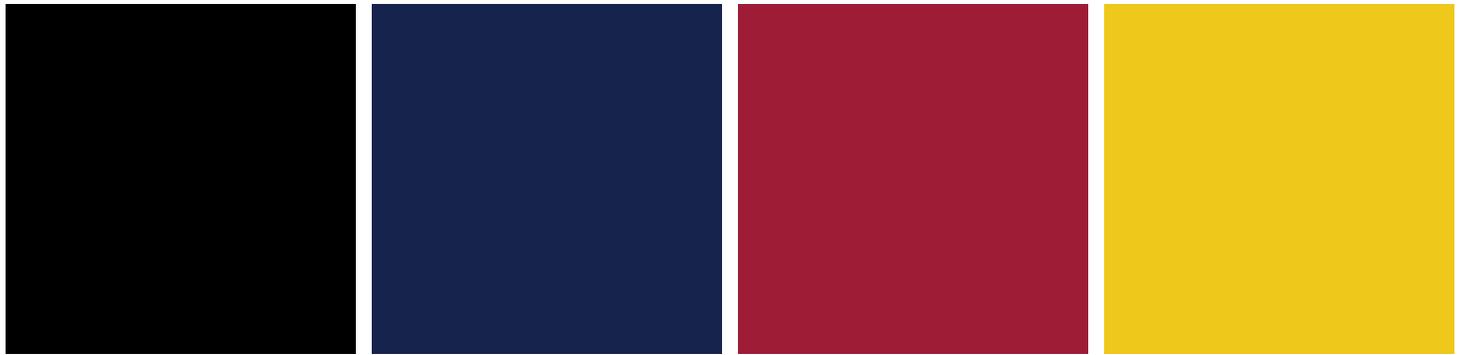


2011

U S M C



**HUMAN CAPITAL PROGRAMS
ANNUAL REPORT**

FROM THE DESK OF THE USMC, DCP



2011 was a challenging year for the Marine Corps Human Resources Community. A unique set of external forces, from continued economic weakness and an austere federal budget environment to the end of government-wide growth resulted in a nearly year-long hiring freeze which impacted much of what we do. However, in spite of these challenges we accomplished much as a Human Resources Community of which we can be proud.

The hiring freeze afforded us an opportunity to forge a stronger partnership with the Marine Corps Financial and Manpower Communities, collaborating to implement new position management controls and tracking processes. We improved how Marine Corps Functional Communities support employee development and growth by validating competencies and developing strategic plans. The Marine Corps Wounded Warrior Program provided intern and employment opportunities resulting in 25 placements of Wounded Warriors.

2012 will bring continued challenges to the HR Community. We are in the midst of a new hiring wave, a result of lifting the hiring freeze; standing up and staffing Marine Corps Installations Command (MCICOM); preparing for changes in HR service delivery; and participating in a more complex classification environment. Continued fiscal constraints for the foreseeable future will force us to seek efficiencies in our processes and become more innovative in supporting our customers.

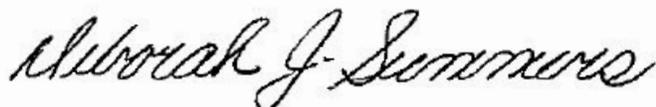
Our overriding goal for 2012 is to continue to improve upon how we manage, support and develop our most important asset – our Civilian Marines. To meet this goal we plan to launch several important initiatives:

Strategic Plan: Last year we worked with leaders across the Marine Corps to develop a unified approach to Strategic Planning. We created a framework for managing our Civilian Marine workforce. We established the Civilian Workforce Strategic Plan defining the 2012 strategy for sustaining an expert, innovative, and dedicated Civilian Marine workforce. This year we will refine our tools and processes and expand our scope to support the Human Resource Offices and Community of Interest Leaders as key components of the Strategic Planning process.

Workforce Data Integration: Over the past few years, the Marine Corps has come forward as a leader in how we access and analyze workforce data. This year we plan to launch an integrated workforce data warehouse, and provide tools and processes to enable quick and meaningful analysis that can be performed by multiple customers with varying needs.

Workforce Development: In 2011 the Marine Corps had the greatest number of HR registered participants in the Department of Navy's Civilian Workforce Development Training Program (CWDT). The increased emphasis on developing our workforce, especially Supervisors, led the Marine Corps to begin leveraging Total Workforce Management Systems (TWMS) and MarineNet opportunities for mandatory training. In 2012 we will continue our efforts to expand user access and communication between the two systems.

As 2012 progresses, USMC Human Resources success will be measured by achieving our workforce goals as outlined in our *Civilian Workforce Strategic Plan*. I look forward to working with you on our continued efforts to build and sustain a world-class Civilian Marine workforce, and I sincerely hope you will be excited to join me in this endeavor.



Deborah J. Summers
Director, Civilian Personnel Programs
United States Marine Corps



MCB, Hawaii

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I INTRODUCTION



MCRD, Parris Island

EACH YEAR THE DEPARTMENT OF THE NAVY OFFICE OF CIVILIAN HUMAN RESOURCES (OCHR) REQUIRES THE MARINE CORPS TO CONDUCT A HUMAN CAPITAL PROGRAM ASSESSMENT. THE ASSESSMENT CONSISTS OF ANSWERING A SET OF QUESTIONS DESIGNED TO MEASURE THE HEALTH OF SPECIFIC HUMAN CAPITAL PROGRAMS AND ALSO INCLUDES A REQUIREMENT TO ANALYZE A DEFINED SET OF WORKFORCE DATA.

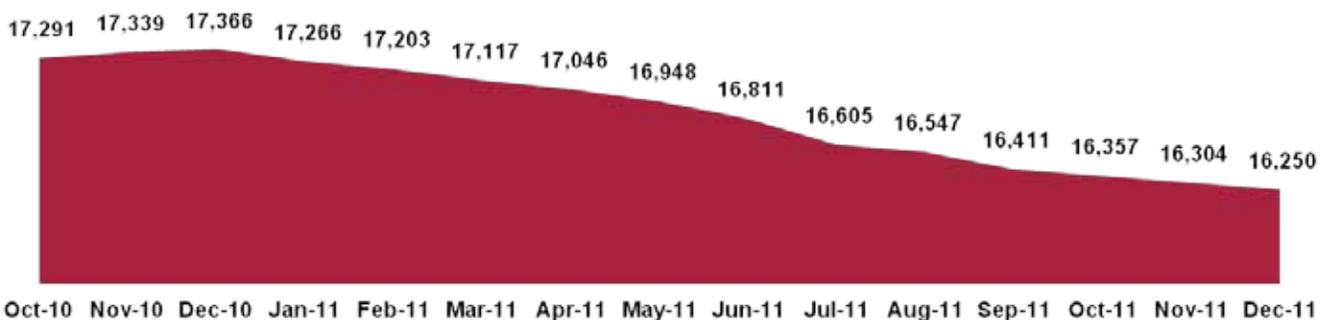
This report exists, in part, to meet the OCHR requirements. However, since there is a significant level of effort involved in putting together this report, we feel that the audience should be expanded to include key stakeholders within the Marine Corps HR Community and select senior leaders such as those on the Marine Corps Civilian Career Advocacy Board (CCAB). In order to best communicate to our expanded audience, the focus of the report goes beyond just answering the required questions to also include a review of the major events that impacted 2011, our goals and major initiatives for 2012, detailed workforce analysis that uses all available data and a description of our plan to use the analysis to impact activities at the Human Resource Office (HRO) level.

2011 IN REVIEW:

Prior to 2011, the Marine Corps had seen a steady growth in the Civilian Employee end-strength with an overall increase of over 27% from 2007 to 2010. However, a convergence of internal and external factors including continued national economic weaknesses, political pressure to reduce government employment and projected reductions to the defense budget resulted in the Marine Corps instituting a hiring freeze for civilian employees for nearly all of 2011.

The primary purpose of the hiring freeze was to reduce the number of on-board appropriated fund employees to a level supported by future labor budget projections. The graph below shows the monthly progress in 2011 towards that goal:

FIGURE 1: USMC CIVILIAN APPROPRIATED FUND ON OB COUNT



*On-board (OB) count does not include reimbursable positions

As shown in Figure 1, the hiring freeze reduced the appropriated fund on-board count from approximately 17,370 in December 2010 to approximately 16,250 by the end of 2011 – a decrease of over 6%. In addition to reducing on-board counts, the hiring freeze and the factors behind it have also led to fundamental changes in the position management processes within the Marine Corps. All employees will be matched to positions on the Table of Organization and Equipment (TO&E) and there will be a structured change review process to add or delete positions. Ultimately, this will benefit the Marine Corps and lead to a leaner, more efficient organization.

REPORT STRUCTURE:

This report presents an assessment of USMC Civilian Human Capital programs across 6 different functional areas. Each section listed below will provide an overview of significant accomplishments in 2011 and plans for 2012.

- o Strategic Alignment
- o Workforce Analytics
- o Leadership and Knowledge Management
- o Talent Management
- o Hiring Reform
- o HR Accountability

A recurring theme in this year's report is the access to and analysis of workforce data in order to make better decisions and to evaluate the success of Civilian HR Programs. A major focus for 2012 will be to develop a workforce analytics capability across the HR Community. This report

presents a detailed analysis of workforce demographics and recruitment/succession planning metrics and provides an overview of how that data will be used to develop strategic recruitment and staffing plans at each Human Resource Office (HRO) across the Marine Corps. Section 2 presents our analysis methodology and our overall results. Detailed analysis for every Marine Corps job series and HR Community demographic analysis can be found in the appendices:

- o Appendix A: Detailed Workforce Analysis
- o Appendix B: Demographic Analysis
- o Appendix C: Employee Viewpoint Survey Analysis

Accompanying this report is a CD that provides supporting materials to help validate the status of Marine Corps Human Capital Programs and to provide additional information beyond what can reasonably fit into the report. Attachments to the report on the CD are listed below and identified in the body of the report (example ^{A1}):

- o Attachment 1: Civilian Workforce Strategic Plan (CWSP)
- o Attachment 2: MARADMIN CWSP Announcement
- o Attachment 3: Marine Corps Vision and Strategy 2025
- o Attachment 4: Strategic Workforce Assessment And Planning Application
- o Attachment 5: Leadership Development Training Example
- o Attachment 6: USMC Conflict Management And Mediation Model (CM₃) summary

The information in this report will be analyzed by OCHR to determine the effectiveness of Marine Corps Civilian HR Programs. We believe that the OCHR evaluation will show that the Marine Corps continues to stand out amongst our peers within the DON and will validate our continued leadership role in Civilian HR program management within the federal government.

1 STRATEGIC ALIGNMENT



San Diego, CA

A MAJOR FOCUS IN 2011 WAS THE DEVELOPMENT OF THE CIVILIAN WORKFORCE STRATEGIC PLAN (CWSP). THE CWSP PROVIDES A FRAMEWORK TO STRENGTHEN ALL ASPECTS OF THE CIVILIAN MARINE WORK LIFECYCLE AND HIGHLIGHTS FOUR STRATEGIC GOALS THAT FORM THE FOUNDATION OF PLANS TO DEVELOP AND MANAGE THE CIVILIAN WORKFORCE:

- o Goal #1: Provide civilian workforce development opportunities to support career progression and growth.
- o Goal #2: Implement a competency based approach to total workforce management in order to shape the current and future workforce.
- o Goal #3: Enhance integrated military-civilian culture as one team to accomplish the Marine Corps mission.
- o Goal #4: Foster a work environment that encourages excellence.

For each goal listed above objectives have been identified, Initiatives will be defined to meet the objectives and measures will be put in place to track progress toward goal accomplishment. Also included in the CWSP is an overview of the strategic plan for each Marine Corps Community of Interest (COI).^{A1, A2}

The Marine Corps Vision and Strategy 2025 guide is the principal strategic planning document for the Marine Corps and is intended to inform all Marines, both military and civilian, on the future direction of the Marine Corps. Individual Commands have strategic plans that are used in their local planning and performance management activities.^{A3}

STRATEGIC WORKFORCE PLANNING:

Tremendous advances were made in the design, development and implementation of a Marine Corps Strategic Workforce Planning (SWP) Program in FY 11. In February we hosted a 3 day working group meeting with senior leaders from the Human Resources, Manpower and Finance communities and achieved the goal of developing a standard approach to SWP that will ultimately be implemented Marine Corps wide – see Figure 2.

FIGURE 2: CIVILIAN STRATEGIC WORKFORCE PLANNING PROCESS



In 2011 we also encouraged the COI Leaders to become more engaged in conducting strategic workforce planning for their communities. Each COI Leader participated in a comprehensive review of all Marine Corps positions by functional area, priority and mission focus, and offered feedback on the impact of proposed reductions of positions. This information was aggregated and used to develop long-term position requirement forecasts.

