

CASIC Survey Management Challenges

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

These panels provide a venue for presenting and discussing the management and administrative challenges in today's CAI environment.

There are two panels, 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

CASIC Survey Management Challenges

- This Panel –

Management challenges associated with Employee Recruitment / Retention / Development in Survey Research

- Earlier Panel –

Management challenges associated with new and emerging survey challenges and approaches

Management challenges associated with Employee Recruitment / Retention / Development in Survey Research

- This panel will discuss challenges of recruiting, retention, and staff development in survey research and programming.
- Organizations face many challenges in the current recruiting environment and the panel will explore approaches to staff development and retention.
- The panelists will discuss best practices and examples of how their organizations have addressed these ongoing challenges and how they develop strategic approaches to plan for future needs including staff training and development, and succession planning.

Management challenges associated with Employee Recruitment / Retention / Development in Survey Research

Moderator: Jane Shepherd, Westat

Panelists:

- Kyle Fennell, NORC at the University of Chicago
- Jennifer Edgar, Bureau of Labor Statistics
- Eloise Parker, U.S. Census Bureau
- Karen Davis, RTI International

Panel 2: Management challenges
associated with Employee
recruitment / retention /
development in survey research

Kyle Fennell, NORC

Interviewer recruitment risks/challenges



Attrition, especially late in staffing window or at project launch



Setting pay rates at optimal levels



Getting applicants through onboarding process



Attracting applicants in key locations

Recent NORC efforts to mitigate risk

Field Recruiting Taskforce

New Applicant Tracking System (ATS)

Ongoing staffing and early onboarding

Staff development

Challenges

- Capability gap
- Erosion in skills (FM & FI)
- Never enough “stars”
- Shorter trainings

Responses

- Formal skills assessment
- PDP
- “Good to great” effort
- New LMS platform

Management Challenges:

Recruitment Retention Development

Jennifer Edgar
April 17, 2018

Challenges



I know you're overworked, underpaid, unappreciated, and misunderstood. But don't worry, here's a

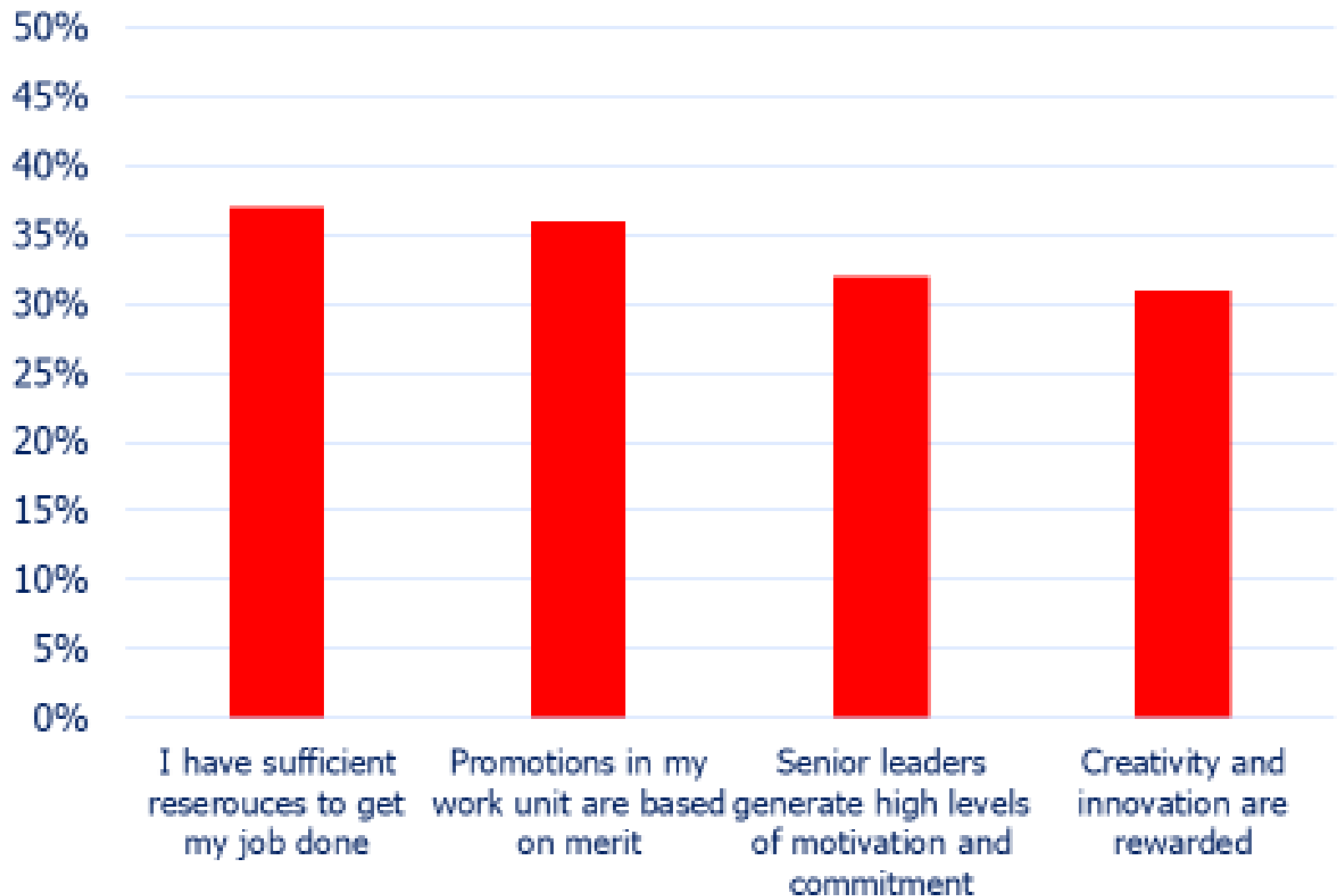
Certificate to make you forget all that.



