

Abstract

This thesis explores the potential for standardizing promotion processes within Naval Sea Systems (NAVSEA) Warfare Centers to enhance organizational effectiveness and talent retention. The primary research question examines whether insights from academic and procedural sources can guide the development of a framework for evaluating and improving technical personnel assessment within NAVSEA. The study uses a comprehensive literature review of relevant research, government policies, and existing procedures to create a new evaluation framework. The proposed framework integrates concepts of validity, fairness, and personality alignment, offering a structured approach to assess technical personnel in a way that aligns with NAVSEA’s operational requirements. The study’s findings suggest that implementing this framework can standardize promotion practices, mitigate unintentional biases, and enhance transparency across NAVSEA centers, ultimately improving talent retention and mobility. Recommendations emphasize refining selection methods and aligning assessment tools with technical and demographic characteristics to support long-term organizational capabilities.

Methods

- Literature review centered on personality as it relates to occupational selection and working environments, the concepts of fairness and bias, and government policy.
- Analyzed occupational demographics of NAVSEA using Fedscope and other sources to understand separations, accessions, turnover, pay disparity, and occupational composition of the NAVSEA workforce.
- Implemented a logical framework for application of concepts research during the literature review.
- Developed a logical framework to synthesize concepts derived from the literature review for practical application.
- Demonstrated notional use of the framework on current process



Results & Impact

The resultant framework addresses challenges such as fairness, consistency, and efficacy in NAVSEA’s promotion and hiring processes, particularly by providing a method of process adaptation which would better align NAVSEA with its workforce. By incorporating research on bias, personality traits, and technical domain definitions, the framework aims to improve career advancement, attract top-tier talent, and boost employee satisfaction and morale. Its flexibility allows for adaptation across various NAVSEA centers, making promotion processes more efficacious, equitable and transparent. The framework’s application could minimize biases, and improve workforce inclusion, and align process with NAVSEA demographics. Ultimately, this work provides a research-driven solution that helps NAVSEA adapt to a rapidly changing operational environment, ensuring it continues to meet its workforce management goals and maintain its role in national defense.

Future Research

Further research should focus on how interview formats align with personality traits, as mismatched formats can lower morale and engagement. Using multiple assessment methods without a cohesive strategy can lead to inconsistent results, so identifying effective combinations is crucial, as no specific data on personality type and format interact within this context. In the spirit of progression, feedback from the workforce through surveys and interviews can reveal how assessment methods impact morale, application rates, and retention and could be a valuable input into the framework. Furthermore, it is possible that a pilot program which caters to the workforce demographic could help improve performance and satisfaction with evaluation techniques.