Finally, we made significant progress in how we will access and utilize workforce data to support our SWP efforts. Through coordination with key Marine Corps and DON stakeholders we laid the groundwork to launch, in FY 12, a comprehensive Workforce Analytics initiative. Our ultimate goal in pursuing this initiative is to achieve a positive Return on Investment (ROI) by integrating and analyzing workforce data to enable organizations across the Marine Corps to improve workforce planning activities, make more informed workforce decisions, streamline human resource processes, and provide ready access to current information about the workforce. To achieve this goal we have developed the following approach:

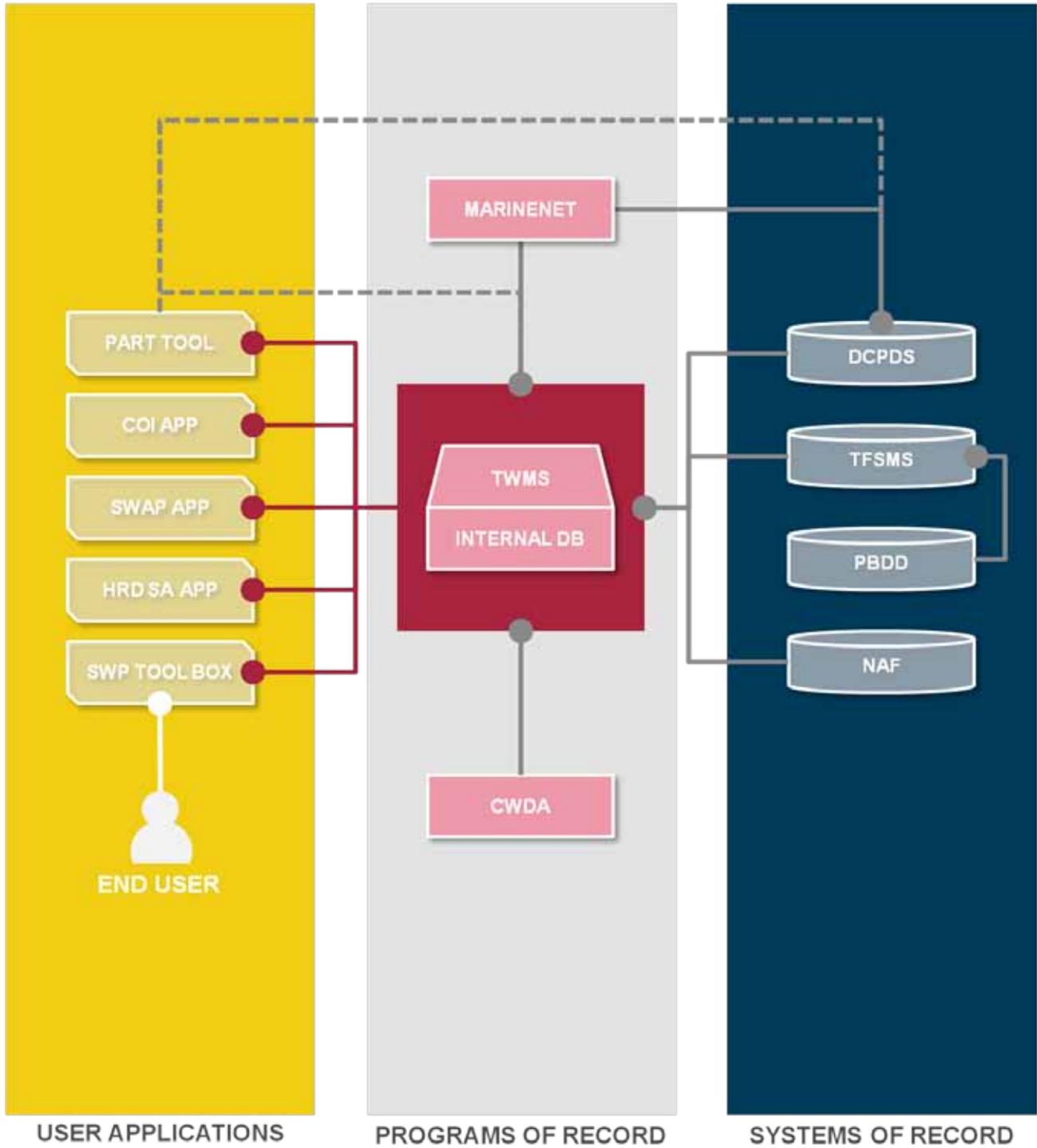
- o Step 1 – Identify workforce data sources
- o Step 2 – Integrate and understand the workforce data
- o Step 3 – Identify key workforce analysis metrics
- o Step 4 - Develop and deliver workforce analysis capability to customers

- o Step 5 – Manage and report on workforce metrics to return value
- o Step 6 – Evaluate and improve workforce data integration and analysis capability

We plan to use the Total Workforce Management Service (TWMS) to integrate Marine Corps workforce data that currently exists in many different databases. As full data integration is achieved, access to the data will be amplified through our excel-based applications (apps) that are specifically designed to enable quick analysis and utilization of workforce data to support many different functional requirements.

Last year the Performance Awards Review Tool (PART) App used TWMS data to standardize the year end awards board process across the Marine Corps and to track award spending levels to ensure compliance with DoD and DON policy. The Strategic Workforce Assessment and Planning (SWAP) App was used to develop all the workforce analysis contained in this report.^{A4} It will be launched in April 2012 for use by HROs to help develop their strategic recruitment plans and by COI leaders and managers as a way to better understand the risks to their workforce and how to tailor succession planning and employee development efforts. Figure 3 provides a visual diagram of how the Marine Corps will use available technology to achieve our workforce data analysis goals.

FIGURE 3: WORKFORCE ANALYTICS MODEL



2 WORKFORCE ANALYTICS



THE END OF THE HIRING FREEZE IN LATE 2011

RELEASED A SURGE OF PENT-UP RECRUITMENT AND STAFFING DEMAND THAT, WHEN ADDED TO THE PROJECTED POSITION BACKFILLS DUE TO LOSSES AND RETIREMENTS, WILL GREATLY IMPACT THE USMC HR COMMUNITY IN THE FIRST HALF OF 2012. TO HELP PREDICT WHERE THE RECRUITMENT AND STAFFING DEMAND WILL BE COMING FROM

and what job series are most impacted we have decided to focus our analysis efforts in this report on three metrics: Projected 2012 Non-Retirement Loss Rate, Projected 2012 Retirement Rate, and Weighted Vacancy Rate Index.

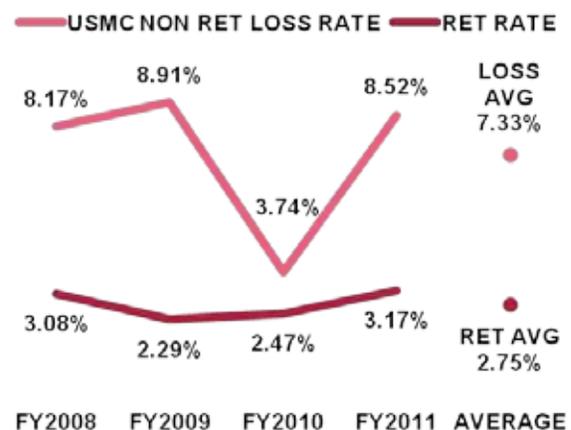
Through analysis of these metrics for every civilian job series we have identified those occupations most at risk from both a recruiting/staffing and a succession planning standpoint. Using this same data we have also projected the number of positions that will have to be filled for every job series in 2012. This section will provide an explanation of our analysis methodology and an overview of our analysis results. Our complete analysis can be found in Appendix A – Detailed Workforce Analysis.

NON-RETIREMENT LOSS RATE:

To develop the projected 2012 non-retirement loss rate for every USMC civilian job series we calculated the non-retirement loss rates for the past 4 fiscal years (2008 – 2011) and averaged these numbers to create a 4-year average loss rate. As can be seen in Figure 4, in 2010 the non-retirement loss rate was significantly less than the 4 year average. Possible reasons for this may include negative factors in

the national economy (unemployment peaked at 10% at the beginning of FY10) and continued perceived opportunity for advancement in the Marine Corps (civilian on-board count grew by 1104 employees in FY10). In 2011 these trends reversed, the economy stabilized and began to improve (private sector job growth was the highest since 2005) and the Marine Corps began to reduce on-board count (FY11 on-board decreased by 939 employees.)

FIGURE 4: LOSS RATES



PROJECTED RETIREMENT RATE:

We chose to break out retirements from other types of losses due to the outsized impact they have on the organization. As seen in the Figure 4 above, retirements historically only count for approximately 30% of yearly losses, however, retirees are more likely to fill senior positions and possess a wealth of

accumulated institutional knowledge that is more difficult to replace.

To project retirement rates for every USMC civilian job series we analyzed every retirement in the Marine Corps from FY 08 - 11 to determine when the retirements occurred with respect to the employee's retirement eligibility. In analyzing this data we found that it was rare that an employee chose early retirement and that retirement rates are relatively stable until 6 years past the retirement date. Table 1 shows the segmented retirement population categories and the rate at which the employees in each category retired from FY 08 – 11.

There was a significant increase in retirements in 2011 versus the previous 3 years. This result was likely due to improving economic factors and government employment factors, like the pay freeze, that provide less incentive for employees to remain on the job past their retirement dates.

TABLE 1: RETIREMENT RATES

CATEGORY	FY08-10 AVG	FY11	WEIGHTED AVG	ON-BOARD
EARLY RETIRE	2.2%	2.8%	2.5%	2821
FULL RETIRE	13.7%	19.1%	16.4%	2360
0 TO 2	13.6%	15.2%	14.4%	958
2 TO 4	8.3%	13.3%	10.8%	656
4 TO 6	11.9%	17.3%	14.6%	383
6 TO 8	19.8%	32.4%	26.1%	183
8+	20.8%	35.4%	28.1%	180

*Weighted average = (FY08-10 AVG + FY11) / 2

Once we understood the Marine Corps historic retirement rates by category, we used a December 2011 employee demographic report to determine the number

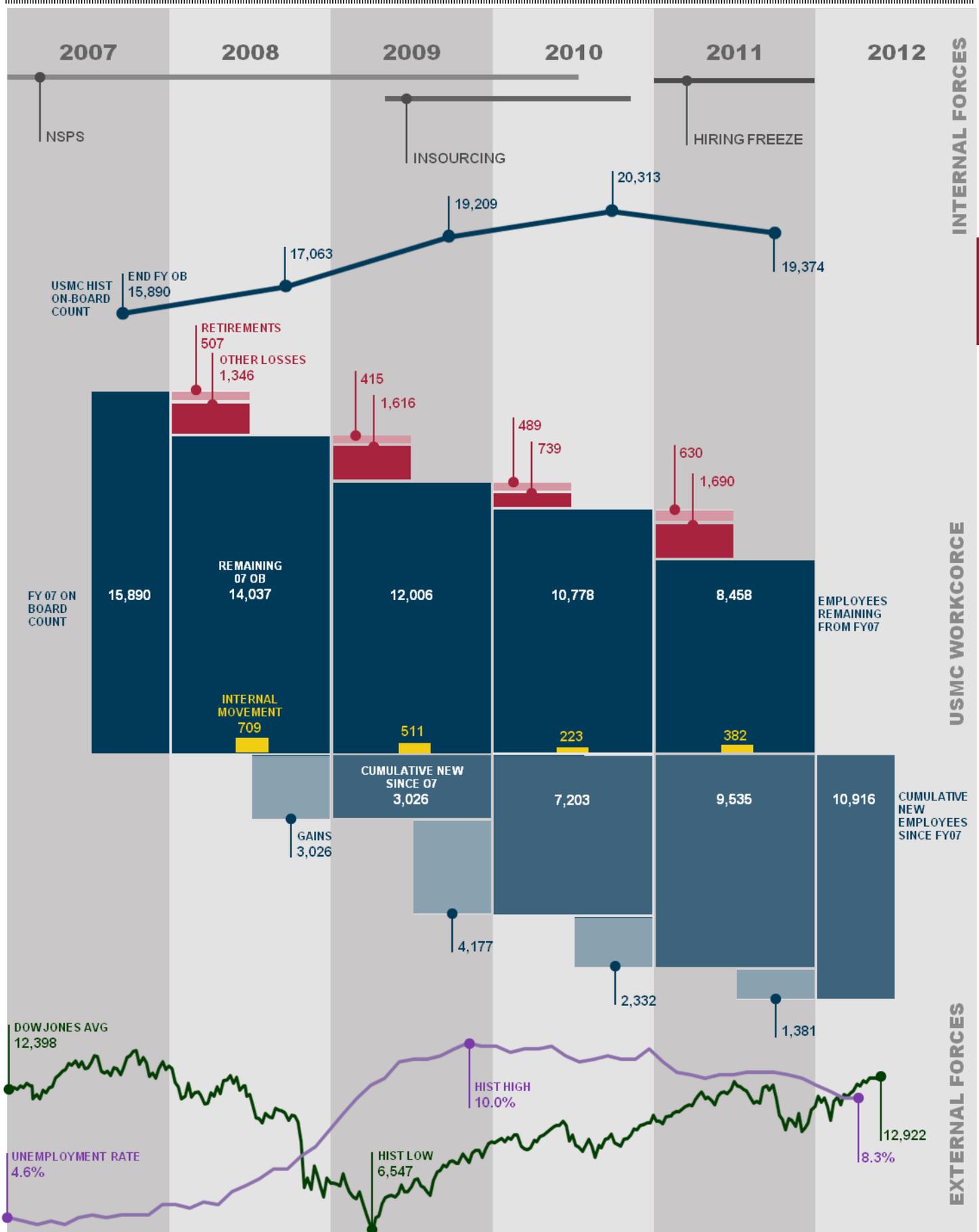
of employees currently in each retirement eligibility category. By applying the weighted retirement rate averages we were able to calculate the projected number of employees that will retire in 2012 and the associated retirement rate for each job series. Weighted averages were used because we believe current economic and government trends that impacted retirements in 2011 will remain the same in 2012.

