



Empowering Our Greatest Asset

Measuring the Effectiveness of Talent Management: The DLA Workforce Readiness Index

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Human Capital Program Development*

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DEFENSE LOGISTICS AGENCY

AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY



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Agenda

- DLA Mission, Scope & Impact
- DLA Talent Management Initiative
- DLA Workforce Readiness Index
 - Purpose, Context, and Applications
 - Framework and Components
 - Data sources
 - Scoring
 - Goal-setting and Weighting
 - Reporting





DLA's Current Scope and Impact

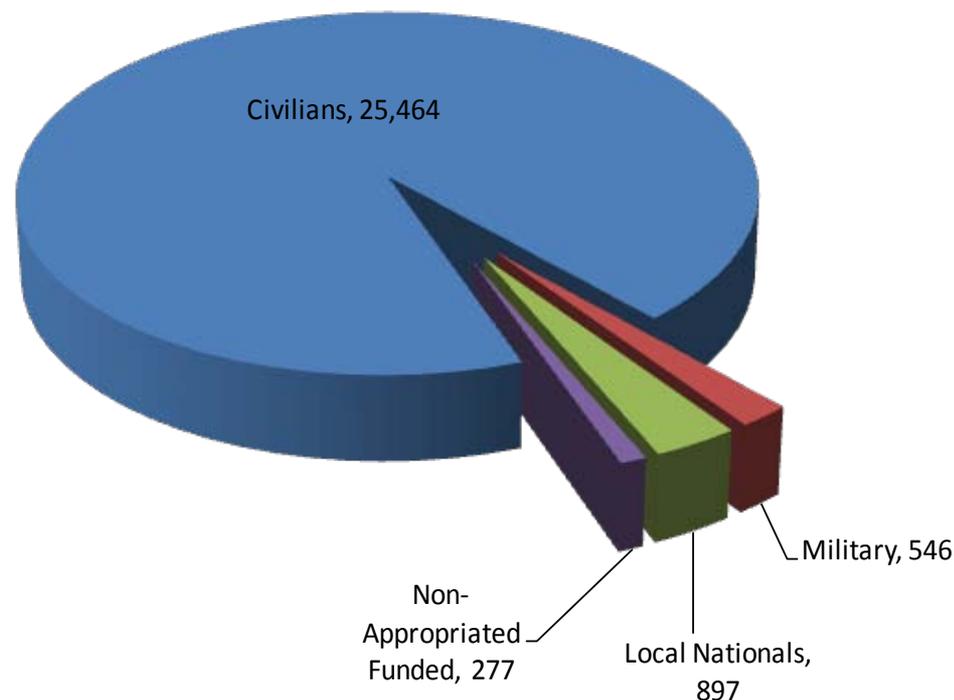
- A \$42 Billion global enterprise (28 countries)
- Manages nearly 5 Million line items via 8 supply chains.
- Supplies 83% of all Military Services' repair parts and 100% of fuel and troop support consumables.
- Primary DoD warehouser (receipt, stow and issue)
- Reverse logistics processor (reutilization and disposal)
- Foreign military sales and humanitarian aid
- A "Day in the Life" of DLA:
 - 10,000 procurement actions
 - 60,000 receipts and issues
 - 13M gallons of fuel issued





DLA Workforce Strength

- As of 3/31/2011, DLA's Total Workforce strength was 27,184 (not including Military Reserves):
 - Civilians (94%)
 - Active Duty Military (2%)
 - Local Nationals* (3%)
 - Non-Appropriated Funded** (1%)



* Local Nationals are employees hired for jobs in their own country.

** Non-Appropriated Funded are employees whose salary is paid by revenue generated by the Service's activities rather than allocated by Congress.



DLA Mission Critical Occupations

- **Direct-Support MCOs:**

- | | |
|----------------------------------|----------------------------------|
| - Contracting (1102) | Supply Program Management (2003) |
| - Warehousing (6901, 6907, 6912) | Property Disposal (1104) |
| - Inventory Management (2010) | Environmental Protection (0028) |
| - General Supply (2001) | Logistics Management (0346) |
| - Quality Assurance (1910) | |

- **Functional Support MCOs:**

- | | |
|-----------------------------------|-----------------------------|
| - Information Technology (2210) | Human Resources Mgmt (0201) |
| - Financial Administration (0501) | Accounting (0510) |
| - Auditing (0511) | Budget Analysis (0560) |

