



Support Command
Ministry of Defence

Towards the second step in HR-Analytics

Commitment and turnover in Statistics and Surveys



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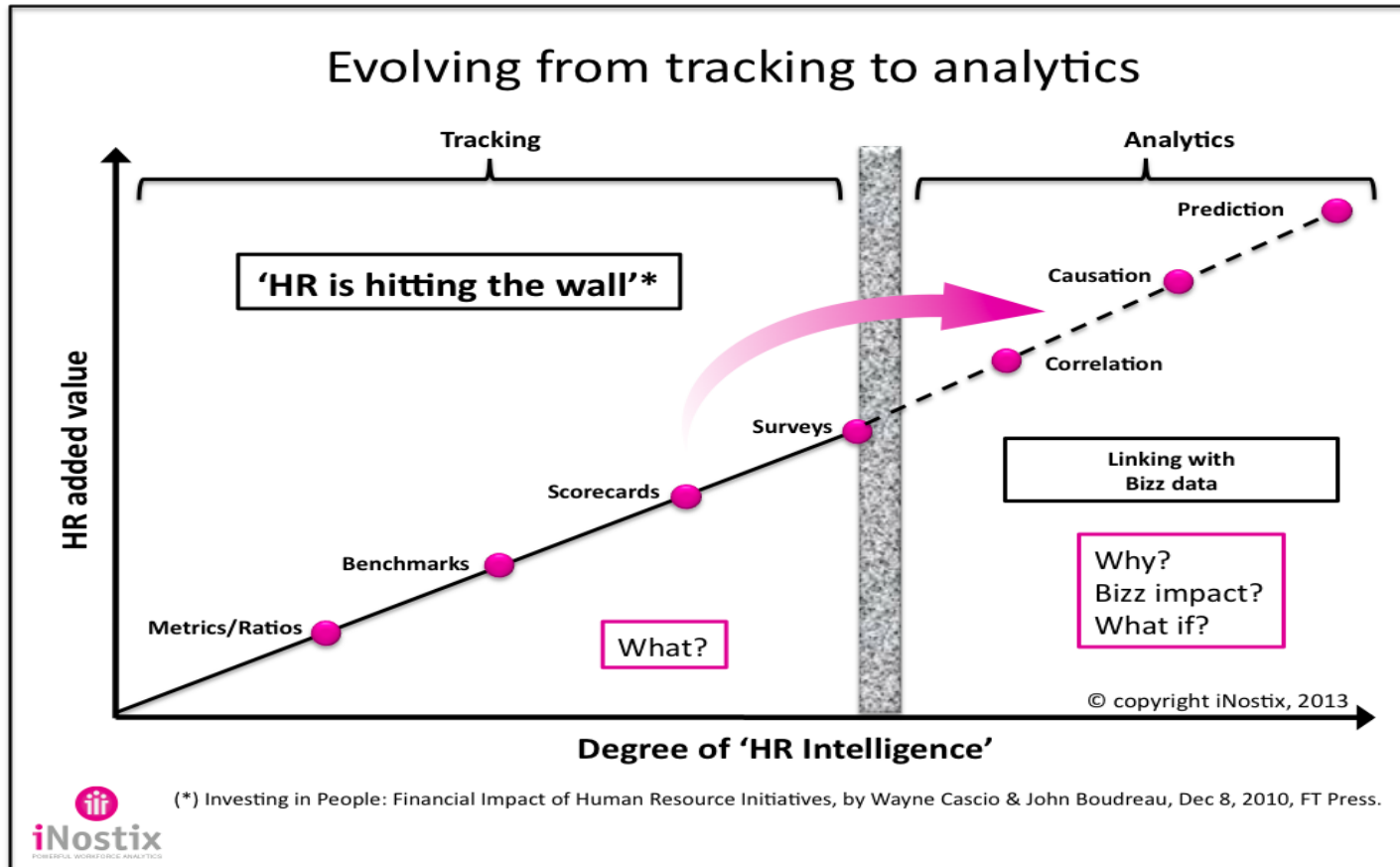


	Dinsdag 12-4	Woensdag 13-4	Donderdag 14-4	Vrijdag 15-4	Zaterdag 16-4	Zondag 17-4	Maandag 18-4
Weer							
Maximum (°C)	10	12	13	13	14	15	16
Minimum (°C)	6	4	3	4	3	4	5
Hitte-index (°C) ?	-	-	-	-	-	-	-
Wind	↗ 5 Bft	↗ 3 Bft	↖ 2 Bft	↖ 2 Bft	↗ 2 Bft	↗ 2 Bft	↖ 2 Bft
Neerslag	0 mm	0 mm	0 mm	0 mm	0 mm	0 mm	0 mm

	Dinsdag 19-4	Woensdag 20-4	Donderdag 21-4	Vrijdag 22-4	Zaterdag 23-4	Zondag 24-4	Maandag 25-4
Weer							
Maximum (°C)	17	16	16	14	15	16	16
Minimum (°C)	5	6	6	6	6	7	8
Hitte-index (°C) ?	-	-	-	-	-	-	-
Wind	↖ 2 Bft	↗ 1 Bft	↗ 1 Bft	↗ 2 Bft	↖ 2 Bft	↖ 2 Bft	↗ 1 Bft
Neerslag	1,3 mm	2,2 mm	1,8 mm	0 mm	0 mm	0 mm	2,4 mm

