

Navy Personnel Research, Studies, and Technology

David L. Alderton, Ph.D.
Bureau of Naval Personnel · Millington, Tennessee

David.Alderton@Navy.mil

Human Capital Strategy

- Complex collection of concepts, functions, and goals
- Several abstract requirements are apparent
 - Rich descriptions of jobs and people
 - » Using similar characteristics
 - Methods for matching people and jobs
 - » Determine best match across multiple attributes
 - Matching must be balanced across enterprise needs
 - » Best single job match may not be efficient
 - Methods for forecasting, monitoring, and shaping workforce



Research Support of HCS Components

- Rich descriptions of jobs and people
 - Measures of intelligence, achievement, personality, and interest
- Methods for matching people and jobs
 - Entry level assignment algorithm (RIDE)
 - Optimal slating to support distribution
 - Self-detailing to support career management
- Matching must be balanced across enterprise needs
 - Optimal slating across enterprise
- Methods for forecasting, monitoring, and shaping workforce
 - Accession, advancement, training, rotation, and continuation over 1, 5, 10, and 10+ years



Measures of Intelligence, Achievement, Personality, and Interest



- **Navy Computer Adaptive Personality Scales (NCAPS)**
- **Job Opportunities In the Navy (JOIN)**



Navy Computer Adaptive Personality Scales (NCAPS)

- NCAPS + ASVAB = better classification
 - ↑ job performance; ↓ attrition; ↑ job satisfaction
- Web-based and computer adaptive
 - Short administration (~26 min)
 - Scored instantly
 - Resistant to faking



JOIN-Job Opportunities In the Navy



- Selection and classification decisions based on applicant preferences and interests lead to less “buyer’s remorse”
- Web-based tool with questions about work context, work styles, preferences, and basic work activities
- In under 10 minutes, obtain rank order preferences for 75+ entry level Enlisted program-rating combinations



Matching People and Jobs



- **Rating Identification Engine (RIDE)**
- **Person-Environment Fit**
- **Person-to-Position Matching (P2P)**
- **Career Case Management Technologies (CCMT)**



Rating Identification Engine (RIDE)

- Used for entry level Enlisted jobs
- RIDE – classification algorithm
 - Optimizes training success,
 - Reduces unassigned applicants and
 - Increases the number of qualified entry-level assignments
 - Optimizes human resource use by penalizing high-AFQT scores for low-skill jobs and reduces assignment scores very classification composite
- Fleet RIDE – rating conversion tool used to facilitate Perform to Serve initiative



Person-Environment Fit

- Behavior = f (Person, Environment) Lewin (1951)

Positive experiences result from work providing an environment compatible with personal characteristics

- Person-Organization fit
- Person-Job fit
- Person-Group fit
- Measurement
 - Direct vs. indirect
 - Subjective vs. objective



Sailor-Job Fitness Measure

- Used in distribution (2nd and later jobs)
- Eligibility factors
 - Clearances
 - Sea/shore rotation
- Quality factors
 - Priority
 - Skill (rating, paygrade, NEC)
 - Sailor choice
 - Timing



Career Case Manager Technologies (CCMT)

CCMT arose to support the Sea Warrior concept of self-detailing and Sailors taking responsibility for career management.

CCMT provides Sailors with empirical information about promotion potential to support the self-management of their career.

Helps Sailors determine the best job for:

1. Quickest advancement
2. Change factors that impact advancement speed
 - Sea Duty
 - Exam Score
 - Duty Locations – CA, duty/unit type
 - Final Multiple Factors
 - Education
3. Geographic Stability



