

2020 DOD WORLDWIDE HUMAN RESOURCES TRAINING EVENT FREQUENTLY ASKED QUESTIONS: “WORKFORCE ANALYTICS”

On 15-16 September 2020, the Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy and Defense Civilian Personnel Advisory Service (DCPAS) hosted a 2-day virtual Worldwide Human Resources Training Event (WWHRTE). Attendees were provided an invaluable opportunity to hear from key leaders on efforts directly impacting DoD’s HR community. Attendees were encouraged to forward questions and comments related to the material presented.

Below are submitted questions and prepared responses for the Workforce Analytics presentation.

Q: What efforts are being made to ensure data integrity (reduced errors and blanks) as HR is asked to work faster (and with fewer/inadequate resources to meet time demands)? This has, in some cases, negatively impacted data analytics efforts -- data being used for decision-making.

A: There has been much focus on error reduction and streamlined processes as an outcome of transitioning from DCPDS to DCHRMS. Increasing features such as auto populate and integration of systems to avoid manual data entry should result in a reduction of both errors and manual updates that can lead to data integrity issues.

Q: Will there ever be an update to the BOBi data dictionary. It is a/o 2008. Some issues include fields that don't have definitions and non-standard naming conventions (e.g. "Name Pers" for full name or "Ar Psn Car Pgm Cd" for career program).

A: CMIS data dictionary updates were discontinued several years ago when DoD's Configuration Management Information System (CMIS) funding was reduced. With the adoption of DCHRMS, DoD will reassess the need to invest in providing updates to the BOBi data dictionary, pending final decisions on CMIS and future data warehouse requirements.

Q: Will there be a move to specialize HR Information Systems Specialists to become more specialized in data science and analytics tied to HR (e.g. developing training plans to standardized the knowledge base)?

A: The Human Resources Functional Community is currently initiating several Communities of Practice to facilitate credentialing / certification programs within HR sub-specialties. DoD's HR Functional Community Executive Manager (Ms. Michelle LoweSolis, DCPAS Director) is dedicated to building workforce analytics proficiency into the HR workforce. In the last HR Functional Community Executive Council, DCPAS took an action to look at a credentialing program for HR Information Systems. We expect to be bringing our recommendations to the Executive Council in early CY21.

Q: When it comes to Human Capital Management and workforce development, who is the lead...HRO or Manpower. It seems the functions between the two offices are misunderstood. Are there any plans to place Manpower within HRO to be more in line with Corporations?

A: This is a common discussion with the DCPAS workforce data analysts as well. From our perspective, there are continuous opportunities for the personnel and manpower functions to collaborate and leverage efforts and expertise. In the truest sense of the terms Human Capital Management and Workforce Development, both fall under the purview of Human Resources. Therefore, we work closely with DoD Manpower authorities and manpower data owners at the DoD Enterprise level, certainly as it pertains to ensuring that the "manpower requirement" (as defined by the authoritative Manpower documents) is correctly captured. DCPAS relies heavily on manpower data to measure skills



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gaps by comparing on-board inventory to authorizations, and needs accurate current data to best inform decision makers and policy developers. As there is no plan to formally consolidate Manpower with HR in DoD, we are responsible to ensure that we continue to collaborate and communicate both consistently and effectively with our Manpower counterparts.

Q: What automated tools are used for competency and skill gap analysis?

A: Competency gaps are identified when the DoD Competency Team at DCPAS develops and validates a Competency Model for a customer. Gaps are identified by surveying the workforce. We will be using a survey tool called Qualtrics in the future to capture this data. DoD does not have an automated method to conduct competency model development, as there is much "human in the loop" required during the process. Regarding skills gaps, each quarter DCPAS produces a Functional Community Structure sheet, which identifies skill gaps by Occupational Series and Functional Community; this is done by using current inventory data and annual authorizations data. The Functional Community Structure sheet is available for download on our CSPR MilSuite at <https://www.milsuite.mil/book/groups/cspr>. There are currently no automated tools that can identify skills gaps or that conducts skills gap analysis. Visualization tools, such as Advana, can provide insights into data, but will still require interpretation and validation.

