

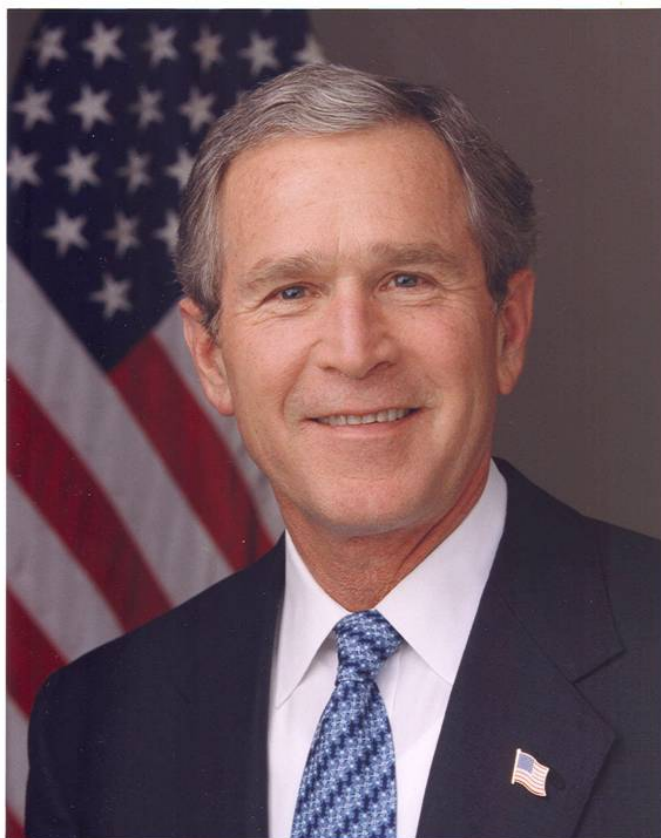


# Assessment Information for Managers

*Working for America*



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



***“...we must confront the tough problems, not avoid them and leave them for others. This is never easy, but it’s what conscience demands and what leadership requires.”***

President George W. Bush



*“The strategic management of human capital calls for a transformation in the employment, deployment, development and evaluation of the Federal workforce with results in mind.”*

Kay Coles James  
Director  
Office of Personnel Management

# Overview



- Study Goals
- Human Resource Management Science versus Human Resource Management Practice
- Adoption of Human Resource Management Procedures
- Potential Evaluation Criteria
- Results
- Conclusions



# Study Goals



- Demonstrate that managers prefer topic-driven information rather than data-driven information to evaluate selection procedures
- Advocate the use of both types of information to communicate the effectiveness of selection procedures

# The Disconnect Between Human Resource Management Science and Practice



- “Our zest to develop a theory of Human Resource Management may have been instrumental in driving a wedge between scientists and practitioners” (Ferris, Hochwarter, Buckley, Harrell, Cook, & Frink, 1999)
- There is a major disconnect between Human Resource Management research and practitioner needs (Buckley, Ferris, Bernardin, & Harvey, 1998)
- The American Assembly of Collegiate Schools of Business (AACSB) criticized the research emphasis of business schools (Buckley et al., 1998)



# Consequences of the Disconnect between Science and Practice



- Excellent human resources programs can provide organizations a competitive advantage (Pfeffer, 1994)
  - Good human resources programs are difficult to imitate
  - Human resources managers do not see the practical implications of research (Buckley et al., 1998)
  - Impact of science is relatively minor (McIntyre, 1990)

# The Adoption of Human Resource Management Practices



- Science is data-driven (Buckley et al., 1998)
  - Employs the scientific method and collect empirical data to answer questions of interest
- Practitioners' goals are more pragmatic
  - Employ case studies and common sense to generate qualitative data that provides a logical answer to questions of interest



# The Adoption of Human Resource Management Practices



## Rational Perspective

**Values Precision and Scientific**

**Caution**

**Data-Driven**

**Theoretical**

**Scientific Method**

**Support through Empirical Data**

## Intuitive Perspective

**Values Action and Problem**

**Solving**

**Topic-Driven**

**Pragmatic**

**Case Studies / Common Sense**

**Support through Logic /  
Qualitative Data**



# Potential Human Resources Evaluation Criteria



- Validity
- Utility
- Legal Consequences
- Social Validity
- Imitation of Other Organizations