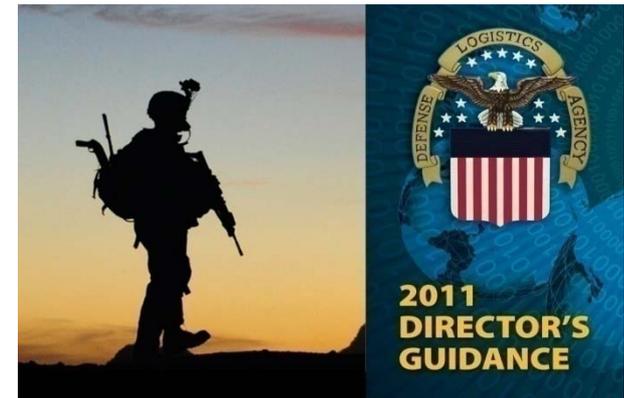
- **General Support MCOs:**

- | | |
|--------------------------|-------------------------------------|
| - Law Enforcement (0083) | Safety & Occupational Health (0018) |
| - Firefighting (0081) | Intelligence (0132) |
| - Security (0080) | |



FY 2011 DLA Director's Guidance

- Warfighter Support Enhancement
- Stewardship Excellence
- Workforce Development
 - Ensure DLA workforce capabilities match mission requirements through DLA's Talent Management initiative.
 - Support diversity through recruitment, development, and retention.
 - Enhance DLA's performance and results driven culture.





DLA Talent Management

- Desired outcome: DLA workforce capabilities match present and future mission requirements.
- DLA path to desired outcome:
 - Conducting disciplined workforce analysis and planning across DLA functional communities.
 - Closing identified workforce competency gaps through recruitment and development initiatives.
 - Measuring Talent Management success via Workforce Readiness Index.
 - Strategically using resources to solve problems exposed by the Workforce Readiness Index, the DLA Culture Survey, etc.