your  cards
www.eCards.com



% of Feds Giving a Negative Rating



2017 FEVS

www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2017/2017-governmentwide-management-report.pdf

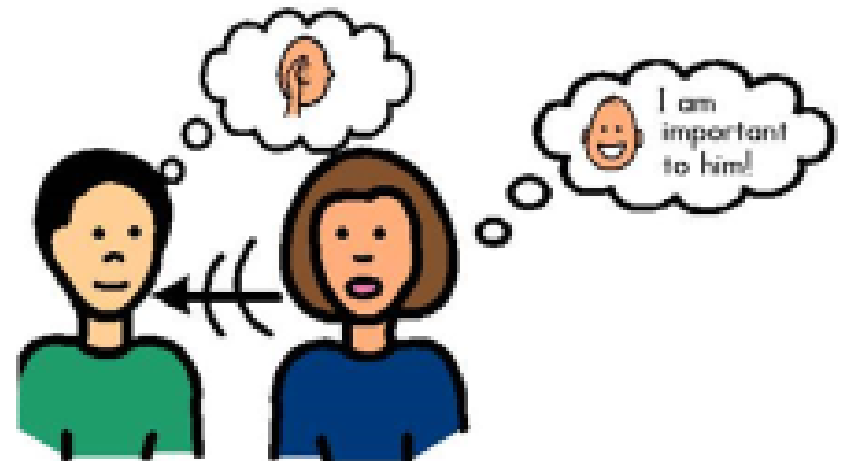
Management Opportunities!



Seek to Understand

Understand what employees...

- Enjoy doing, feel confident about
- Want to learn
- Envision for their future
- Need from you / the company



Use What You Learn: Assigning Work

- Thoughtful work assignments
 - ▶ People notice who gets what!
 - ▶ Cool projects: try to align with individual goals and interests, but be sure to distribute
 - ▶ Dreaded projects: make the value of the project is clear, and appreciation known

Use What You Learn: Development

- Classroom training is not the only way to develop skills
- Create projects that align with staff motivators and address gaps in goals
 - ▶ Can be small or large, traditional or not
 - ▶ But don't create work for work's sake!
- Help them develop relationships



Use What You Learn: Individual Needs

- Not all employees are motivated by the same thing, or need the same thing from you
- Spend time thinking about how to best meet the needs of each individual
- Even the most independent staff value knowing you care about them and appreciate their work

There are 2 types of good boss...

