

Neglected Assets: Your Current Employees

8 Steps to Successful Talent Management

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Introduction

How many times has a great employee left you in a lurch by finding a new position elsewhere? How much better would it have been to use this person's talents in another position at your company? Current employees may be the most neglected asset at your company, but don't blame them for taking a more challenging role elsewhere. In the knowledge economy, organizational strategists and corporate officers are culpable if they do not adjust the role of HR to regularly assess their talent to identify development needs and placement opportunities for great current employees (Jones & Arnold, 2003).

According to various studies and surveys, the top reasons for leaving a job tend to be incompetent managers, job dissatisfaction, not enough challenge or responsibility, and a lack of organizational commitment. Notice what is missing? Money usually isn't the reason for wanting to leave a job. Assuming that "all is well" with an employee once they have been selected into a company can lead to the worst kind of turnover; the kind where star performers are moving to your competitor's payroll. As talent flows across organizational boundaries at greater and greater rates (Newhouse, Lewis & Jones, 2004), it may be in your best interest to start shopping for talent management systems that help you identify, place, and develop your current employees.

Now is the time to start doing something different when evaluating organizational talent. As the US continues to move into a "jobless" economic recovery (Roberts, 2004), leaders in talent management need to shift their focus from selecting external candidates to developing and placing current employees. This

paper provides information on talent management data, a review of major issues, and concludes with 8 basic steps for implementing an assessment-based talent management system with current employees.

Beyond Selection: Assessment with Current Employees

For years, assessments have been used to evaluate and select external candidates and have had a major impact on productivity and profitability in every industry sector. Nevertheless, job-relevant personality, work orientation measures (i.e. dependability), and thinking style assessments have been relegated to a "selection only" existence. Reasons for this include a misunderstanding of legal requirements, cost concerns, and absence of a true talent management program. Key differences between assessment for selection and assessment with current employees are presented on the next page.

Put yourself in the mindset of an employee that might be considering a career change: would you rather be placed relying solely on anecdotal reviews, or based on objective talent management data as well? From a purely logistical standpoint, think about developing and placing 10,000 employees, or even just 100. Where would you start? (Hint: it's not a manual review of the performance files.)

Selection-Based Testing

- Narrowband – only measures a few traits, factors, and abilities
- Uses only job applicant norm data with little value beyond selection
- Specific scoring algorithms only address selection oriented decisions
- Quantitative reports produce a simple hire / don't hire decision
- Per assessment / report pricing limits assessment use to external selection
- Costly recruitment & selection systems force HR to focus on external applicants

Current Employee Assessment

- Broadband – measures potential and fit across many variables
- Uses broader population norms that provider wider use of the results
- Wider variety of scoring algorithms is relevant for placement & development
- Narrative and quantitative reports support placement & development
- Unlimited use pricing allows all talent to be routinely & economically assessed
- Allows HR to focus on career pathing, employee development, and teams

Assessment-based talent management can be an efficient and powerful tool for ongoing employee success, role expansion, or placement in new positions. However, strategy and positioning are critical. One recommendation is to pair assessments with your formal development and succession planning processes. If employees don't feel as if they are being assessed to avoid being downsized, they might just appreciate the addition of an objective review of their talents to help navigate their career. Implementing a talent management system should help you go "beyond selection" when using assessments.

Hidden Assets: Your Talent Management Data

Most assessment data that is collected pre-hire or post-hire can be re-used for talent management, but usually it isn't. Here's a tough question to ask your selection assessment vendor: "Could you please deliver a two-page report that summarizes job fit along our career paths, identifies future leaders, and highlights training needs for our current employees?" Any vendor that does not provide a quick, straightforward, and low-cost answer to that question may be holding your talent management data hostage! Following are categories of talent

management information that should be available to you when developing and placing employees.

Person-Job Fit (Selection and Placement)

A valuable piece of talent management information for determining appropriateness for a job is a person-job fit estimate (Kelly, 1999). In a nutshell, person-job fit is the degree to which an employee's job-relevant personality matches pre-defined success profiles for one or more positions. Computer-generated narrative explanations detailing where an employee matches a particular job profile, and where he or she does not fit, will help guide employees along career paths. (The application of this concept is covered in more detail in the next section.)

Talent Management Report

Section I - Person-Job Fit and Selection
 Jane D. Sample ID# 231678394
 Floor Associate (000014567) November 20, 2003

This report focuses on job-related personality issues related to employees. The results of this report should be used in conjunction with other information available for this candidate. The information in this report is presented in a professional manner.