Matching Balanced Across Enterprise

- **Optimizes Measures of Effectiveness (MOE)**

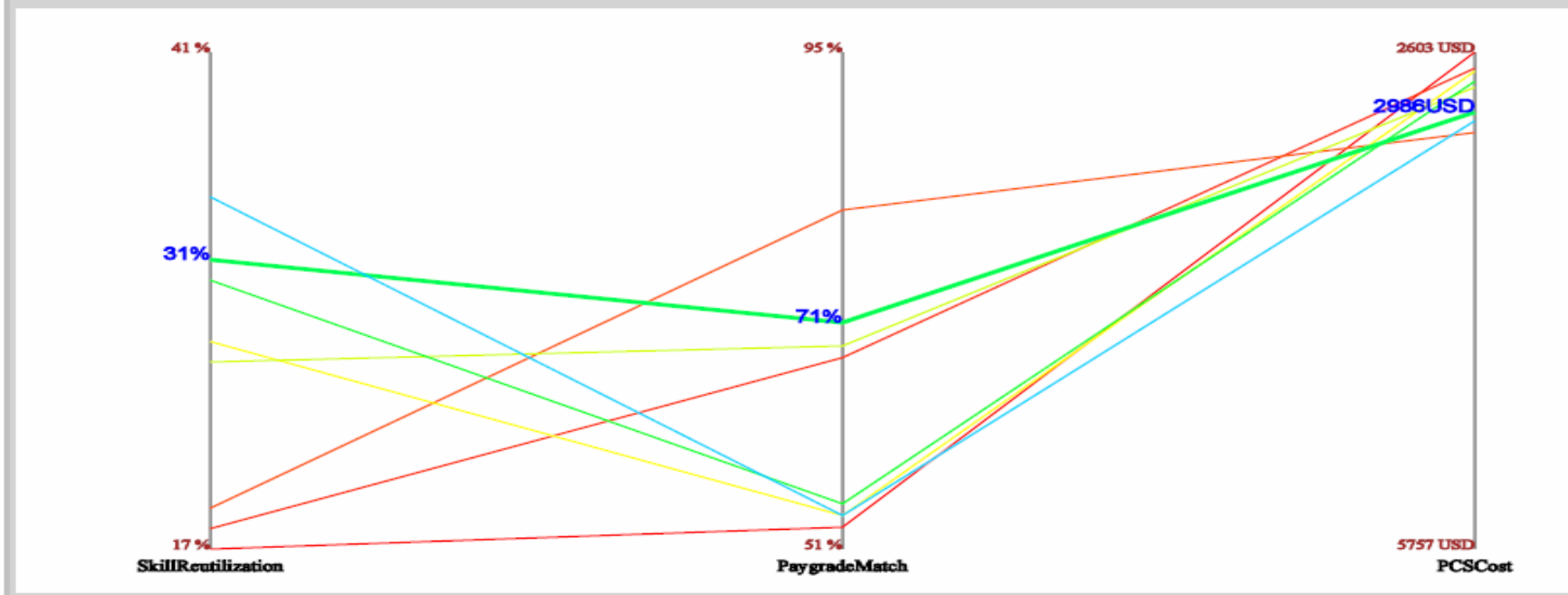
- Sailor preference, AIP bids
- PCS and training costs
- Skill match, pay grade match
- Gap/overlap, on-time arrival
- Requisition priority
- Sea/Shore rotation controlled
- No PCS penalty for OCONUS/CONUS
- East/West coast, FDNF, OCONUS balanced



Optimized Slating

- Uses person-to-position (P2P) management
- Considers all possible slates for requisition cycle
- Creates transparent system for Sailors
- Provides visual representation of Navy priorities and trade-offs for policy makers

