that meet strategic needs.
- Consults with managerial and systems representatives to clarify program intent, develop back-up strategy and troubleshoot challenges.
- Utilizes test data product lines, analyzing test runs to ensure accuracy. Determines and conveys extent of program limitations.
- Facilitates batch Job creation, management, and scheduling and ensures issues are resolved in a timely and accurate manner.
- Collaborates with team members in writing test scripts, performing tests and providing appropriate follow-up actions and documentation.
- Monitors and resolve system performance issues, identifies and corrects application software problems
- Provides end user support, training and consultation to associates involved in the use of various systems.
- Anticipates future technology needs with regards to systems environment. Recommends procedural and workflow changes.
- Participates in system integration, product development and ongoing maintenance of the tables.

COMPETENCIES:

- **Problem Solving:** Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
- **Dealing with Ambiguity:** Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

- **Planning:** Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
- **Process Management:** Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flows; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
- **Business Acumen** - Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.
- **Functional/Technical Skills** - Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
- **Drive for Results:** Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
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- **Organizational Agility** - Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of the organization.

QUALIFICATIONS:

- Bachelor's Degree in Information Technology or equivalent combination of course work and job experience
- 5+ years' experience in Information Systems Development, plus 2 or more years' experience in a technical support role
- Experience in retail or related discipline (specialty apparel retail industry experience is preferred)
- Demonstrated experience with the technologies of the business environment specific to Host Transaction systems.
- Production support experience with the technologies of the business environment
- Relation database experience (programming or maintenance)
- Working knowledge of systems including hardware and software
- Broad knowledge and understanding of IT and IT related policies and procedures
- Strong communications skills including written, verbal, presentation and interpersonal.
- Experience in a large scale Corporate/Enterprise environments preferred

Lee Memorial Health Systems Physician

Lee Memorial Health System Criteria-Based Job Description & Performance Standards	
Position Title: Physician	Job Code: 4308
Responsible to: Chief Physician Executive	Date: 12/8/97 Revised: 12/26/98, 12/99, 2/07
Department: Lee Physician Services	Approval:

I. JOB SUMMARY:

A licensed credentialed Physician providing age and specialty appropriate medical care including diagnosis, treatment, consultation and follow-up.

II. JOB DUTIES:

1. Effectively identifies and addresses disease prevention and health promotion issues to meet the community needs.
2. Maintains legible and accurate medical records. Documents all medical evaluations, diagnosis, procedures, treatment, outcomes, referrals and consultations consistent with NCQA, JCAHO, state and other regulatory standards.
3. Adheres to Lee Memorial Health System Medical Staff bylaws, rules and regulations. Creates an atmosphere that promotes and maintains professional standards.
4. Supports the philosophy, objectives and mission of Lee Physician Group.
5. Treats all customers with courtesy, dignity and respect, giving careful consideration to the views, opinions and feelings of others.
6. Maintains level of patient satisfaction as dictated by policy. Demonstrates positive interpersonal skills in dealings with others.
7. Maintains confidentiality as per Lee Memorial Health System policy.

III. ADDITIONAL JOB DUTIES:

1. Participates in departmental, organizational, or community committees/activities as appropriate.
2. Analyzes new knowledge gained from conferences, workshops, professional literature and assimilates this knowledge into clinical practice.

JOB SPECIFICATIONS: (Physical and Mental Job Requirements)

External and internal applicants, as well as position incumbents who become disabled, must be able to perform the essential job specific functions (listed within each job specific responsibility) either unaided or with the assistance of a reasonable accommodation to be determined by the organization on a case by case basis. If the requirement is not marked, then it is considered not applicable.