Q: Can we predict how the new Paid Parental Leave (PPL) will effect recruitment/loss in the future?

A: What an interesting idea! Contact me at darby.r.wiler.civ@mail.mil to discuss how this might be best accomplished in developing a forecasting approach.

Q: Is there examination of attrition in computer engineering (or any functional community) based on gender/race, etc. "Engineering- non-construction" functional community is 13% female as of Aug 2020, so it would be interesting to see staff dive into who is leaving.

A: Every quarter DCPAS develops civilian workforce Data Decks that include several data depictions that are 'by gender'. These are made available on our CSPR milSuite site at <https://www.milsuite.mil/book/groups/cspr>. These depictions include the gender distribution of the workforce and also aggregate loss rates by gender. The analyses we conduct in DCPAS' Planning and Accountability Directorate are primarily driven by customer demand. If a customer requests further insight/details on any aspect of the data by gender, we are happy to support that as long as the data is available to do so.

Q: Are the resignations in lieu of discipline included in losses?

A: Resignations in Lieu of Discipline are included in our definition of the Resignation loss category. If required, we can break the data down further to show those specific losses.

Q: The high resignation rates with the first example are concerning; however, a FEVS survey and any other internal employee surveys seem insufficient to ascertain reasons. To that, some CPOs will do an exit survey, but has there ever been consideration of doing exit surveys from a higher level perspective?

A: There has been on-going discussion on implementing exit surveys in a comprehensive way across the Enterprise. DoD's HR Transformation Team (HRTT) has been looking at what it would take to be able to get to an Enterprise-wide solution for exit surveys and retention programs, and more importantly these days, engagement surveys. The exit survey goal would be to have a dashboard that would allow DoD to pinpoint what attrition looks like across the Department as a whole and be able to determine whether retention issues are occurring in a particular career field,



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location, etc. Additionally, use of Enterprise-wide engagement assessment tools would enable the Department to identify strengths and opportunities for improvement along the employment lifecycle and develop a plan to increase strategic retention. HRTT conducted initial assessments and requirements with a contractor to develop a "desired state" cost estimate for a beta test within DoD (restricted to a small agency initially); however, initial cost estimates have been too high to pursue at this time. Existing platforms were also considered, but expansion of the platform unilaterally across the entire DoD Enterprise is not within scope at this time. We continue to work at determining a viable solution, more than likely at a smaller scale initially, that will provide DoD with results to improve engagement and, ultimately, retention. Once a proof of concept has been developed and proven, then we will have greater confidence to pursue necessary resourcing requirements in seeking that broader solution. Until then, we agree that exit surveys can be a valuable source of amplifying information on things like employee satisfaction and organizational culture, and we encourage that Components and Agencies continue to use them at their local levels.

Q: Is there analysis capturing the resignation rate since deferred retirement option was launched, allowing young personnel with 10 years of service to leave and then apply for retirement when they hit the age requirement?

A: We have not conducted this analysis, but data exists to support doing so. Insights would be very interesting and informative.

Q: Sometimes it seems like you can get the data to say what you want it to say. How do you keep the data from being twisted to prove a point?

A: While it may be true that an analyst can emphasize aspects of the data that he/she wants to highlight to leadership/decision makers, we believe in the adage that 'The data are what the data are.' The key is having consumers of the data educated enough about workforce data in general to be able to ask relevant, important questions (how the data was collected, and from what source for example). This is where critical thinking skills should be used to ask the right questions.

Q: Data does not always allow for remote locations like Alaska and an Island like Oahu in a total assessment as it relates to workforce planning and projection. SSRTs need to be proactive not reactive to stay relevant to those (types of) areas and in some cases one deep. As employees either like or not like living in those areas - employees tend to stay until retirement. We can't then just start the process of looking but to continue to update. Thoughts on this?

A: We agree that SSRTs should always be proactive, regardless of organization or geographic location. We would also add that those efforts should be data-driven as much as possible. In locations where populations are small, it requires a more 'individual record' type of approach, and more effort from Supervisors to have conversations with employees to get a good sense of those employees' plans.

Q: Is it possible to have some kind of training put together for HR practitioners on utilization of Microsoft Power BI for HR analytics? It is a very effective tool compared to Excel for dealing with large data sets. It can also create extremely useful visualizations and dashboards.

