Using Analysis and Analytics to Remove Barriers and Create Opportunities in the Workplace

Ray Parr

Program Analyst
OPM, Office of Diversity and Inclusion

Goals of Presentation

First Goal: Keep you from sleeping in front of your computer due to boredom
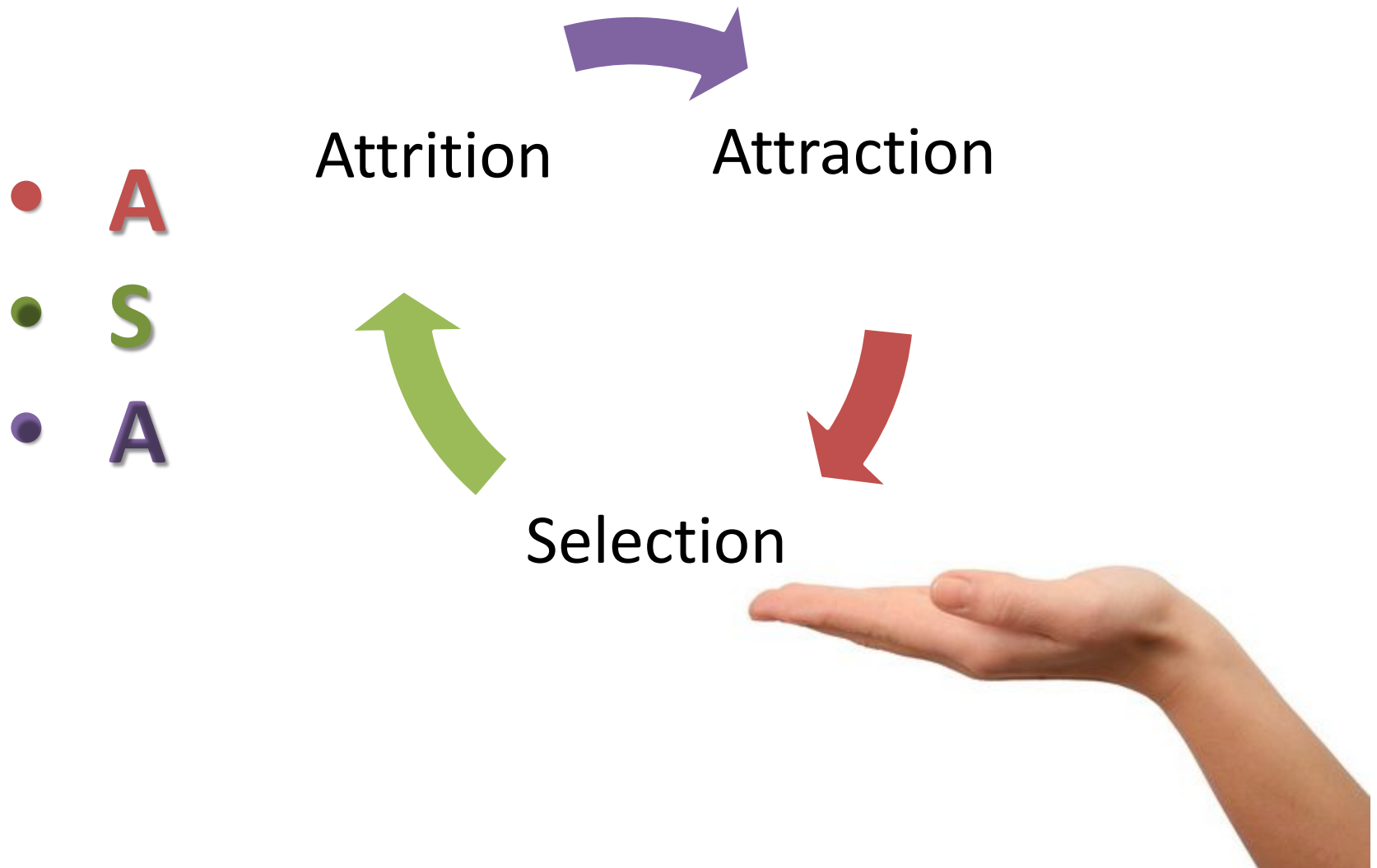
Second Goal: Accomplish the first goal while discussing Government Data