Requirement	Occasionally (i.e., Monthly)	Frequently (i.e., Weekly)	Continually (i.e. Daily)	Requirement	Occasionally (i.e., Monthly)	Frequently (i.e., Weekly)	Continually (i.e. Daily)
General Requirements (has the ability to...)				Required Lifting (ability to lift...)			
Sit	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Up to 10 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Stand	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	11 to 24 lbs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	25 to 34 lbs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Drive	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	35 to 50 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bend	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	51 to 75 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	76 to 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Over 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crouch	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Twist	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Pushing/Pulling (ability to push and pull...)			
Maintain Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Up to 10 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Reach	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	11 to 24 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
				25 to 34 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sensory Requirements (has ability for...)				35 to 50 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Far Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	51 to 75 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Near Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	76 to 100 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Color Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Over 100 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Depth Perception	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Seeing Fine Details	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Environmental (may be exposed to...)			
Hearing Norm Speech	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Infectious Diseases	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hearing Overhead Pages	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chemical Agents	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Dust, Fumes, Gases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				Extremes in Temperature or Humidity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental & Emotional Requirements (ability to...)				Hazardous or Moving Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cope with high level of stress	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Unprotected Heights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make decisions under high pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Loud Noises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cope with anger/fear/hostility of others in a calm way	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Manage altercations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Others (note below)			
Concentrate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Late Days/Weekends	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Handle a high degree of flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Handle multiple priorities in stressful situation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Work alone	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Demonstrate high degree of patience	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Adapt to shift work	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Work in areas that are close and crowded	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Hand Manipulation (ability with...)							
Simple Grasping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Firm Grasping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Fine Manipulation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Use of Keyboards	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				

Lee Memorial Health Systems Physician Assistant

LEE MEMORIAL HEALTH SYSTEM JOB DESCRIPTION AND PERFORMANCE REVIEW - Part 2 -

JOB TITLE: Critical Care Physician Assistant **JOB CODE:** 6236
DEPARTMENT: Lee County Trauma Services District **DEPT CODE:** 386
REVISION DATE: February 2010 **FLSA STATUS:** Exempt
REPORTS TO: Director, Lee County Trauma Services **LEVEL:** Employee

EMPLOYEE NAME: _____ **EMPLOYEE #:** _____

JOB SUMMARY: Responsible for the delivery of patient care through the process of assessment, diagnosing, planning, implementation, and evaluation. Performs responsibilities in five areas of practice: clinician, teacher, researcher, leadership and professional development. Collaborates with other professional disciplines to ensure effective and efficient patient care delivery and the achievement of desired patient outcomes. Supports the organization vision and mission. Uses knowledge of patient's age and cultural diversity into the provision of patient care. Contributes to the provision of quality patient care through excellence in customer service and performance improvement techniques that demonstrate positive outcomes in patient care. PA's are required to function consistent with Florida Law.

JOB REQUIREMENTS

Education: Graduate of accredited Physician Assistant program
Experience: Two years as an PA preferred with clinical experience practicing at advanced level
Training: BLS, ACLS, critical care support course
Licensure: Currently licensed in the State of Florida
Other: Communication and interpersonal skills, basic computer skills and customer service skills required.

AGE-SPECIFIC POPULATION(S) SERVED: (Check all that apply)

- | | | |
|--|---|--|
| <input type="checkbox"/> Stage 1a:
Neonate (Birth – 28 days) | <input type="checkbox"/> Stage 4:
School Age (6-12 yrs) | <input type="checkbox"/> Stage 8:
Mature Adult (65+ years) |
| <input type="checkbox"/> Stage 1b:
Infant (29 days to 17 months) | <input type="checkbox"/> Stage 5:
Adolescence (12-18 yrs) | <input checked="" type="checkbox"/> All Age Groups |
| <input type="checkbox"/> Stage 2:
Toddler (18 months to 3 years) | <input type="checkbox"/> Stage 6:
Young Adult (19-40 years) | <input type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Stage 3:
Preschool (3-6 years) | <input type="checkbox"/> Stage 7:
Adult (40-65 years) | |

JOB SPECIFICATIONS: (Physical and Mental Job Requirements)

External and internal applicants, as well as position incumbents who become disabled, must be able to perform the essential job specific functions (listed within each job specific responsibility) either unaided or with the assistance of a reasonable accommodation to be determined by the organization on a case by case basis. If the requirement is not marked, then it is considered not applicable.

