

CONTENTS

List of Tables, Figures, and Exhibits	xvii
Preface	xix
A Few Words of Thanks	xxiii

Overview: Human Resources (HR) Program Evaluation

Chapter Objectives	1
Use the Approach That Best Addresses Your HR Program Evaluation's Objectives	5
Use Goal-Based Evaluations to Focus on Program Objectives	5
Use Process-Based Evaluations to Focus on Workflow and Procedures	7
Use Outcome-Based Evaluations to Focus on Results	9
Integrate Ongoing and Periodic Program Evaluations into the Operation of HR Programs	10
Enhance HR Program Performance Through Ongoing Formative Program Evaluation	10
Enhance HR Program Performance Through Periodic Summative Program Evaluation	13
Consider Our General Philosophy of HR Program Evaluation	14

Be Prepared to Address Potential Excuses for Not Conducting an HR Program Evaluation	15
Potential Excuse 1: The Resources Required to Conduct a Program Evaluation Are Better Spent on Administering the Program	16
Potential Excuse 2: Program Effectiveness Is Impossible to Measure	18
Potential Excuse 3: There Are Too Many Variables to Do a Good Study	19
Potential Excuse 4: No One Is Asking for an Evaluation, So Why Bother?	20
Potential Excuse 5: “Negative” Results Will Hurt My Program	21
A Look at How the Remainder of the Book Is Organized	22
Phase 1: Identify Stakeholders, Evaluators, and Evaluation Questions	23
Phase 2: Plan the Evaluation	24
Phase 3: Collect Data	24
Phase 4: Analyze and Interpret Data	25
Phase 5: Communicate Findings and Insights	25
Phase 6: Utilize the Results	25
Deviate from Our Approach When It Makes Sense for Your Evaluation	26
Phase 1: Identify Stakeholders, Evaluators, and Evaluation Questions	
Chapter Objectives	29
Identify Stakeholder Groups	30
Decide on Internal Stakeholders First	31
Consider the Perspectives of Unions and Their Members	37
Don’t Forget That There Are External Stakeholder Groups	38
Identify the Evaluation Team	41
Ask, “How Big Should the Team Be?”	42
Ask, “Who Should Be on the Team?”	43

Ask, “Who Should Lead the Evaluation Team?”	47
Ask, “Should the Evaluation Team Write a Charter?”	47
Identify Evaluation Questions	50
Determine the Types of Evaluation Questions That Match the Evaluation Objectives	51
Develop and Refine Evaluation Questions	56
Attend to Desirable Characteristics When Selecting Criterion Measures	58
Conclusions	69
Phase 2: Plan the Evaluation	
Chapter Objectives	71
Determine the Resources Needed to Conduct the Evaluation	73
Develop a Preliminary Budget	74
Set Milestones with Dates—Making a Commitment Is Hard to Do	78
Lay Out Plans for Data Collection	83
Determine Desirable Attributes for the Data That Will Be Collected	84
Remind the Team of All the Sources and Methods They Might Use	86
Decide Whether Pledges of Anonymity or Confidentiality Will Be Needed	87
Avoid or Minimize Common Data Collection Errors	91
Decide When a Census or Sample Should Be Used	96
Identify the Data Analyses Before the Data Are Collected	100
Plan the Procedures for Supplying Feedback	101
Enhance Buy-In from Top Management	103
Provide an Overview of the Program Evaluation Plan	104
Prepare to Defend the Budget	105
Conclusions	108

Phase 3: Collect Data

Chapter Objectives	109
Select Optimum Data Collection Methods and Data Sources	110
Use Internal Documents and Files—Current and Historical	114
Gather Internal and External Perceptual Data	115
Assess Internal Processes and Procedural Information	117
Utilize External Documents and Environmental Scans	119
Don't Forget Other Types of Evaluation Data	121
Use Evaluation Research Designs That Address Practical Constraints	123
Subgroup Comparisons	124
Before-and-After Comparisons	126
Time-Series Designs	128
Case Studies	129
Enhance Data Quality During Data Collection	131
Check for Potential Vested Interests or Biases	131
Document Procedures and Data	133
Match Evaluators' Skill Sets to Types of Assignments	134
Pilot-Test Procedures and Instruments	137
Train the Data Collectors	138
Obtain the Same Data with More Than One Method When Resources Permit	140
Verify the Data	142
Beware of Becoming Sidetracked During Data Collection	142
Avoid Excessive Data Collection	143
Monitor Data Collection Schedules Closely	144
Conclusions	145