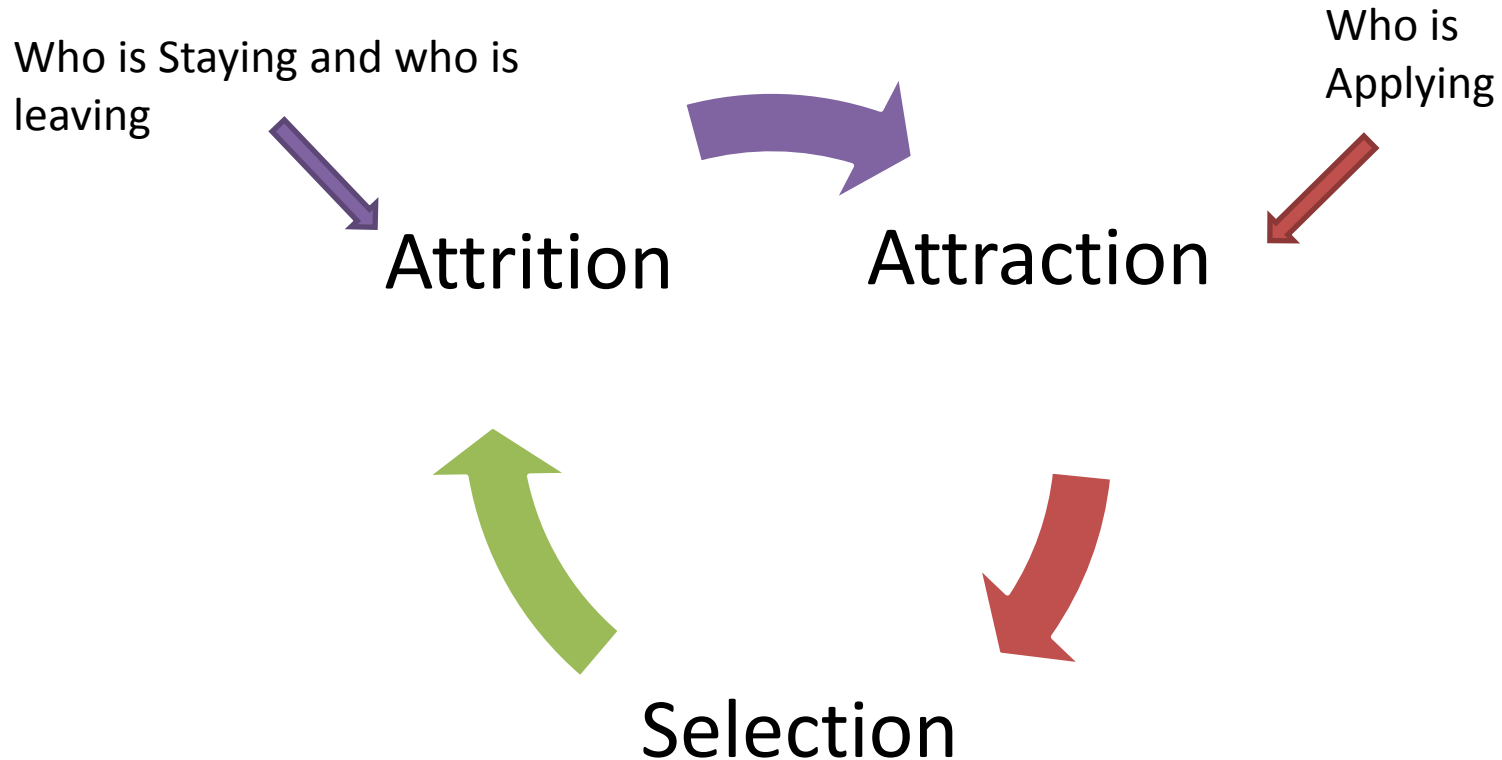**Third Goal**: Share knowledge on how to make data analysis more accessible

What I will discuss

A
S
A

Attrition → Attraction

Selection

How we can break up the data

Who is Staying and who is leaving

Attrition

Who is Applying

Attraction

Selection

As it relates to…..

Who is Selected

Attraction	Selection	
• Applicant Flow	• New Hires • Promotions*	• Separations • Onboard

The Federal Government and HR Data

- Applicant Flow
- New Hires
- Onboard
- Departures
- Employee Perceptions

All of which can be separated by **Demographics**

Demographics

- Race National Origin (RNO)
- Age
- Gender
- Veteran Status
- Disability Status (Targeted, Non Targeted, 30% or More Disabled Vet)
- Civilian Labor Force (CLF)
- Relevant Civilian Labor Force (RCLF)

Looking at data to determine the **Participation rate**, which can be impacted either by Attraction (i.e., Recruitment), Selection, and/or Attrition. Other forms of inquiry investigate data further to uncover potential barriers (i.e., Barrier Analysis).

Some Reports…

that incorporate these data points

- Management Directive 715 (EEO MD-715)

- Federal Equal Opportunity Recruitment Program (FEORP)

- Hispanic Employment Statistical Report *(Related to EO 13583)*

- Disability Employment Statistical Report *(Related to EO 13548)*

While not an exhaustive list these reports all look at …

Example MD-715 Form

- All reports mentioned are annual reports.

- They are very static and to a certain extent provide "just the facts".

- Dissemination of Data: Moderate to Difficult.

Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities

PART I Department or Agency Information	1. Agency	1.					
	1.a. 2nd Level Component	1.a.					
	1.b. 3rd Level or lower	1.b.					

PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the …	… beginning of FY.		… end of FY.		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force		100.00%		100.00%		
	Reportable Disability						
	Targeted Disability*						

* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).

1. **Total Number of Applications Received From Persons With Targeted Disabilities** during the reporting period.	
2. **Total Number of Selections of Individuals with Targeted Disabilities** during the reporting period.	

PART III Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions									
4. Non-Competitive Promotions									
5. Employee Career Development Programs									
5.a. Grades 5 - 12									
5.b. Grades 13 - 14									
5.c. Grade 15/SES									

$5 \div 2$ $\frac{3}{4}$ 14^8 $\sqrt{9}$ 3.14 $300,000$

Employee Perceptions

Captured by the Federal Employee Viewpoint Survey (EVS)

- The FEVS measures employees' perceptions of conditions within their agencies.
- The survey provides general indicators of how well the Federal Government manages personnel.
- A total of 82 agencies participated in the survey, these agencies comprise 97% of the Executive Branch.
- 687,687 Federal Employee Completed the survey.