FIGURE 5 TAKEAWAYS:

Figure 5 provides a graphical representation of how the Marine Corps Civilian Workforce has changed from 2007 to 2011.

- o By the end of FY11 only 8,458 of the 15,890 employees that were on board at the end of FY07 remain. Almost 50% turnover during this 4 year period.
- o In 2008 and 2009 there was higher internal turnover than 2010 and 2011 possibly due to NSPS (easier movement between positions).
- o Retirements were relatively low in 2009 and 2010 – below 500, but increased to well over 600 in 2011 as the economy improved (huge stock market gains and gradually falling unemployment rates)
- o Insourcing in 2009 and 2010 had a major impact on the increase in the Civilian Marine population – by over 3000 employees in that two year span
- o The 2011 Hiring Freeze resulted in much lower gains for the year and much higher losses than the previous year – due to lack of opportunities in the Marine Corps for employee advancement

FIGURE 5: USMC CIVILIAN WORKFORCE 2007 - 2011



WEIGHTED VACANCY RATE INDEX:

As part of the process to end the hiring freeze the Marine Corps conducted an enterprise-wide vacancy review. This review, completed in December 2011, consisted of compiling all vacant civilian positions and prioritizing those positions using a high, medium, low scale. Marine Corps vacancies identified during this process are found in Figure 6.

FIGURE 6: VACANCIES



Once we understood the vacancy rate for all civilian job series we used this number along with the prioritization data to determine a Weighted Vacancy Rate Index (WVRI). In developing this index we assumed that a low priority vacancy has half the impact on the organization as a medium priority vacancy and 1/4th the impact as a high priority vacancy.

To calculate the WVRI we took 25% of the number of low priority vacancies, 50% of the number of medium priority vacancies, and 100% of the number of high priority vacancies. This number is then divided by the total number of positions to determine WVRI. The overall USMC WVRI is 8.71%.

RISK ANALYSIS:

For each of the three metrics described in this section we determined risk thresholds and a risk score outlined in Table 2. For example if a job series has exceeded the medium threshold for two metrics and the high threshold for one

metric then the overall risk score equals 4. The risk scores for each metric were totaled for each job series to determine overall risk:

TABLE 2: RISK LEVELS

METRIC	MEDIUM RISK THRESHOLD	HIGH RISK THRESHOLD
Projected Non-Retirement Loss Rate	12.0%	15.0%
Projected Retirement Rate	3.5%	5.0%
WVR Index	10.0%	13.0%
Risk Score	1	2

STAFFING/RECRUITMENT PROJECTIONS:

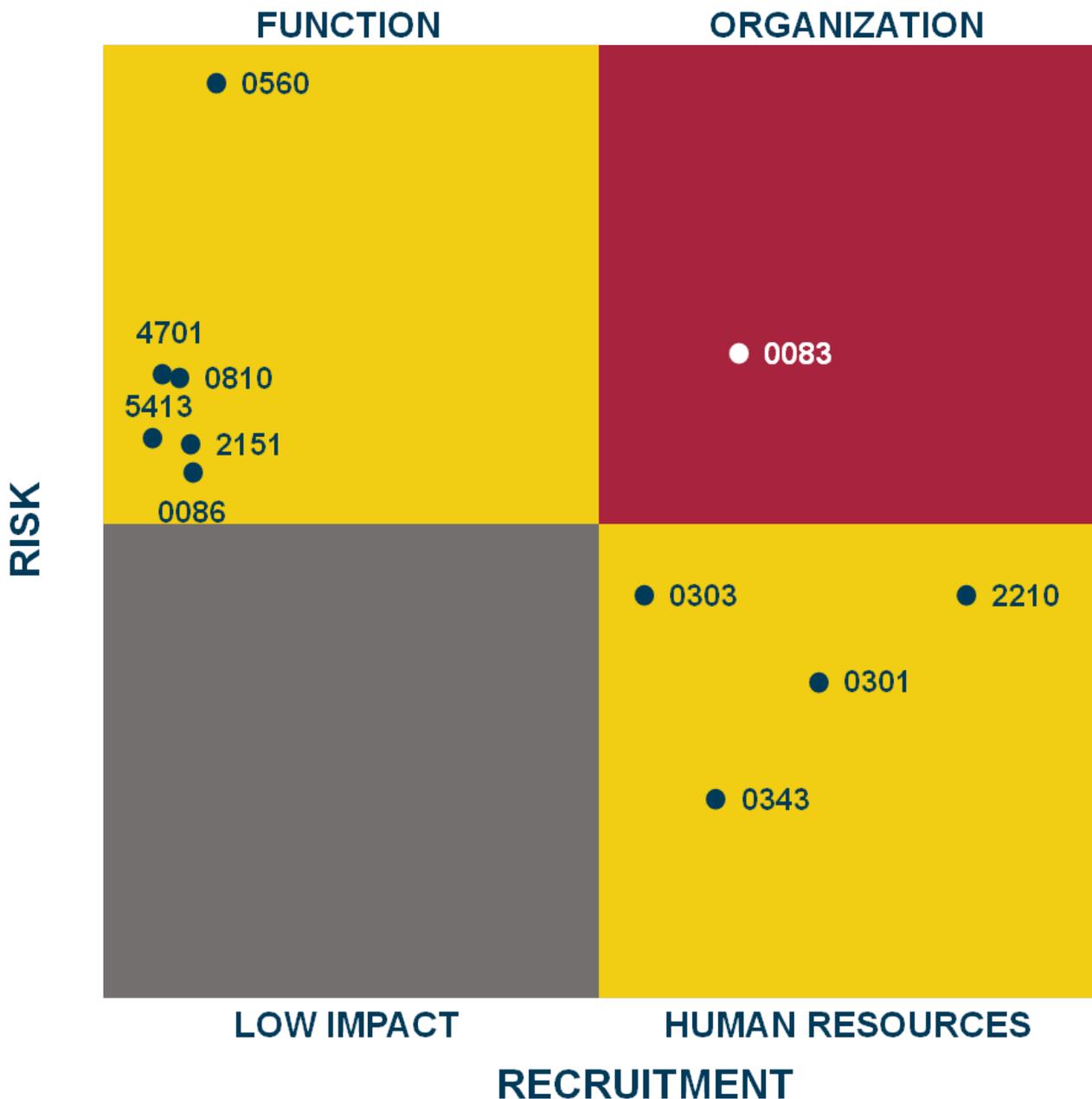
In addition to estimating the staffing/recruiting and succession planning risk associated with each USMC civilian job series in 2012 we also projected the number of positions that would need to be filled for each series. We accomplished this using the following equation: (Proj Non-Ret Loss Rate + Proj Ret Rate)* Dec 2011 On-Board Counts) + (# of Vacancies above 10%)

The total projected number of jobs to be filled for the entire Marine Corps in 2012 is 3,860. This projection is most useful for the Human Resource Office staff and should be used to help develop annual staffing and recruitment strategic plans.

OVERVIEW OF RESULTS

To depict the results of both the risk analysis and staffing/recruitment projections we developed a quad chart (Figure 7) that provides a graphical representation of both measures for each job series and the combined net impact on the organization:

FIGURE 7: KEY METRIC ANALYSIS CHART



3 LEADERSHIP & KNOWLEDGE MANAGEMENT

MCB, Camp Kinser, Okinawa

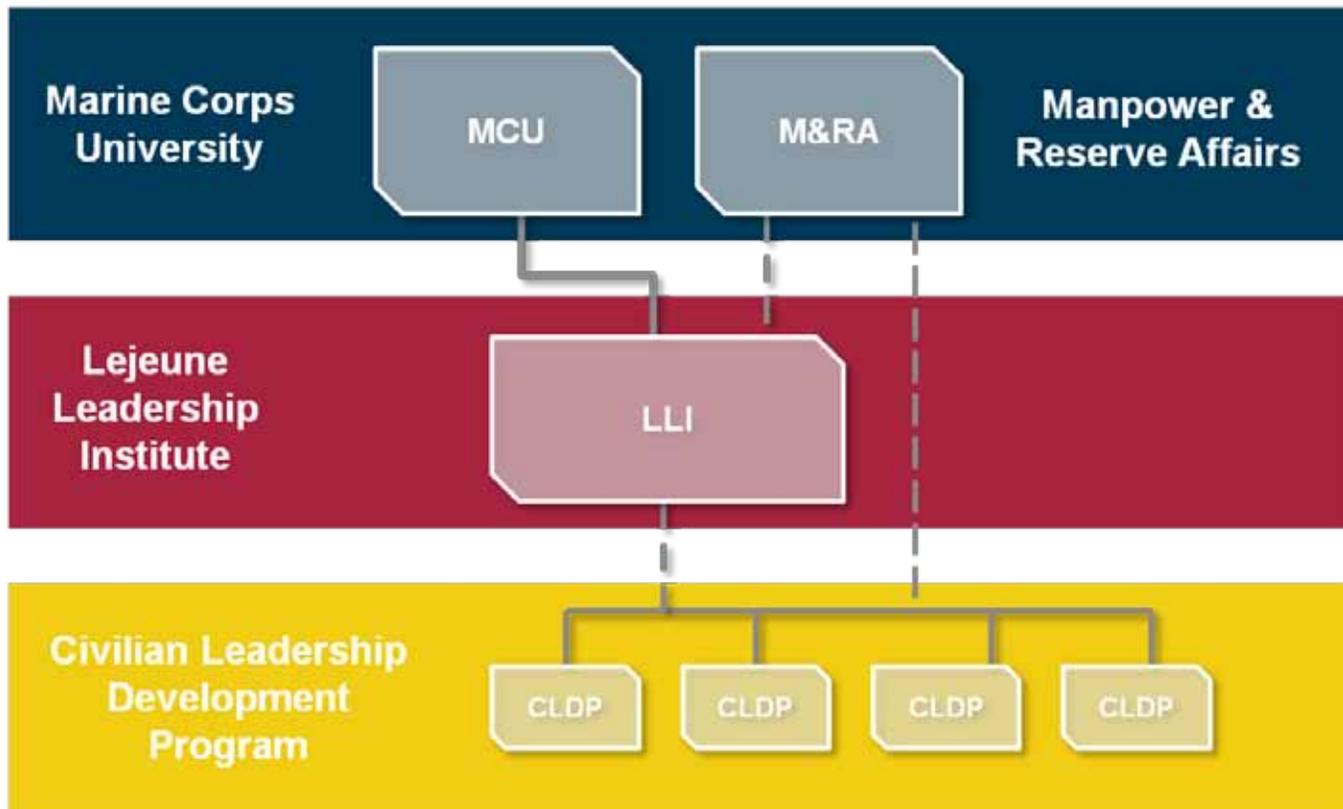
ONE OF THE MOST IMPORTANT GOALS OF THE CIVILIAN WORKFORCE STRATEGIC PLAN (CWSP) IS TO ENSURE THAT HIGH PERFORMING EMPLOYEES ARE IDENTIFIED AND PROVIDED LEADERSHIP DEVELOPMENT OPPORTUNITIES. TO ACCOMPLISH THIS, THE MARINE CORPS MUST MAINTAIN AN ABILITY TO ATTRACT, RETAIN, AND DEVELOP TALENTED EMPLOYEES WHO WILL REMAIN IN THE ORGANIZATION THROUGHOUT THEIR CAREERS.

In recognizing the importance of this goal a centralized approach to leadership development has been established to identify and train leaders from across the Marine Corps.