Person-Job Fit	Low Fit (0%)	High Fit (100%)
Floor Associate Job Model	→	65
Customer Service Job Model	→	
General Population	→	

The following areas represent a good job-person fit:

- Warmth (10): Warmth is far above average, indicating the above average level of interest in and concern for others.
- Dominance (7): Dominance is above average, indicating a somewhat assertive, take-charge kind of employee.
- Liveliness (8): Liveliness is above average, indicating that levels of cheerfulness and excitement at work.
- Social Boldness (9): Social boldness is very high, indicating he fearlessness and adventurous when interacting with others.

Section II - Talent Management Data

Jane D. Sample ID# 231678394
 Floor Associate (000014567) November 20, 2003

Person-Job Fit Matrix	Low Fit (0%)	High Fit (100%)
Team Manager Job Model	→	68%
Asset Protection Job Model	→	40%
Floor Associate Job Model	→	68%
Customer Service Job Model	→	24%
Stockler Job Model	→	80%

Client Specific Measures (i.e. for Development, Selection, Other Composite)	1	2	3	4	5	6	7	8	9	10
Customer Service & Sales										
Safety & Risk Avoidance										
Honesty & Integrity										
Productivity & Performance										
Creativity										

Section III - Big 5 Global Personality Factor Narrative Interpretation

EXTRAVERSION (High)
 These individuals prefer a high degree of social participation. They may seek social interactions because they enjoy social stimulation or attention. Because they tend to be socially assertive, they readily initiate new relationships. On the other hand, they may find solitary endeavors to be uninteresting or unfulfilling, and so devote much of their time to pursuing social activities. For some, their relationships with others may be motivated by a desire to be helpful or supportive, while others may seek a sense of closeness or belonging.

STABILITY (High)
 People with this profile report relatively low levels of distress or self-doubt; they feel confident about meeting life's challenges. Their mature, composed demeanor may result from overall emotional stability and unperturbability. On the other hand, their outward calmness may indicate general detachment from, or unresponsiveness to, people and events they encounter on a daily basis. Possessing a rather high level of self-satisfaction and resilience, these individuals feel able to cope easily with stressful situations.

Client Specific Competencies (Development or Selection)

Assessment-based talent management can also provide information on areas for development for specific competencies. This can easily serve as a starting point for development along established career paths at your company, but be sure that the

link between assessment scores and training needs is valid and supported by relevant research.

Talent Potential (Success Planning)

Looking to identify your next great sales associate, store manager, or asset protection specialist? The information you need is probably sitting in a database somewhere and proverbially collecting dust. Universally attractive traits such as selling skills, leadership style, and managerial quality should be readily available to you during succession planning. This will greatly help you identify talented employees that will prove essential to your future growth plans.

Big 5 Narrative Detail (Coaching)

The Big 5 is a commonly accepted, research-grounded model for broadly describing job-related personality with measures of extraversion, stability, receptivity, accommodation, and self-control. Detailed narrative information describing an employee's personal tendencies along the Big 5 factors provides insight into expected behaviors, motivators, and interpersonal style. This information can be used to gain deeper insights into your employees for coaching and mentoring.

The Role of Person-Job Fit

Person-job fit has come to the forefront as an efficient, common-sense approach to matching people to jobs whether for selection or for placing current employees. The process of identifying the match between a current employee's job-relevant personality and a pre-defined and validated success profile provides a valuable piece of data that should be used during personnel planning.

Garbage In, Garbage Out

Person-job fit has been lauded as a streamlined method for matching people to jobs and improving performance (Handler, 2003) and to help avoid the costs of a mismatch (Tejada, 2002). Furthermore, the use of internet-based tools to define jobs and

build success profiles can further increase efficiencies (Pigott, 2002) that are gained by person-job fit. But, this approach has also been characterized as oversimplified and inaccurate. The truth is that both scenarios can occur depending on various factors, bringing to mind a phrase that many readers are familiar with: garbage in, garbage out (GIGO). The process of person-job fit will fail if the inputs are substandard. Based on our experience in this area, we strongly recommend following five guidelines when using person-job match as one part of a talent management system for current employees:

- Use a Multi-method Approach to Define Your Jobs: This gives you a complete picture of the characteristics required for success in each role. It includes evaluating existing competency models and job descriptions, collecting personality-based job requirements, examining personality differences between high and low performers, and interviewing subject matter experts (Kelly, 1999). All the while, you must keep in mind your organization's strategic direction to help guide the type of people and skills you need in key positions.
- Use Valid & Job-relevant Assessments: It may go without saying, but better safe than sorry: make sure the assessment you are using is both valid and job-relevant. Validity is covered in more detail below, but briefly: the test better measure what it says it measure and be related to job performance. Job-relevance is also critical so be sure that vendors are not using inappropriate assessments (e.g. using clinical tests for placing sales associates) as the basis for supporting, or arguing against, the person-job fit component of talent management.
- Examine Validity at the Scale Level: Be sure to examine the validation evidence of specific scales (i.e. "trusting" or "confident") as they relate to your jobs. For example, adding weights to scales that have low validity will contribute less to the system's effectiveness. Conversely, scales that show a strong relationship with job performance may need additional weight. This is especially true when there are average score

differences between high and low performing employees.

- Only One Piece of the Puzzle: As with most things in life, different pieces of evidence will give you a more complete picture and cross-verify individual pieces of data. Likewise, no talent management report can truly be complete without person-job fit information, but it is just one piece of information from a good talent management system.
- Work with Professionals: The issues algorithms and scoring system development become very complicated, very quickly. Be sure to work with certified, experienced industrial psychologists to build valid person-job profiles and scoring equations for your talent management system.

Contrasting Call-Center Person-Job Profiles

Person-Job Profile		
Personality Scale	Credit Collections	Customer Service
Warmth	Mid	Hi
Calmness	Low	Hi
Dominance	Hi	Mid
Liveliness	Mid	Mid
Rule-Conscious	Hi	Hi
Social Boldness	Hi	Low
Trust	Low	Mid
Imagination	Mid	Low
Self-Assured	Hi	Hi
Openness	Low	Hi
Self-Reliance	Hi	Hi
Organization	Low	Low

Positions that may initially seem similar can have very different profiles for success. See the table to the left for a sample comparison of two call center positions that have similar work environments, tasks, and duties, but very different personality requirements.. The key is doing it the right way, and making sure that you address the issues listed above

when developing your profiles designing your system to avoid the GIGO syndrome.

“Setting Type” with Person-Job Profiles

One final comment on the use of person-job fit profiles is the concept of setting type. This refers to what may initially seem like a proletarian concept that conjures images of stamping out carbon copy workers. However, when thinking large scale, talent management systems can have a major impact on corporate image management. Why is this? Your employees contribute greatly how your company is perceived by the market. Therefore, by using person-job profiles to create a more consistently high-performing environment, you’ll be contributing to improved customer experiences and corporate image. Of course, individual differences will always play a part in this, but you can make a jump start on strategic initiatives and market perception by using assessments as part of a talent management system for current employees.

Validity: Simplified and Amplified

There really is no way to discuss assessment-based talent management without discussing validity, validity estimates, or validity evidence (Hint: they’re all really the same thing!) The assessment field’s chronic over-complication of the validity issue can sometimes scare off organizations that would benefit from using assessments with current employees. It boils down to one simple question for your vendor: does this test measure what it claims to measure and help me predict job performance? Other types of validity evidence, though certainly important, are best left to test development experts and researchers so that you can focus on your strategic objective: developing and placing current employees, and contributing to the bottom line.

We have covered simplifying validity, what about the amplifying bit? To do this, we’ll have to get technical here for just a moment. Here goes: when working to

maximize the fit between an employee and a job, you want to examine different pieces of information that make unique contributions to predicting job performance. By including person-job fit in your talent management system, you may be able to incrementally increase the validity of the assessment. Job criteria like retention and job satisfaction should increase when an employee's personality nicely matches job-relevant personality requirements.

The "increment" provided by person-job fit is based on explaining a new, and partially unique aspect of the relationship between assessment scores and job performance – the "fit" component. In the end, if your profiles are built correctly, person-job fit can contribute to an increase in the effectiveness of your talent management system (which should be verified through ongoing program evaluation studies).

Fairness and Adverse Impact

A final point on validity evidence is fairness and adverse impact with protected groups. This is important because qualified employees may be unduly overlooked, which could scuttle the best designed talent management program. Be sure to use valid assessments that are appropriate and job-relevant to reduce this risk. Ask tough questions when picking a vendor, and be sure that ongoing adverse impact analysis is part of your services package and system updates.

Get Your Money's Worth

HR has made great efforts to position itself as a strategic partner with executives and remove the "cost center" label it has carried around for far too long and adopt additional strategic roles (Jones & Arnold, 2003). To assist with these ongoing efforts, information on ensuring you get the most value out of your system as well as utility analysis and ROI methods are presented below.