SUPERVISION

The supervisor is the organization's personal representative to the employee and has the most immediate effect on an employee's work environment. Employees' day-to-day interactions with their supervisors are important driver of engagement and satisfaction, as well as a recognized influence on employee turnover. Responses to survey items addressing employees' supervisors, although slightly down in 2012, have been consistently strong over the last few survey administrations.

Governmentwide focus

Governmentwide, employees are satisfied with their supervisors. As shown in Table 6, employees rate their supervisors highly on items relating to effective supervision. Approximately three out of four employees indicate that their supervisor:

- Treats them with respect,
- Has talked with them about their performance,
- Supports their need to balance work and other life issues, and
- Listens to what they have to say.

In addition, about two out of three employees agree that:

- Their supervisor is doing a good job overall,
- They have trust and confidence in their supervisor,
- Their supervisor provides opportunity to demonstrate leadership skills,
- Their supervisor is committed to the workforce, and
- Their supervisor supports employee development.

TABLE 6 SUPERVISION ITEM RESULTS

	Percent Positive		
	2010	2011	2012
My supervisor/team leader treats me with respect.	80	80	79
In the last six months, my supervisor/team leader has talked with me about my performance.	76	77	77
My supervisor supports my need to balance work and other life issues.	76	77	77
My supervisor/team leader listens to what I have to say.	75	75	74
Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	69	68
I have trust and confidence in my supervisor.	67	67	66
My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	66	67	65
Supervisors/team leaders in my work unit support employee development.	66	67	65
My supervisor/team leader is committed to a workforce representative of all segments of society.	65	66	64
Discussions with my supervisor/team leader about my performance are worthwhile.	62	63	62
My supervisor/team leader provides me with constructive suggestions to improve my job performance.	61	62	61

- 98-item survey, includes 14 demographic questions and 84 Perception question.

- Its broken into 8 topic areas:
  1. Personal Work Experiences
  2. Work Unit
  3. Agency
  4. Supervisor/Team Leader
  5. Leadership
  6. Satisfaction
  7. Work/Life
  8. Demographics.

Ways in which the data is used

- Annual Federal Employee Viewpoint Survey Report

- Human Capital Assessment and Accountability Framework Index

- Partnership for Public Service-Best Places to Work in the Federal Government

- Performance.gov

- Inclusion Index
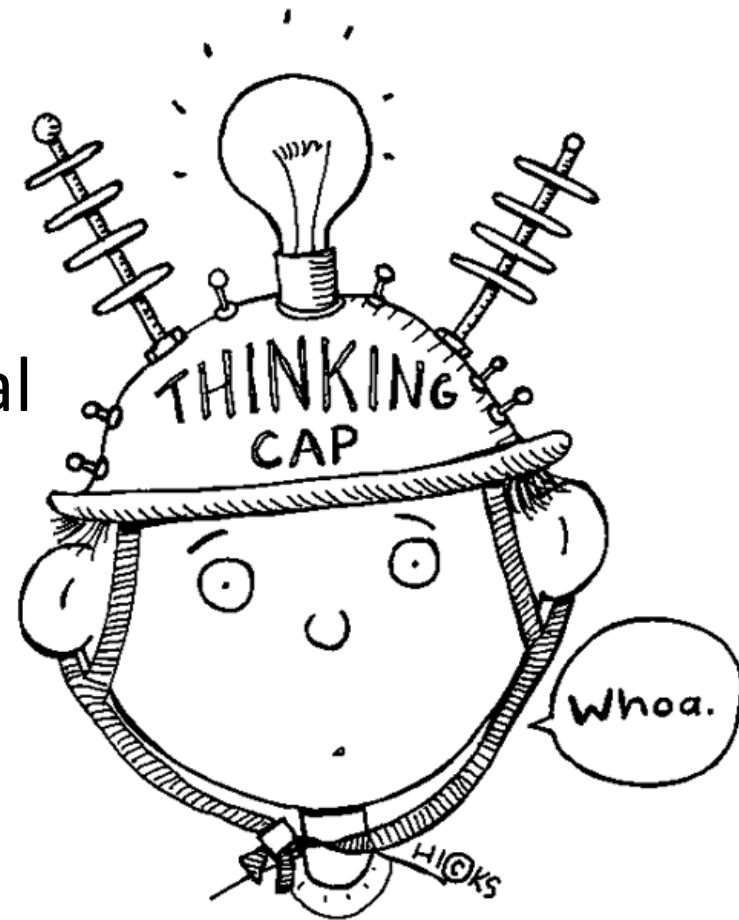
The Best Places to Work
IN THE FEDERAL GOVERNMENT® 2013 RANKINGS

Overall Rankings
Best Places to Work Index Scores

The index score measures the performance of agencies and agency subcomponents related to employee satisfaction and commitment.