The Lejeune Leadership Institute (LLI) was established in 2005 to advance the study and practice of leadership excellence throughout the Marine Corps.

As part of its mission, the LLI maintains a Civilian Leader Development Program (CLDP) and has developed a leadership education curriculum for Civilian Marines. To implement the program the LLI provides funding and support to Human Resource Development, Strategic Advisors (HRD, SAs) at the Marine Corps Command level. Figure 8 below shows the relationship between the LLI and the CLDPs.

FIGURE 8: LEADERSHIP DEVELOPMENT STRUCTURE



The CLDP is an academic initiative addressing leadership competencies for Civilian Marines and is composed of two learning tracks that provide entry through executive level education. Within the CLDP there are two tracks. The Centrally Managed Civilian Leadership Courses (CMCLC) track is a series of leadership courses provided by the government or commercial institutions for board selected Civilian Marines. The Regional Civilian Leadership Curriculum (RCLC) is a multicourse, instructor led, blended leadership seminar curriculum. The learning outcomes of the two tracks are complimentary which ensures Marine Corps leadership qualities, competencies, and core values are adequately stressed and reinforced throughout a Civilian Marines career. In FY 11 the LLI built, managed, and sustained the CMCLC catalog that was shared with all HRD, SAs and made available on the LLI website.

The LLI also sent out specific course notifications to all HRD, SAs so they were able to market the courses and solicit participation from their Civilian Marines. Because there were limited course seats available for the eligible GS 14-15 employees, a deliberate and careful selection process was used. The process for participation started with each HRD, SA soliciting, screening, and nominating applicants for participation in specific courses. The LLI then collected nominations from the HRD, SAs, organized review boards, certified board recommendations, and forwarded those recommendations to the DON or

appropriate teaching institutions. By the end of the fiscal year, 103 employees had either completed or were currently participating in the program.

The LLI also supported leadership development by providing funds for local leadership courses. HRD, SAs identified courses, recruited participants, requested funding from the LLI, and administered participation in local leadership courses. This approach was very successful for FY 11 with 5,969 Civilian Marines completing this type of leadership education.

Of note, both of these approaches use leadership development courses that are compliant with competencies addressed in the DoD leader development continuum. The leadership development curriculum includes opportunities for mentoring, developmental assignments, shadowing, and leadership interviews. Course examples include the DoD Executive Leadership Development Program and the U.S. Graduate School Executive Leadership Program. The LLI continues to build a comprehensive 5-course leadership development curriculum that will bolster Civilian Marines' access to leadership development courses.

HRD, SAs play a very important role in the management of the leadership and knowledge management programs at the Command level as outlined in Figure 8. HRD, SA's are responsible for the identification of the Command leadership cadre, conducting leadership training

needs surveys, tracking and reporting on training completion, monitoring the training budget and conducting analysis on losses and leadership succession requirements. Detailed supporting documentation that demonstrates an example of the systematic approach utilized to meet all of the HRD, SA responsibilities is provided as an attachment. ^{A5}

A desert landscape featuring several saguaro cacti in the foreground and a prominent mesa in the background under a clear blue sky. The scene is brightly lit, suggesting a sunny day.

4 TALENT MANAGEMENT

MCAS, Yuma

THE ABILITY TO ATTRACT HIGH PERFORMING EMPLOYEES AND MANAGE PROGRAMS THAT DEVELOP AND HELP RETAIN THOSE EMPLOYEES IS VITAL TO THE SUCCESS OF ANY ORGANIZATION. THE MARINE CORPS RECOGNIZES THIS AND HAS MADE A COMMITMENT TO ENSURE THAT JOB APPLICANTS WITH DEMONSTRATED POTENTIAL BECOME CIVILIAN MARINES AND THAT TALENTED EMPLOYEES REMAIN WITH THE ORGANIZATION THROUGHOUT THEIR CAREERS.

One way to ensure that this goal is met is through the efforts of the Marine Corps Communities of Interest (COIs).

In FY11 COIs participated in a facilitated Strategic Planning workshop where they developed mission and vision statements and identified the goals of their communities. Many of these goals are focused on supporting talent management initiatives such as building and sustaining professional development; promoting the use of recruitment/retention initiatives and programs; developing/promoting career progression models and roadmaps; and enhancing competency proficiency. Through continued effort to achieve their goals and in their ability to identify workforce issues unique to their communities, COI leaders will play a key role in fostering the growth of talent within the Marine Corps.

To attract and retain talented employees it is essential that advancement, training opportunities, and job postings are communicated as widely as possible. HRO personnel provide training to all new supervisors to help meet this goal. Training topics include: Internal Hiring,

External Recruitment, Structured Interview Guidelines, and RPA Procedures.

HRO personnel also work closely with managers to provide input and advice on recruitment strategies specific to individual hiring actions. Prior to and throughout the recruitment process, HR specialists offer advisory services and one-on-one training with respect to structuring interview questions, resume reviews, background checks, and area of consideration. Compliance with merit systems and principles is extremely important. To ensure that this compliance is met, HROs provide training on applicable merit principles and prohibited personnel practices to all hiring managers.

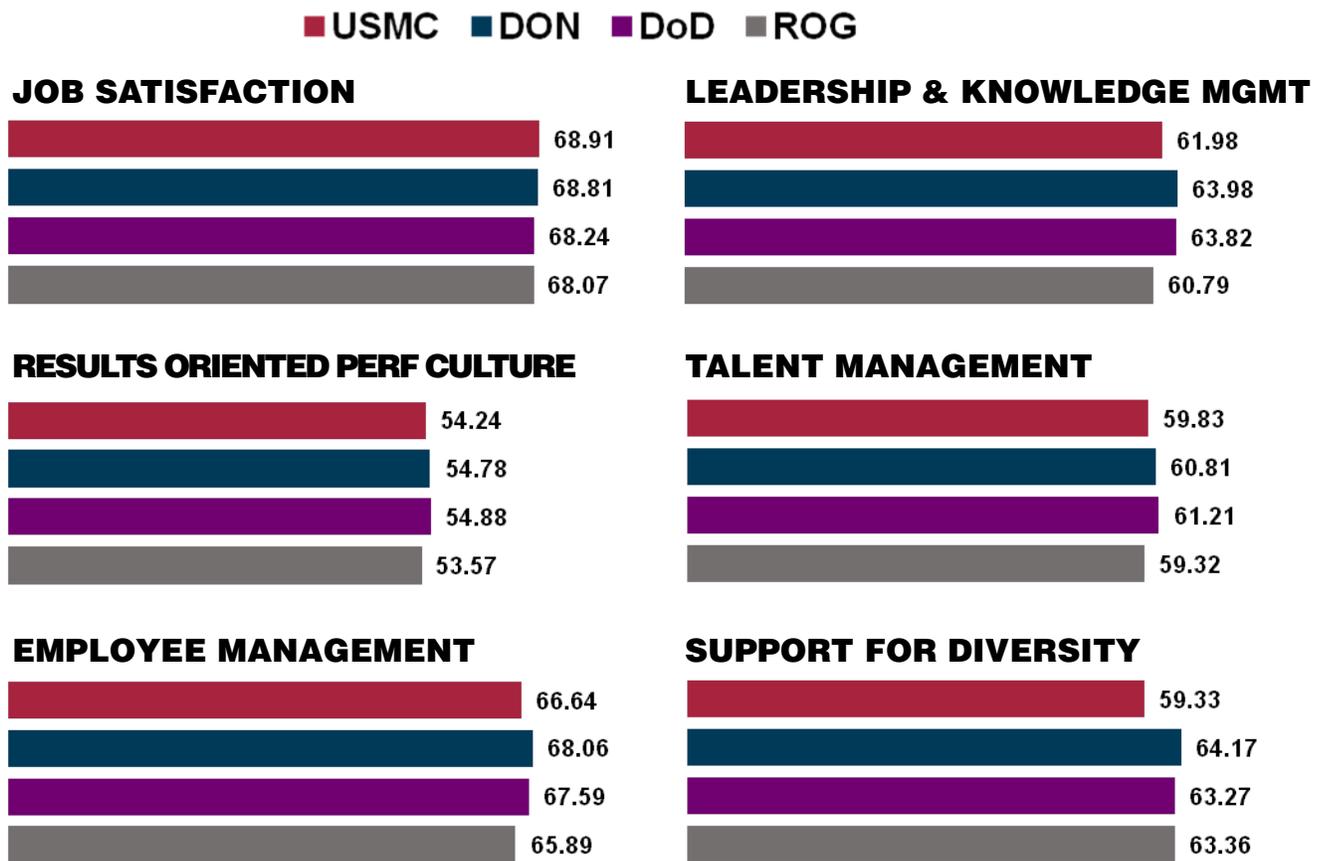
To retain talented employees it is important to understand how they feel about their jobs. Each year OPM surveys a representative sample of employees across the federal government to determine employee perceptions of their agency's strengths and weaknesses and to gauge levels of satisfaction with different aspects of their work environment. The Marine Corps analyzes results of the Federal Employee

Viewpoint Survey (FEVS) to determine areas of excellence versus the DON, DoD and the Rest of Government (ROG) and to identify areas where additional work is needed. The figure below provides an overview of the Marine Corps survey results for 2011 broken out into six different indices. A full analysis of the FEVS can be found in Appendix C.

Results of the FEVS will be communicated throughout the Marine Corps via this report

and through posting of the Marine Corps FEVS results on the Civilian Marine website. Plans are currently being put into place to enable all Civilian Marines to participate in the 2012 FEVS survey. MPC is working with OPM to identify and implement strategies to increase survey marketing and response rates. One strategy will be the use of a paper-based survey form for those employees without easy access to a computer while at work.

FIGURE 9: FEVS INDEX ANALYSIS





5 HIRING REFORM

HIRING NEW EMPLOYEES, FROM THE DEVELOPMENT OF POSITION DESCRIPTIONS TO RECRUITMENT, CANDIDATE SELECTION AND ACCULTURATION IS AT THE CORE OF WHAT WE DO AS A COMMUNITY. WE HAVE ALWAYS PLACED A STRONG EMPHASIS ON IMPROVING HIRING PRACTICES AND 2011 WAS NO EXCEPTION. CURRENTLY, ONE OF THE MOST IMPORTANT MARINE CORPS HIRING INITIATIVES IS THE WOUNDED WARRIOR INTERN PROGRAM (WWIP),

established to provide training and employment services to wounded, ill and injured Marines pending medical separation. In 2011, seven WWIP hiring events were conducted across the country, providing services such as resume writing, interview techniques, and networking opportunities with civilian hiring managers. Last year 278 Marines and 63 hiring managers participated in the hiring events and 25 of those participants were placed in internships. In 2012 we plan to continue this effort and hope to increase relationships with hiring managers to increase internship placement and to set up an e-mentoring program for Wounded Warriors.

The Hiring Freeze greatly impacted hiring efforts across the Marine Corps in 2011. While a hiring freeze is not a positive endeavor – either from an organizational or personal perspective - it did provide an impetus to complete a vacancy review and prioritization initiative used in our analysis presented in Section 2. It also afforded the HR Community the time to conduct planning that will improve both the hiring process and applicant experience. A sampling of best

practices implemented in 2011 includes:

- o Development of a checklist for managers that highlights what items managers should have ready before they even start recruitment actions (ie: evaluation criteria, interview questions, panel members with alternates identified, etc.)
- o Business rules that require a job offer within 24 hours of a selection being made.
- o Delivery of training on how to expedite the hiring process and provide information on all of the available means to fill vacancies such as the Wounded Warrior Program.
- o Tracking of extension requests, identification of root causes and possible solutions.
- o Metrics that identify the specific competencies experiencing high vacancy rates or longer than normal time-to-fill.

As part of the president's hiring reform, USMC participated in a DoD process improvement team in San Antonio Texas, in order to review and revise the hiring process to meet OPM's hiring timeline of 80 days, end-to-end. The team identified and eliminated unnecessary steps and

developed configuration requirements for an automated DoD action tracking tool that will integrate key systems used during the hiring process and provide relevant metrics to be used to determine success.

In 2012, upon completion of our workforce data integration initiative, we will be able to track all vacant positions and the time to fill those vacancies. This will provide key data that can help improve our recruitment and placement statistics. TWMS will track all Requests for Personnel Action (RPAs), providing insight as to how RPAs move through the system and where targeted improvements to processes can be made.

One of the key factors in improving the hiring process is increased engagement of senior leaders and managers. Across the Marine Corps, HR professionals are seeking to increase engagement by:

- o Working directly with hiring managers to ensure required competencies are best reflected in the job posting to recruit the best candidate for the position,
- o Developing and delivering training – this is especially important as many of the senior leaders and hiring managers are military personnel who rotate every two to three years,
- o Participating in weekly staff meetings and providing a recruiting update to Command leaders on a regular basis,
- o Marketing special hiring authorities and programs such as the Wounded Warrior, Spouse preference, Workforce Recruitment

Program, Disabled Veterans Outreach Programs (DVOPs) and Local Veteran Employment Representatives (LVERs),
o Coaching managers throughout the hiring process.