1. Those who take a keen interest in your personal development; meet with you regularly; keep their door open; walk the floor routinely and delegate appropriately.
2. Those who leave you alone.

We can do it!

- Tough time to manage!
- While we may not enough money, staff or time, we **do** have the ability to value and understand our staff
- Understanding people lets you assign work, identify development opportunities and interact in the way that best meets their needs
- Good manager → Engaged Employees → Retention!
- Gallup (2015) 50% of 7,200 respondents left a job to “get away from their manager”



Addressing Management Challenges Associated with Employee Recruitment & Retention

Eloise Parker, U.S. Census Bureau

FedCASIC Conference

U.S. Census Bureau

April 17, 2018



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov

Context

Yesterday's Challenges

- Response rates on a steady decline
- Respondents distracted and irritated at intrusion on their time
- Transitioning surveys from one mode to another (e.g., Paper to CAPI)
- Engaging stakeholders to ensure we're collecting data that meets policy needs
- Ensuring confidentiality through established disclosure protection methods
- Securing networks to protect data



Today's Challenges

- Response rates on a precipitous decline
- Respondents increasingly distrustful and protective of personal information
- Executing multi-mode surveys and integrating other data sources
- Balancing expanding desires for more content and access to more granular data
- Advancing disclosure protection methods given increasing ease of matching outside data
- Proactively updating protocols and infrastructure to provide advanced security and facilitate appropriate access

Staffing for the 2020s

- The Survey Life Cycle expertise of current staff remains essential to maintain the stability and continuity of our surveys
- Complement with experience to support rapidly emerging needs:
 - Big data
 - Survey methods
 - Disclosure protection methods
 - Cloud computing
 - Network security
 - New media/dissemination

Staffing the Field

- Low unemployment and outside competition for applicants in certain geographies creates challenges when trying to recruit for Field Supervisor and Field Representative (Interviewer) positions, as well as positions in the Regional Offices
 - Testing new recruiting strategies, e.g., Facebook ads in geographies that are hard to recruit
- Modernizing training to be responsive to staff needs and budget constraints:
 - Improving computer-based training to incorporate interaction and adult learning approaches
 - More frequent training touchpoints, and more pragmatic, e.g., “The First 10 Seconds”
 - National Survey Supervisor Training – on a quarterly basis, Field Division brings all new survey supervisors from across the country to Census Headquarters to train them on various data collection topics. Helps with staff retention, confidence, team building and morale.
- Managing the decline of our CATI workload

Recruitment & Retention Strategies

- Develop “Data Scientist” position to complement the current Math/Stat and Survey Stat positions
- Be forthright about your organization’s selling points and limitations
- High premium on curiosity and willingness to persevere when interviewing new staff
- Recognize when you’ve hired staff with a capacity to learn and innovate – and then make your job about removing barriers
- Actively foster an environment that promotes knowledge-sharing across your agency
- Explore how to “turbo-matrix” high-value resources across program areas – and possibly across agencies

Thank you!

Contact Information:

Eloise K. Parker

Assistant Director for Demographic Programs

(301) 763-1679

Eloise.K.Parker@census.gov



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov



Technical Staffing—Recruitment and Retention Challenges and Solutions

Presented at FedCASIC April, 2018

Karen M. Davis

Business Group CIO and VP, Research Computing

Challenges – Programmers & Software Engineers

Recruit Top Talent

- Primarily local
- Significant local competition
- Low unemployment in Research Triangle Park, NC, for programmers and other technical software staff
- Not widely known locally, as compared to other organizations
- Nonprofit organization

Retain Talent

- Challenging to recruit for vacant roles
- Start-up time can be extensive for new staff, especially when added to projects already underway
- Project/matrix-based organization where projects are the services delivered to external clients
- Expensive to onboard and train new staff



- Mission and Values
- Interesting Work
- Growth Opportunities
- Diversity and Inclusion
- Flexibility—Work Environment
- Communication
- “The People”