Requirement	Occasionally (i.e., Monthly)	Frequently (i.e., Weekly)	Continually (i.e., Daily)	Requirement	Occasionally (i.e., Monthly)	Frequently (i.e., Weekly)	Continually (i.e., Daily)
General Requirements (has the ability to...)				Required Lifting (ability to lift...)			
Sit	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Up to 10 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Stand	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	11 to 24 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	25 to 34 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Drive	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	35 to 50 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bend	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	51 to 75 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Climb	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	76 to 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Kneel	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Over 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Crouch	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twist	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Pushing/Pulling (ability to push and pull...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Up to 10 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Reach	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	11 to 24 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
				25 to 34 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
				35 to 50 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sensory Requirements (has ability for...)							
Far Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	51 to 75 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Near Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	76 to 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Color Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Over 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Depth Perception	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeing Fine Details	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Environmental (may be exposed to...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hearing Norm Speech	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Infectious Diseases	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hearing Overhead Pages	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chemical Agents	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Dust, Fumes, Gases	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
				Extremes in Temperature or Humidity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				Hazardous or Moving Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental & Emotional Requirements (ability to...)				Unprotected Heights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cope with high level of stress	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Loud Noises	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make decisions under high pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cope with anger/fear/hostility of others in a calm way	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Others (note below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage altercations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Late nights/weekends	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Concentrate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handle a high degree of flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handle multiple priorities in stressful situation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work alone	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrate high degree of patience	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adapt to shift work	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in areas that are close and crowded	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hand Manipulation (ability with...)							
Simple Grasping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firm Grasping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine Manipulation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Keyboards	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Lee Memorial Health Systems
Advanced Registered Nurse Practitioner**

Lee Memorial Health System Job Description & Employment Criteria		
Position Title: LPG Mid Level Provider— ARNP	Job Code: 6226	
Responsible to: Director of Clinical Operations/Ambulatory Operations Manager	Date: January, 2005	Revised: June, 2009
Department: Lee Physician Services	Approval: D. Smith RN	

DEFINITION:

A Mid Level Provider (MLP) includes ARNP's, PA-C's, and CNM's licensed in the State of Florida and meeting established employment criteria.

JOB SUMMARY:

A licensed and credentialed ARNP provides diagnosis, treatment, consultation, and follow up under the supervision of one or more LPG/LCC Physicians. The ARNP provides age and specialty appropriate medical care at the level of training achieved. The ARNP may provide health care services to clients in the office, hospital or post acute care setting.

JOB DUTIES:

1. Effectively identifies, evaluates, and addresses disease treatment and management while administering quality patient care according to individual protocols.
2. Works in an interdependent relationship with the supervising physician, which allows for consultation, collaboration or referral, according to established protocols.
3. Responsible for the diagnosis and treatment of acute, chronic and long term health care issues. Educates patients and or families about preventative care, medical problems, and use of prescribed medical treatments or medications.
4. Maintains legible, accurate and confidential medical records. Documents all medical evaluations, diagnosis, procedures, treatment, outcomes, education, referrals and consultations consistent with licensing, regulatory standards, and System policy and procedures.
5. Facilitates evaluation of records by physician(s), peers and LPG Quality and Standards according to protocols, and receives and implements constructive directives.
6. Adheres to LMHS Medical Staff bylaws, rules and regulations as they pertain to Allied Health Professionals. Supports the mission, vision and values of LMHS and LPG/LCC. Serves as a patient advocate within LMHS, and the community.

7. Participates in departmental and organizational committees/activities as appropriate or required.
8. Analyzes new knowledge gained from conferences, workshops, professional literature or "hands on training" and assimilates this knowledge into clinical practice.

REQUIREMENTS FOR EMPLOYMENT:

1. Possesses a Masters' degree from a program that educates the individual in a nursing clinical specialty area with preparation in specialized practitioner skills. Exception to this requirement, ("grand fathered in"), by the Florida Board of Nursing (FL BON), are those individuals who graduated prior to October 1, 1998 from a formal post basic educational program designed to prepare the individual for an advanced practice nursing role.
2. Certified by an appropriate National specialty board in area in which the ARNP is to practice, recognized by the FL BON (Per ARNP preference or as required by Florida law if ARNP license obtained after July 1, 2006).
3. Licensed and Certified by the Florida Department of Health, Board of Nursing as an "Advanced Registered Nurse Practitioner".
4. Meets continuing education requirements as specified by the FL BON.
5. Meets continuing education requirements as determined by their specialty Board.
6. Supervising physician must be licensed under Florida Statutes 458 or 459.