The hiring experience forms the basis for a new employee's first impression of the organization and is vital in attracting and retaining high performing employees. Across the Marine Corps, HR professionals are working to improve the applicant hiring experience by:

- o Marketing USAJobs and providing training on its use for both current employees and prospective applicants,
- o Conducting community outreach and specifically targeting disabled veterans, college students, military spouses, etc.,
- o Uploading training information and fact sheets on HRO websites for wide accessibility.

A large, dark silhouette of a Joshua tree stands prominently on the left side of the frame. The background is a dramatic sky at sunset, with a gradient from deep blue at the top to a bright yellow and orange glow near the horizon. The foreground shows a desert landscape with sandy ground and scattered, dry, yellowish-brown shrubs.

6

HR ACCOUNTABILITY

MAGRFTC, Twenty Nine Palms

MOST MARINE CORPS HR EMPLOYEES WORK

IN ONE OF THE 17 HUMAN RESOURCE OFFICES DISTRIBUTED ACROSS THE UNITED STATES AND ABROAD TO SUPPORT CIVILIAN MARINES WORKING IN WORLDWIDE LOCATIONS. HROS ARE THE ONLY INTERACTION THAT MOST CIVILIAN EMPLOYEES HAVE WITH THE HR COMMUNITY AND AS SUCH ARE THE BACKBONE OF HR SERVICE DELIVERY IN THE MARINE CORPS. THE BETTER THAT THE HROS MANAGE AND DELIVER HR PROGRAMS

and services the more successful the entire HR COI will be. For this reason increased attention and support is focused on ensuring that the HROs continue to deliver world class HR services and continue to improve on a year by year basis.

CUSTOMER SATISFACTION:

One of the most important metrics used to evaluate the effectiveness of HR is customer satisfaction. Within the Marine Corps we have tracked customer satisfaction scores since 2007 and the results show that our service levels are improving on a yearly basis and that we remain leaders in the DON in HR service delivery

Each year the DON conducts a customer engagement survey to measure satisfaction with HR services among civilian managers and supervisors. The survey asks employees to identify their satisfaction with HR services using a 5 point scale.

- o 1 = Very Dissatisfied,
- o 2 = Somewhat Dissatisfied,

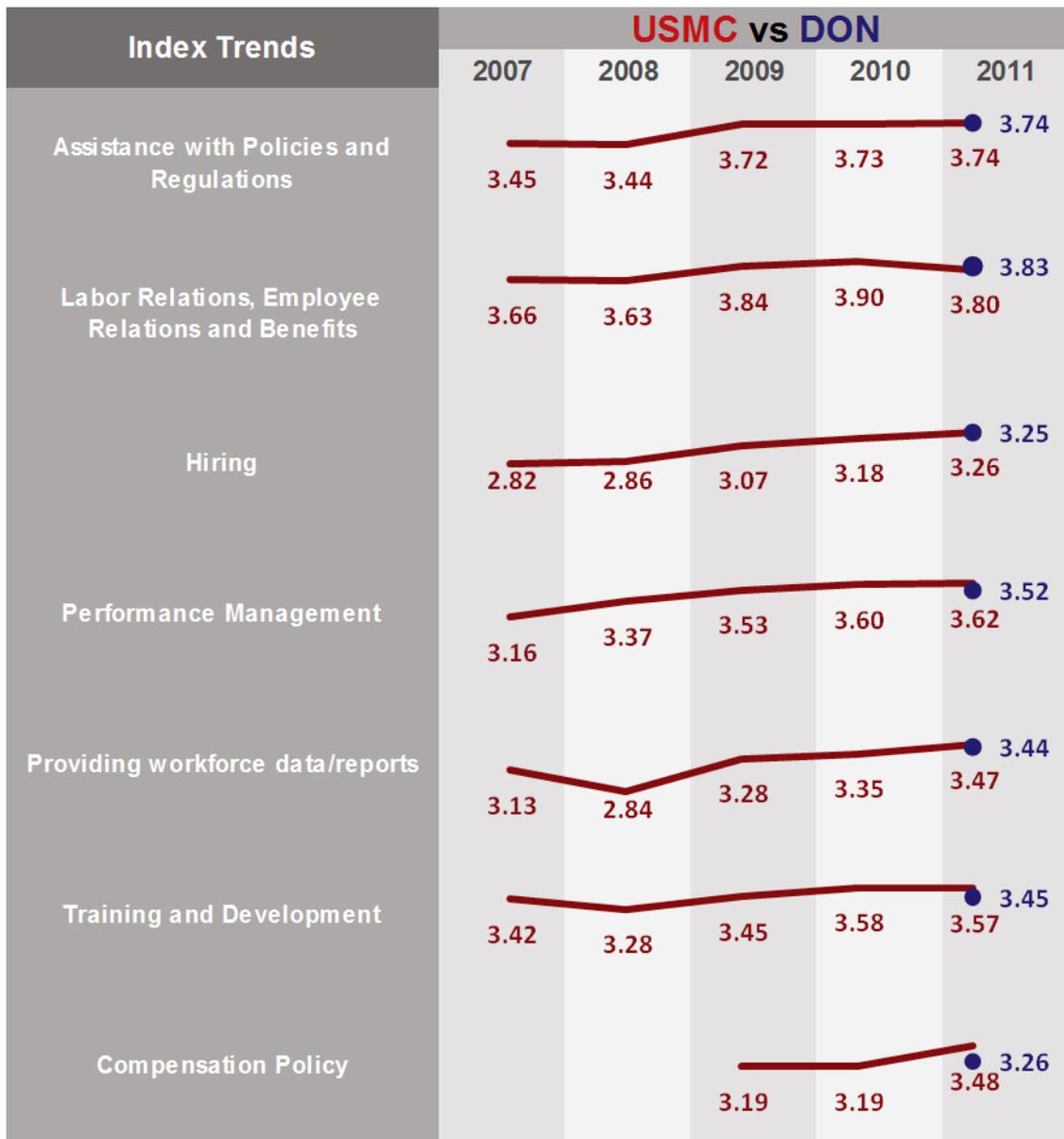
- o 3 = Neither Satisfied nor Dissatisfied,
- o 4 = Somewhat Satisfied,
- o 5 = Satisfied

The customer engagement survey measures satisfaction levels across seven different functional areas. In each of the areas the Marine Corps has shown improvement since 2007 and in all but one (Labor and Employee Relations) the Marine Corps meets or exceeds overall DON scores. Results since 2007 by functional area, and a comparison to the DON score for this year, can be seen in the figure on the next page.

HRO COMPLIANCE:

One of the primary responsibilities of MPC is to provide policy guidance and to ensure compliance in Human Capital Program Management. This is completed through use of the Inspector General's Functional Area Checklists and through regular site visit evaluations of each HRO. At least two site visits to HROs are conducted per year. A full report is prepared and provided to the HRO upon conclusion of the site visit.

FIGURE 10: 2011 CUSTOMER ENGAGEMENT SURVEY RESULTS



Programs that are regularly monitored for compliance include:

- o Equal Employment Opportunity
- o Training and Development
- o Recruitment and Staffing
- o Drug Free Workplace Program
- o Alternative Dispute Resolution Program ^{A6}

For example, the Marine Corps centrally

manages the Drug Free Workplace Program (DFWP) and requires regular reporting from across the organization to ensure regulatory compliance and to track program status. Each Marine Corps Command is responsible for designating a Drug Program Coordinator (DPC) to manage the DFWP for their organization. If an employee tests positive for illegal drugs the following actions are taken:

- o The employee's supervisor is informed of the positive result on the same day and the employee is removed from the Testing Designated Position (TDP) immediately.
- o All positive tests are tracked. Proposed removal of the employee from Federal Service is initiated upon a second finding of illegal drug use. Depending of the severity of the matter, removal action may be initiated after the first positive test.
- o The SF-50 is used to document any disciplinary/adverse actions taken and the type of drug specified from the test result
- o The DPC contacts the Command Security Manager to suspend the employee's local access and the DON Central Adjudication Facility is notified immediately.



A DETAILED WORKFORCE ANALYSIS

MCB, Camp Lejeune

THE WORKFORCE ANALYSIS PRESENTED

IN THIS APPENDIX PROVIDES THE DETAILED ANALYSIS BEHIND THE RISK ANALYSIS PRESENTED IN SECTION 2. A GRAPHIC HIGHLIGHTING RISK LEVEL OF SELECT JOB SERIES IS PRESENTED BELOW IN FIGURE 11 AND ON THE PROCEEDING PAGES EACH OF THE THREE METRICS (NON-RETIREMENT LOSS RATE, RETIREMENT RATE, AND WEIGHTED VACANCY RATE INDEX) ARE ANALYZED INDIVIDUALLY WITH A NARRATIVE

explanation as to why certain job series may be at risk. Our complete analysis table is also included and provides the risk analysis results for all occupational series with more

than 50 employees (79 different series). At the end of this Appendix we discuss the projected staffing/recruitment requirements and the impact to the HR Community.

