

# Innovations in Organizational Assessment

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# Objective

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- To assess training and leader development in the Army, both military and civilian.
  - Officer
  - NCO
  - Warrant Officer
  - Civilian
- As part of Army Transformation, the Army wanted to ensure that soldiers and civilians were ready for the Objective Force.



# Army Transformation

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- The Army grows its own leaders.
- Facing rapid change with a downsized force.
- Must be agile to deal with asymmetrical threats.
- Leadership and decision-making will be pushed down to lower levels.



# Research Topics

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- Training
- Leader Development
- Army Culture
- Satisfaction with Job, Benefits, etc.
- Intention to Remain in Army
- Commitment
- Family Satisfaction



# Data Collection

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- Paper and pencil surveys with approximately 300 questions, including one or more open-ended questions.
- On-line survey of senior leaders and General Officers.
- Multiple interview and focus group protocols for various people (based on rank, stakeholders, decision makers, spouses).



# Challenges

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- Collect, analyze, and interpret data from over 96,000 surveys, 528 focus groups, and 264 interviews from 35 locations world-wide.
- Prepare data to be used approximately two weeks after completion of data collection.
- Inexperienced users: Work with (non-researcher) Army teams to develop conclusions and recommendations based on the data.



# Challenge 1A: Collecting Massive Amounts Of Data

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- Teams of trained Army data collectors conducted focus groups for a month per phase.
- Convenience sampling in some cases.
- Developed software to capture comments, which were sent back to Caliber nightly.
  - Software allowed for the collection of demographic data tied to each comment.
  - Eliminated most chances for error.



# Challenge 1B: Analyzing Data

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- Developed software (Q-Code) to analyze qualitative data from focus groups, interviews, and survey comments
  - Developed themes for each question based on early data.
  - Began coding comments to themes as data were being collected.
  - Multiple coders working at same time.





# 1B continued

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- Worked with Army teams to analyze data
  - Teams collected additional data (background, doctrine) to provide context.
  - Consultants provided teams with frequencies and narrative item summaries for survey items.
  - Consultants provided theme counts and narrative summaries for focus group and interview items (by demographic group).
  - Consultants conducted additional analyses as necessary.



# Triangulation of Data

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- Both within and among data sources – increased accuracy of conclusions
- Included external data
- Multiple perspectives: employees who were targets of a study completed survey about themselves. Surveys about them also completed by supervisors, peers, and direct reports.



# Challenge 2: Quick Turnaround

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- Started coding data as it came in.
- Could modify themes when necessary.
- Multiple coders.
- Provided survey data to teams in waves.



# Challenge 3: Inexperienced Users

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- Study Teams

- Teams were made up of soldiers and civilians, most with no research or stats experience.
- Consultants helped to interpret data for the teams, while teams provided context and meaning for the numbers.
- Provided focus group data in a way to help keep them from misusing data (proportions, not percentages; provided rank order of themes).



# Example theme counts

Themes	# of Responses	Subtotals	# of Responses	Subtotals	# of Responses	Subtotals	# of Responses	Subtotals	# of Responses	Subtotals
<b>Technician</b>	873		180		142		278		1473	
Only	33		5		0		10		48	
More	78		9		0		12		99	
Less	2		0		0		0		2	
		986		194		142		300		1622
<b>Leader/Commander</b>	502		87		54		88		731	
More	12		1		3		4		20	
Less	158		14		5		35		212	
		672		102		62		127		963
<b>Advisor/Liaison</b>	388		91		44		168		691	
Only	0		0		0		6		6	
More	4		0		0		1		5	
Less	0		0		0		0		0	
		392		91		44		175		702
<b>Trainer</b>	177		19		13		45		254	
More	10		5		0		0		15	
Less	3		0		0		0		3	
		190		24		13		45		272
<b>Same as it is now</b>	288		5		3		2		298	
<b>Multiple roles</b>	23		2		1		2		28	
<b>Total Responses</b>	2240		411		261		647		3559	



# Summary of Innovations

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- Including client in data collection and recommendation development.
- Software for qualitative data collection and coding.
- Careful thought in how to present data to execs.
- Multiple data sources.



# Conclusions

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- Development of recommendations that were implemented by the Army.
- Consolidation Phase.