DID YOU KNOW?
As of the first week of June, that BUPERS had the highest response rate throughout the Department of the Navy for the 2012 Employee Viewpoint Survey (EVS)?

Our Workforce Council has been working hard to address issues identified in the 2011 survey. We anticipate we will receive 2012 results around November of this year. Upon receipt, we will establish focus groups to identify areas where improvement may be needed. We will also share the results of the survey and our review sometime early 2013.

Thank you for completing the survey. Your opinion does matter!

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IMPROVING EMPLOYEE SATISFACTION

During the 2011 Employee Viewpoint Survey (EVS), a large percentage of Bureau of Naval Personnel (BUPERS) employees indicated a lack of satisfaction because of their inability to find a better job within the organization. As a result, the BUPERS Workforce Council established an initiative focused on enhancing communications and employee awareness of BUPERS job opportunities. There are three separate goals which support this initiative:

Goal 1 - Educate employees on BUPERS mission, organization and workforce.

Action taken: May’s newsletter provided the overall mission for the BUPERS organization and a high level organization chart. Beginning this month, we will focus on a BUPERS organization in each newsletter by sharing the organization’s mission and spotlighting a civilian position within the organization. Our objective is to help BUPERS employees better understand the organization and to identify potential career opportunities within BUPERS.

Goal 2 - Establish a public folder to capture all Millington vacancies.

Action taken: We recently established a public folder in Microsoft Outlook that captures all BUPERS Millington job vacancies. To navigate to the public folder, you must change your view to “Folder List” view and follow these steps:
- Click the “+” next to “Public Folders” to expand it
- Click the “+” next to “All Public Folders” to expand it
- Click the “+” next to “USN” to expand it
- Click the “+” next to “BUPERS” to expand it
- Click the “+” next to “MILL” to expand it
- Click the “+” next to “NAVPERSCOM” to expand it
- Click the “+” next to “General Information” to expand it
- Click the folder for “Millington Job Announcements” to select it
- Right-Click it, and click “Add To Favorites” to add it to your Favorites section

Millington Job Announcements will now show up in your Favorites in MS Outlook

Goal 3 - Host a series of professional development seminars to help prepare our civilian workforce for potential career opportunities

Action Taken: In FY12, we will share topics and tools targeted to help BUPERS employees plan and take charge of their careers. Our initial topics will provide foundational information and will be provided via newsletter, on-line resources, Town Halls, DCOs, and brown-bags. We welcome feedback on our approach and appreciate input for future topics. Our FY12 schedule is:

- June: Navigating USAJOBS (see pg 4)
- July: Resume Writing
- August: Interview Skills
- September: Developing an IDP

CIVILIAN CAREERS—WHERE PURPOSE AND PATRIOTISM UNITE
Navy Personnel Research, Studies, and Technology (NPRST) is the Department of the Navy’s only personnel-focused research laboratory. Dedicated to shaping the Navy’s human resources vision, we also provide the scientific research and operational products necessary to attain it. Our goal is to improve the manpower, personnel, training, and education (MPT&E) processes that affect the life of every Sailor, Marine, and family member, from recruitment through retirement. NPRST produces innovative, effective products by uniquely combining deep MPT&E knowledge with scientific and technical expertise.

NPRST develops, applies, and validates new tools, technologies, methods, and business processes to assess, recruit, develop, and retain successful Sailors and Marines essential to readiness. We provide the means to understand the attitudes, opinions, and needs of service members and help predict their behavior in response to changes in personnel benefits, incentives, policies, and practices.

Prominent areas of NPRST research include educational and psychological measurement and validation; enlisted and officer selection and job classification; distribution and personnel assignments; policy planning analysis; forecasting, modeling, and simulation; verification and validation of models; decision support system development; Navy-wide survey development, administration, and analysis; and organizational assessment and program evaluation.

NPRST currently employs 15 Personnel Research Psychologists, GS-0180 series. Most GS-0180s have doctoral degrees in various areas of psychology: industrial-organizational, educational, cognitive, experimental, social, and quantitative psychology. Most GS-0180s work in the Institute for Selection and Classification. They plan and execute all phases of behavioral science research, including: proposal development, research design, data collection, statistical analyses, interpretation, and results presentation and publication. Their research is used to develop effective and efficient methods for selecting individuals for service in the Navy and Marine Corps and for assessing them throughout their military careers by building new attitudinal, cognitive, personality, and interest instruments. These instruments improve our understanding of an applicant’s potential in training, adaptability to and satisfaction with military service, likelihood to continue, and job performance and quality of life.