Phase 4: Analyze and Interpret Data

Chapter Objectives	147
Create and Modify a Database	148
Design Data Codes	149
Design the Database	154
Decide What, If Anything, Needs to Be Done About Missing Data	157
Take Full Advantage of Descriptive Statistics	163
Consider the Many Types of Descriptive Statistics Available to the Team	163
Look for Opportunities to Use Descriptive Statistics with Qualitative Data	166
Address Additional Concerns in Deciding Whether Inferential Statistics Are Appropriate	167
Balance the Concerns for Type I vs. Type II Error Rates When Using Statistical Tests	170
Determine Whether You Are Really Using the Alpha Level That You Said You Would Use	172
Be Clear in Understanding What Statistical Significance Is and Is Not	173
Use Inferential Analyses If Warranted and Underlying Assumptions Can Be Met	176
Look for Areas in Which Findings Support and Conflict with Other Findings	177
Conclusions	178

Phase 5: Communicate Findings and Insights

Chapter Objectives	181
Stick to the Basics Found in Any Good Communication Strategy	183
Maintain Confidentiality When It Was Promised	184
Adapt Communications to the Audience's Skills and Needs	186

Get to the Bottom Line Early 187

Determine What to Do with Findings That Do Not Fit 188

Tie It All Together: Findings→Conclusions→Recommendations 190

Depict Findings and Recommendations Visually 191

 Picture the Situation to Let Stakeholders See How It Really
 Is or Might Be 192

 Show Stakeholders a Path Through the Process 194

 Clarify Numerical Findings with Graphs 196

 Use a Table to Convey Easily Misunderstood Information 202

Deliver the Product Orally and in Writing 204

 Share Findings When the Promise Has Been Made 204

 Use Briefings to Put the Word Out Quickly and Answer
 Questions 205

 Write a Report to Preserve Information and Organize
 Documentation for Storage 210

Conclusions 214

Phase 6: Utilize the Results

Chapter Objectives 215

Adjust, Replace In-House, or Outsource the HR Program 217

 Adjust the Existing Program 220

 Replace the Existing Program 223

 Outsource the Existing Program 226

Leverage Insights Relevant to Evaluation Use 227

 Build Team Accountability and Skill 227

 Involve Stakeholders Early and Often to Increase the Odds
 That Results Are Used 229

Incorporate Proven Strategies for Implementing Results 231

 Build Expertise to Engage Stakeholders 231

 Leverage Politics 233

 Manage Resistance 234

 Establish Follow-Up Responsibilities 235

Be Timely and Communicate	236
Follow Up with Hard Data	237
Conclusions	237
References	241
Author Index	251
Subject Index	253
About the Authors	261

List of Tables, Figures, and Exhibits

Tables

0.1 Distinguishing Characteristics for Three General Strategies to HR Program Evaluation	6
0.2 A Contrast of Typical Characteristics Found in Formative and Summative Program Evaluations	11
1.1 Assessing Various Types of Program Evaluators Against Numerous Criteria	48
1.2 Desirable Characteristics for Criteria	60
2.1 Example of Milestone Information Found in a Project Plan	80
2.2 Five Types of Error That Should Be of Concern During Data Collection	92
2.3 Organizing HR Program Evaluation Plans—An Example	106
3.1 Data Collection Methods and Data Sources Used in HR Program Evaluation	111
3.2 Examples of Quasi-Experimental Designs	125
4.1 Missing Data in an Evaluation of a Health Benefits Program	159
4.2 Descriptive Statistics Often Cited in HR Program Evaluations	165
4.3 Findings-Confirmation Matrix	179
5.1 An Example of Numerical Information Displayed in a Table	203
6.1 Cumulative Return on Investment (ROI) Associated with Selection Program Replacement	219

Figures

0.1 Our Six-Phase Approach to HR Program Evaluation	23
1.1 Common Stakeholders in HR Program Evaluations	32

2.1 The Interplay of Strategic Planning and Operational Control in Data Collection	85
3.1 Quality Control Actions to Enhance Data Collection	132
4.1 Type I and Type II Errors in an Evaluation of a Training Program	171
5.1 An Example of an Electronic Picture	193
5.2 An Example of a Schematic Showing a Process	195
5.3 An Example of Contrasting Numerical Graphs	198
5.4 An Example of a Stacked Bar Chart	201
6.1 Phase 6 Steps in Program Evaluation—Implementation and Continuous Improvement	238
 Exhibits	
4.1 Quantifying Narrative Information and Developing Descriptive Statistics	168
5.1 A Case of Confidentiality	185