Large Agencies	Mid-Size Agencies	Small Agencies	Agency Subcomponents

Rank	Agency	2012 ▼	2011	Change	
1	National Aeronautics and Space Administration	72.8	72.5	0.30	↗
2	Intelligence Community	70.8	69.5	1.30	↗
3	Department of State	68.2	70.0	-1.80	↘
4	Department of Commerce	67.9	67.5	0.40	↗
5	Environmental Protection Agency	67.6	67.9	-0.30	↘
6	Social Security Administration	66.4	70.1	-3.70	↘
7	Department of the Treasury	66.1	67.9	-1.80	↘
8	Department of Justice	63.8	68.3	-4.50	↘
9	Department of Transportation	63.6	59.5	4.10	↗
10	Department of the Navy	63.4	65.6	-2.20	↘
11	Department of Health and Human Services	63.3	62.7	0.60	↗
12	Department of the Interior	62.7	62.9	-0.20	↘
13	Department of the Air Force	61.5	62.9	-1.40	↘
14	Department of the Army	60.9	64.9	-4.00	↘
15	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	59.9	61.9	-2.00	↘

- One of the most well known uses of the FEVS data is the Best places to work ranking

- The *Best Places to Work* index is calculated using **3 workplace satisfaction questions** "and is weighted according to a proprietary formula."

- The site has another index related to perceptions of workplace environment.

PERFORMANCE.gov

Recruiting the Best Employees to Government

The challenges facing this country are huge — whether keeping our homeland safe, restoring confidence in our financial system, or ensuring adequate health care for our veterans. Agencies must attract, develop and engage the most talented and diverse workforce possible in order to achieve the best for the American public. We have not always lived up to that goal. Sometimes we miss out on potential employees because of a slow application and hiring process. Other times we lose talented employees by not engaging them or recognizing their excellence. The Administration is addressing these problems in order to improve mission performance, and this website shows progress on some of the key human resource initiatives underway.

This site uses data received from agencies by the Office of Personnel Management (OPM) to provide the public with a virtual window into government-wide progress in recruiting, hiring, engaging, and retaining high-performing employees.

Featured Story: Reforming the Hiring Process
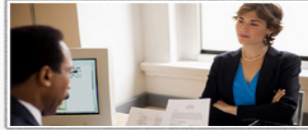
The time for tinkering around the margins of Federal hiring has passed. The President's reform initiative challenges Federal agencies to streamline every aspect of their hiring process in order to improve applicant and hiring manager satisfaction. Learn More

Key Initiatives

Hire the Best Talent

To achieve its mission, the government must ensure that it is able to find and hire high-performing employees. We have terrific people in the Federal Government. However we often miss out on talented individuals, because the application and hiring process is so cumbersome and slow that people choose not to apply for positions or find other jobs before the hiring process is complete. To address this issue, the Administration is working to accelerate and improve the hiring process.

Learn More

Respect and Engage the Workforce

Attracting people to government service is only the beginning — agencies also must treat employees well in order to engage and retain them. To that end, agencies are continuing to promote a healthy work-life balance and create development opportunities to engage the workforce, improve employee well-being, and increase government performance.
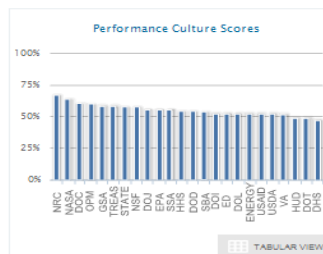
Learn More

Expect Best Employees

We also must create a culture where employees strive to excel at performing their responsibilities. Agencies are working to create a culture where employees want to be, and can be, as effective as possible serving the public each and every day.

Learn More

- The HR portion of Performance.gov incorporates FEVS data as it relates to Employee/Management satisfaction.
- It also incorporates some of the HCAAF Index.
- We also find info on other HR benchmark measures such as No. of Days to Hires and satisfaction with the selection process

Data Visualization

- Thinking of it in a **simplistic** manner
- We have **two practices** as it relates to the use of data
- We also have **two principles** as it relates to data usage
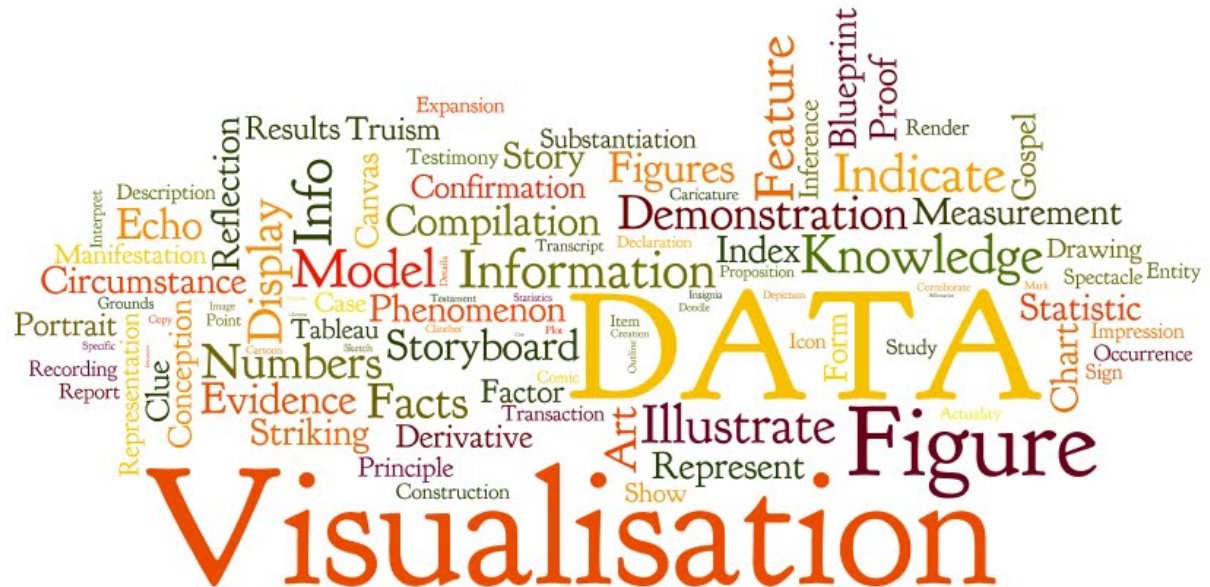
Pure Numbers
Or
"Just the Facts"