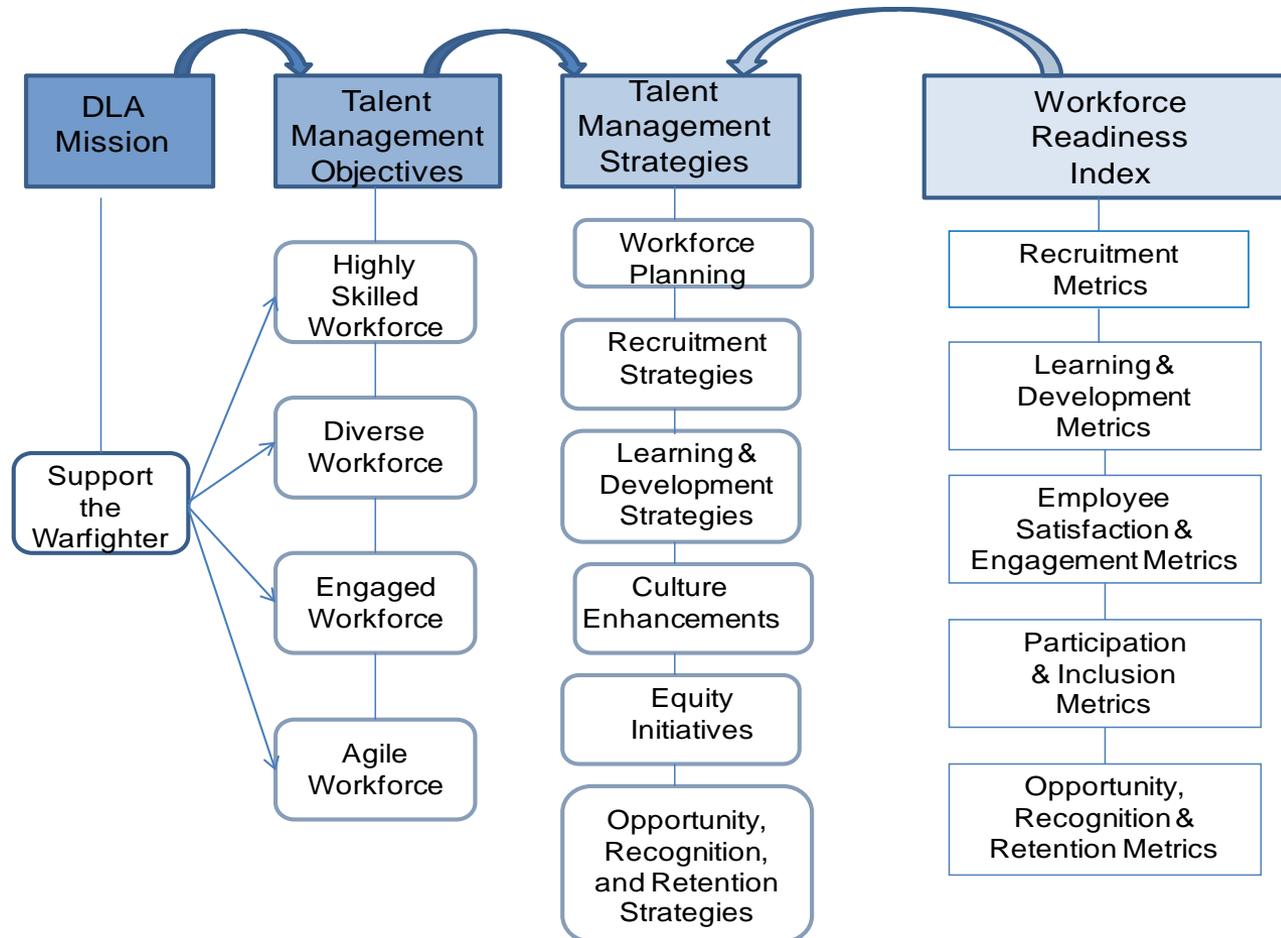


DLA Workforce Readiness Index (WRI)

- **Purpose:** To measure talent management progress by aggregating, organizing, scoring, reporting, and analyzing a set of workforce readiness indicators/metrics
- **Context:** Aligns with Goal 2 of the DOD Civilian Human Capital Strategic Plan (“Ensure Mission Readiness of the Workforce”) and with the “Monitor Progress” phase of the DOD maturation model for Mission Critical Occupations.
- **Applications:** Will be used as reference point to:
 - Gauge employee preparedness
 - Measure impact of workforce planning and resulting strategies
 - Identify areas ripe for attention; prioritize use of resources
 - Feed human capital action planning across the Agency
 - Support assessment and reporting requirements related to the FCM initiative, Presidential Hiring Reform, etc.



DLA WRI Framework





DLA WRI Components

- 32 performance metrics aligned with DLA's mission and its Talent Management objectives and strategies
- Metrics are grouped into five categories:
 - Recruitment
 - Learning and Development
 - Employee Satisfaction and Engagement
 - Participation and Inclusion
 - Opportunity, Recognition, and Retention
- Individually, each category indicates how the Agency is doing at particular point(s) in the employee lifecycle.
- Combined, the categories indicate how well DLA is managing talent overall.



DLA WRI Metrics

Recruitment

Time to Fill Rate
 Applicant Qualification Rate
 Offers Accepted Rate
 New Employee Satisfaction Rate
 Quality of Hire Rate (Intern)
 Quality of Hire Rate (non-Intern)

Employee Satisfaction and Engagement

Employee Satisfaction with Job
 Employee Satisfaction with Organization
 Employee Satisfaction with Feedback
 Employee Engagement: Employee Connection to Work
 Employee Engagement: Employee Connection to Org Goals
 Employee Engagement: Employee Connection to Org Vision
 Employee Engagement: Employee Connection to DLA
 Employee Intention to Stay Rate

Participation and Inclusion

Employee View of Leadership with respect to Leading a Diverse Workforce
 Participation Rate for Hispanics
 Participation Rate for White Women
 Participation Rate for People with Targeted Disabilities

Learning and Development

Average Training & Development Expenditure per Employee
 Average Training and Development Hours per Employee
 Individual Development Plan (IDP) Establishment Rate
 DLA Enterprise Leader Development Program (ELDP) Completion Rate (Tier II)
 Multi-Source Feedback (MSF) Improvement Rate (Tier II)
 Employee View of DLA Capability Development

Opportunity, Recognition, and Retention

Geographic Internal Mobility Rate
 Occupational Internal Mobility Rate
 Employee Impact: Authority to Act
 Employee Impact: Involvement in Business Planning
 Employee Impact: Support for Innovation & Risk-Taking
 Employee Impact: Belief in Personal Impact
 Employee View of Performance/Recognition Link
 Voluntary Turnover Rate



DLA WRI Data

- **Sources:** A mix of “hard” data from existing systems and “soft” data from already validated surveys
 - Defense Civilian Personnel Data System (DCPDS)
 - Time-to-Fill Tracker (TTFT)
 - Learning Management System (LMS)
 - Culture Survey (Denison model)
 - Climate Survey
 - Entrance (New-hire) Survey
- **Scope:** One full year (Fiscal Year)
 - DLA’s initial data pull to launch the Index covered FY10.