FIGURE 11: OVERALL RISK ANALYSIS

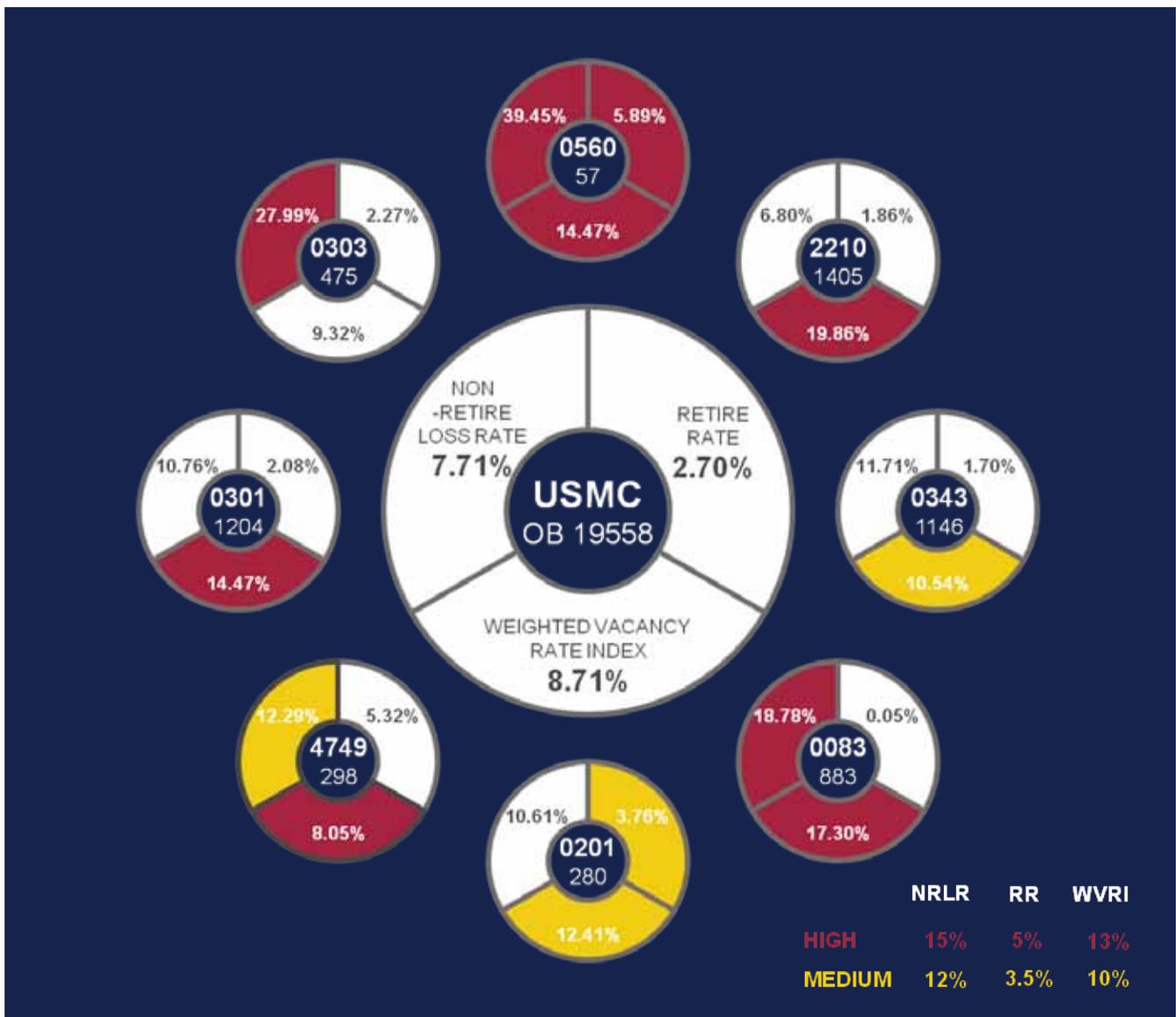


TABLE 3: RISK ANALYSIS OVERALL RESULTS

OCC SERIES	COI	ON-BOARD COUNT	NRLR PROJ	RR PROJ	WVRI	OVERALL RISK	RECRUITMENT PROJ
2210	INFORMATION TECH MGMT	1,405	6.80%	1.86%	19.86%	2	300
0301	ADMINISTRATION	1,204	10.76%	2.08%	14.47%	2	247
0343	ANALYST	1,146	11.71%	1.70%	10.54%	1	210
5803	INDUSTRIAL & TRADES	886	9.28%	2.58%	1.19%	0	105
0083	SECURITY & LAW ENFORCEMENT	883	18.78%	0.05%	17.30%	4	218
0081	SECURITY & LAW ENFORCEMENT	744	5.85%	0.80%	7.06%	0	49
0501	FINANCIAL	724	8.66%	2.52%	11.15%	1	110
0346	LOGISTICS	496	6.26%	2.43%	7.96%	0	44
0303	ADMINISTRATION	475	27.99%	2.27%	9.32%	2	184
0203	HUMAN RESOURCES	452	16.66%	1.62%	6.75%	2	95
1102	CONTRACTS	339	13.31%	2.38%	10.55%	2	64
0801	ENGINEERING & SCIENCE	298	9.10%	2.54%	14.01%	2	50
4749	INDUSTRIAL & TRADES	298	12.29%	5.32%	8.05%	3	60
0201	HUMAN RESOURCES	280	10.61%	3.76%	12.41%	2	62
2005	LOGISTICS	271	17.26%	3.63%	9.13%	3	79
0018	SAFETY	270	9.23%	1.71%	17.69%	2	89
0080	SECURITY & LAW ENFORCEMENT	248	8.81%	1.09%	13.31%	2	38
0802	FACILITIES	233	12.39%	5.88%	6.12%	3	43
1712	EDUCATION & TRAINING	224	8.79%	1.22%	6.70%	0	24
6907	INDUSTRIAL & TRADES	222	13.96%	5.17%	9.80%	3	64
5703	INDUSTRIAL & TRADES	206	8.99%	3.73%	9.95%	1	48
0503	FINANCIAL	206	22.29%	2.40%	8.01%	2	58
4102	INDUSTRIAL & TRADES	206	8.95%	2.26%	0.73%	0	23
0340	ACQUISITIONS PROG MGMT	202	8.08%	2.13%	7.43%	0	22
1101	COMMUNITY SUPPORT	202	14.69%	5.10%	2.97%	3	40
0028	ENVIRONMENTAL	189	9.52%	4.04%	9.52%	1	27
0318	ADMINISTRATION	176	21.46%	3.59%	6.53%	3	53
0132	INTELLIGENCE	152	12.08%	0.78%	4.28%	1	20
0101	COMMUNITY SUPPORT	143	13.38%	2.36%	5.94%	1	23
2604	INDUSTRIAL & TRADES	137	12.22%	4.80%	6.20%	2	23
0391	INFORMATION TECH MGMT	137	9.84%	1.12%	4.74%	0	15
0326	ADMINISTRATION	136	45.26%	2.84%	7.90%	2	76
0856	LOGISTICS	135	6.31%	3.19%	2.22%	0	13
0344	ANALYST	124	28.50%	1.99%	9.07%	2	47
2003	LOGISTICS	114	12.63%	2.47%	17.98%	3	37
2152	LOGISTICS	112	3.57%	0.70%	8.71%	0	5
2010	LOGISTICS	112	11.67%	3.83%	3.57%	1	17
1670	LOGISTICS	111	3.97%	3.87%	0.90%	1	9
5402	INDUSTRIAL & TRADES	105	6.35%	5.30%	2.38%	2	12
5823	INDUSTRIAL & TRADES	104	10.26%	2.37%	5.05%	0	14

TABLE 3 CONTINUED:

OCC SERIES	COI	ON-BOARD COUNT	NRLR PROJ	RR PROJ	WVRI	OVERALL RISK	RECRUITMENT PROJ
1702	EDUCATION & TRAINING	104	18.32%	3.68%	4.57%	3	23
1701	EDUCATION & TRAINING	92	15.22%	3.29%	11.14%	3	20
1173	FACILITIES	90	11.43%	6.03%	11.11%	3	22
3502	INDUSTRIAL & TRADES	90	34.26%	0.87%	4.17%	2	33
2854	INDUSTRIAL & TRADES	90	14.22%	3.14%	0.00%	1	16
0341	ADMINISTRATION	89	15.02%	1.34%	11.52%	3	24
3703	INDUSTRIAL & TRADES	89	8.07%	2.57%	1.69%	0	9
2102	LOGISTICS	87	16.46%	3.37%	8.05%	2	23
5408	INDUSTRIAL & TRADES	81	4.98%	3.39%	3.70%	0	7
0086	SECURITY & LAW ENFORCEMENT	80	22.55%	0.96%	10.31%	3	23
2805	INDUSTRIAL & TRADES	80	11.28%	4.52%	8.75%	1	13
2151	SECURITY & LAW ENFORCEMENT	79	19.31%	1.12%	12.34%	3	23
5306	INDUSTRIAL & TRADES	78	10.88%	2.04%	5.13%	0	10
6910	INDUSTRIAL & TRADES	77	8.04%	3.63%	0.32%	1	9
1601	FACILITIES	76	8.99%	5.96%	7.89%	2	11
1515	ANALYST	72	7.11%	2.66%	12.50%	1	17
1105	CONTRACTS	71	18.64%	3.15%	10.21%	3	20
5716	INDUSTRIAL & TRADES	70	6.72%	6.02%	8.21%	2	10
1152	LOGISTICS	70	18.63%	3.85%	1.43%	3	16
0905	LEGAL	69	6.74%	2.12%	0.00%	0	6
5409	INDUSTRIAL & TRADES	68	3.35%	4.89%	5.88%	1	6
1910	LOGISTICS	68	9.09%	3.62%	4.41%	1	9
2502	INDUSTRIAL & TRADES	65	11.91%	1.93%	5.00%	0	9
0810	FACILITIES	63	16.95%	2.57%	17.46%	4	19
1640	FACILITIES	63	9.92%	3.42%	14.68%	2	13
1084	MEDIA & PUBLIC RELATIONS	61	6.23%	1.44%	2.05%	0	5
3809	INDUSTRIAL & TRADES	59	10.87%	2.47%	0.85%	0	8
1750	EDUCATION & TRAINING	58	12.62%	0.75%	9.91%	1	10
0511	FINANCIAL	58	7.36%	0.78%	3.88%	0	5
1550	INFORMATION TECH MGMT	58	4.29%	3.84%	0.00%	1	5
0560	FINANCIAL	57	39.45%	5.89%	14.47%	6	32
4701	INDUSTRIAL & TRADES	54	10.43%	9.59%	12.96%	3	13
0830	ENGINEERING & SCIENCE	54	12.05%	3.07%	3.70%	1	8
0819	ENVIRONMENTAL	53	11.82%	2.08%	17.45%	2	13
5413	INDUSTRIAL & TRADES	53	8.54%	6.65%	12.26%	3	9
1150	LOGISTICS	53	6.53%	5.27%	0.94%	2	6
1801	SECURITY & LAW ENFORCEMENT	51	12.04%	0.65%	16.67%	3	11
5423	INDUSTRIAL & TRADES	51	10.16%	3.06%	0.00%	0	7
0505	FINANCIAL	50	10.27%	3.63%	14.50%	3	10

*Mission Critical Occupations are listed in grey text.

TABLE 4: TOP 10 & 0201 NON RET LOSS RATES

OCC SERIES	OB #	07 OB	08 OB	08 LR	09 OB	09 LR	10 OB	10 LR	11 OB	11 LR	NRLR PROJ
0326	136	222	170	58.67%	187	39.22%	239	20.66%	129	62.50%	45.26%
0560	57	198	171	28.73%	161	34.34%	146	21.50%	67	73.24%	39.45%
3502	90	87	100	40.64%	104	44.12%	102	31.07%	96	21.21%	34.26%
0344	124	101	99	37.00%	124	33.18%	130	31.50%	130	12.31%	28.50%
0303	475	536	499	37.87%	520	33.37%	549	17.03%	473	23.68%	27.99%
0086	80	65	71	30.88%	81	32.89%	92	11.56%	83	14.86%	22.55%
0503	206	136	176	25.00%	193	28.73%	189	19.37%	197	16.06%	22.29%
0318	176	231	214	25.17%	196	30.24%	190	13.99%	175	16.44%	21.46%
2151	79	68	74	23.94%	86	20.00%	86	15.12%	79	18.18%	19.31%
0083	883	126	482	14.80%	698	29.32%	853	12.25%	887	18.74%	18.78%
0201	280	243	273	11.63%	301	13.94%	314	5.85%	284	11.04%	10.61%

- Both 0326 (Office Automation) and 0560 (Budget Analysis) had extremely high loss rates and significant reductions in on-board count in 2011. This could be due to a phasing out of these series as 0343 (MGMT and Program Analysis) and 0501 (Financial Administration) have seen corresponding increases in on board count.
- 0083 (Police) has seen dramatic increases in on-board count since 2007. The rush to add so many employees could have contributed to poor hiring decisions and a higher than expected loss rate. As the on-board count stabilizes this series should be monitored to see if loss % decreases
- 0201 (HR Management) has maintained a stable loss rate since 2008 with the exception of 2010 when the loss rate was only 5.85%. We expect 2012 levels to be similar to last year.

TABLE 5: TOP 10 & 0201 RETIREMENT RATES

OCC SERIES	OB #	EARLY ELIG	OPT 8+	OPT 6-8	OPT 4-6	OPT 2-4	OPT 0-2	OPT TOTAL	RR PROJ
4701	54	20.37%	1.85%	7.41%	5.56%	18.52%	18.52%	51.85%	9.59%
5413	53	9.43%	9.43%	7.55%	3.77%	3.77%	1.89%	26.42%	6.65%
1173	90	24.44%	2.22%	4.44%	2.22%	3.33%	16.67%	28.89%	6.03%
5716	70	17.14%	0.00%	1.43%	7.14%	8.57%	17.14%	34.29%	6.02%
1601	76	36.84%	5.26%	1.32%	5.26%	5.26%	9.21%	26.32%	5.96%
0560	57	19.30%	1.75%	3.51%	8.77%	0.00%	14.04%	28.07%	5.89%
0802	233	22.75%	2.15%	2.15%	6.01%	7.30%	12.45%	30.04%	5.88%
4749	298	13.76%	0.67%	3.36%	4.36%	9.06%	11.74%	29.19%	5.32%
5402	105	16.19%	2.86%	0.95%	5.71%	12.38%	6.67%	28.57%	5.30%
1150	53	52.83%	0.00%	0.00%	5.66%	5.66%	13.21%	24.53%	5.27%
0201	280	21.79%	2.86%	2.14%	2.50%	3.21%	5.36%	16.07%	3.76%

*Example: OPT 8+ = 8 years beyond optional retirement date.

- Occupation series that fall into the Industrial & Trades and Facilities communities dominate the list of highest projected 2012 retirement rates. Additional analysis should be done to determine if succession plans and knowledge transfer processes are in place to ensure loss of essential technical skills do not impact mission accomplishment
- 0201 has a relatively high projected retirement rate (medium risk). Since HR personnel are spread out throughout the Marine Corps additional analysis should be completed to determine the HROs projected to be most impacted by retirements.

TABLE 6: TOP 10 & 0201 VACANCY RATES

OCC SERIES	OB #	VACANCIES LOW	VACANCIES MEDIUM	VACANCIES HIGH	VACANCIES	RATE ABOVE 10%	WVRI
2210	1405	20	120	214	354	10.13%	19.86%
2003	114	8	17	10	35	13.49%	17.98%
0018	270	35	44	17	96	16.23%	17.69%
0810	63	2	3	9	14	8.18%	17.46%
0819	53	1	4	7	12	8.46%	17.45%
0083	883	1	5	150	156	5.01%	17.30%
1801	51	0	5	6	11	7.74%	16.67%
1640	63	3	1	8	12	6.00%	14.68%
0505	50	1	2	6	9	5.25%	14.50%
0560	57	3	5	5	13	8.57%	14.47%
0201	280	15	18	22	55	6.42%	12.41%

- 2210 (IT Management) is most at risk due to a high number of total vacancies. IT positions can be hard to fill in some areas of the country (Southern California, DC Metro). A comprehensive staffing plan should be developed and vacant position PDs should be reviewed to determine if required competencies are reflective of future requirements
- 0083 has a large number of high priority vacant positions. This series should continue to be monitored to determine if vacant positions are a systemic issue.
- 0201 has a higher than average number of vacant positions that need to be filled – most likely due to the hiring freeze and the portability of HR skills to any government agency.