Recently, the Institute for Selection and Classification focused on developing a personality instrument to complement current military educational and intellectual tests, such as the Armed Services Vocational Aptitude Battery and the Officer Aptitude Rating. Psychologists developed the items and methods of administration for Navy Computer Adaptive Personality Scales (NCAPS). NCAPS has 19 personality traits, is quite unique, short, very reliable, and difficult to fake. Our researchers have evaluated the instrument with thousands of Sailors and Marines. The prestigious Society for Industrial-Organizational Psychology awarded the NCAPS development team the M. Scott Myers Award for Applied Research in the Workplace for their groundbreaking work on the development of NCAPS. NCAPS research forms the core of the Computerized-Special Operations Resiliency Test that has greatly improved the classification and success rate for Navy SEAL candidates. NCAPS is also an integral part of a research project to assess officer traits for the leadership continuum that will be foundational to future officer development and training. It is also being used in a study to improve selection and assignment of Navy and Marine Corps enlisted personnel in the Air Traffic Control, Intelligence, and Corpsman career fields.

NCAPS is just one of many challenging, fascinating, and operationally important projects that psychologists at NPRST work on.
BUPERS HR UPDATE—June 2012

IMPROVING PERFORMANCE MANAGEMENT

In June 2011, BUPERS employees completed the 2011 Employee Viewpoint Survey (EVS) and identified Performance Management as an area that needs emphasis and improvement. Since that time, the BUPERS Workforce Council has worked to develop a comprehensive action plan to address three separate initiatives. One of these initiatives is to increase leaders’ knowledge of performance management principles. Educating our supervisors will be accomplished through various formats to include mandatory Computer Based Training (CBT), DCOs, Town Halls, and face-to-face meetings. Our goal is to ensure supervisors are aware of the importance of recognizing and rewarding employees and dealing with poor performers.

This month’s focus provides an overview of performance management principles. BUPERS supervisors will be required to take the Overview of Performance Management CBT at OPM’s HR University. Commands are currently loading the required training into TWMS to track completion of this training.

Performance management is a system that promotes a high-performing workforce by implementing and maintaining programs that involve employees in improving organizational effectiveness. It clarifies individual and group strategic goals and priorities; helps to define position and career development goals; and rewards and encourages desired actions and identifies problems early.

Employee performance management processes include:

Planning – involves the supervisor and the employee setting expectations and goals. During this process the supervisor evaluates the following: Are the critical elements truly critical? Do the measures encourage the appropriate behavior? Is the meaning of acceptable performance clear? Are the standards attainable, challenging, fair and applicable? Will the employee understand what is required?

Monitoring – involves assessing, measuring, and providing feedback on progress in reaching goals. Employee and supervisor communication is critical to ensure goals are met or adjusted as needed. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards. And by monitoring continually, unacceptable performance can be identified at any time during the appraisal period and assistance provided to address such performance rather than wait until the end of the period when summary rating levels are assigned.

Developing - involves increasing employee potential through training or work assignments. Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology.

Rating – involves summarizing employee performance through the use of set standards. Within the context of formal performance appraisal requirements, rating means evaluating employee performance against the elements and standards in an employee’s performance plan and assigning a summary rating of record.

Rewarding – includes recognizing and rewarding employees, individually and as members of groups, for their performance and acknowledging their accomplishments toward the agency’s mission. In an effective organization, rewards are used well. A basic principle of effective management is that all behavior is controlled by its consequences. Those consequences can and should be both formal and informal and both positive and negative.

In effective organizations, managers and employees practice good performance management. Goals are set and work is planned routinely. Progress toward goals is measured and employees get feedback. High standards are set, but care is also taken to develop the skills needed to reach them. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. All five component processes working together and supporting each other achieve natural, effective performance management.
BUPERS Commands transitioned to USAJOBS in May 2011 as part of the President’s Hiring Reform initiative. During the transition, the DON provided tool kits for Hiring Managers, HR Professionals, and Applicants. The Applicant tool kit assisted employees with establishing accounts and applicant eligibility profiles, building resumes, and searching and applying for jobs. These tool kits are available at http://www.public.navy.mil/donhr/Employment/hiringreform/Pages/ToolsAndInformation.aspx

When you visit the Resource Center page at the USAJOBS site, you will get advice on topics ranging from pay/benefits, employment types, tutorials, tips and spotlights. In addition, you have easy access to USAJOBS’ Frequently Asked Questions (FAQ) by category. Check out this URL as you will more than likely find the answers to your questions in the Resource Center at https://help.usajobs.gov/index.php/Main_Page.

If you are interested in learning how to create advanced searches, save searches, create, upload or store resumes—just select tutorials from the list of available topics. In addition to these screen shots, an advanced search tutorial video can also be viewed at the following link: http://www.youtube.com/watch?v=JvIkxUJc8&list=PL4E58D6A9FC4D4315. Saved Searches help you look for jobs in your area of interest. The saved search will automatically search for jobs based on your search criteria, and then e-mail you when there are new jobs entered into the database that meet your specifications. You may employ up to 10 Saved Searches. Let USAJOBS work for you!