DOCUMENTS REQUIRED FOR PRACTICE:

1. Florida Board of Nursing Requirements for Protocol between ARNP and Supervising Physician:
As required by the Department of Health, Florida Board of Nursing per Florida Statutes 464 and Florida Administrative Code 64B9, a written protocol shall exist between the ARNP and supervising physician(s), and is signed by all parties. This protocol is reviewed and re-signed on a biennial basis coinciding with license renewal.
 - a. General Data:
 - Signatures of individual parties to the protocol.
 - Name, address, ARNP certificate number.
 - Name, address, license number, and DEA number of the physician.
 - Nature of practice, practice location, including primary and satellite sites.
 - Date developed and dates amended with signatures of all parties.

b. Collaborative Practice Agreement:

- A description of the duties of the ARNP.
- A description of the duties of the physician.
- The management areas for which the ARNP is responsible, including:
 - The conditions for which therapies may be initiated.
 - The treatments that may be initiated by the ARNP, depending on patient condition and judgment of the ARNP.
 - Drug therapies that the ARNP may prescribe, initiate, monitor, alter, or order.
- A provision for biennial review and resigning coinciding with license renewal.
- Specific conditions and a procedure for identifying conditions that require direct evaluation or specific consultation by the supervising physician.

c. Requirements for protocol filing:

- The original of the protocol shall be filed with the FL BON upon the establishment of the relationship between the ARNP and supervising physician, and yearly thereafter. **Mail to: Department of Health, Board of Nursing 4052 Bald Cypress Way, BIN # C-02, Tallahassee, FL 32399-3253.**
- A copy of the protocol shall be kept on file at the site of practice of each party to the protocol.
- A copy of the protocol shall be kept on file at the LPS administrative offices.
- Any alterations to the protocol or amendments should be signed by the ARNP and supervising physician and filed with FL BON within 30 days of the alteration.
- After the termination of the relationship between the ARNP and supervising physician, each party is responsible for insuring that a copy of the protocol is maintained for future reference for a period of four years.
- Although not required by the FL BON, if there is a termination of the ARNP/Physician supervisory relationship a notice is sent to the FL BON at the address noted above and kept on file for a period of four years at the LPS offices.

2. Florida Board of Medicine Requirements for Protocol between ARNP and Supervising Physician:

Required by Florida Department of Health, Board of Medicine per Florida Statutes 464 and Florida Administrative code, ARNPs may perform medical acts of diagnosis, treatment, and operation pursuant to a protocol between the ARNP and a Florida-licensed medical doctor or osteopathic physician.

a. Required form:

The Board of Medicine is to be given notice of the establishment or termination of a formal supervisory relationship between the ARNP and physician via state form: DH-MQA 1069.

b. Requirements for protocol filing:

- The original of the form shall be filed with the Florida Board of Medicine within 30 days of the establishment or termination of the formal supervisory relationship between the ARNP and the Physician. **Mail to: Department of Health, Board of Medicine, 4052 Bald Cypress Way, Bin #C-03, Tallahassee, FL 32399-3253.**
- A copy of the form shall be kept on file at the site of practice of each party noted on the form.
- A copy of the form shall be kept on file at the LPS Administrative offices.
- After the termination of the relationship between the ARNP and supervising physician, each party is responsible for insuring that a copy of the protocol is maintained for future reference for a period of four years. LPS Administrative offices will also keep a copy on file for four years.

3. Application for hospital privileges:

If an ARNP is working with a physician who has hospital privileges and the ARNP is to be involved in the care of any patients who are hospitalized, the ARNP must apply for credentialing and privileging via the Medical Staff office(s) in the hospital(s) in which the Physician/ARNP will be providing care.

SUPERVISION:

Information per Florida Statutes 464, 458 & 459 and Florida Administrative Code 64B8 & 64B9

The degree and method of supervision, determined by the ARNP and the physician, shall be specifically identified in the written protocol and shall be appropriate for prudent health care providers under similar circumstances. "General supervision" by the physician is required unless the Florida Administrative Code (Chapter 64B9) sets a different level of supervision for a particular act. **General Supervision per definition of the Board of Nursing:** Supervision whereby a practitioner currently licensed under Florida Statutes 458 or 459 authorizes procedures being carried out but need not be present when such procedures are performed. The ARNP must be able to contact the practitioner when needed for consultation and advice either in person or by communication devices.

- Risk to the patient.
- Educational preparation, specialty, and experience of the parties to the protocol.
- Complexity and risk of the procedures.
- Practice setting.
- Availability of the physician.

No specific requirements are set by the FL BON with regard to co-signing ARNP charts. Requirement below for co-signature of hospital charts determined by hospital Medical Staff by-laws and Rules.

OFFICE SUPERVISION:

1. Documentation:

- All tasks/procedures performed by the ARNP are to be documented in the appropriate medical record.