EMPLOYEE RETENTION

Mission and Values

RTI MISSION

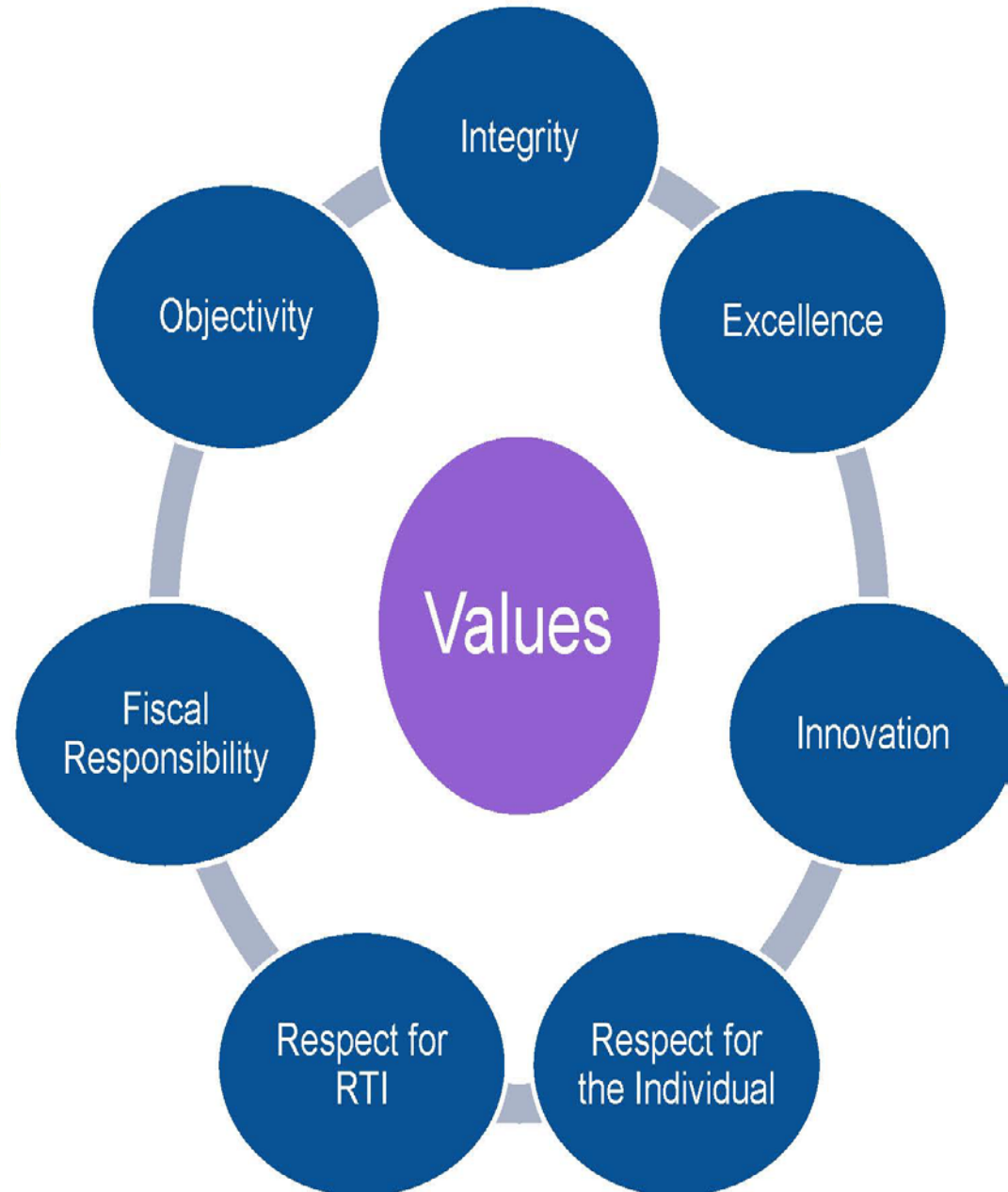
To improve the human condition by turning knowledge into practice.