A Simple Checklist for Getting Your Money's Worth:

- One assessment, multiple uses?
- Low cost per assessment service?
- Self-service model available?
- Simple technology systems and support included?
- Utility analysis realized?

One Assessment, Multiple Uses

Adopting a "one assessment, multiple uses" strategy allows you to maximize the amount of talent management data you receive from an assessment, as opposed to requiring the purchase of separate assessments for each step in the employment lifecycle. Make sure that more detailed reports, without additional assessment costs, are available to you based on the initial results.

Cost Per Assessment

Looking beyond measuring the outcome of using your system, be sure to evaluate the cost per assessment service. With higher usage, you should have access to increasingly lower assessment costs which will yield higher utility estimates. One hidden cost to watch out for: the difference between assessment costs and report costs. Sometimes one includes the other, and sometimes it does not so be sure you're comparing apples-to-apples when evaluating talent management vendors!

Self-Service Models

A final strategy in making sure you get your money's worth is opting for a self-service model whenever feasible. With self-service, support costs are reduced, and processes become more efficient by building-in much of the expertise through web-driven portals. Managers are able to administer an assessment and access talent management data, thereby reducing the need to contact HR or rely on high-priced

consultants. These advances should facilitate better and faster decision-making when developing and placing current employees. By contrast, full-service models that rely on excessive consulting fees tend to

multiply costs and create dependency cycles. See the table below for a comparison of these two approaches to implementing talent management systems.

	Manager Self-Service	Outsourced Consulting
User Qualifications	HR staff certification and access to psychologist as needed	Consultants charge back time and create dependency cycles
Content	One simple assessment that drives multiple HR reports	Multiple assessments used for specialty applications only
Technology	Simplified assessment, scoring, & reporting platforms	Complex platforms, kiosks, integration, and support fees
Company Profile	Small and midsize firms, plus cost conscious large companies	Global corporations and organizations that outsource HR
Vendor Costs	Lower costs through simple setup & unlimited use contracts	Higher assessment, report, platform, and consulting costs

Simple Technology Systems

We recommend using technology solutions that match your existing resources. A system should give what you need, without layering in additional functionality and complexity that requires infrastructure investments. Ultimately, over-complex systems cost more, have a longer learning curve for use, add complexity to integration services, and distract end users from their goal of better talent management. One cautionary note: be sure that your talent management system allows you to pass scores between HR tracking systems and follows the most relevant and cost effective data standards. Finally, avoid hidden costs and make sure that your system includes basic customer service and technical support for no additional fees.

Utility Analysis and ROI

Traditionally, the evaluation of personnel testing programs has been expressed in terms of between-group differences in job applicants rather than in terms of direct economic contributions. For example, a program evaluator might reference that a

program led to a 25% increase in satisfactory employee development. This is nice, but lacks a certain “punch” and misses the most important aspect of any investment that is made: its contribution to your company’s bottom line performance.

More effective utility analyses attach a dollar value to every practitioners gut feeling that assessments can enhance organizational and bottom line performance. Two basic utility analysis categories are “job performance” and “employee turnover.”

- Job Performance: While complex and time consuming procedures are needed to compute how individuals might differ in their productivity, research has shown that on average, the standard deviation of output can be estimated at about 40 percent of a typical employee’s annual salary, and this percentage increases for higher level positions (Hunter, Schmidt & Judiesch, 1990). A utility analysis formula is presented to the left which can be used to estimate the value of increased performance as employees are

placed with a valid talent management assessment.

- Employee Turnover: The average replacement cost per hire ranges from 20% to 100% of an employee's annual salary and includes advertising costs, paperwork, and lost productivity, to name a few categories. As employees are developed and placed in positions where they have a better fit, you can expect an upturn in employee tenure. By using a time-series design to compare year to year turnover rates and per employee turnover costs, you can document the savings realized from turnover reduction.

Brogden's Utility Model (Cascio, 1998)

$$Utility = (Ns * r * SDy * Ms) - C$$

Utility	Estimated annual gain in productivity and output from placing (or hiring) personnel based on their test scores rather than selecting them randomly.
Ns	Number of employees placed.
r	The higher the relationship between assessment scores and job performance, the greater the predictive power of a system.
SDy	The standard deviation of job performance in dollars.
Ms	The average standard score of those placed (or hired).
C	The cost of the talent management system.

Be sure to take a strategic, macro-economic perspective when reviewing utility estimates. From a forecasting perspective, you can estimate the overall annual gains that could be realized by using assessments by combining multiple categories of utility analysis. However, you should also be sure to follow up your analysis of anticipated savings with

documented, real savings attributable to the assessment system.

