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COMPETENCY CORNER

This month, we discuss **Evidence-based Decision Making**, which involves guiding data collection, analysis, and synthesis with a variety of stakeholders and sources in an unbiased manner to reach an objective conclusion, goal, or judgement, and to enable optimal strategic and leadership decision making. Review these descriptions to determine your proficiency level:

- 1. Awareness:** You gather data and compile basic statistics; and break down tasks and problems into manageable components. You solicit guidance as needed to assess importance and urgency and escalate issues as needed.
- 2. Basic:** You report information and identify trends and outliers. You identify correlations and causal relationships; investigate and define problems accurately; and prioritize information. You define criteria and assign values of importance and urgency.
- 3. Intermediate:** You conduct original research to define problems and prepare responses to anticipated questions. You identify root causes and effects; and anticipate unintended consequences of potential solutions.
- 4. Advanced:** You determine criteria for assessing issues and opportunities. You analyze relationships between independent problems and issues; review and translate analytical reports into management presentations; and provide guidance to resolve issues. You initiate research to identify critical problems.
- 5. Expert:** You regularly establish strategic goals and enterprise-wide priorities using data. You use advanced analyses to identify and assess problems and potential solutions and compare them against predetermined criteria. You create frameworks for reviewing large amounts of data. You probe for and identify

relationships in highly complex matters; and systematically identify and resolve complex enterprise-wide issues, while keeping leaders apprised.

READY TO ADVANCE YOUR PROFICIENCY? Opportunities include:

Awareness/Basic:

- Connect with colleagues and peers to discuss each other's past and upcoming decisions. Peers at your level will share very similar challenges in terms of decision-making and problem-solving. For example, dealing with combative co-workers on your team, apportioning scarce resources, deciding whether an employee should be permitted to telework, and how often.

Intermediate:

- Consider online courses such as the offering available by NAVFAC's Command Analytics Office (CAO), which is an online training program designed to increase NAVFAC's ability to use data to influence decision making through analytics. The Analytics Fundamentals program is open to those interested in learning about data analytics basics.

Advanced/Expert:

- Check out the Supervisor Academy's webinar on Decision Making! This one-hour webinar provides tips, tools and processes to support sound decisions and build decision-making skills. Gain an understanding of tools to help you reflect on the pros and cons of past decisions to guide future progress. Go to: https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp-resources/supervisor_academy/on-demand.html

CAREER COMPASS SPOTLIGHT

Wondering what learning and development opportunities to explore? We've added a new Event Calendar on the **Career Compass Resource Center (CCRC)**, so you can easily see what's planned for the coming months and find all the details you need to participate or access recordings for previous events. To check it out, go to: <https://www.navfac.navy.mil/jobs/workforce-development/ccrc/event-calendar.html>

NEW Event Calendar now available on the CCRC!

- ✓ Upcoming courses
- ✓ Participation details
- ✓ Links to on-demand webinars



WHAT THE EXPERTS SAY... 6 Steps for Better Decisions

“The central premise of evidence-based practice (EBP) is that decisions are more likely to be successful when they build on critical thinking and the use of the best available evidence,” says Pietro Marengo in a Science for Work blogpost on evidence-based management. Regardless of whether you are in a leadership position, you can apply evidence-based practices to improve your decision-making process. Here is an edited version of the six steps he recommends.

Read the [full article](#).

6 STEPS FOR BETTER DECISIONS

STEP 1

ASK

Translate a practical issue or problem into an answerable question.

STEP 2

ACQUIRE

Systematically search for and retrieve the evidence.

STEP 3

APPRAISE

Critically judge the trustworthiness and relevance of the evidence.

STEP 4

AGGREGATE

Weigh and pull all the evidence together.

STEP 5

APPLY

Incorporate the evidence into your decision-making process.

STEP 6

ASSESS

Evaluate the outcome of the decision you made.

Q&A



Is there an example of evidence-based decision making in action at NAVFAC?

YES! Through the end of FY20, employees were given the opportunity to complete a self-assessment of their non-technical competencies and commands were given the option to use a competency based Individual Development Plan (available through HQ) that aligned with NAVFAC’s formal workforce development activities. Data collected from these efforts was used to shape the SYSCOM-wide training initiatives and decisions offered for this fiscal year. There is now a direct link between our employees’ learning and development needs and Career Compass opportunities, courses, and training. This is a great example of evidence-based decision making!

Mark your calendar for early March when this year’s Employee Competency Assessment (ECA) will become available. As more NAVFAC employees participate in the “ECA to IDP” process, the stronger the link will be between employee needs and Career Compass offerings.

DID YOU KNOW?

There are four main sources of evidence

An evidence-based practice is about making the best decisions possible after considering information and data from multiple sources. It reduces biases, prejudices, and simple lazy thinking because it prompts you to consider information beyond your own knowledge and opinions.¹ There are four main sources of evidence:

1. Organizational, internal data
2. Stakeholder values and concerns
3. Practitioner and professional expertise
4. Scientific literature (empirical studies)

The next time you’re making a big decision, seek out evidence from one or more of these sources!

¹ <https://www.ckju.net/en/our-foundation-evidence-based-management/37055>



GET THE HELP YOU NEED!

Did you know your local Command BD17 is also your Civilian Training Advocate who can answer questions and provide guidance about workforce training and development resources and expectations? You can find their name and contact information on the CCRC: <https://www.navfac.navy.mil/jobs/workforce-development/contact.html>