Tell a Story
Or
"Storytelling"
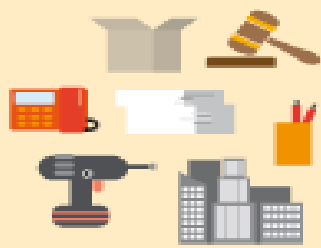
OVERWHELMED?
IT MIGHT BE TIME TO HIRE HR

Did You Know?

Companies with 50 or fewer employees rarely have a formal human resources department.

The average ratio of HR reps to employees is approximately 1 for every 50 to 55 employees. That would mean an organization with...

100 EMPLOYEES should have **2 HR REPS**

1,000 EMPLOYEES should have **20 HR REPS**

10,000 EMPLOYEES should have **200 HR REPS**
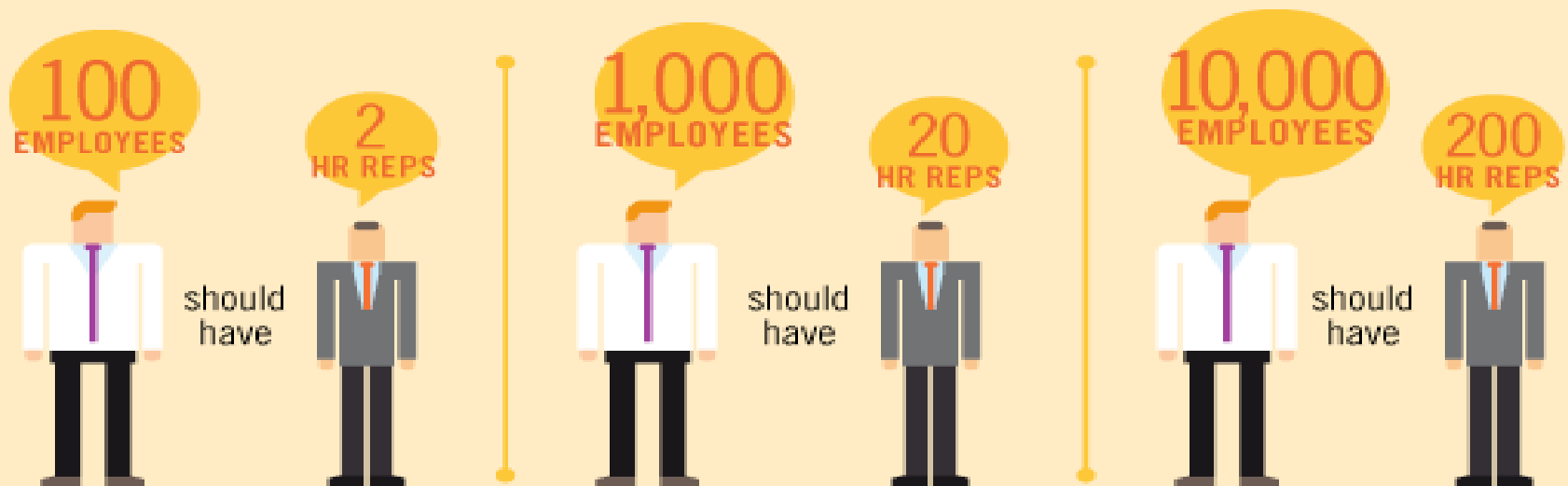
Checklist

When one or more of the following occur, you probably need to hire an HR manager.

1 2

CUA 39104 - Price schedule

Category 3: HR Consulting tasks

- - MAXIMUM HOURLY RATES - See sheet 2 for additional charges - -

scroll down for colour code key

TASKS

1. Project scoping.
2. Policy development and implementation.
3. Project development and implementation support.
4. HR strategy development.
5. Strategy evaluation.
6. Workforce planning support.
7. Productivity measurement.
8. Consultative services for development of new organisational structures.
9. Change management support.
10. Workload assessment.
11. Employee performance management strategies/plans/methods.
12. Diversity management planning and implementation support.
13. Compliance risk assessment relating to Public Sector Standards in HR management.

