

CASIC Survey Management Challenges

Co-Chairs: Karen Davis, RTI and Jane Shepherd, Westat

This panel provides a venue for presenting and discussing the management and administrative challenges in today's CAI environment.

The session is divided into two topic areas and within each of these topics, the panelists and a moderator address current issues, approaches taken, and lessons learned.

The approach is to discuss the techniques used in different organizations to address key management issues, participate in a discussion of these issues, and have an opportunity to ask the panelists about effective approaches to common situations

Management challenges related to Human Capital

This panel will discuss challenges related to recruiting, development and retention of technical staff, especially programmers and technologists.

Topics include:

- Today's environment for recruiting programming and technology staff is very competitive; what novel approaches are organizations using to recruit and hire staff with current technology skills, such as mobile application development?

Management challenges related to Human Capital

- Because of the recruiting challenges, retention of key staff has become significantly important – what novel approaches are organizations using to retain key staff?
- Along with the challenges in recruiting new staff, and retaining existing staff, how are organizations dealing with planning for succession for strategic and key roles? What approaches are being used to be able to have successors ready and willing when they are needed?

Management challenges related to Human Capital

Moderator: Jane Shepherd, Vice President, Westat

Panelists:

- Ken Robertson, Assistant Commissioner in the Office of Employment and Unemployment Statistics, Bureau of Labor Statistics
- Diane Herz, Vice President, Mathematica
- Gina Cheung – Chief Technology Officer, Survey Research Operations, Survey Research Center, University of Michigan
- Preeta Chickermane, IT Director, NORC
- Arnie Wilcox, Chief, Application Services Branch, USDA National Agricultural Statistics Service (NASS)

Management Challenges Staffing

FEDCASIC
March 2015

Ken Robertson
Assistant Commissioner
Industry Employment Statistics



Technical Staff

■ Recruiting Challenges

- ▶ Programmers/Technologists - others
- ▶ Federal / Contract?
- ▶ Time to get a cert / TO
- ▶ Entry level – experienced?

■ Development and Retention

- ▶ Tightened budgets – less funding for needed training... Alternatives?
- ▶ Morale

Technical Staff

- Succession Planning
 - ▶ Ensure dispersion of capabilities / critical tasks
 - ▶ Short- and Long-term planning
 - Production/development
 - Planning for new/future skills needs
 - Supervision/management
 - ▶ Challenging with smaller staff sizes

Contact Information

Ken Robertson

Assistant Commissioner

Office of Industry Employment Statistics

202-691-5440

Robertson.Ken@bls.gov



www.bls.gov

Challenges Related to Employee Recruitment, Retention, Development and Succession Planning

Presentation at the FedCASIC Conference

March 4, 2014

Diane Herz
Mathematica Policy Research

Recruiting programming and technology staff

- **Recruitment Strategies**
 - Advertise in technology-related recruitment sites
 - Advertise in industry publications (i.e. market research)
 - Leverage personal networks
 - Corporate LinkedIn
 - New organizations and professional organizations (Data Community DC)
- **Emphasize corporate benefits**
 - Employee ownership, benefits, modern technology and flexibility, mission
- **Compensation**
 - Hire moderately skilled at wages peers have after upskilling
- **Staff development**
 - Hire at junior levels and emphasize development
 - Offer new areas of expertise

Approaches to retention

- **Corporate emphasis across technology and non-technology areas**
 - **Employee ownership (ESOP)**
 - **Excellent benefits**
 - **Mission-focus**
 - **Highly collaborative culture**
 - **Stretch assignments and increasing levels of leadership**
 - **Solicit regular feedback from staff**
 - **Focus on supervisory quality**
- **Technology staff specifically**
 - **Retention not usually an issue**
 - **Offer broad opportunities in survey research, policy research, measures, analytics**
 - **Staff-driven approach to work (very satisfying)**
 - **Innovation lab**