# Method



- **Participants**
- **Procedure**
- **Study Materials**
- **Measure**

# Results: What Information Managers Accept



	Validity	Utility	Adverse Impact	Applicant Reactions	Best Practices
Acceptance of Information					
Mean	5.12	5.29	5.28	5.28	6.11
(S.D.)	(1.46)	(1.31)	(0.96)	(0.92)	(0.72)



# Results: What Information Managers Value



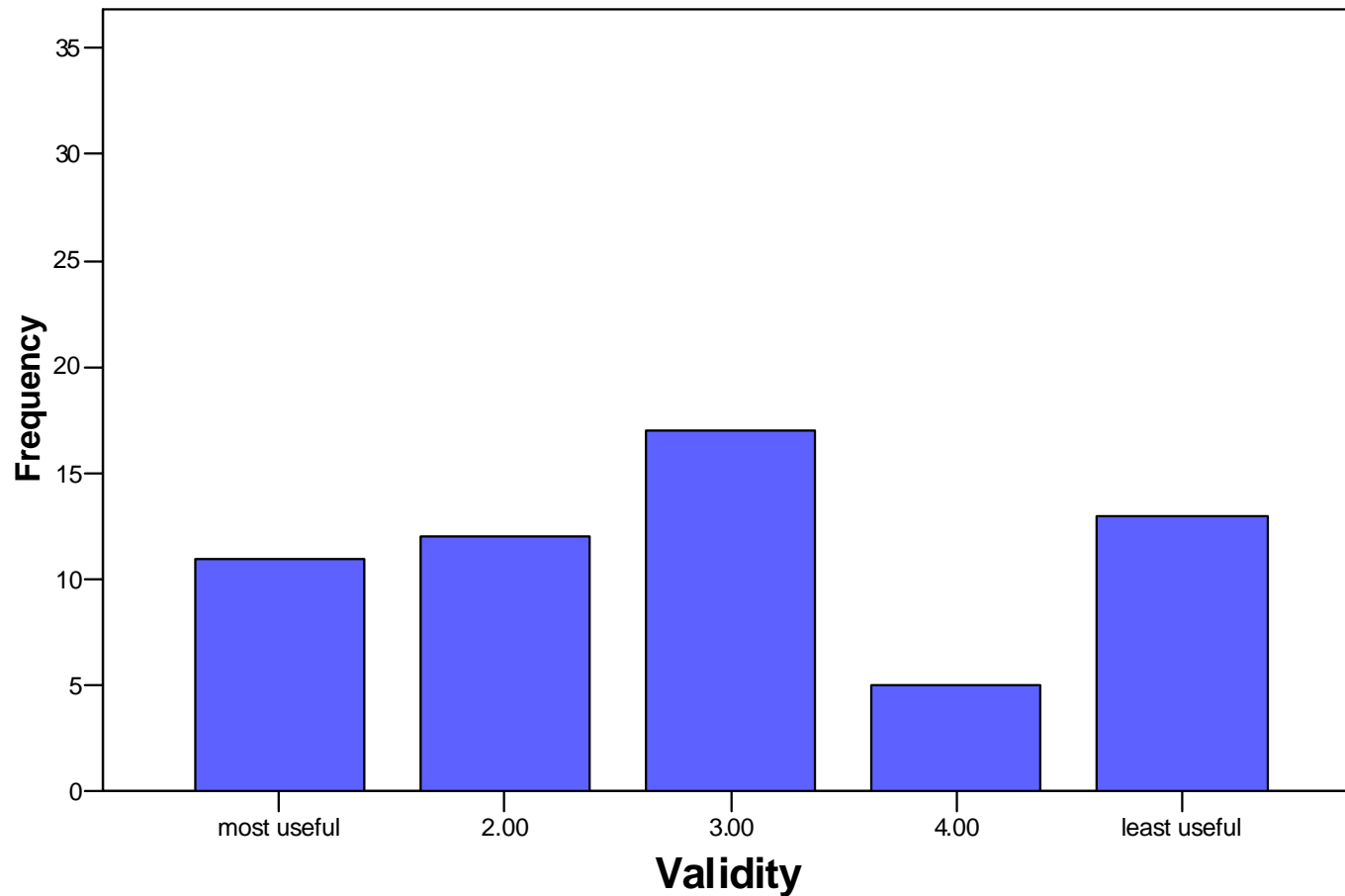
	Validity	Utility	Adverse Impact	Applicant Reactions	Best Practices
Average Rank Order					
Mean	2.95	2.79	3.57	3.72	1.97
(S.D.)	(1.41)	(1.27)	(1.17)	(1.17)	(1.36)