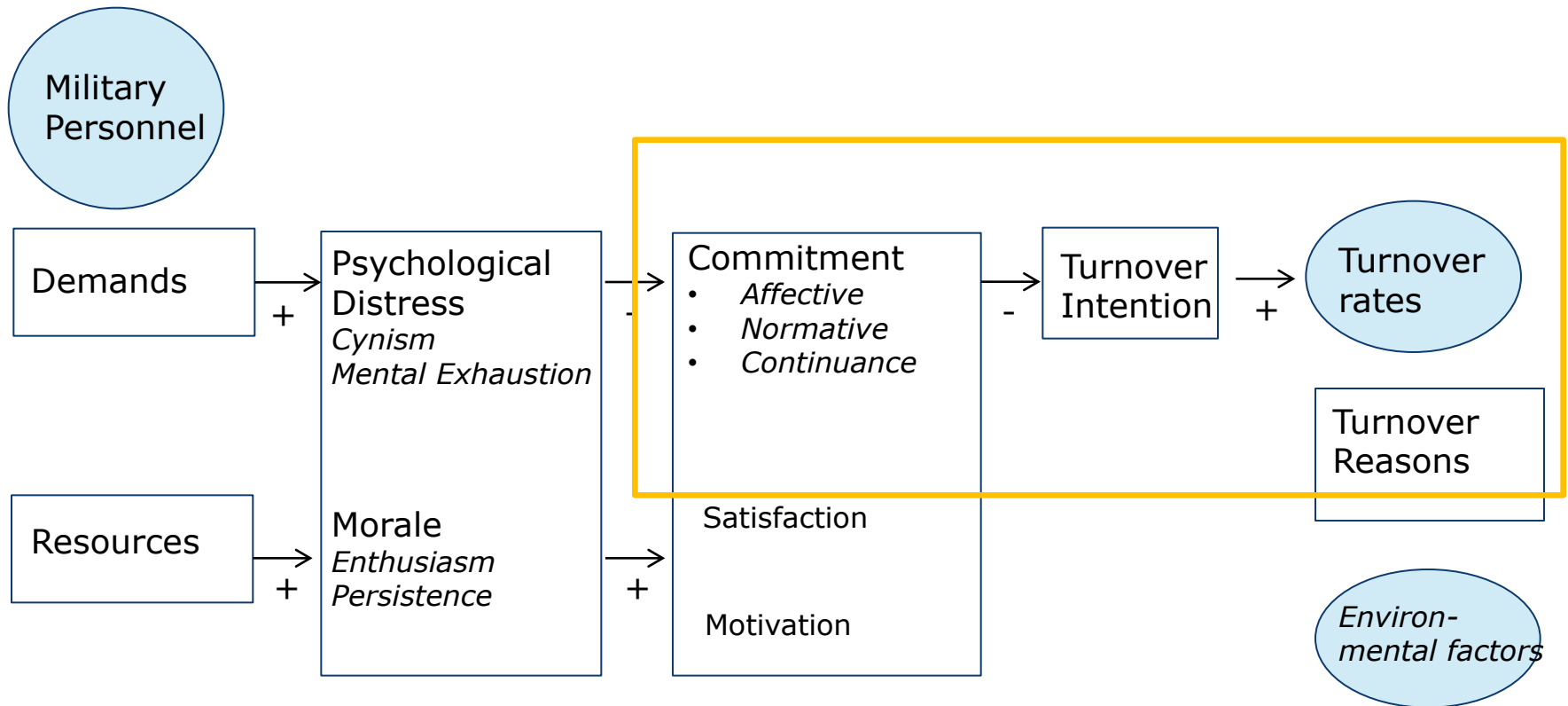


Steps in HR-Analytics





Conceptual Model







Available data from statistics and surveys:

HR-statistics:	Survey Results
<p>Using PeopleSoft/COGNOS:</p> <ul style="list-style-type: none">•Number MP working in MOD•Intake MP•Outflow of MP <p>These statistics can be differentiated for age, type of contract, M/F, unit etc.</p>	<p>Job satisfaction questionnaires:</p> <ul style="list-style-type: none">•Turnover-intention,•Reasons for turnover-intention,•Job satisfaction,•Commitment•Job Demands.•Job Resources.
<p>Trends in turnover rates differentiated for special group of personnel</p>	<p>Turnover questionnaires: The reasons for actual turnover</p>



HR-statistics Military Personnel

HR-statistics

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

	Regular Turnover	Non-regular turnover
Navy	259	326
Army	378	1174
Airforce	362	248
MP	114	164

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

Survey Results

Affective Commitment (1-10)	Navy:	6,5
	Army:	5,9
	Airforce:	6,3
	MP:	6,7
Continuance Commitment (1-10)	Navy:	5,2
	Army:	5,7
	Airforce:	5,5
	MP:	5,8
Commitment to the military profession	Navy:	6,9
	Army:	7,3
	Airforce:	6,8
	MP:	6,3



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.



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