A: The train-the-trainer (T3) approach is being utilized. Currently, Reports Working Group (WG) Members have been trained, and becoming better familiar with the Oracle Transactional Business Intelligence (OTBI) application key features as they build enterprise wide reports. With this approach, the WG members will increase their effectiveness and efficiencies prior to training their Component HR system users. Some of the OTBI features include retrieving real-time data, filtering the data, using dashboards for displaying information i.e., table, graph or layouts, and offer several delivery methods. Additionally, the WG members are developing OTBI Job Aids that will be utilized for DCHRMS OTBI T3 Training.



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Q: How much are demographics playing in your data analysis in order to target under-represented groups, especially in leadership positions?

A: Our workforce analysis work in DCPAS Planning and Accountability is almost entirely customer demand driven, especially in partnering with customers on Strategic Workforce Planning analysis and activities. Historically, we provide demographic data to customers who are doing analyses relative to distribution of population by things such as race, ethnicity, national origin, and gender. We are certainly happy to assist our customers in looking at other aspects of the workforce, if available data supports their request.

Q: How much are demographics playing in your data analysis in order to develop an HR Service Ratio Model across DOD? We have so much disparity across the Department and also within the Services.

A: There does appear to be disparity in the HR Service Ratio. While it should be a relatively straightforward problem if restricted to only civilians, it becomes far more complex to solve if including both MIL and CIV populations. As of now, there has not been a situation that requires us to develop official HR Servicing Ratios.

Q: Are you planning to do any data collection and analysis related to why people stay? Also comparative analysis for all data based on retired or prior military who become DoD civilians compared to pure (never been military) civilians?

A: As you are more than likely aware, the FEVS helps us to identify what potential reasons employees are considering leaving their agency, and one could draw conclusions that those who stay are staying because they are satisfied with those same conditions (such as pay and benefits, work/life balance, growth potential, relationship with supervisor, etc.). Of course, those are only assumptions and there has been no in-depth data collection to prove or disprove this. If there is something that your agency or organization has done that can provide insights in this area, we would be interested to discuss it with you. Regarding retired/prior military and no prior military service civilians, we consistently look at data that provides us with workforce proportion and trend demographics for these two populations. With Congressional and Administrative interest in veteran employment, it is always on our radar to ensure that we are providing fair and equitable employment and advancement opportunities and considerations for both populations.

Q: How often are prior military hired vs pure civilians? What is the retention rate of prior military vs pure civilians? What is the retention rate based on generational demographics?

A: DCPAS-developed Civilian Workforce Data Decks, which are provided to DoD's functional communities and are also available at <https://www.milsuite.mil/book/groups/cspr>, indicate gains rates by accession type. You can easily calculate what portion of gains are comprised of the various prior military categories and the 'pure civilian' categories. Though we have not conducted a retention analysis of prior military and 'pure civilians', nor looked at retention rates by generational demographic, we agree that these would be interesting and informative analyses.

Q: Can you provide the link to the workforce analytics training?

A: A description of the Workforce Analytics 101 training can be found at <https://www.dcpas.osd.mil/PA/training>. The actual media for the training is not posted. Please contact us to discuss anything related to Workforce Analytics 101.

Q: How do we request the training?

A: Contact Darby Wiler, DCPAS Planning & Accountability Director at darby.r.wiler.civ@mail.mil



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Q: Request DCPAS consider offering analytics training via MS Teams for maximum participation during these times.

A: Great idea! We will consider this for future training opportunities. Though our current Workforce Analytics curriculum is very interactive, we are considering how we could potentially provide virtual training in this area.

All WWHRTE presentation slides can be found on the WWHRTE milSuite site at <https://www.milsuite.mil/book/groups/wwhrte>. You will also find the video recording of this presentation as well.

Clarification or further questions related to this presentation can be directed to the following individuals:

- Darby Wiler, Planning & Accountability Director, DCPAS, darby.r.wiler.civ@mail.mil
- Gary Kistner, Special Pay Systems Chief, DCPAS, gary.w.kistner.civ@mail.mil