VOLUME IMPACT
(-% indicates a price reduction)

NOTE: Volume discounts may be considered for one or more projects completed through consecutive or non-consecutive hours

Contractor Name	Other charges or discounts	Consultant Level 1 (10+ yrs experience)	Consultant Level 2 (5-9 yrs experience)	Consultant Level 3 (1-4 yrs experience)	Less than 1 month	1 - 3 months	4 - 6 months	7 - 12 months	> 12 months
Sector Vision Consulting	No	$ 91.55	$ 85.85	n/a	0	0	-2	-5	-7
Nyaania Pty Ltd	Yes	$ 101.40	n/a	n/a	0	0	-2	-4	-4
Southside Personnel Services	Yes	$ 110.90	$ 82.50	$ 61.00	0	0	0	-2	-2
Monark Business Consultants Pty Ltd	No	$ 113.40	$ 100.80	$ 94.00	0	0	0	-3	-5
SWY Consulting	No	$ 114.50	n/a	n/a	0	0	0	0	0
Access Investigations and Inquiries	Yes	n/a	n/a	$ 120.00	0	0	0	-10	-10
Royal Oak Trading Pty Ltd	Yes	$ 124.70	n/a	n/a	0	0	0	0	0
Mary Joyce Archibald	Yes	$ 125.00	n/a	n/a	0	0	0	0	0
JHA Consulting	Yes	$ 125.00	n/a	n/a	0	0	0	0	0
Barbara Jane Abbott	No	$ 126.75	n/a	n/a	0	0	0	0	0
Equal Consulting Group Pty Ltd	No	$ 132.20	$ 125.90	$ 119.40	0	-1	-2	-3	-4
Kath White	Yes	$ 134.00	$ 134.00	$ 134.00	0	0	-5	-10	-10
Statewide Business Management	Yes	$ 136.27	$ 111.40	$ 80.57	0	0	-2	-5	-8
Dillinger Group Development Pty Ltd	No	$ 136.85	$ 87.30	$ 81.60	0	0	0	0	0
Shelby Consulting Pty Ltd	No	$ 137.90	$ 100.40	$ 75.05	0	0	0	0	0
Well Written	No	$ 138.55	$ 111.05	$ 85.85	0	0	-5	-10	-15
ChoiceOne Total Recruitment	Yes	$ 139.40	$ 104.45	$ 66.90	0	0	0	-1	-2
Zambotti Consulting	Yes	$ 140.00	n/a	n/a	0	0	0	0	0
Lyn Pearman	Yes	n/a	$ 141.95	n/a	0	0	-2	-3	-4
Cooper Piesse & Associates	Yes	$ 142.90	n/a	n/a	0	-5	-5	-10	-10
Maureen Smith (Dr)	No	$ 143.00	n/a	n/a	0	0	0	0	0
Oars Across the Waters Pty Ltd	Yes	$ 144.80	$ 144.80	$ 120.70	0	0	-10	-10	-10
Nexus Strategic Solutions	Yes	$ 156.00	n/a	n/a	0	-5	-5	-10	-10
The ORS Group	Yes	$ 156.15	$ 145.00	$ 133.85	0	0	0	0	0
Price Consulting Group Pty Ltd	Yes	$ 156.75	$ 124.30	$ 98.45	0	0	0	-2	-2
PeopleSense Pty Ltd	Yes	$ 156.75	$ 156.75	$ 156.75	-5	-5	-5		
Applied Innovation	Yes	$ 160.00	n/a	n/a	0	0	-5	-5	-5
CXC Consulting Pty Ltd	Yes	$ 163.40	n/a	n/a	0	-10	-15	-15	-15
Annaliza Jackson & Associates	Yes	$ 163.90	$ 131.10	$ 109.25	0	-2	-5	-7	-10
Invision Investigations and Consulting	Yes	$ 165.00	$ 140.00	$ 120.00	0	-10	-15	-20	-20
Strategic Knowledge Solutions	No	$ 165.00	n/a	n/a	0	0	0	0	0
Kellahan Saunders / Sure Personnel	No	$ 165.00	$ 140.00	n/a	0	-3	-3	-5	-10
Gent Consulting Group Pty Ltd	Yes	$ 165.00	n/a	n/a	0	0	0	-10	-30
Ross Human Directions	No	$ 165.55	$ 121.30	$ 97.00	0	0	0	0	0
The Futures Group Pty Ltd	Yes	$ 177.45	$ 133.00	n/a	0	0	-2	-3	-5
Sarina Cuttone HR Consultant Pty Ltd	Yes	$ 190.00	n/a	$ 115.00	0	0	-3	-3.5	-4
Pam Dolley & Associates	Yes	$ 190.65	$ 152.10	$ 121.70	0	0	-10	-10	-10
Heelan & Co Industrial Relations and Management	Yes	$ 192.00	$ 182.00	$ 103.00	0	0	0	0	0
Emergency Support Network Pty Ltd	Yes	$ 195.00	$ 172.00	n/a	0	0	0	0	0
Helen Grzyb and Associates	Yes	$ 198.00	$ 165.00	n/a	0	0	-5	-5	-10
Competitive Edge Services Pty Ltd	Yes	$ 206.80	n/a	n/a	0	0	-2	-4	-6
Perspect Pty Ltd	Yes	$ 214.00	n/a	n/a	0	0	-2	-5	-5
QL Management Consultants	Yes	$ 216.30	$ 180.25	$ 156.20	0	0	0	0	-5
Maitland Consulting Group Pty Ltd	Yes	$ 218.00	$ 193.70	$ 171.35	0	-1	-2	-3	-3
Gary Collins Consulting (See NOTE 2 below)	No	$ 220.00	n/a	n/a	0	0	0	0	0
Victor N. Smith & Associates Pty Ltd	Yes	$ 220.00	n/a	n/a	-5	0	0	0	0
MetaSolutions Consulting	Yes	$ 225.00	n/a	n/a	0	0	-10	-10	-10
Terry Simpson	Yes	$ 235.00	n/a	n/a	-12	-25	-35	-40	-45
Talent2	Yes	$ 256.03	$ 198.55	$ 125.40	0	0	0	0	0
Quality Consulting	No	$ 257.35	n/a	n/a	0	0	-5	-10	-15
Lee Hecht Harrison Pty Ltd	Yes	$ 275.00	$ 250.00	$ 200.00	0	0	-5	-10	-10
Beilby Corporation Pty Ltd	Yes	$ 275.90	$ 206.90	$ 114.90	0	-5	-10	-15	-20
Bandt Gatter & Associates	No	$ 278.00	$ 185.00	n/a	0	0	0	-5	-10
Paddi Brown and Associates (NOTE 1)	Yes	$ 285.00	n/a	n/a	0	0	-5	-5	-10
Curtin University of Technology	Yes	$ 286.00	$ 286.00	n/a	0	0	0	0	0
Innovation Partners Australia	Yes	$ 291.40	$ 262.30	$ 233.10	0	0	-3	-5	-5
AIMWA	Yes	$ 299.85	$ 263.80	$ 215.95	0	0	-5	-5	-5
People Solutions	Yes	$ 330.00	$ 330.00	$ 330.00	0	0	0	0	0
Harrier Resourcing People Pty Ltd	No	$ 385.00	$ 275.00	$ 175.00	0	0	-5	-10	-10
Integral Development Associates Pty Ltd	Yes	$ 412.50	$ 330.00	$ 247.50	0	0	0	0	0
Right Management Consultants Pty Ltd	No	$ 481.25	$ 412.50	$ 343.75	0	0	0	0	0
AIM:UWA Business School Alliance (through AIMWA)	Yes	$ 495.00	n/a	n/a	0	0	-5	-5	-5
Chandler Macleod Limited	Yes	see	additional	pricing info	0	-2	-3	-4	-5
PRICE RANGE KEY									