# Results: How Useful Validity Information is to Managers



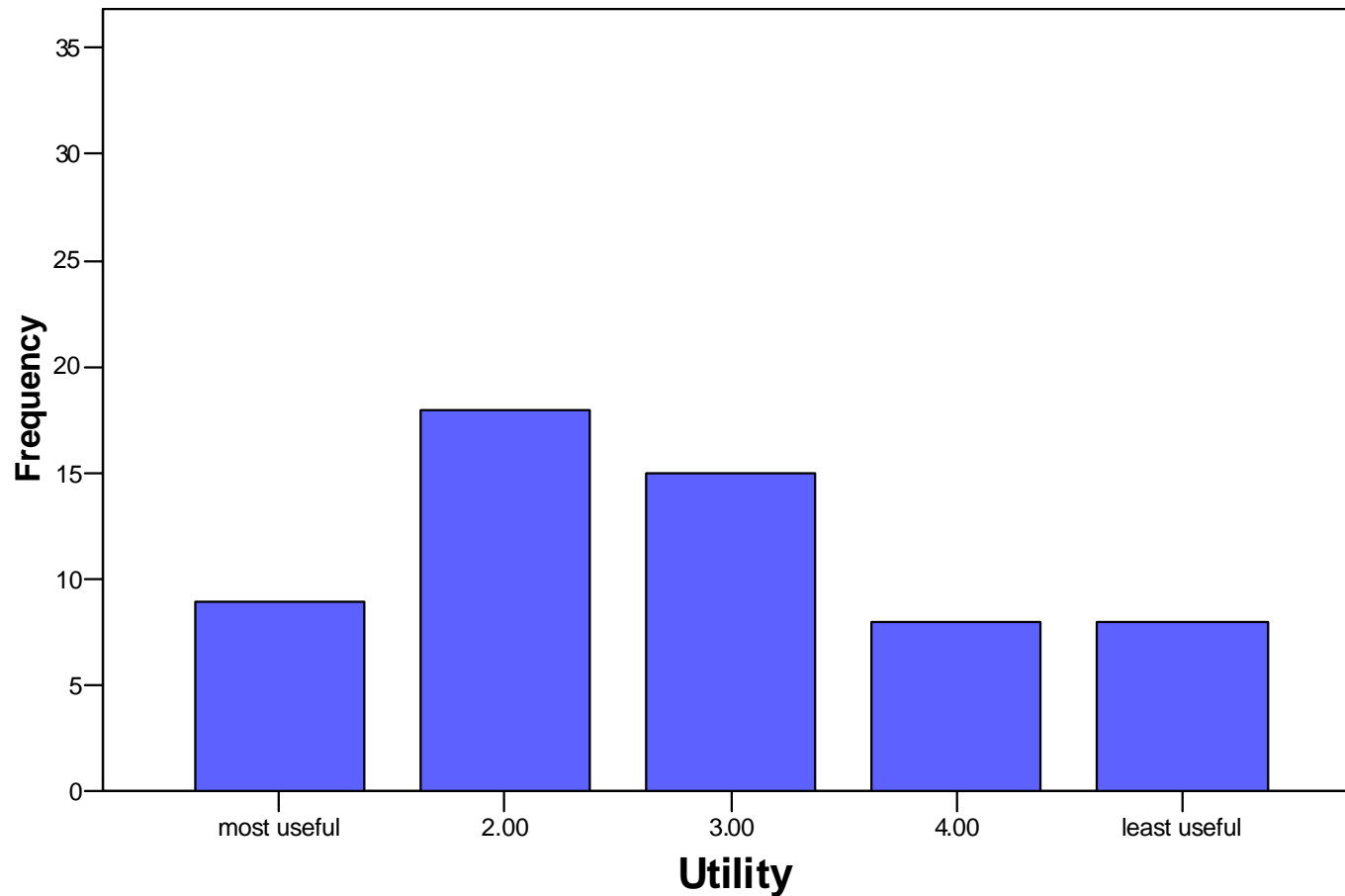
Frequency of rank order for each type of information