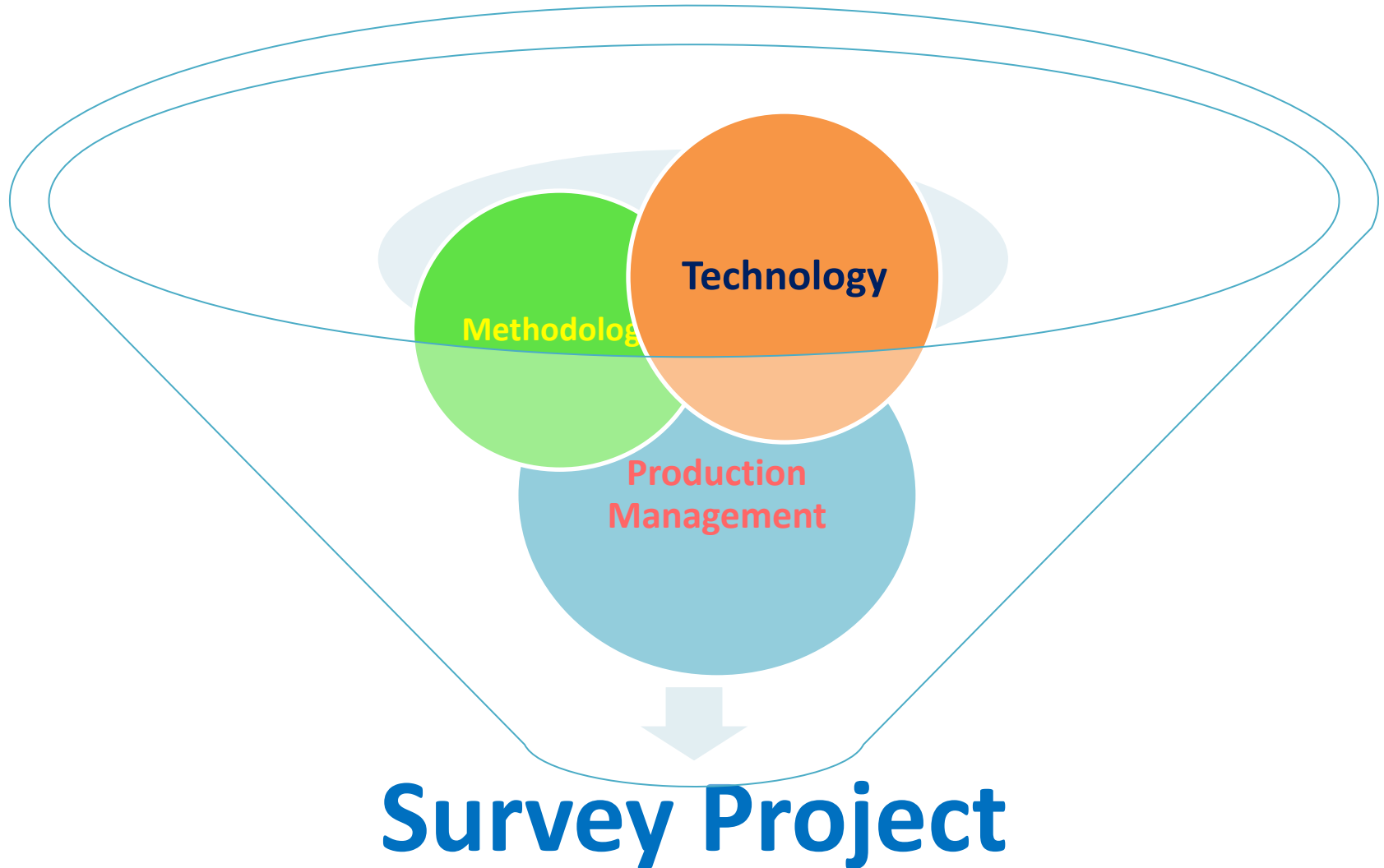
Planning for succession for key roles

- Hire mix of staff at all levels, with attention to long-term –both for technical roles and for management/leadership
- Give increasingly complex assignments to both develop staff and test leadership skills
- Remain open to external hires from government, academia, and industry
- Focus on retention and career longevity through strong overall corporate performance

