



Interface for Pc to Arcade Controls



Infrared Processing and Analysis Center (NASA)



Illinois Police Accreditation Coalition



Integrating Professionals for Appalachian Children



Institute of Public Administration of Canada



International Personnel Assessment Council





Assessment and Strategic HR:

**If the glove fits . . .
you're probably guilty.**

Jeff Feuquay

the other Dr. J

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First, the good news: Discrimination Charges are Increasing !

Why? According to the EEOC:

- **workplace has become more ethnically, linguistically, religiously diverse; and**
- **managers do not understand that some of their treatment of charging parties is retaliation.**



3 more “whys,” from Kevin O’Neill Feb 2010 Littler Mendelson *Insights* report

- employees better understand their legal rights;**
- technology and the media have blurred the distinction between work-related behavior and social interaction; and**
- economy has introduced work-related stress that impacts workplace dynamics, apart from its objective impact on employment opportunity.**



The Jeff Feuquay - George Lopez Alternative . . .

- **cod.dle** *vt* -- to treat (an invalid, baby, etc.) tenderly
- **molly.cod.dle** *n* -- a person used to being coddled, or protected, pampered, etc.; milksop (timid, ineffectual)



Young People Want Big Money, Big Vacations

“The combination of not wanting to work hard but still wanting more money and status verifies the sense of entitlement many have identified among GenMe.”

Jean Twenge et al. *Journal of Management*, March 2010.



Can't fault Twenge's basic conclusions, but the premise implied by her title seems inconsistent with the vast majority of the research.

“Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing.”



Intergenerational values are almost indistinguishable, but their expression in the work environment is very different.

That's a training issue.



Recent EEOC Settlements

**EEOC v. Wal-Mart Stores Inc.
(E.D. Ky., No. 01-339, 3/1/2010)**

- **\$11.7 million plus preferential hiring of women**
- **Why? No effective selection system—only unstructured interviews, subject to stereotypes that women could not do physically demanding warehouse work.**



Recent EEOC Settlements

EEOC v. Outback Steakhouse (Colorado, 2010)

- \$19 million for non-promotion of women to managerial positions.
- Why? “Tap on the shoulder” by supervisor identified managerial prospects, followed by more formalized procedures, including tests, that were not challenged.



RFOA

- **The extent to which supervisors had unchecked discretion to assess employees subjectively;**
- **The extent to which employees were evaluated on factors known to be subject to age-based stereotypes; and**
- **The extent to which supervisors were given guidance or training about how to apply the factors and avoid discrimination.**

This list is non-exhaustive and the employer does not necessarily need to address each item.



RFOA

We I/O folk should rejoice in the emphasis on “objectively reasonable” procedures and “guidance & training” for those doing ratings.



**If we had done our
jobs . . .**

**Strategic HR would
be unheard of.**





Susan Chambers

**Executive Vice President
Wal-Mart Global People Division**



PHOTO: COLEBY LYSNE



Office of
Mike Duke

Office of
**Susan
Chambers**

Office of
Lee Scott, Jr.

President and
CEO, Wal-Mart
Stores, Inc.

Executive Vice
President
Wal-Mart Global
People Division

Chairman of the
Bd. of Dir. Exec.
Comm. of Wal-
Mart Stores, Inc.
and Former CEO



Trick Questions

Designed to Embarrass and Make Key Points

- **Should HR have a seat at the senior leader / executive table?**

(yes/no answer that you will be asked to defend)

- **Should HR be helping to define the goals/mission of the organization?**

(yes/no answer that you will be asked to defend)



Trick Questions

Designed to Embarrass and Make Key Points

What is the fundamental mission of HR?







*“Cheshire Puss,” Alice began, . . .
“would you tell me, please, which
way I ought to go from here?”
“That depends a good deal on
where you want to get to,” said
the Cat.*

