CONTEXT AND AGENDA

Context
• If evidence-based HR is good for the public (i.e., users of the professional service) and good for the profession, what should HRPA do to implement or promote evidence-based HR?

Agenda
• What is evidence-based HR?
• 10 articles that should be put into practice
• Discussion

EVIDENCE-BASED HR (EBHR) (Rousseau, 2006, 2012)

EBHR combines four fundamental features into everyday management practice and decision making:
1. Use of the best available scientific evidence from peer-reviewed sources.
2. Systematic gathering of organisational facts, indicators and metrics to better act on the evidence
3. Practitioner judgement assisted by procedures, practices and frameworks that reduce bias, improve decision quality and create more valid learning over time.
4. Ethical considerations weighing the short- and long-term impacts of decisions on stakeholders and society.
EVIDENCE-BASED HR (EBHR)

• No one argues against the idea that HR would be better off if decisions were made on the basis of evidence and research
• Some would say that must become evidence-based in order to be seen as a true profession
• But...

So here is the dilemma

“So here’s the dilemma: Journalists and practitioners do not have the time or desire to read scientific research, and scholarly researchers do not have the time or desire to write for nonacademic audiences. But both groups would agree that research is important to practice.”


Rousseau & Barends (2011) present a quick test

Here’s a quick ‘what do you know’ test to check your knowledge of well-established scientific findings in HR. True or false?
1. Combining managerial judgement with validated test results is optimal for selecting successful new employees.
2. Incompetent people benefit more from feedback than highly competent people.
3. Task conflict improves work group performance while relational conflict harms it.
4. Being intelligent is a disadvantage for performing low-skilled jobs.
5. Integrity tests do not work because people lie on them.
What HR professionals want

- Practical real-world information
- Easy to read and understand
- Stay up-to-date on trends
- Competitive practices
- Help avoiding legal and regulatory problems
- Understanding big strategic issues
- Staying ahead of issues
- Save time in looking for important/useful information

Corporate psychopathology


Linkages

Attitudes and engagement


Individual assessments and job performance


Job satisfaction

### Performance appraisals


### Link between HR strategy and performance


### Employee engagement

HR competencies and organizational performance


Becoming an evidence-based HR practitioner


  “We present a step-by-step set of approaches to becoming an evidence-based HR practitioner: from getting started, through everyday practices and continuous learning to integrating EBHR into your organisation. In offering guidance for evidence-based practice, this article underscores the connection between effective practice and organisational research.”

Basic steps for becoming an evidence-based HR professional

The basic steps for becoming an evidence-based manager fall into three phases:
(a) getting started,
(b) everyday practice and learning, and
(c) integrating EBHR in the organisation.

http://www.scholar.google.ca/
http://www.cebma.org/
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