# Results: How Useful Utility Information is to Managers



Frequency of rank order for each type of information

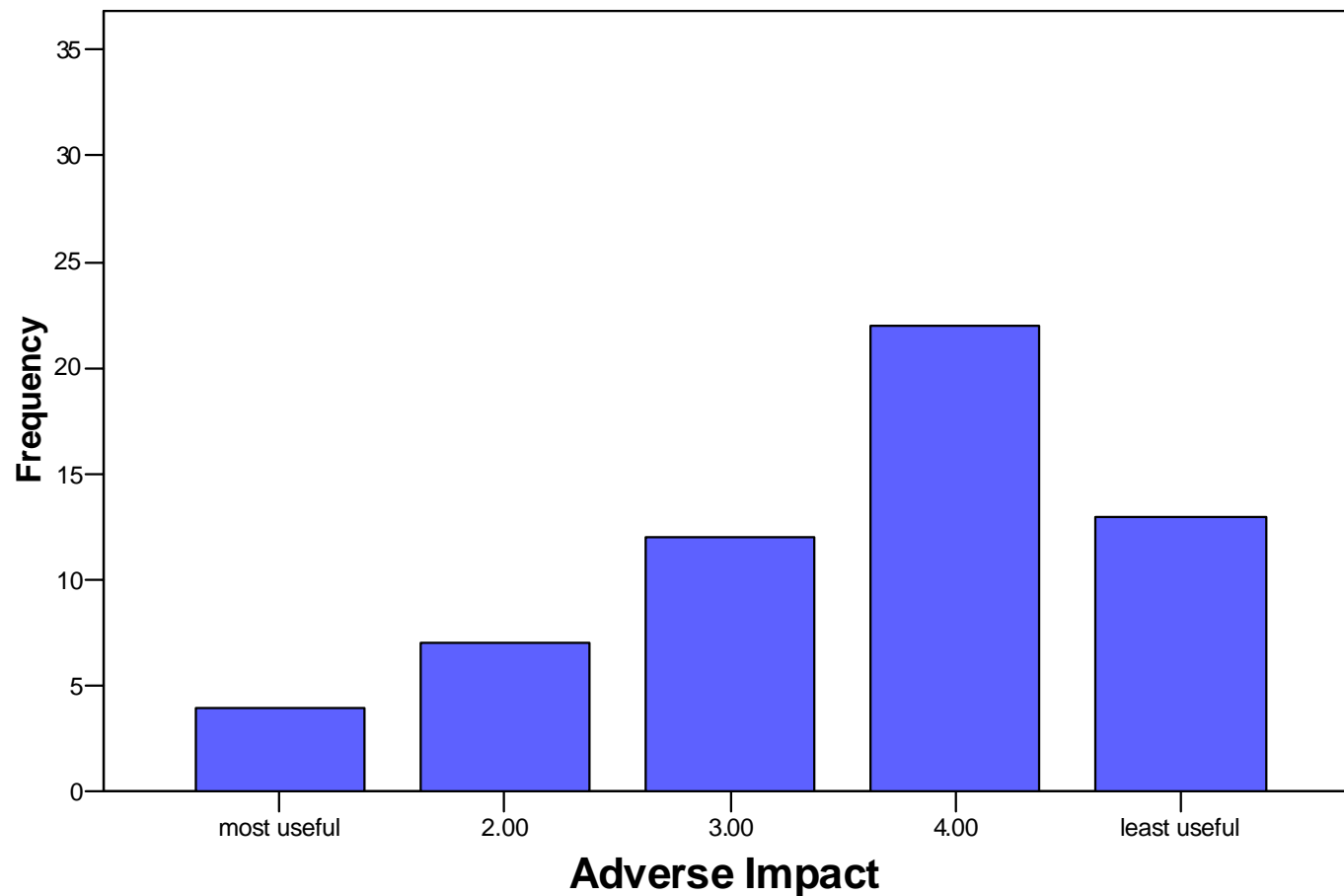




# Results: How Useful Adverse Impact Information is to Managers



Frequency of rank order for each type of information