PRICE RANGE KEY

lower end of range for category: up to $145
middle of range for category: $145 - 200
higher end of range for category: above $200

updated 8/23/2010
Any questions or concerns contact the Contract Manager

NOTE 1: Services restricted to: Project scoping (time taken to scope extent of project with customers); Policy development and implementation; Project development and implementation support; HR strategy development; Consultative services for the development of new organisational structures; and Employee performance management strategies/plans/methods.

NOTE 2: NOT ALL SERVICES UNDERTAKEN. Services limited to: 1. Project scoping. 2. Policy development and implementation. 3. Project development and implementation support. 5. Strategy evaluation. 6. Workforce planning support. 8. Consultative services for development of new organisational structures. 9. Change management support.
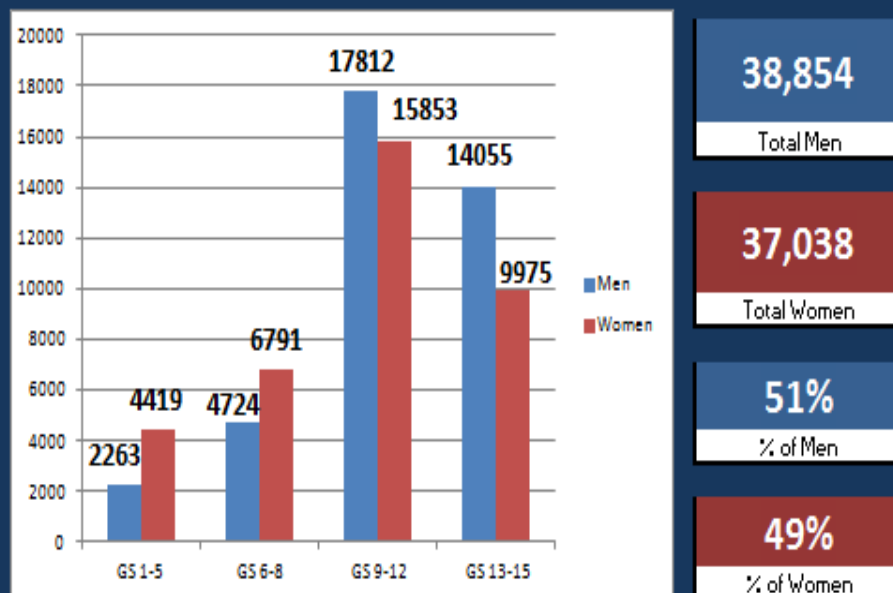
Form
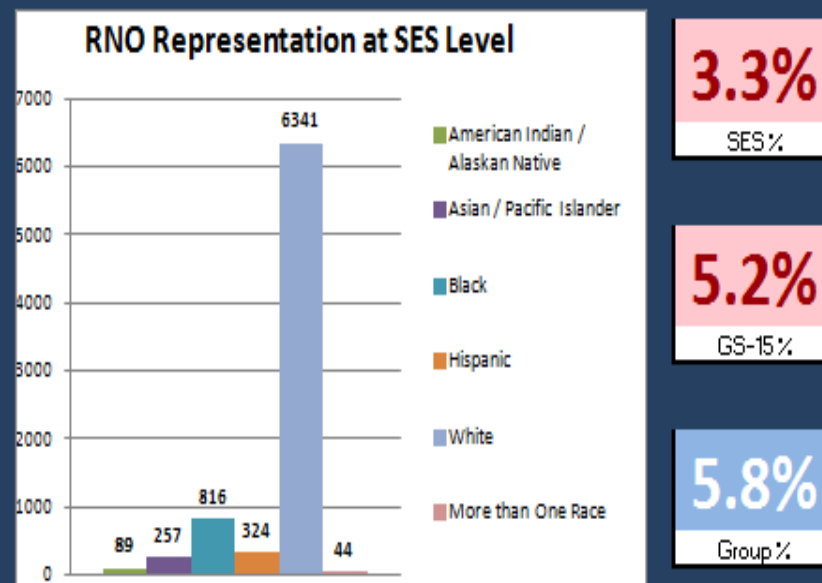Or
"How it Looks"
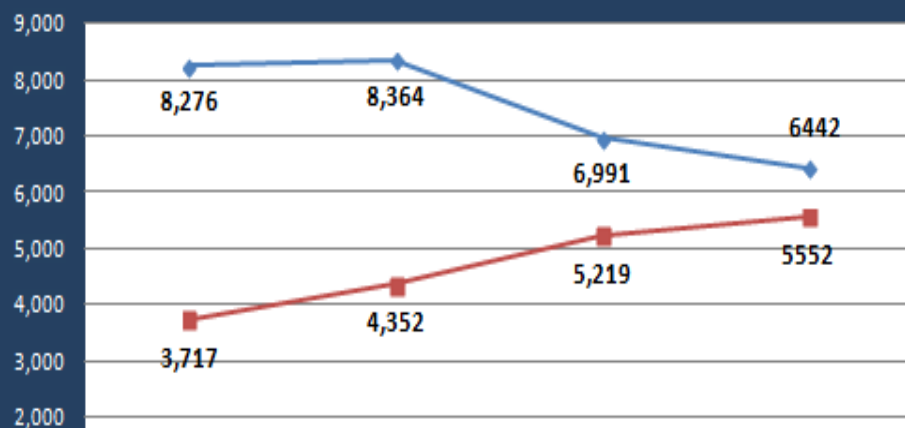
Principle 2

Function
Or
"How
it is used "