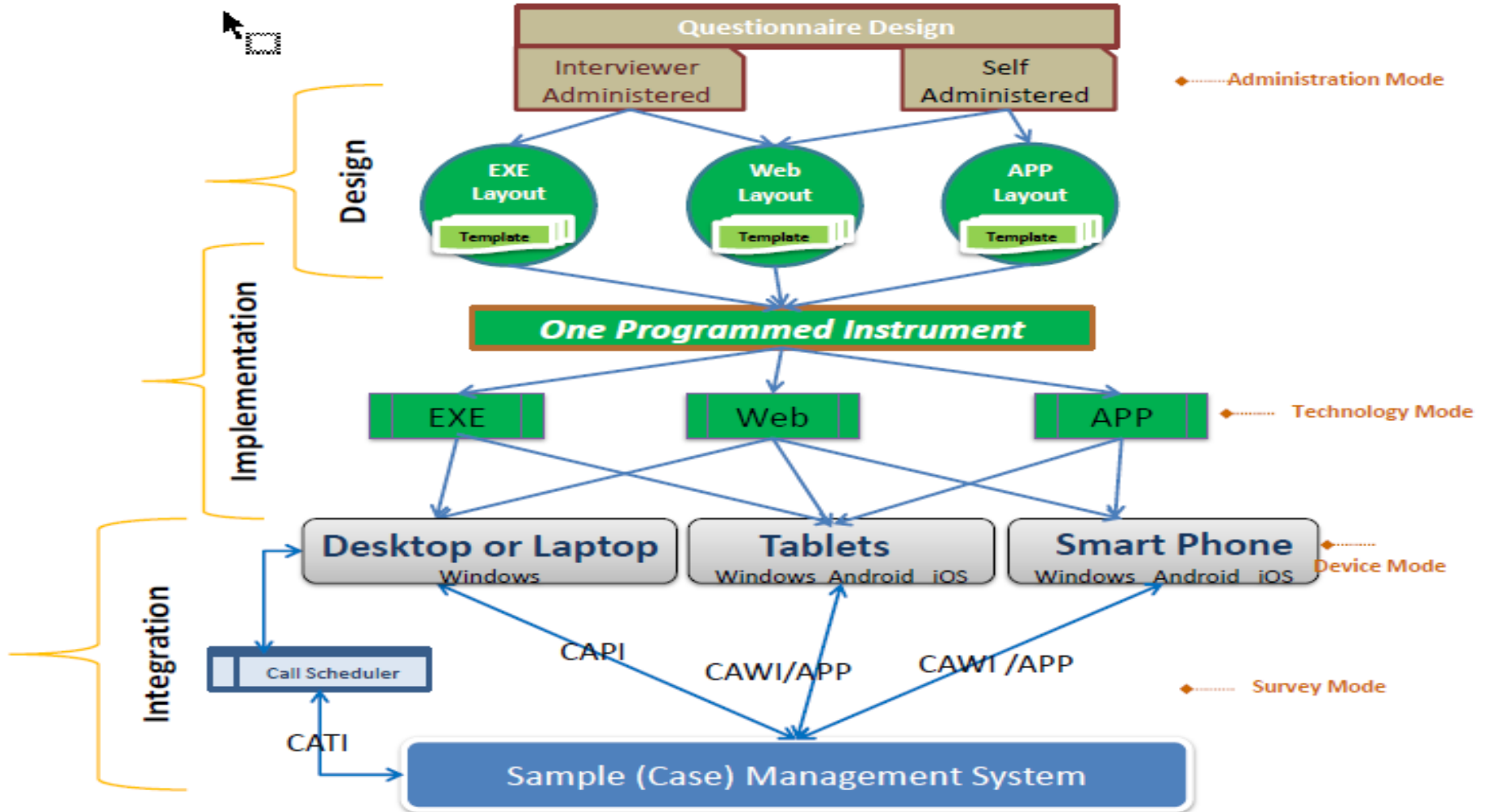
**Management challenges related to
Employee
recruitment/retention/development
and succession planning**

Gina Cheung
University of Michigan
Survey Research Center
FedCASIC, March 4, 2015

Are we “unique”??



Getting Complicated.....



Job Responsibilities

- “Traditional” survey authors/programmers vs. new Mobile/Web developers
- Data Managers vs. Data Architect
- IT project manager vs. Technology Lead
- “Traditional” database administrators vs. data security officers
- One Helpdesk for PC users, Web users and mobile users??

NORC

Recruitment, Retention, Development and Succession Planning

Preeta Chickermane
Director, IT

Recruitment Strategies

- NORC career site postings
- Job board postings
- Employee Referrals
- Contract to hire positions - Vendor search
- HR search of job boards
- HR search of LinkedIn groups
- Compensation; Sign on/relocation bonus

Retention Strategies

- Compensation
- Retention bonuses
- Recognition awards
- Additional training/conference opportunities
- Cutting edge technology/project assignments
- Opportunities to participate in organizational innovation
- Flexibility with working remotely (different cities)
- Quality of work life programs

Development and Succession Planning

- Goals definition
- Manager/leader commitment to employee development
- Employee commitment to learning
 - Training/Cross-training
 - Planned job assignments
- Support
 - Coaching and mentoring
 - Assessment and feedback



USDA
National Agricultural Statistics Service
Technology Staff
Human Resource Challenges

Arnie Wilcox
Chief, Application Services Branch



NASS Technology HR Challenges



- Recruitment
 - Contract to fill Short Term Staff/Skills Gaps
 - Explore Alternatives Based on Defined Needs
 - Collaborate Effectively with HR Specialists



NASS Technology HR Challenges



- Retention
 - Define Non-Managerial Paths for Advancement
 - Provide Opportunities That Cross Boundaries
 - Generous Mission Focused Education/Training



NASS Technology HR Challenges



- Succession Planning
 - Create Team/Agile Learning Opportunities
 - Encourage Rotational Assignments
 - Understand Roles and Service Level Expectations
 - Improve Talent Management

Discussion