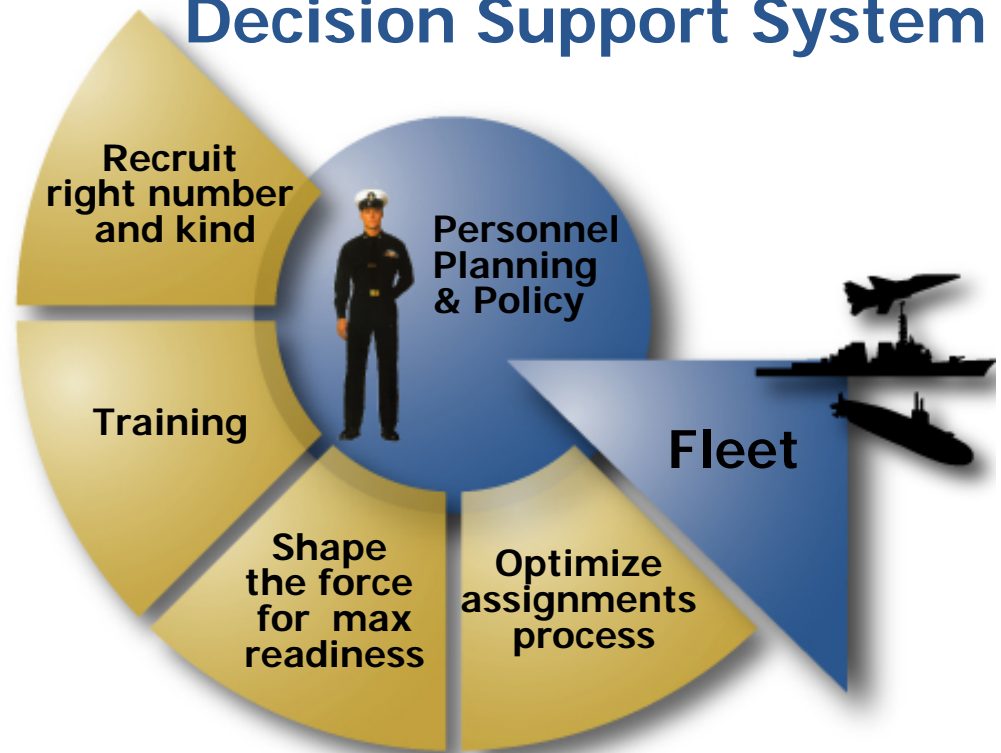
Solution Map



Forecasting, Monitoring, and Shaping Workforce

- Web-based
- 10-year inventory planning
- "A" School planning model
- Advancement planning
- Sea/shore rotation
- "C" School planning model
- Skill and all Navy roll-up
- ECM training

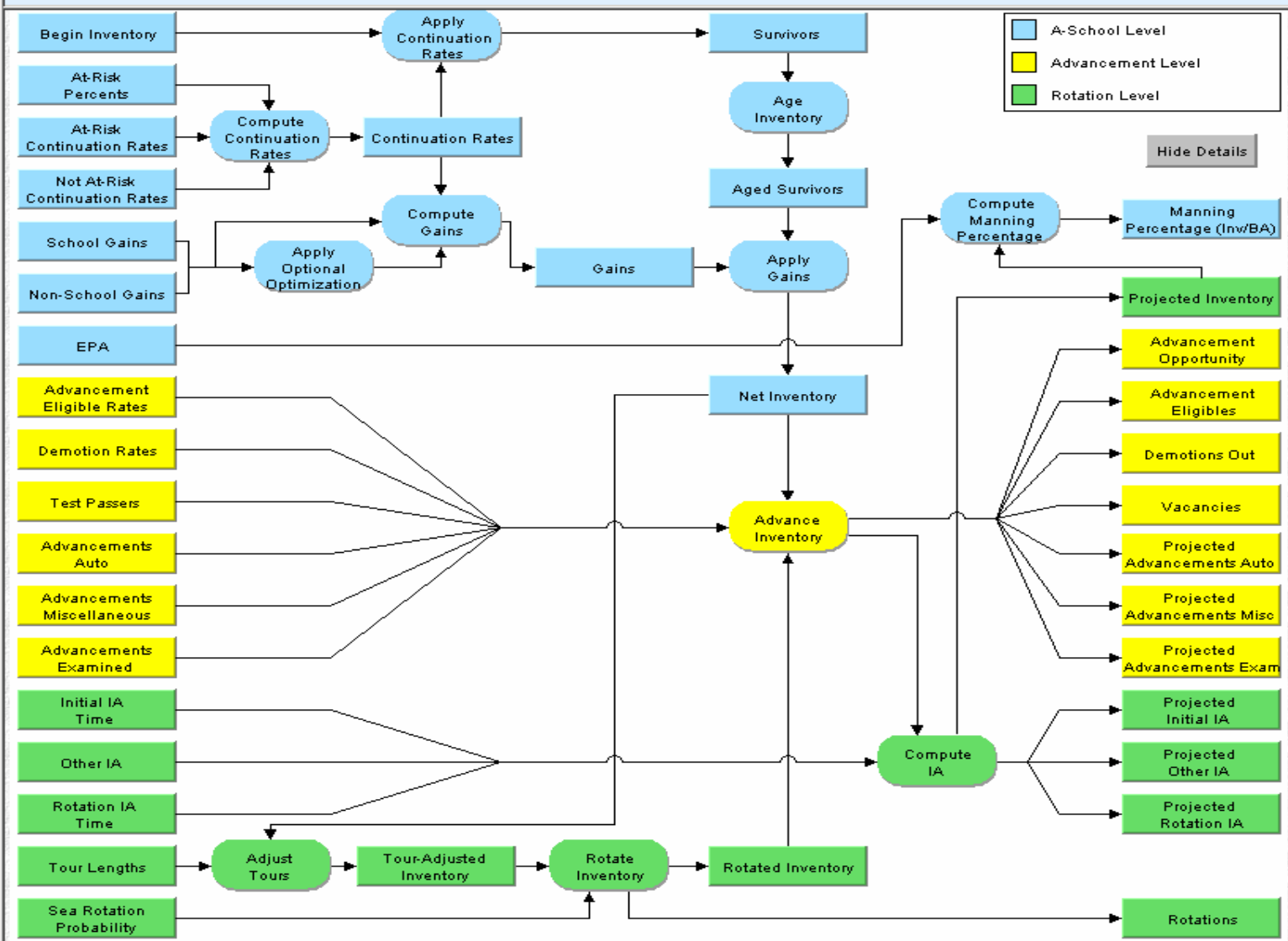
SKIPPER: Enlisted Community Management Decision Support System