2. Specifications regarding practice:

- Within the framework of an established protocol the ARNP shall perform the following functions:
 - Manage selected medical problems.
 - Initiate, monitor or alter therapies for certain uncomplicated acute illnesses.
 - Monitor and manage patients with stable chronic diseases.
 - Order physical and occupational therapy.
 - Establish behavioral problems and diagnosis and make treatment recommendations.

3. Prescribing of medications:

- May prescribe medications **with the exception of controlled substances** as noted in Florida Statute 893.

HOSPITAL SUPERVISION:

1. Documentation:

- All tasks/procedures performed by the ARNP are to be documented in the appropriate medical record.
- All **histories and physicals** performed by the ARNP are to be **co-signed** by the supervising physician, per the requirements of the hospital's By-laws and Rules.
- All **orders** given by the ARNP must be reviewed and **co-signed** by the supervising physician, per the requirements of the hospital's By-laws and Rules.

2. Specifications regarding practice:

- ARNP's **may not admit** patients to the hospital.
- ARNP's may **attend** only those patients under the care of the supervising physician.
- Perform duties and procedures as outlined in the hospital's Medical Staff Rules and Regulations.
- Prescribing of medications:

ARNP's may prescribe medicinal drugs for hospitalized patients as utilized in the supervising physician's hospital practice.

Behavioral Competencies (Skill Definitions):

1. **Deal with Ambiguity-** Maintains composure and handles frequent job changes or unexpected disruptions; works with conflicting, delayed or unclear information; remains effective when faced with change and uncertainty.
2. **Versatility-** Takes on new or multiple roles and responsibilities and does them well; is flexible when considering options or opinions; is open to new ideas and change.
3. **Attention to Detail-** Is thorough and complete when working with assembling, processing, or providing detailed information; tracks details even while under pressure.
4. **Team Work –** Cooperates to build consensus; assists others to achieve team goals; participates in meetings so they are productive; takes on extra work to meet team objectives.
5. **Self-Control –** Maintains a composed, problem solving approach when faced with unrealistic expectations, pressing time demands, frustration or interpersonal conflict.
6. **Responsiveness –** Takes action to meet the needs of others; responds to solve problems; minimizes delays or problems with little or no supervision.

7. **Trust and Respect** – Demonstrates and treats others in an honest and straightforward manner; keeps dealings with others confidential; keeps word and follows through on commitments.
8. **Analyzing** – Breaks problems and information down in order to systematically identify the cause of problems or make recommendations; gathers information from multiple sources; analyzes complex information; organizes information for analysis.

JOB SPECIFICATIONS: (Physical and Mental Job Requirements)

External and internal applicants, as well as position incumbents who become disabled, must be able to perform the essential job specific functions (listed within each job specific responsibility) either unaided or with the assistance of a reasonable accommodation to be determined by the organization on a case by case basis. If the requirement is not marked, then it is considered not applicable.

Requirement	Occasionally (i.e., Monthly)	Frequently (i.e. Weekly)	Continually (i.e. Daily)	Requirement	Occasionally (i.e., Monthly)	Frequently (i.e. Weekly)	Continually (i.e. Daily)
General Requirements (has the ability to...)				Required Lifting (ability to lift...)			
Sit	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Up to 10 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Stand	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	11 to 24 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	25 to 34 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Drive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	35 to 50 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bend	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	51 to 75 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Climb	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	76 to 100 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Kneel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Over 100 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crouch	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Twist	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Pushing/Pulling (ability to push and pull...)			
Maintain Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Up to 10 lbs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reach	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	11 to 24 lbs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overhead Work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25 to 34 lbs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sensory Requirements (has ability for...)				35 to 50 lbs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Far Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	51 to 75 lbs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Near Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	76 to 100 lbs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Color Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Over 100 lbs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Depth Perception	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Seeing Fine Details	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Environmental (may be exposed to...)			
Hearing Norm Speech	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Infectious Diseases	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hearing Overhead Pages	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Chemical Agents	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Dust, Fumes, Gases	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
				Extremes in Temperature or Humidity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Mental & Emotional Requirements (ability to...)				Hazardous or Moving Equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cope with high level of stress	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Unprotected Heights	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make decisions under high pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Loud Noises	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cope with anger/fear/hostility of others in a calm way	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
Manage altercations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Others (note below)			
Concentrate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Accepts flexible schedule to meet unit needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handle a high degree of flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handle multiple priorities in stressful situation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work alone	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrate high degree of patience	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adapt to shift work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in areas that are close and crowded	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hand Manipulation (ability with...)					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Simple Grasping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firm Grasping	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine Manipulation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Keyboards	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SCORING DURING PERFORMANCE REVIEW:

Refer to the Job Description and Performance Review PART 1 document for information and examples regarding ratings, scoring, weights and points.