1 The following bar graph shows the demographic group's aggregate workforce representation separated by gender and organized according to following GS grouping: GS 1-5, GS 6-8, GS 9-12, and GS 13-15
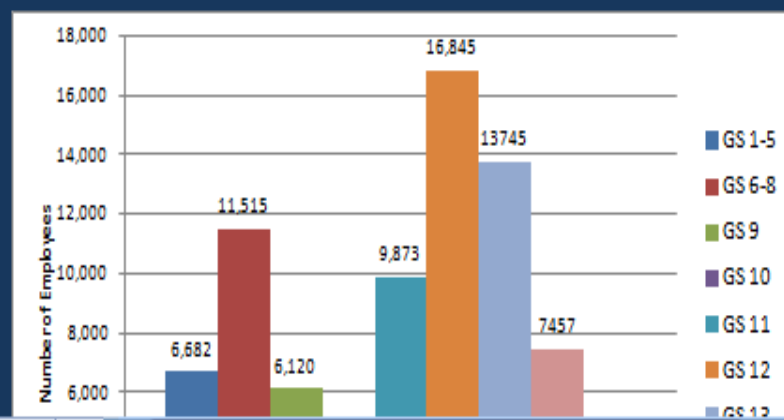

Bar graph values:
- GS 1-5: Men 2263, Women 4419
- GS 6-8: Men 4724, Women 6791
- GS 9-12: Men 17812, Women 15853
- GS 13-15: Men 14055, Women 9975

38,854	Total Men
37,038	Total Women
51%	% of Men
49%	% of Women

3 The following bar graph provides reprsentation counts of SES

RNO Representation at SES Level

- American Indian / Alaskan Native: 89
- Asian / Pacific Islander: 257
- Black: 816
- Hispanic: 324
- White: 6341
- More than One Race: 44

3.3%	SES %
5.2%	GS-15 %
5.8%	Group %

2 The following Line chart provides New Hire Count VS Separation Counts (Attrition)

Asian/Pacific Islanders

Values:
- Blue line: 8,276 — 8,364 — 6,991 — 6442
- Red line: 3,717 — 4,352 — 5,219 — 5552

4 The following bar graph provides representation counts by GS level

Values:
- GS 1-5: 6,682
- GS 6-8: 11,515
- GS 9: 6,120
- GS 11: 9,873
- GS 12: 16,845
- 13,745
- 7457

Legend: GS 1-5, GS 6-8, GS 9, GS 10, GS 11, GS 12

Y-axis: Number of Employees