Skill: AT (A210) Skill Level: EMC Scenario: beta test dec 04 A-School Plan: test plan 2

- Scenario Level Links
 - Skipper Process
 - Scenario Config
 - Change Active Scenario
 - View Active Plans
 - View Active Overrides
- Checklists
 - A-School
 - C-School
 - SRB
- EMC Level Links
 - Change Skill
 - A-School Plan
 - View/Edit Input Data
 - Inventory Detail
 - Projection Data
 - Export Data
 - Log Out
- NEC Level Links
 - Set Active NEC
- Skipper Reports
 - Scenario Comparison
 - Roll Up of Scenario
- Miscellaneous
 - Log Out
- NEC Level Links
 - Set Active NEC
- Skipper Reports
 - Scenario Comparison
 - Roll Up of Scenario
- Miscellaneous
 - Data Descriptions
 - Last Data Update
 - FAQ
 - Contact Us

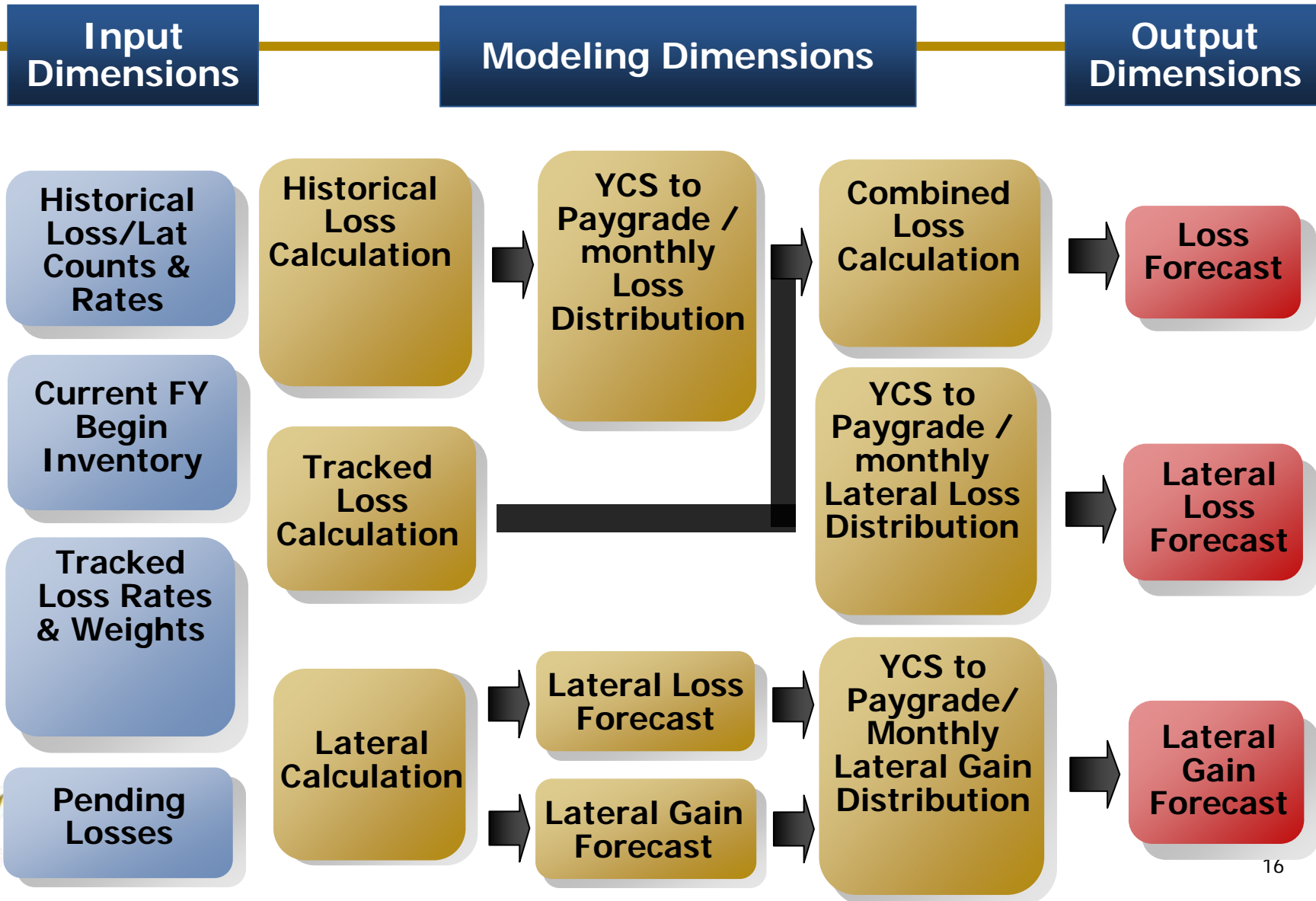


Legend:

- A-School Level
- Advancement Level
- Rotation Level

Hide Details

WOLF Modeling Flows



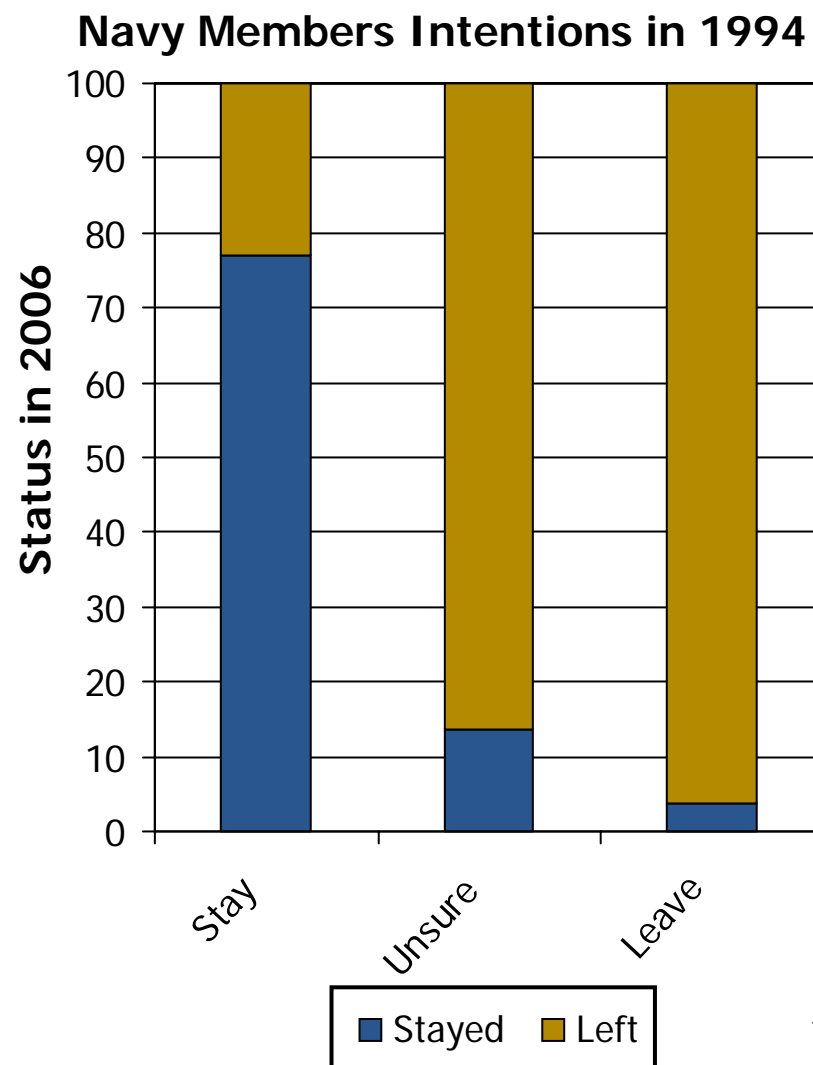
Predicting Retention Behavior

- Retention (turnover) is a central organizational outcome
 - Little can be done at the time of the loss
- Instead, members are asked their opinion on whether they will stay or leave
 - These “Career Intentions” forecast future retention behavior
 - Intentions cannot be directly influenced
- Career Intentions are formed by factors that can be influenced by an organization, such as
 - Pay, Job Satisfaction, and Organizational Commitment
 - These are measured and resources applied to influence career intentions
- To predict retention
 - Career intentions are measured
 - Factors that influence intentions are also measured



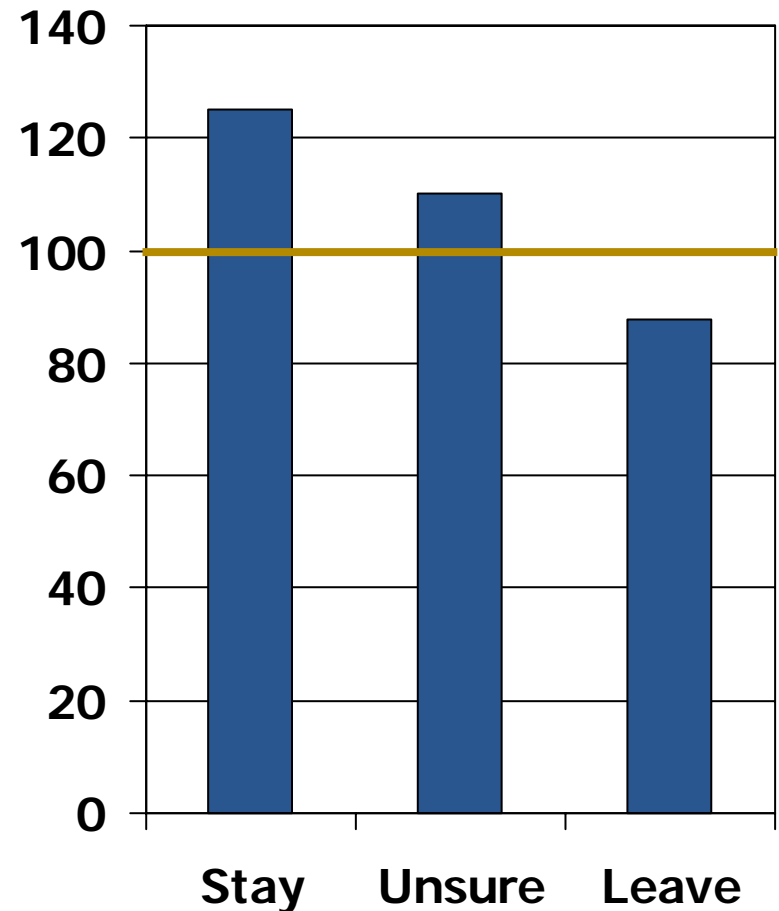
Navy Personnel: Intentions and Retention Behavior

- In 1994 a random sample of Navy officers and enlisted were asked about their career intentions
- In Jan 2006, the survey was followed up. If they had said they were going to:
 - Stay: 77% were still in service
 - Unsure: 86.2% had left
 - Leave: 96.2% had left
- Career Intentions very strongly forecast retention behavior, for officer and enlisted, across a long-time span



Intentions and Commitment

- Organizational Commitment has three components: perceived job opportunities, degree of shared values, and emotional attachment to Navy
- Organizational Commitment is the strongest forecast for changes in retention behavior
- Commitment values vary by career intentions (100=neutral, >100 is more committed)



Data are from approximately 100,000 respondents to Argus.



Contact



David L. Alderton, Ph.D., Director
Navy Personnel Research, Studies, & Technology
Bureau of Naval Personnel
5720 Integrity Drive
Millington, TN 38055-1000
Phone 901.874.4633 (DSN 882)

<http://www.nprst.navy.mil>

research at work