SPECIFIC JOB STANDARDS – (Combined weight for this section should equal 75)

1) **Assessment** – (Evaluated on 5 chart audits: 4 out of 5 charts compliant to be Fully Successful; 5 out of 5 charts compliant to be Exceptional)

Collects patient health data involving the patient, family, and other healthcare providers as appropriate to assure holistic care.

- ◆ Advanced directives are determined and follow-up is done within 24 hours as needed.
- ◆ Completes the assessment within 24 hours of admission for inpatients as per LMHS policy.
- ◆ Determines the priority of data collection activities by the patient's immediate condition or needs.
- ◆ Collects pertinent data using appropriate assessment techniques and instruments. The following are assessed for each patient:

Physical status	Nutritional	Risk for Fall
Psychological status	Medication Reconciliation	Social status
Cultural/Spiritual	Functional	Skin Integrity
- ◆ Continues a data collection process that is systematic and ongoing based on patient response to treatment, medications, and changes in condition.
- ◆ Assesses pertinent age-specific data.
- ◆ Identifies self to patient and family, orients to room and to the roles of each member of the care delivery team.

Review: Points (____) x Weight (5) = Score (____)

2) **Care Planning** – (Evaluated on 5 chart audits: 4 out of 5 charts compliant to be Fully Successful; 5 out of 5 charts compliant to be Exceptional)

- A. **Diagnosis:** Analyzes the assessment data in determining nursing diagnosis.
 - Validates nursing diagnoses/patient problems, identifies co-morbidities and formulates outcomes mutually with the patient, significant others, and health care providers, when possible and appropriate.
 - Documents nursing diagnoses/patient problems in a manner that facilitates the determination of expected outcomes and interdisciplinary plan of care.
- B. **Outcome Identification:** Identifies expected outcomes individualized to patient and derives the outcomes from the nursing diagnoses/patient problems.
 - Ensures outcomes are culturally appropriate, age-specific and realistic in relation to the patient's present and potential capabilities and available resources, and are attainable by discharge.
 - Ensures outcomes provide direction for continuity of care by identifying needed resources in collaboration with case manager, social worker, psychiatric nurse, etc. as appropriate.
- C. **Planning:** Develops a plan of care in collaboration with patient, family, and other healthcare providers. The plan of care prescribes interventions to attain expected outcomes
 - Develops or revises an individualized interdisciplinary plan of care that:
 - Incorporates co-morbidities
 - Is based on initial and ongoing data, which includes measurable goals/outcomes

- Reflects values/preferences of patient and/or family
- Identifies interventions to achieve outcomes/goals
- Ensures discharge needs are identified on admission and appropriately addressed
- Includes the provision for continuity of care including appropriate referrals as needed
- Provides patient education and documents per plan of care.
- Evaluates the patient's progress towards attainment of outcomes and ensures the evaluation is on-going

D. Priorities of Care/Implementation of Plan of Care:

- Implements interventions timely and in an appropriate manner.
- Recognizes and manages problems appropriately.
- Enables the patient/family/support system to participate in care and facilitates self-care as soon as possible.
- Serves as a patient/family advocate and communicates patient's interests/needs, without judgments, to caregivers on other shifts and units, and of other disciplines.

Review: Points (____) x Weight (5) = Score (____)

3) Quality of Care

Systematically evaluates the quality and effectiveness of nursing practice and participates in activities that support evidence based practices including:

Fully successful:

- ◆ Acquiring knowledge of current core measures.
- ◆ Unit based quality indicators to revise practice.
- ◆ Incorporating changes in policies, procedures, and standards based on best practice into nursing practice.
- ◆ Seeking supervision, consultation, or assistance when unable to perform effectively or safely independently.
- ◆ Reporting changes to MD/charge nurse.
- ◆ Utilizing system approved resources such as Micromedex, Internet, etc.

Exceeds Standards:

- ◆ Chairs the Nursing and Quality Practice Council.
- ◆ Leads a departmental quality initiative that is unit based.

Review: Points (____) x Weight (5) = Score (____)

4) Professional Development and Education

Participates in ongoing educational activities related to clinical knowledge and professional issues. Seeks experiences that reflect current clinical practice in order to maintain current clinical skills and competence.