TABLE 7: TOP 10 & 0201 RECRUITMENT PROJECTIONS

OCC SERIES	OB #	RECRUITMENT PROJ
2210	1405	299.65
0301	1204	246.61
0083	883	218.31
0343	1146	210.15
0303	475	184.39
0501	724	110.27
5803	886	105.08
0203	452	95.05
0018	270	88.95
2005	271	78.99
0201	280	61.76

- These occupation series, primarily as a result of their size, will require significant recruitment/staffing effort in 2012. To calculate this number we use the three risk metrics so Recruitment Projection should be the primary metric used in development of recruitment/staffing plans



B

DEMOGRAPHIC ANALYSIS

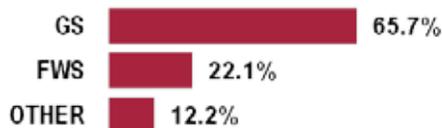
MAGRFTC, Twenty Nine Palms

ACCESS TO CURRENT DEMOGRAPHIC DATA

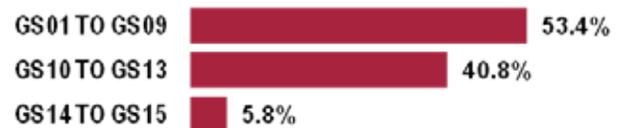
IS A VITAL COMPONENT OF AN EFFECTIVE WORKFORCE ANALYTICS PROGRAM. THROUGH THE MARINE CORPS DATA INTEGRATION INITIATIVE THIS DATA WILL BE AVAILABLE TO ALL HR PROFESSIONALS IN THE MARINE CORPS USING TWMS. STANDARD DEMOGRAPHIC REPORTS CAN BE GENERATED IN TWMS AND LOADED INTO THE SWAP APP TO INSTANTLY CREATE DEMOGRAPHIC CHARTS AND TABLES AT ANY LEVEL IN THE ORGANIZATION. THE GRAPHS BELOW AND ON THE PROCEEDING PAGES PROVIDE ANALYSIS OF THE USMC CIVILIAN EMPLOYEE AND 0201 SERIES POPULATIONS.

FIGURE 12: USMC DEMOGRAPHICS

PAY PLAN DISTRIBUTION



PAY GRADE DISTRIBUTION



GEOGRAPHIC DISTRIBUTION

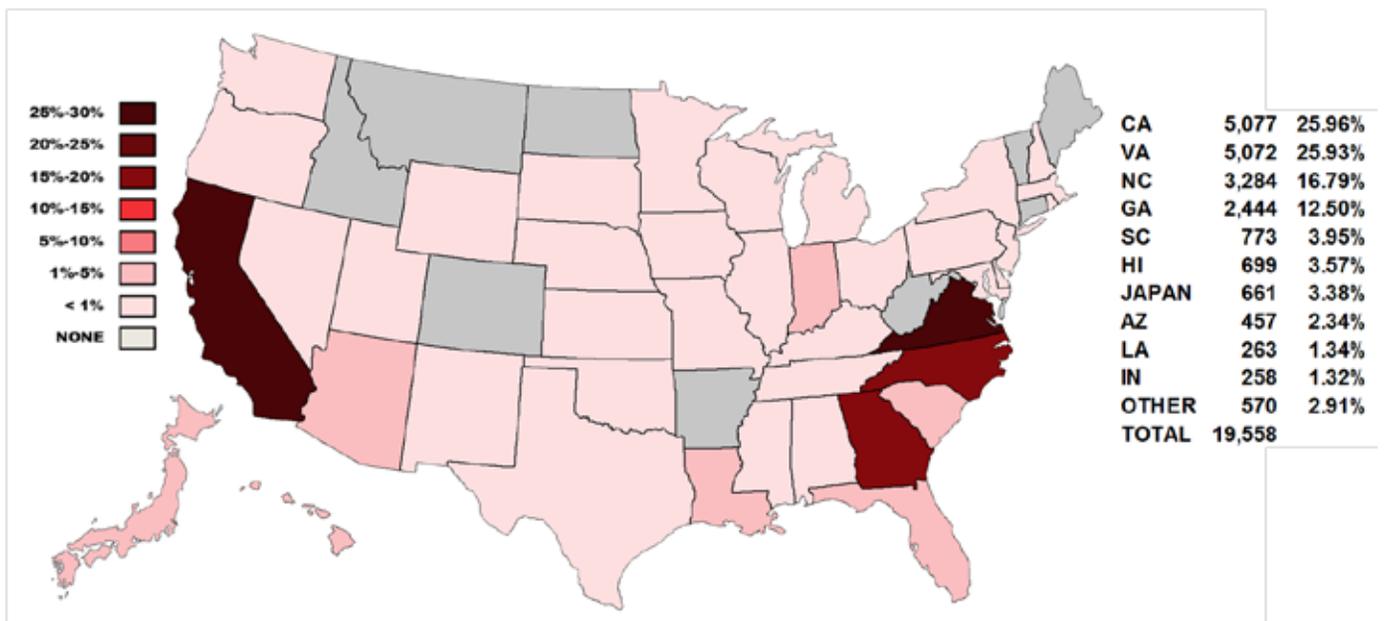
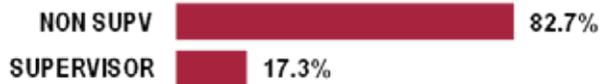


FIGURE 12 CONTINUED:

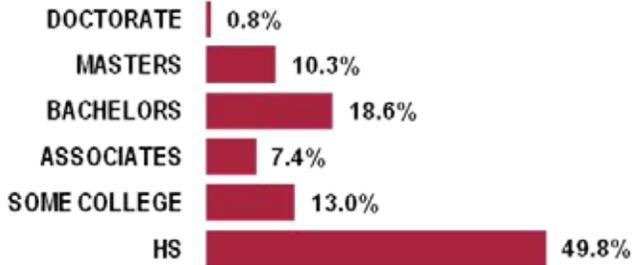
SUPERVISORY STATUS



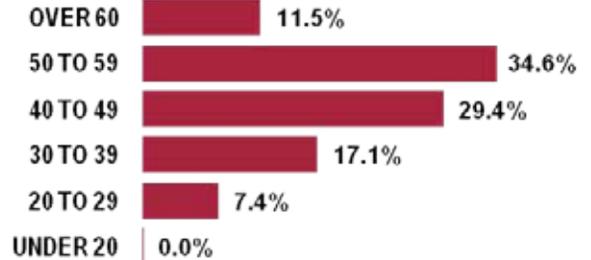
GENDER DISTRIBUTION



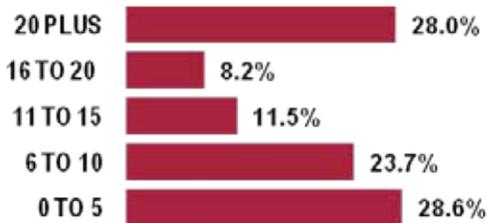
EDCATION LEVEL DISTRIBUTION



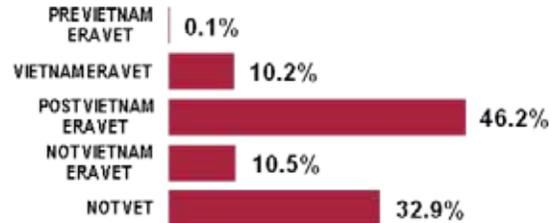
AGE DISTRIBUTION



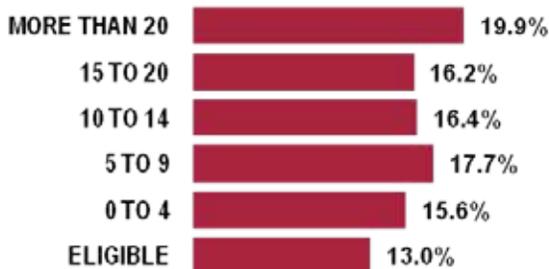
YRS OF SERVICE DISTRIBUTION



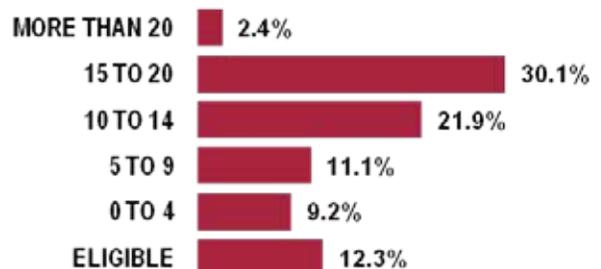
VETERANS PREF DISTRIBUTION



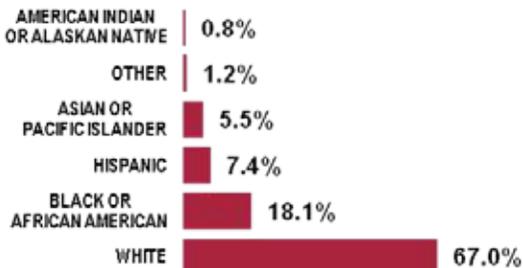
YRS TO OPTIONAL RETIREMENT



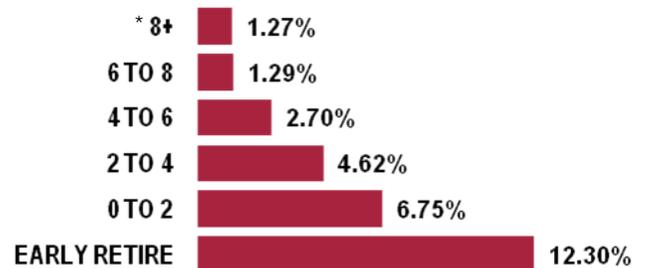
YRS TO EARLY RETIREMENT



RNO DISTRIBUTION



RETIREMENT ELIGIBILITY AS % OF OB



* Numbers on X-Axis represent years past optional retirement date.

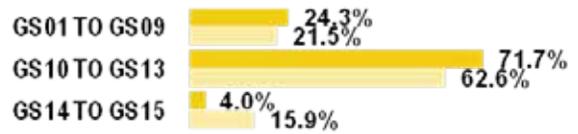
FIGURE 13: 0201 DEMOGRAPHICS

■ ALL OTHER ■ UIC 00027

ON BOARD COUNT



PAY GRADE DISTRIBUTION



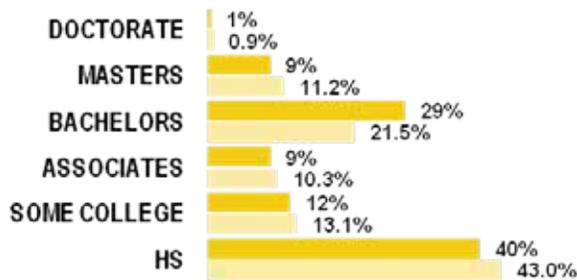
SUPERVISORY STATUS



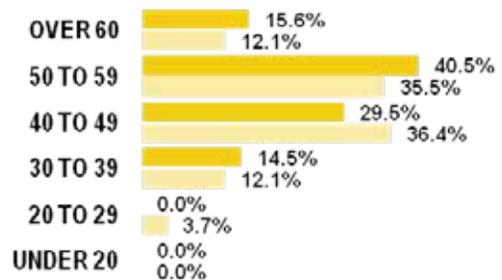
GENDER DISTRIBUTION



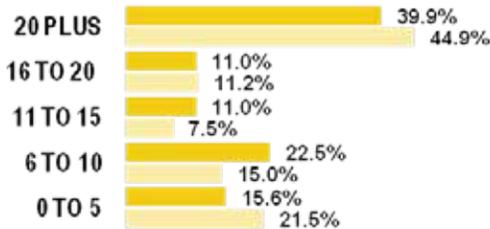
EDCATION LEVEL DISTRIBUTION



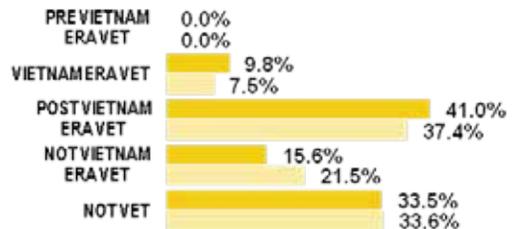
AGE DISTRIBUTION



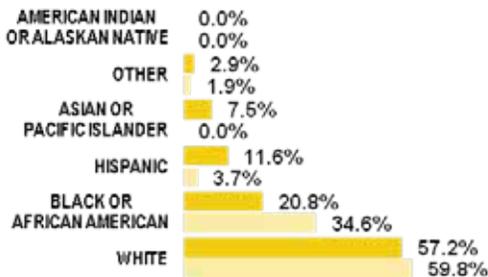
YRS OF SERVICE DISTRIBUTION



VETERANS PREF DISTRIBUTION



RNO DISTRIBUTION





C EMPLOYEE VIEWPOINT SURVEY ANALYSIS

MCB, Camp Lejeune

THE FEDERAL EMPLOYEE VIEWPOINT

SURVEY (FEVS) IS A TOOL THAT MEASURES EMPLOYEES' PERCEPTIONS OF WHETHER, AND TO WHAT EXTENT, CONDITIONS THAT CHARACTERIZE SUCCESSFUL ORGANIZATIONS ARE PRESENT IN THEIR AGENCIES. THIS SURVEY WAS ADMINISTERED FOR THE FIRST TIME IN 2002 AND THEN REPEATED IN 2004, 2006, 2008, 2010, AND MOST RECENTLY IN APRIL OF 2011. THE SURVEY:

- o Provides general indicators of how well the Federal Government is running its human resources management systems.
- o Serves as a tool for OPM to assess individual agencies and their progress on strategic management of human capital.
- o Gives senior managers critical information to answer the question: What can I do to make my agency work better?