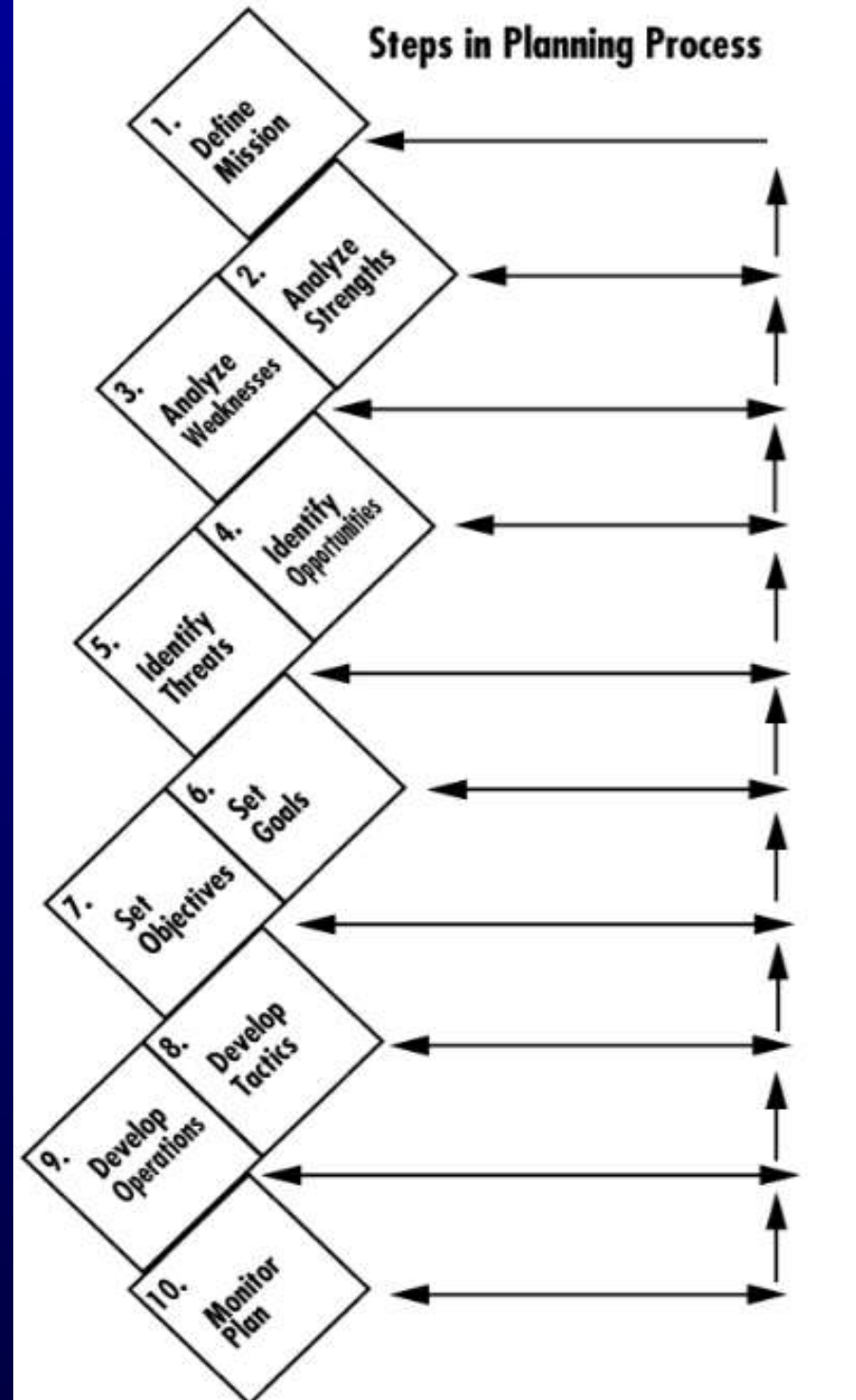


*“I don't much care where —” said Alice.
“Then it doesn't matter which way you go,” said
the Cat.
“— so long as I get SOMEWHERE,” Alice added
as an explanation.
“Oh, you're sure to do that,” said the Cat, “if you
only walk long enough.”*



One
planning
model

To be effective, HR
Planning is
absolutely dependant
upon Organizational
Strategic Planning



Let's Test the Premise

- **What is the reason your organization (entire agency) exists . . . i.e., what is its fundamental mission?**
- **What is the raison d'être of the accounting department in your organization?**



Trick Question Reprise

- **Should HR be asking for a seat at the senior leader / executive table?**

**Asking? No.
HR must become an
indispensible participant in the
C Suite.**



How to Get a Seat at the Executive Table

- 1. Understand Your Organization's Business**
- 2. Share Responsibility for Business Goals and Plans**
- 3. Know the Human Resources Business Thoroughly**
- 4. Run Your Department Like a Business**
- 5. Measure Outcomes and Goal Achievement, not Work Processes**