RCD

Using the power of technology to improve the human condition

THESE GUIDE EVERYTHING WE DO!



Provide Interesting Work

Software and Systems Projects for Clients

- Cloud implementations
- Full-stack development
- Transaction application systems
- Data management and integration
- Dashboards and data visualization
- Mobile software development—mobile data collection tools
- Database-driven Web systems



Nielsen

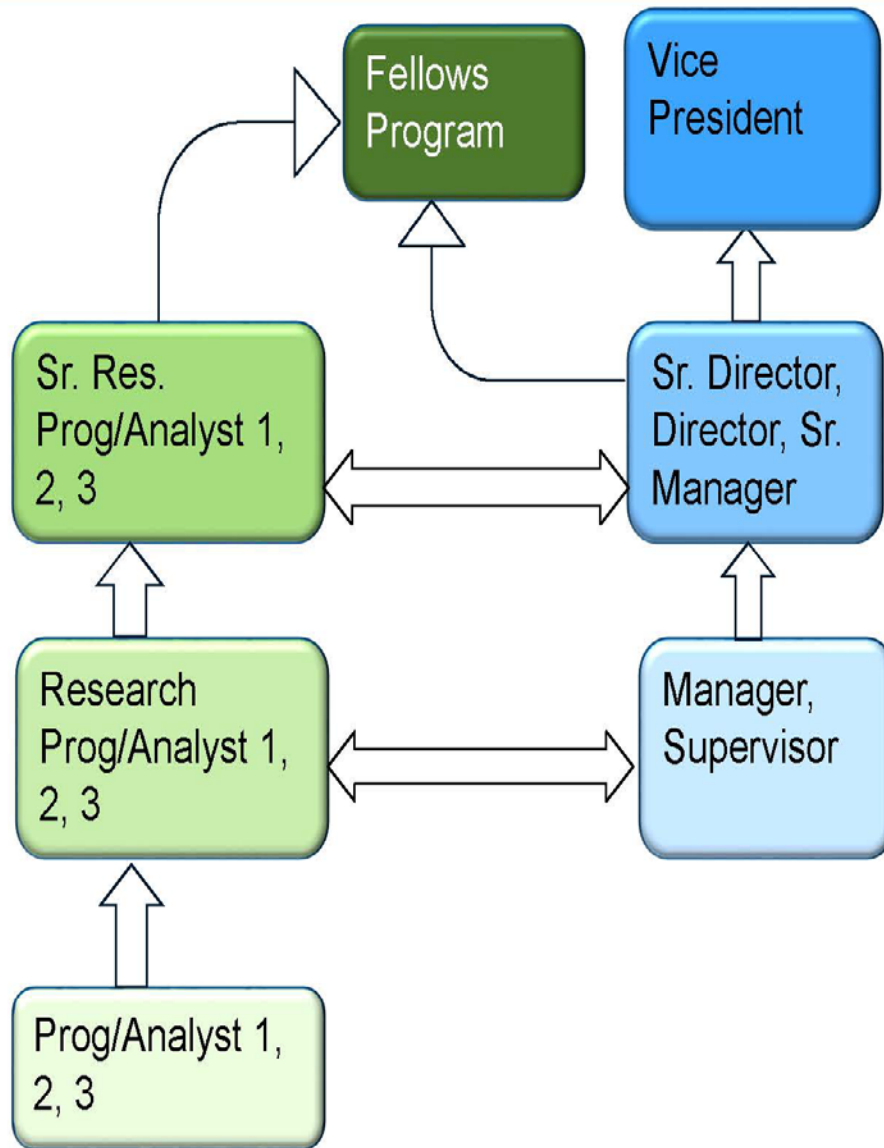


BILL & MELINDA
GATES foundation

BJS Bureau of
Justice Statistics



Growth Opportunities—Career Paths



- Technical track is parallel to managerial track.
- Management staff also do the technical work of the organization.
- Staff can move between the tracks.
- Leadership happens across both tracks.
- Advancement can be performance-based as well as position-based.