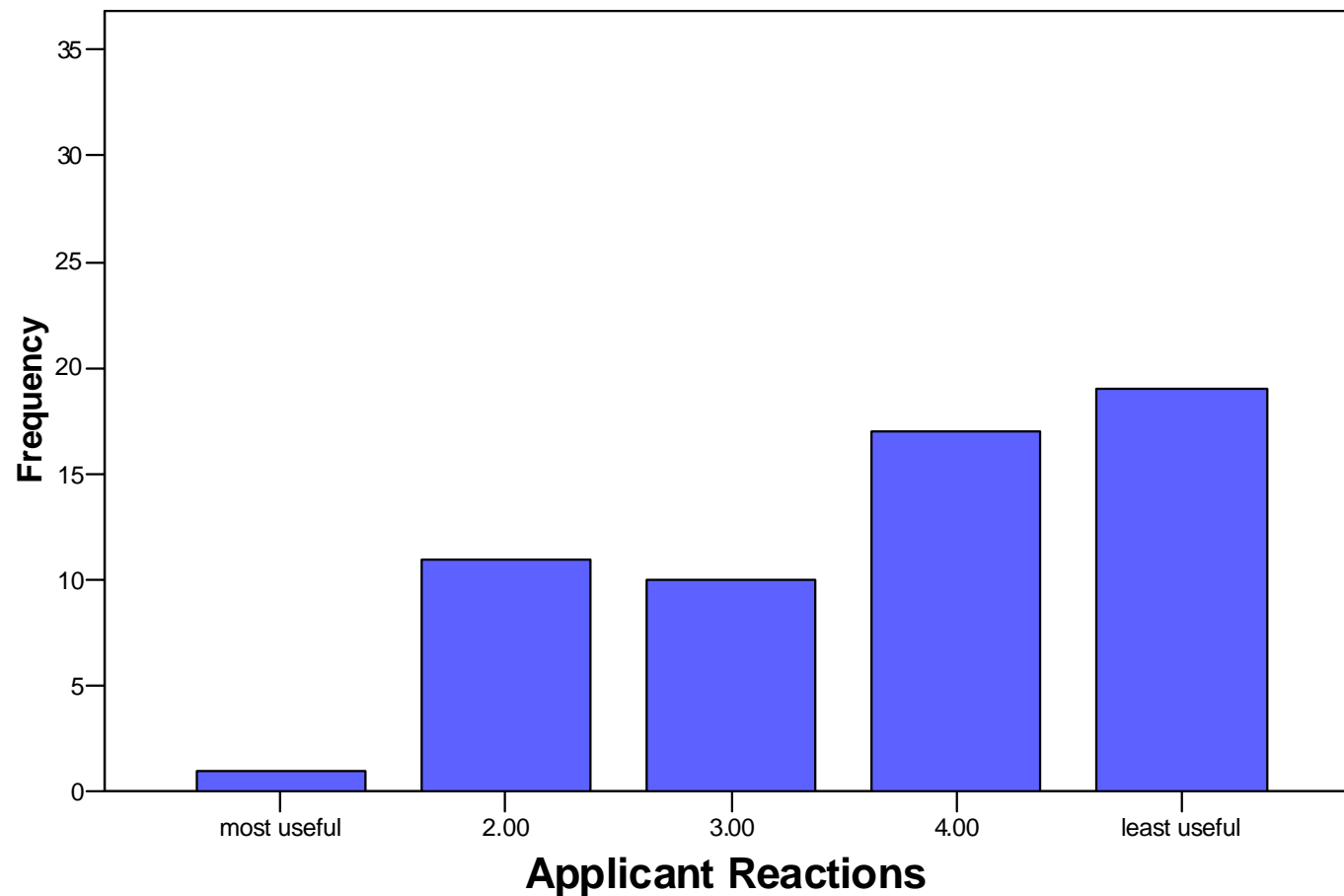




# Results: How Useful Applicant Reaction Information is to Managers



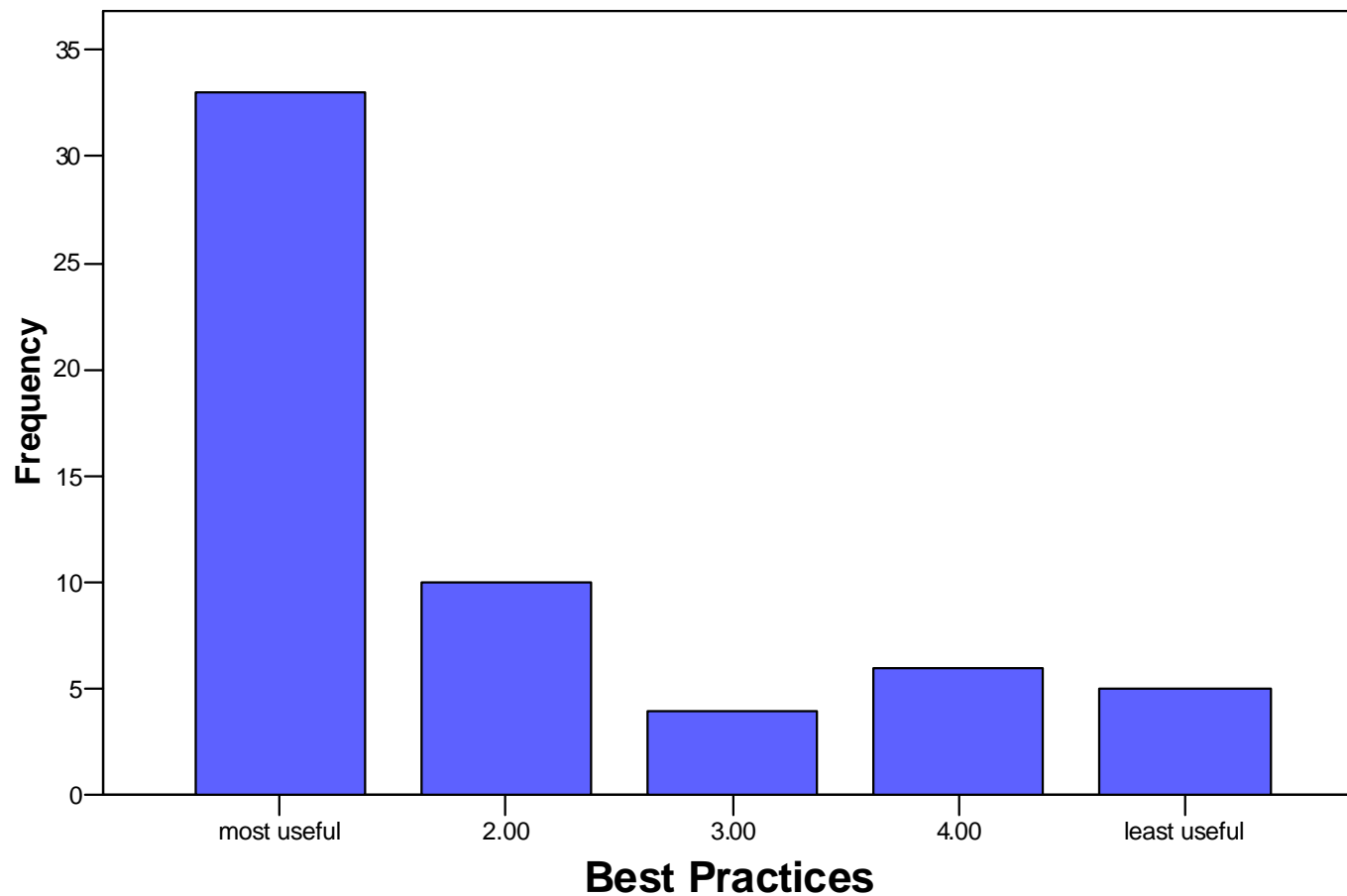
Frequency of rank order for each type of information



# Results: How Useful Best Practices Information is to Managers



Frequency of rank order for each type of information





# Conclusion

- Results of this research are preliminary
- There is good news
- Information about best practices was highly accepted
- Information about applicant reactions was the least accepted



*Working for America*

[www.opm.gov](http://www.opm.gov)