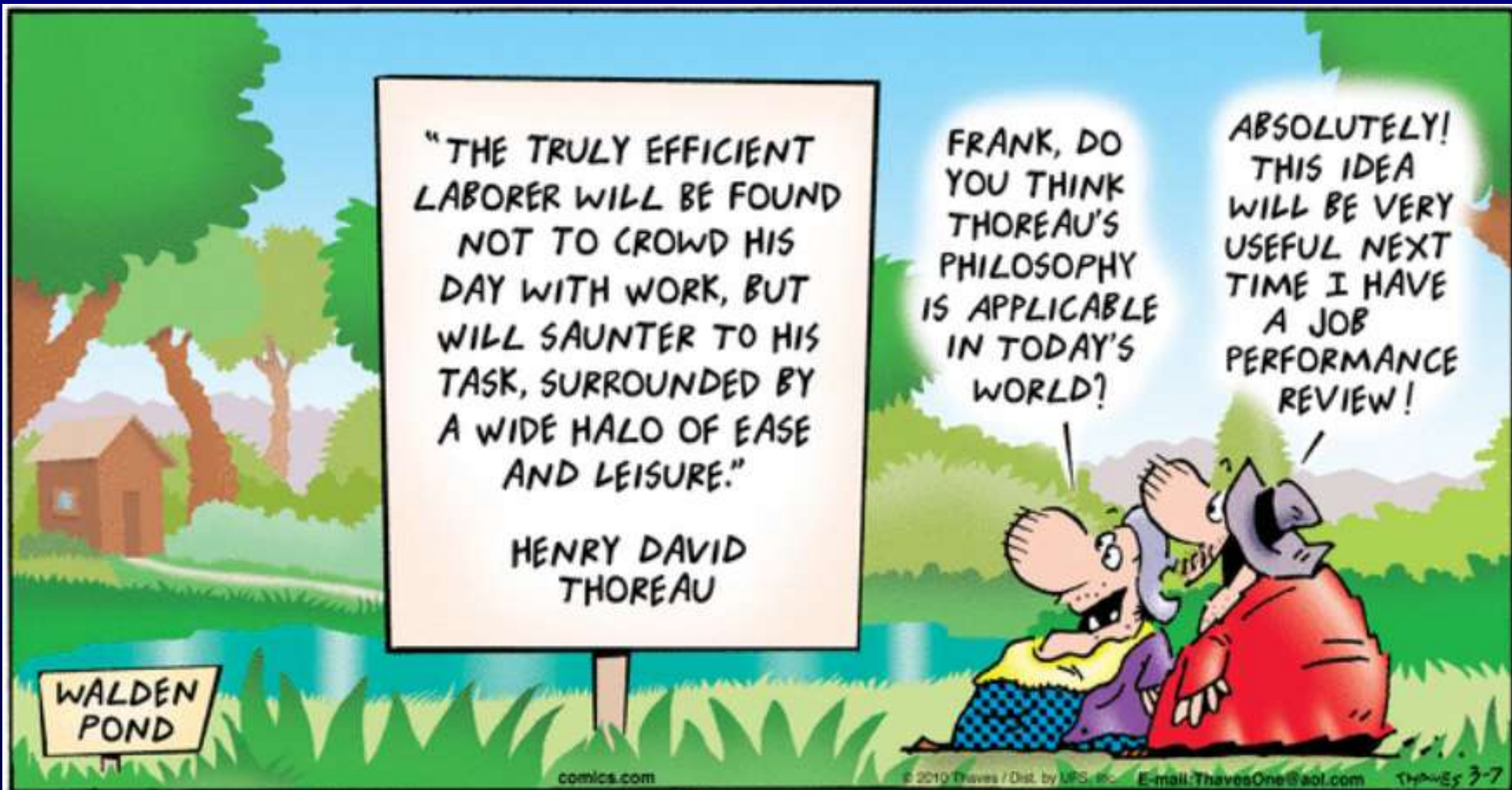


How to Get a Seat at the Executive Table

1. Remember the People in Human Resources
2. Express Thoughtful Opinions Backed With Data and Study
3. Harness the Benefits of Technology
4. Recommend Programs for People That Continuously Improve the Business
5. Learn and Grow Every Day Through Every Possible Method



Reality Check: What's the mission of your organization?



Every organization has a stated mission and a *real* mission.

In fully-functional world-class organizations, the two are identical. Examine your performance metrics to determine the *real* mission.



**Outputs of the mission statement
provide the basis for
measurement.**

Must tie information-gathering to your mission.
Feuquay, 1992

**This is where assessment
folks shine. We'll visit this
again in a bit.**



**In all likelihood,
this will be a big change.**

Americans seem to think VAST changes should be easy and quick. Nonsense. People CLIMB to the top of Everest; they do not jump there.

Substantial change is generally built upon countless incremental changes.