Opportunities for Development

Training—Locally (Division) Determined

- Technical training
 - Agile certification
 - Programming frameworks
 - PMP certification
- “Soft skills” training
 - Leadership
 - Management
 - Writing
 - Client management
- Brown bag sessions

Development Opportunities

- Leading unit or group initiative
- Leading a special project
- Investing in emerging talent growth—
skills and visibility
- Professional Development Awards



We recognize that **diverse backgrounds** inform different views that help create a hub of ideas that drive our pursuit of world-changing innovations. Our cultural, ethnic, gender, and intellectual diversity helps generate opportunities to foster creative solutions and teamwork.

**WOMEN
IN STEM**



Science • Technology • Engineering • Math

Employee resource groups (ERGs) play a critical role in strengthening RTI's commitment to maintaining a diverse workforce and an inclusive environment. ERGs provide a strategic advantage in recruitment and retention, drive business innovation, and bring unique perspectives and ideas for delivery and growth of services offered to clients and people in the communities we serve.



Flexibility—Work Environment

Organizational Level

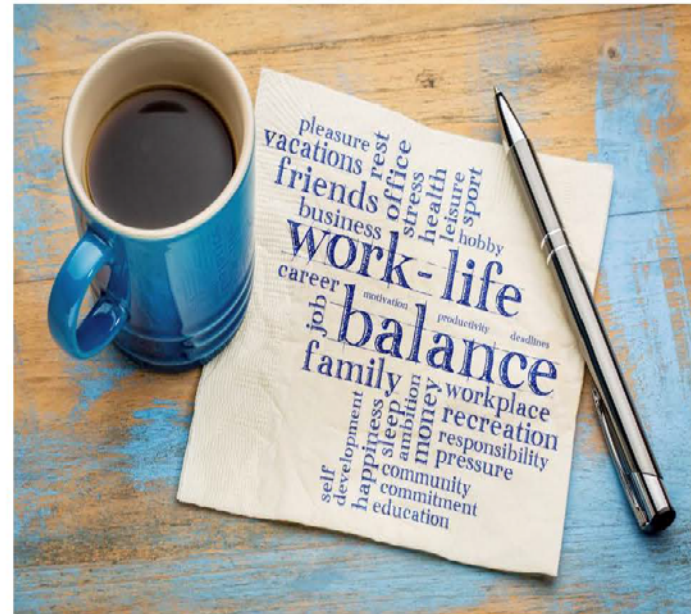
- Family-friendly benefits, including parental leave
- Competitive health and other benefits
- Paid Time Off (PTO) accrual

Work Environment

- Relaxed but professional culture
- Focused on collaboration
- Sharing information and expertise
- Mentoring and teamwork

Division Level

- Work at home
- Remote working
 - Telecommuting
 - Regional offices
- Flexible schedules that comply with government-mandated time reporting



Communications

The screenshot shows the RCDnet website interface. At the top left is the RCDnet logo with the tagline "Using the Power of Technology to Improve the Human Condition". A search bar is located at the top right. Below the logo is a navigation menu with links for Home, About RCD, Portfolio, Administration, Developers, Internal Systems, News (highlighted), Proposals, Staff, and StaffNet. The main content area is titled "News" and features a sidebar on the left with categories like "RCD Update", "March 2017", "All Hands Q1: All the News You Missed While Seeing the Sights", "Financial Report: A Solid Start to FY17", "Proposal Update", "In the Cloud with Evan and Chris", "Bugs Be Gone", "UX Tips and Tools", and "Kudos". The main article is titled "RCD Update" and dated "March 2017". The article text begins with "As the advance publicity promised, RCD's January All Hands Meeting was 'TOTALLY DIFFERENT.'" and includes a link for those who missed the meeting.

- E-mail
- Newsletters
- Intranet
- Division website
- All Hands meetings
- Town Hall meetings
- President's Forum
- Quarterly business reviews
- Management Team retreats
- Employee Input

The People!



AND . . . food and chocolate!





delivering **the promise of science**
for global good



Karen M. Davis
kdavis@rti.org
919-485-2799

Thank You!

Discussion and
Questions