DLA WRI Scoring Methodology

- Each metric is scored by calculating how close to the target or goal the result is. Scores are expressed as the percentage of the target achieved.
- Individual metric scores are rolled up into category scores and an overall readiness score.
- In order to interpret the scores “at a glance,” a green/yellow/red schematic is used.

Green:	Index Score is = or > 90% of goal
Yellow:	Index Score is = or > 70% but < 90% of goal
Red:	Index Score is < 70% of goal



DLA WRI Targets or Goal

- As feasible, targets are benchmark driven, i.e., based on industry or government standard of high performance.
- Where we lack relevant, current benchmarks of success, DLA has adopted the following guidelines for its initial assessment.
 - Targets for DLA **requirements** are set at 95%
 - Targets for **satisfaction rates** are set at 90%
 - Targets for **perception rates** are set at 85%
 - Targets for Culture Survey metrics are based on DLA's established goal of scoring in the 3rd quartile of the Denison model.



DLA WRI Weighting

- In order to determine a score for each of the five Index categories, each metric is weighted such that the weights for any one category total 100%.
- Metrics generally are weighted equally within categories for our initial assessment.
- Exception: to avoid “over-counting,” weights have been adjusted where success on a single phenomenon is being measured via several data points.



DLA WRI Reporting Instruments

- **WRI Report Card:** detailed data, metric by metric.
 - DLA-wide and breakouts by major organization/activity
- **WRI Status Visual:** at-a-glance, high-level depiction of overall and category results.
 - DLA-wide and breakouts by major organization/activity
- **Narrative descriptions:** guidance on what it means to be “green” (or “yellow” or “red”) to support analysis of results .
- Future: Depiction of results on **DLA Fusion Center**, a one-stop, on-line repository of current DLA performance data.



DLA WRI: Report Card Template

DLA Workforce Readiness Report Card

Recruitment

Measure	Target	FY10 Performance	Weight	FY10 Index Score	Status (G/Y/R)
Time to Fill Rate			0.2		
Applicant Qualification Rate			0.2		
Offers Accepted Rate			0.2		
New Employee Satisfaction Rate			0.2		
Quality of Hire (Non-Intern)			0.1		
Quality of Hire (Intern)			0.1		
Recruitment Score:					

Learning and Development

Measure	Target	FY10 Performance	Weight	FY10 Index Score	Status (G/Y/R)
Average Training Expenditure Per Employee (Per FY)			0.1		
Average Training Hours Per Employee (Per FY)			0.1		
IDP Established Rate			0.2		
ELDP Tier II Completion Rate			0.2		
Multi-Source Feedback Improvement Rate (Tier II)			0.2		
Employee View of Capability Development			0.2		
Learning and Development Score:					

Employee Engagement & Satisfaction

Measure	Target	FY10 Performance	Weight	FY10 Index Score	Status (G/Y/R)
Job Satisfaction Rate			0.2		
Org Satisfaction Rate			0.2		
Employee Satisfaction with Feedback			0.2		
Employee Intention to Stay Rate			0.2		
Employee Connection to Work Rate			0.05		
Employee Connection to Org Goals			0.05		
Employee Connection to Org Vision			0.05		
Employee Connection to DLA			0.05		
Employee Engagement & Satisfaction Score:					

Participation & Inclusion

Measure	Target	FY10 Performance	Weight	FY10 Index Score	Status (G/Y/R)
Empl View of Ldrshp (diverse workforce)			0.25		
Hispanic Participation Rate			0.25		
White Women Participation Rate			0.25		
People w/Targeted Disabilities Participation Rate			0.25		
Participation & Inclusion Score:					

Opportunity, Recognition, Retention

Measure	Target	FY10 Performance	Weight	FY10 Index Score	Status (G/Y/R)
Occupational Internal Mobility Rate			0.2		
Geographic Internal Mobility Rate			0.2		
Employee View of Authority to Act			0.05		
Employee Involvement in Business Planning			0.05		
Employee View of Support for Innovation/Risk-Taking			0.05		
Employee Belief in Personal Impact			0.05		
Employee View of Performance/Recognition Link			0.2		
Voluntary Turnover Rate			0.2		
Opportunity, Recognition, Retention Score:					

Overall Score/Status:



DLA WRI: Status Visual (Sample)



Green: Index Score is = or > 90% of goal
Yellow: Index Score is = or > 70% but < 90% of goal
Red: Index Score is < 70% of goal

Please note that the Green/Yellow/Red colors in this sample are for demo purposes only; they do not reflect actual scores.

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