Towards the second step in HR-Analytics

Commitment and turnover in Statistics and Surveys

Béatrice Snel

may 18-22, 2015
<table>
<thead>
<tr>
<th>Dinsdag 12-4</th>
<th>Woensdag 13-4</th>
<th>Donderdag 14-4</th>
<th>Vrijdag 15-4</th>
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<td>2,2 mm</td>
<td>1,8 mm</td>
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Steps in HR-Analytics

Evolving from tracking to analytics

‘HR is hitting the wall’*

HR added value

HR degree of ‘HR Intelligence’

Tracking

Analytics

Prediction

Causation

Correlation

Surveys

Scorecards

Benchmarks

Metrics/Ratios

Linking with Bizz data

Why?
Bizz impact?
What if?

Conceptual Model

Military Personnel

Demands
- Psychological Distress
  - Cynism
  - Mental Exhaustion
- Morale
  - Enthusiasm
  - Persistence

Resources
+ +

Commitment
- Affective
- Normative
- Continuance

Satisfaction

Motivation

Turnover Intention
- +

Turnover Rates

Turnover Reasons

Environmental factors
Available data from statistics and surveys:

<table>
<thead>
<tr>
<th>HR-statistics:</th>
<th>Survey Results</th>
</tr>
</thead>
</table>
| **Using PeopleSoft/COGNOS:**  
  • Number MP working in MOD  
  • Intake MP  
  • Outflow of MP | **Job satisfaction questionnaires:**  
  • Turnover-intention,  
  • Reasons for turnover-intention,  
  • Job satisfaction,  
  • Commitment  
  • Job Demands.  
  • Job Resources. |
| These statistics can be differentiated for age, type of contract, M/F, unit etc. | **Turnover questionnaires:**  
  The reasons for actual turnover |

**Trends** in turnover rates differentiated for special group of personnel
## HR-statistics Military Personnel

**Number of Military Personnel working within the organization**: 

- **Navy**: 7,800
- **Army**: 17,600
- **Airforce**: 6,550
- **MP**: 5,700

* 1-1-2015
### Turnover statistics

#### HR-statistics

<table>
<thead>
<tr>
<th></th>
<th>Regular Turnover</th>
<th>Non-regular turnover</th>
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<tbody>
<tr>
<td>Navy</td>
<td>259</td>
<td>326</td>
</tr>
<tr>
<td>Army</td>
<td>378</td>
<td>1174</td>
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<tr>
<td>Airforce</td>
<td>362</td>
<td>248</td>
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<tr>
<td>MP</td>
<td>114</td>
<td>164</td>
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</table>

Turnover rates: total amount of military personnel irregularly leaving*
- Navy: 4,1%
- Army: 6,6%
- Airforce: 3,7%
- MP: 2,8%

*2014, military students excluded, compared to number of personnel 1-1-2015
## Turnover intention

### Survey Results

**Turnover-intention Military personnel:**

**Job search past 12 months**
- Navy: 12%
- Army: **14%**
- Airforce: 11%
- MP: 12%
### Turnover intention – Military Personnel Army

#### Survey Results

**Reasons for turnover-intention (dissatisfiers):**
- Reorganization
- Lack of career prospects
- Job-opportunities outside the organization
- Management organization

**Reasons to stay (satisfiers):**
- Job content
- Job- and income security
- Work atmosphere
## Survey Results Commitment

<table>
<thead>
<tr>
<th>Commitment Type</th>
<th>Service</th>
<th>Score</th>
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<tr>
<td>Affective Commitment (1-10)</td>
<td>Navy:</td>
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<tr>
<td></td>
<td>Army:</td>
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<tr>
<td></td>
<td>Airforce:</td>
<td>6,3</td>
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<td></td>
<td>MP:</td>
<td>6,7</td>
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<td>Continuance Commitment (1-10)</td>
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<td>5,2</td>
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<td></td>
<td>Army:</td>
<td>5,7</td>
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<tr>
<td></td>
<td>Airforce:</td>
<td>5,5</td>
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<td>MP:</td>
<td>5,8</td>
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<tr>
<td>Commitment to the military profession</td>
<td>Navy:</td>
<td>6,9</td>
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<tr>
<td></td>
<td>Army:</td>
<td>7,3</td>
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<td>Airforce:</td>
<td>6,8</td>
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</table>
Survey results reasons actual Turnover Reasons Army personnel

Survey Results
Reorganizations
Career opportunities
HRA – where do we stand?

Better insights,

To understand more about turnover and commitment,

To support policy makers.
The second step in HR-analytics:

We’ve just made a start with HRA: combining statistics and information from surveys.

We still need to:
• Combine more data: opportunities outside the military, data for different groups
• Combine and analyze the data.

Challenges:
• Privacy matters.
• What story does the organization need? That’s the story we need to look for and tell.
Contact:

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