Feuquay to PTC-NC, 1994



William James

Stages in Real Change

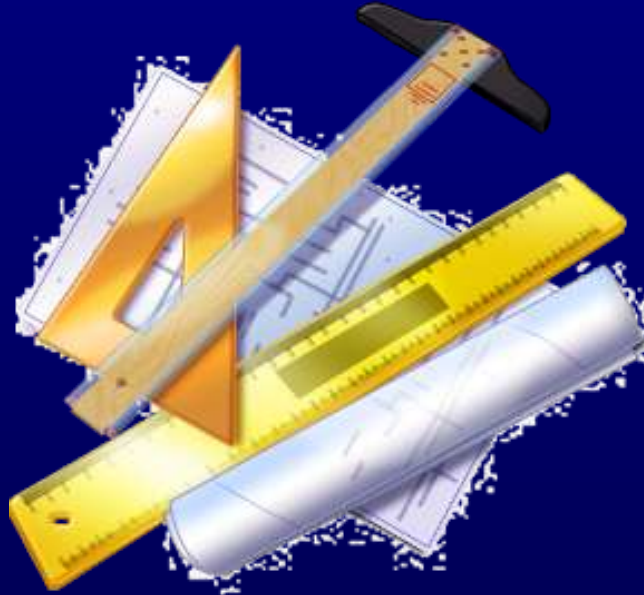
- 1. That's the craziest thing I've ever heard of.**
- 2. That needs to be stopped before someone gets hurt.**
- 3. I thought that myself about ten years ago.**



How would you describe a successful HR program?



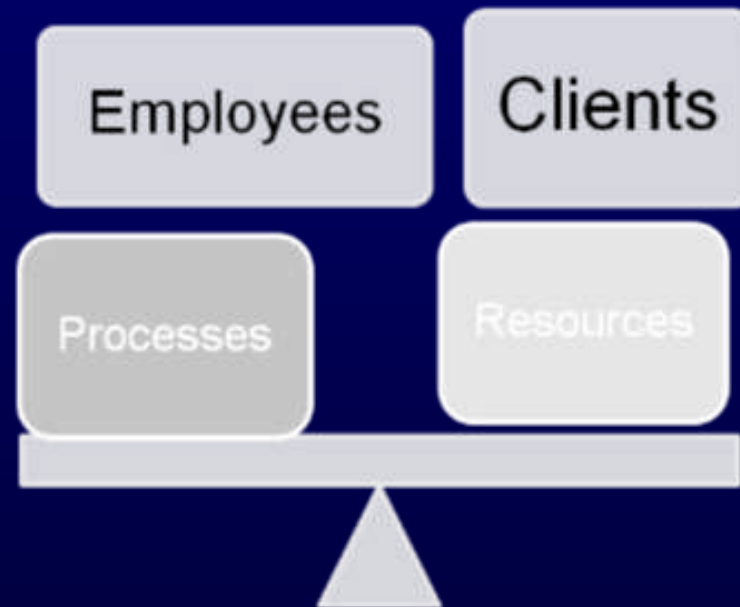
Measuring Success?



What is an HR Scorecard?

**Many definitions and explanations,
but...**

**A means to achieve a “balanced” set of
measures of the impact of HR – all are
important**



What is the Value of an HR Scorecard?

It Provides

- An evaluation and evidence that investments in HR and workforce help execute strategy through culture, mindset, capabilities, and behaviors created in the organization
- The causal relations between HR initiatives and *business solutions*, not HR solutions



HR Program Metrics

Question: How would you measure results and impacts from the perspective of:

- **Client/customers**
- **Employee**
- **Stakeholders**
- **Organization**



Don't answer yet.

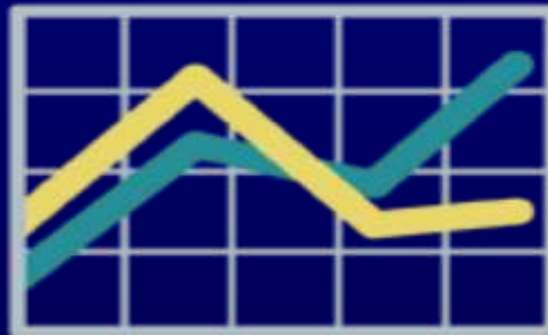


Think High Impact Think Value

High impact metrics should indicate something about the value of the HR practice/initiative tied to the success of the organization