SURVEY ADMINISTRATION:

Each time the survey is administered a random sample of employees across the federal government is chosen to participate. In 2011, 2000 Marine Corps Civilian employees were sent a link to the FEVS and 862 responded – a 42% response rate.

Data collected from the FEVS is weighted to produce survey estimates that accurately represent the population since unweighted data are likely to produce biased estimates of population statistics. Weighting correct for the underrepresentation of FWS employees in the Marine Corps survey respondent population. In 2011 FWS employees made up approximately 22% of the Marine Corps civilian population but only 9% of the employees that responded to the survey.

SURVEY STRUCTURE:

The 95-item survey includes 11 demographic questions and 84 items that measure federal employees' perceptions about how effectively agencies manage their workforces. The items in the questionnaire are grouped into eight topic areas that respondents see as they proceed through the survey: Personal Work Experiences, Work Unit, Agency, Supervisor/Team Leader, Leadership, Satisfaction, Work/Life, and Demographics.

SURVEY ANALYSIS:

OPM has developed five indices that include a group of related questions within the FEVS that are used to analyze survey results. Four of the indices are based on the Human Capital Assessment and Accountability Framework (Job Satisfaction, Leadership and Knowledge Management, Results Oriented Performance Culture, and Talent Management) and the fifth index measures Employee Engagement. The final index, Support for Diversity, was developed by the Partnership for Public Service as part of their Best Places to Work rankings.

The Marine Corps 2011 overall scores were compared to three different benchmark groups: Rest of Government (ROG), DoD and the DON. To analyze trends since 2002, each Marine Corps index score was compared against the DON in all survey years where data was available. Scores were determined by averaging the positive response %'s for each question in the index. A response is considered positive when the employee answers Strongly Agree or Agree to the question. The survey questions have changed slightly over the years. For this reason, trend analysis since 2002 is not possible for some indices

SURVEY RESULTS:

In 2011, the Marine Corps had higher scores when compared to the ROG on most questions and lower scores on most questions in comparison to DOD and the DON . Figure 14 shows the % of Marine Corps questions that had positive response %'s equal to or higher than the benchmark. For example, the Marine Corps scored equal to or greater than the DON on only 36% of the questions.

For each index, scores from 2002 to 2011 for both the Marine Corps and the DON are provided in the Table 8. The graphs in Figure 15 are provided as a way to visualize trends since 2002.

FIGURE 14: FEVS 2011 OVERALL RESULTS

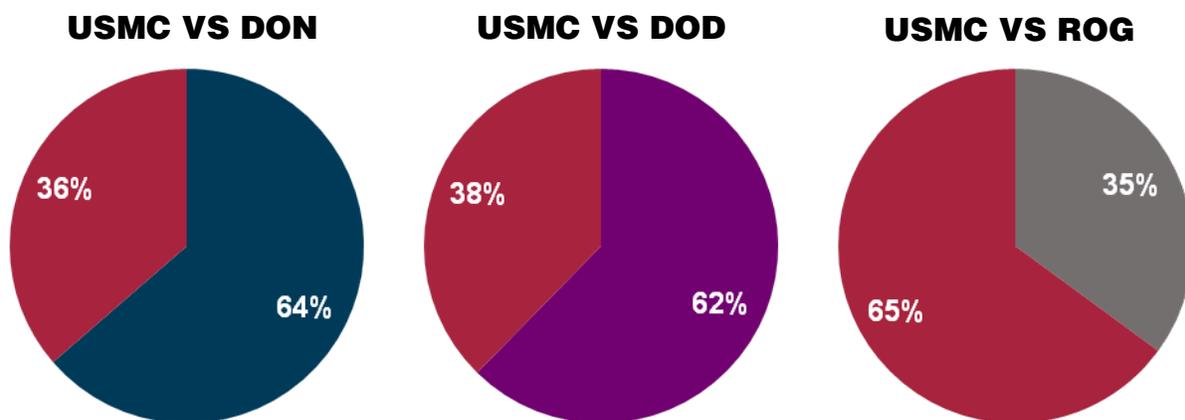
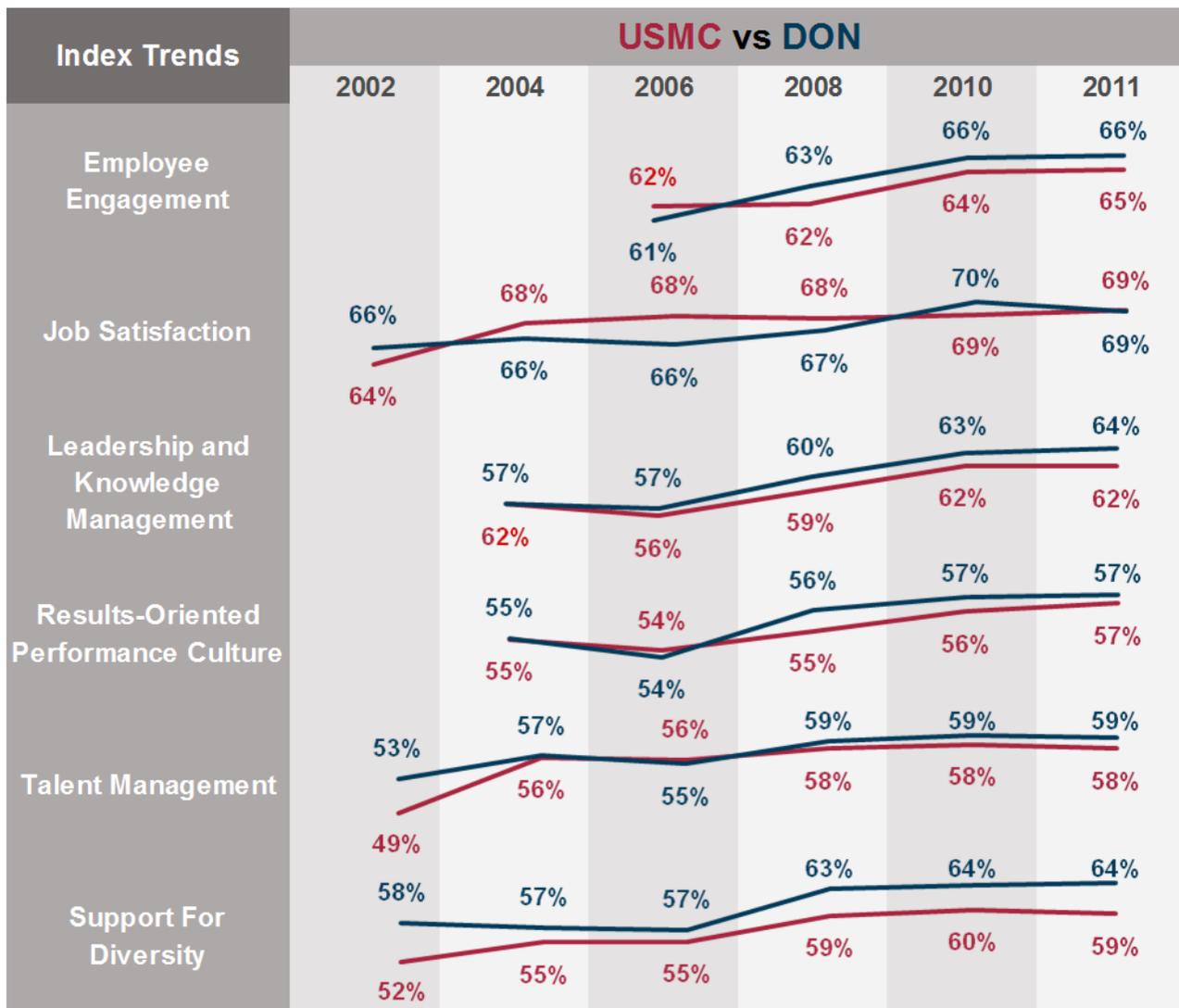


TABLE 8: USMC VS DON INDEX SCORE COMPARISON

Index averages	USMC					DON								
	2002	2004	2006	2008	2010	2011	2002	2004	2006	2008	2010	2011		
Employee Engagement			62%	62%	64%	65%			61%	63%	66%	66%		
Job Satisfaction	64%	68%	68%	68%	69%	69%	66%	66%	66%	67%	70%	69%		
Leadership and Knowledge MGMT			57%	56%	59%	62%	62%		57%	57%	60%	63%	64%	
Results-Oriented Performance Culture			55%	54%	55%	56%	57%		55%	54%	56%	57%	57%	
Talent Management	49%	56%	56%	58%	58%	58%	53%	57%	55%	59%	59%	59%		
Support For Diversity			52%	55%	55%	59%	60%	59%	58%	57%	57%	63%	64%	64%

FIGURE 15: USMC VS DON INDEX SCORE TRENDS



CONCLUSION:

When comparing the USMC overall scores versus the three benchmark groups there are no significant differences. A comparison of Marine Corps scores to DON scores for the five FEVS Indices shows no significant differences either. The Marine Corps scores for these indices are in line with overall DON scores since 2002. However, there is a significant difference between the Marine Corps and the DON in the Support for Diversity index score:

- o Marine Corps employees are less likely to agree that there are policies and programs to support diversity in the workplace
- o Fewer Marine Corps employees believe that supervisors are committed to a workforce representative of all segments of society or work well with employees of different background

SUPPORT FOR DIVERSITY:

A list of the questions that comprise this index and the scores since 2002 for both the Marine Corps and the DON is provided below. Survey Question #34 is the primary driver behind the difference in scores between the Marine Corps and the DON.

The USMC average score on question #34 over the past 6 surveys is 51.5% while the average DON score is 58.1% - a difference of almost 7%. An increase in this score could be achieved using a low cost training and communications solution.

FIGURE 16: USMC VS DON SUPPORT FOR DIVERSITY TRENDS

Support for Diversity Questions	USMC						DON					
	2002	2004	2006	2008	2010	2011	2002	2004	2006	2008	2010	2011
(34) Policies and programs promote diversity in the workplace	48%	51%	51%	58%	50%	52%	58%	54%	54%	64%	60%	60%
(45) My supervisor/team leader is committed to a workforce representative of all segments of society.	49%	53%	52%	54%	67%	61%	53%	52%	52%	57%	66%	65%
(55) Managers/supervisors/team leaders work well with employees of different backgrounds.	59%	61%	63%	66%	63%	65%	63%	65%	65%	69%	66%	68%

*Prior to 2010 Question 45 read: Supervisors/team leaders in my work unit are committed..... This may account for the increase in positive response % in 2010

2012:

The FEVS 2012 survey may be the first time that the USMC will include the entire Civilian workforce in a single employee engagement survey. In the past, APF and NAF employees were not included in the same survey. Most recent employee engagement surveys were administered through web-based surveys thereby excluding employees without valid email accounts.

A census survey of the entire Civilian workforce to include both APF and NAF employees, even those without email accounts, will provide a new opportunity for

the USMC. The past FEVS surveys included a random sample of USMC APF employees only. The census survey will allow the USMC the opportunity to compare results from a new population of NAF employees (approximately 42% of the workforce) and may provide different results and conclusions than past surveys.

The USMC leadership will invest in the entire workforce and provide every employee the same opportunity to be heard. Leadership is committed to improving the culture for the entire Civilian workforce. The decision to conduct a total census survey also supports

the USMC Civilian Workforce Strategic Goal #3, Enhance integrated Military-Civilian culture as one team to accomplish the Marine Corps mission.