Fully successful:

- ◆ Acquires/maintains knowledge, skills, and competency appropriate to the specialty area and practice setting. Continually strives to improve the delivery of care to patients.
- ◆ Attends at least 1 (4 hour minimum) professional education & development program .
- ◆ Reads research and evidence based articles related to patient care.

Exceeds Standards:

- ◆ Participates in community organizations or events.

Review: Points (____) x Weight (5) = Score (____)

5) Collegiality

The nurse shares knowledge and skills with colleagues through unit in-services, poster boards, serving as a preceptor/clinical coach, etc.

Fully Successful

- ◆ Provides peers and subordinates with constructive feedback regarding their practice
- ◆ Contributes to an environment that is positive and encouraging to the clinical education of nursing students, other healthcare students, and other employees.
- ◆ Communicates openly with other members of the care team and with management, is positive and responsive to the need for change.

Exceeds Standards:

- ◆ Functions as an active participant in departmental and division/system committees such as CPC, Unit quality councils and/or giving unit in-services, creating poster boards or by serving as Clinical Coach

Review: Points (____) x Weight (5) = Score (____)

6) Safety

- ◆ Commits to intervene and STOP any observed unsafe practice and reports immediately
- ◆ Consistently verifies patient using two (2) identifiers during all encounters.
- ◆ Utilizes MAR at the bedside for medication administration and patient identification using the five (5) Rights.
- ◆ "High alert drugs" are independently double-checked by two (2) licensed practitioners before administration.

Fully successful:

- ◆ Follows all components of the Medication Administration Policy.
- ◆ Determines appropriate treatments, procedures and activities to delegate to designated care givers based on scope of practice, caregiver skill, workload and patient condition.
- ◆ Consistently follows all components of the restraint policy.
- ◆ Conducts "time outs" for all procedure interventions.
- ◆ Consistently follows all the components of nurse to nurse communication bundle.
- ◆ Maintains and responds to all department specific and clinical alarms per policy.

Exceeds Standards:

- ◆ Championing a safety initiative; generates and/or implements an initiative.

Review: Points (____) x Weight (5) = Score (____)

7). Unit/Department Specific Performance Improvement / Quality Goal

(Individualized for unit specific nursing sensitive indicators, hospital acquired conditions and nurse specific components of core measures)

Fully Successful:

Exceptional:

Review: Points (____) x Weight (20) = Score (____)

8) Patient Experience Goal (HCAPS / Press Ganey)

Fully Successful: 74% Overall Satisfaction

Exceptional: >74% Overall Satisfaction

Review: Points (____) x Weight (25) = Score (____)

Lee Memorial Health Systems
IS Analyst

LEE MEMORIAL
HEALTH SYSTEM

LEE MEMORIAL HEALTH SYSTEM
JOB DESCRIPTION AND PERFORMANCE REVIEW
- Part 2 -

JOB TITLE: IS Analyst
DEPARTMENT: Clinical Information Systems
REVISION DATE: October 10, 2008
REPORTS TO: System Director, Clinical Information Systems
EMPLOYEE NAME:

JOB CODE: 2301
DEPT CODE: 916
FLSA STATUS: Exempt
LEVEL: Employee
EMPLOYEE #:

JOB SUMMARY: The analyst is responsible for the maintenance and support of assigned systems and delivering enhancements as assigned. The Analyst is also a contributing participant on project teams.

JOB REQUIREMENTS:

Education: Bachelor's and/or at least 1 year of applicable experience
Experience:
Training:
License:
Other: Familiarity with Microsoft Office Suite preferred (Outlook, Excel, Word)

AGE-SPECIFIC POPULATION(S) SERVED: (Check all that apply)

- | | | |
|--|---|--|
| <input type="checkbox"/> Stage 1a:
Neonate (Birth – 28 days) | <input type="checkbox"/> Stage 4:
School Age (6-12 yrs) | <input type="checkbox"/> Stage 8:
Mature Adult (65+ years) |
| <input type="checkbox"/> Stage 1b:
Infant (29 days to 17 months) | <input type="checkbox"/> Stage 5:
Adolescence (12-18 yrs) | <input type="checkbox"/> All Age Groups |
| <input type="checkbox"/> Stage 2:
Toddler (18 months to 3 years) | <input type="checkbox"/> Stage 6:
Young Adult (19-40 years) | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Stage 3:
Preschool (3-6 years) | <input type="checkbox"/> Stage 7:
Adult (40-65 years) | |