What
Really
Matters



Mission
Vision
Values



Metric Examples

Typical Transactional Metrics (Quantitative)	Example High Impact Metrics (<i>Tied to Strategic Outcomes</i>)
Cost per hire	Time-to-productivity once hired
Days to fill vacancy	Manager satisfaction with quality
Turnover rate	Retention rate of high performing employees
% of vacant positions	Internal candidates qualified for key promotional vacancies
Training days/hours	Application of learning to job
Cost of training	Correlation of training with productivity or customer measures
Market placement –salary/benefits	Employee engagement & satisfaction measures
Performance appraisals done	Correlation of performance ratings with productivity/outcomes
# of classification studies done	Decrease in requests for studies



HR Program Metrics Revisited

Question: How would you measure results and impacts from the perspective of:
of:

- **Client/customers**
- **Employee**
- **Stakeholders**
- **Organization**



	CUSTOMER	RESOURCES	WORKFORCE	PROCESSES
Objectives	Increased ability to effectively serve customers	Provide training to close skill gaps	A higher performing workforce	Effective internal processes
Measures	<ul style="list-style-type: none"> 1) Improve “right fit” of new hires 2) Provide just-in-time customer information 	<ul style="list-style-type: none"> 1) Increase ratio of internal promotions to external hires 2) Training opportunities are more widely available 	<ul style="list-style-type: none"> 1) Productivity improvements 2) Retention rate of high performing employees 	<ul style="list-style-type: none"> 1) Conduct and complete employee on-boarding 2) Ease and effectiveness of performance management system
Targets	<ul style="list-style-type: none"> 1) Separation during new employee academy reduced by 75% 2) Wait-time between inquiry / response reduced by 50% 	<ul style="list-style-type: none"> 1) promotion to new hire ratio of 4 to 1 2) Field office training opportunities increased by 50% 	<ul style="list-style-type: none"> 1) Productivity for xyz process improved by 20% in FY 2) Retention rate of high performers is twice that of low performers 	<ul style="list-style-type: none"> 1) New employee fully trained and engaged within 6 months of hire 2) Satisfaction ratings of system improved by 25%



GUIDING PRINCIPLE

HR is a system
NOT a series of processes

- Scorecard efforts and metrics should reflect this principle.
- High impact data points yield better strategic success measures and evaluation.



Best Practices from the Research

- Scorecards and metrics should focus on four areas: goals, measures, targets, initiatives (the whats, hows, and whys)
- HR Metrics and performance indicators should be tied to the effectiveness of the workforce in meeting the *organization's* goals
- HR should be a strategic partner to the organization's leadership in achieving its organizational success through its workforce



Best Practices from the Research (cont.)

- Link HR metrics & processes to total workforce deliverables – qualitative & quantitative measures
- Key measures should be developed in-house, not taken from an “industry” list
- Organization’s leadership should embrace the value of the link between HR *impact* metrics and the mission/vision of the organization
- HR should drive the Scorecarding process in tandem with the organization’s leaders



HR Metrics matter...

...but only those that are meaningfully indicate the success of the organization

- Tracking progress with weak measures is not a sign of progress
- Measuring for the sake of measuring is wasteful and can be misleading
- Each organization has to define its own success



Workforce Success

“Workforce success means effectively delivering the business outcomes required to execute the [organization’s] strategy.”

The Workforce Scorecard, p. 31
Mark Huselid, Brian Becker, Richard Beatty



Changing Organizational Cultures

Hints – page 1

- **Capitalize on Propitious Moments**
 - Poor financial performance
- **Combine Caution with Optimism**
 - Limit expectations of change
- **Understand Resistance to Culture Change**
 - Self-interest, selective attention, habit, dependence



Changing Organizational Cultures

Hints – page 2

- **Change Many Elements, But Maintain Some Continuity**
 - Identify principles that will remain constant
- **Recognize the Importance of Implementation**
 - Initial acceptance & enthusiasm insufficient
 - Adoption, implementation, institutionalization
- **Select, Modify, and Create Appropriate Cultural Forms**
 - Symbols, rituals, language, stories, myths, metaphors, rites, ceremonies



Changing Organizational Cultures

Hints – page 3

- **Modify Socialization Tactics**
 - Changing early employment experience changes the organization
- **Find and Cultivate Innovative Leadership**
 - Confidence, strong convictions, dominant personality, drama, and eloquence



ORGANIZATIONAL CHANGE REQUIREMENTS

Bottom Line



- **INTERPERSONAL TRUST ?**
- **EMPLOYEE EMPOWERMENT ?**
- **ORGANIZATIONAL ALIGNMENT ?**





Thank you.

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