**Lee Memorial Health Systems
Business System Analyst**

**LEE MEMORIAL
HEALTH SYSTEM**

**LEE MEMORIAL HEALTH SYSTEM
JOB DESCRIPTION AND PERFORMANCE REVIEW
- Part 2 -**

JOB TITLE:	Business System Analyst	JOB CODE:	2302
DEPARTMENT:	Clinical Information Systems	DEPT CODE:	916
REVISION DATE:	October 1, 2008	FLSA STATUS:	Exempt
REPORTS TO:	System Director, Clinical Information Systems	LEVEL:	Employee
EMPLOYEE NAME:		EMPLOYEE #:	

JOB SUMMARY: Active participant on project teams contributing based on particular area of business expertise. Delivers enhancements and contributes to maintenance and support of assigned systems. May coordinate routine small and medium projects of limited complexity.

JOB REQUIREMENTS:

Education: Bachelor's and/or at least 3 yrs of applicable experience (healthcare, clinical, other IT)
Experience: 3+ yrs of applicable experience (healthcare, clinical, other IT)
Training: Clinician, Healthcare Operations and/or IT training
License: Clinician preferred for certain positions
Other: Familiarity with Microsoft Office Suite (Outlook, Excel, Word)

AGE-SPECIFIC POPULATION(S) SERVED: (Check all that apply)

- | | | |
|--|---|--|
| <input type="checkbox"/> Stage 1a:
Neonate (Birth – 28 days) | <input type="checkbox"/> Stage 4:
School Age (6-12 yrs) | <input type="checkbox"/> Stage 8:
Mature Adult (65+ years) |
| <input type="checkbox"/> Stage 1b:
Infant (29 days to 17 months) | <input type="checkbox"/> Stage 5:
Adolescence (12-18 yrs) | <input type="checkbox"/> All Age Groups |
| <input type="checkbox"/> Stage 2:
Toddler (18 months to 3 years) | <input type="checkbox"/> Stage 6:
Young Adult (19-40 years) | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Stage 3:
Preschool (3-6 years) | <input type="checkbox"/> Stage 7:
Adult (40-65 years) | |

**Lee Memorial Health Systems
Business System Analyst**

**LEE MEMORIAL
HEALTH SYSTEM**

**LEE MEMORIAL HEALTH SYSTEM
JOB DESCRIPTION AND PERFORMANCE REVIEW
- Part 2 -**

JOB TITLE:	Project Coordinator/Business Systems Analyst	JOB CODE:	2304
DEPARTMENT:	Clinical Information Systems	DEPT CODE:	916
REVISION DATE:	October 1, 2008	FLSA STATUS:	Exempt
REPORTS TO:	System Director, Clinical Information Systems	LEVEL:	Employee
EMPLOYEE NAME:		EMPLOYEE #:	

JOB SUMMARY: Conduct business process analyses, needs assessments, and preliminary cost/benefit analyses in an effort to align information technology solutions with business initiatives. Prepares and executes functional, system and program specifications using structured methodology. Independently leads and coordinates medium and small projects responsible for managing and meeting project timeline, budget and quality parameters. Applies advanced business systems analyst knowledge and expertise to accomplish business objectives.

JOB REQUIREMENTS:

Education: Bachelor's and/or at least 3 yrs of directly applicable experience
Experience: 3+ yrs of directly applicable experience (healthcare, clinical, other IT); project lead experience required
Training: Clinician, Healthcare Operations and/or IT training
License: Clinician preferred for certain positions
Other: Working knowledge of Microsoft Office Suite (Outlook, Excel, Word, PowerPoint), MS Project and Visio (or similar tools)

AGE-SPECIFIC POPULATION(S) SERVED: (Check all that apply)

- | | | |
|--|---|--|
| <input type="checkbox"/> Stage 1a:
Neonate (Birth – 28 days) | <input type="checkbox"/> Stage 4:
School Age (6-12 yrs) | <input type="checkbox"/> Stage 8:
Mature Adult (65+ years) |
| <input type="checkbox"/> Stage 1b:
Infant (29 days to 17 months) | <input type="checkbox"/> Stage 5:
Adolescence (12-18 yrs) | <input type="checkbox"/> All Age Groups |
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Young Adult (19-40 years) | <input checked="" type="checkbox"/> Not Applicable |
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