When you think about using an assessment-based talent management system with current employees, how could it help increase your impact on the bottom line by reducing administrative costs? Two additional areas of utility to consider include:

- Sourcing Costs: Through development, role expansion, or placing employees in new positions, you can completely eliminate some of your sourcing costs (Hint: fewer external recruitment ads or resumes, and less interviewing.)
- Orientation Costs: Similarly, the majority of orientation, training, paperwork, and new benefits administration are almost zeroed out when using talent management systems with current employees.

These are "back to basics" utility variables that look at reductions in hard costs (paperwork, training time, advertisements, shrinkage, and work slowdown). However, these less-than-sexy variables can easily mushroom into substantial bottom line savings.

Don't forget to appeal to the emotional and anecdotal side of your company. For example, not only did you save the company \$100,000 in sourcing costs, you were able to use a strategic talent management system to pull together a last minute team of current employees to meet the needs of your company's biggest client! Be sure to pair your utility message with real examples of success at your company so that you can document that you really are getting your money's worth (and then some).

Keep Your Standards High

All this talk about turnkey, low-cost solutions for current employees might lead you to believe that it should coincide with a lowering of expectations and standards. However, in today's competitive and tech-savvy environment, you should absolutely keep your standards high.

Shopping for a Talent Management System? Keep Your Standards High:

- Psychometric excellence
- Legal compliance & professional standards
- System scalability
- Disaster recovery
- Data backup systems
- End user satisfaction

Psychometric Excellence

When using psychometric assessments, be sure that they are based on solid theoretical frameworks, are well-researched, and evaluated for legal and professional compliance. Your vendor should always maintain high-levels of measurement rigor, employ psychologists that have been trained in top universities, and promote the use of both classic and contemporary psychometric practices.

Legal Compliance and Standards

Assessments should be in legal compliance with relevant legislation such as the New Civil Rights Act, Americans with Disabilities Act, and more. Your vendor should continually monitor any new legislation or professional regulations that might trigger occasional system modification. Also, the Association of Test Publishers, the American Psychological Association, and the Society for Industrial and Organizational Psychologists all have professional standards that should be followed.

System Scalability

The old adage of “don’t paint yourself into a corner” still holds true these days. Make sure your system has the capacity to process your required volume of reports per month, and can quickly go “upscale” with added server capacity.

Disaster Recovery

Best practices, especially in the post 9/11 economy, require credible vendors to have a disaster recovery plan that addresses data storage, security, redundancy, and long-term disasters. These plans are typically a work-in-progress that is flexible and reactive, yet structured and redundant.

Data Backup Systems

Assessment data should be entered through a SSL secure website and stored on a password protected secure server that is protected by firewalls that are regularly patched. Physical tape backup should be housed in a secure, locked server room with restricted access; run daily, weekly, and monthly; and stored in a fireproof vault.

End User Satisfaction

Some talent management systems may offer significant gains at a great price, but end up plaguing end users with poor interface design. Your staff will ultimately reject this type of system, so be sure to take their satisfaction into consideration. Your vendor should provide a simple, easy to use, well designed system that has been thoroughly tested before rollout.

8 Steps to a Successful Talent Management System

Below are 8 steps to identifying a vendor and implementing a successful, assessment-based talent management system for current employees.

8 Steps to a Successful Talent Management System

- Step 1: strategic alignment
- Step 2: know your jobs
- Step 3: design the system
- Step 4: technology implementation
- Step 5: end user training
- Step 6: reporting & analysis
- Step 7: program evaluation
- Step 8: system updates

Step 1: Strategic Alignment

As a first step to every assessment project, be sure to evaluate it for strategic alignment. Be sure to work with a vendor that will help address your strategic needs to ensure that the system is aligned with the strategic (e.g., financial goals) and operational (e.g., reporting needs) objectives of your company.

Step 2: Know your Jobs

Eliminate subjectivity in your system by knowing your jobs and how they relate to each other in your company's succession plans. You should receive a technical report that summarizes the steps taken and output of the multi-method job analysis that provides evidence of job-relevance.

Step 3: Design the System

The design of a talent management system includes configuring the assessment, report content, and algorithm development for person-job fit, employee potential, and training needs. Ask your vendor how quickly they can provide a turnkey solution that meets your needs at a low-cost.

Step 4: Technology Implementation

Your vendor should quickly be able to build your assessment and report, provide custom scoring

algorithms, and conduct system testing for end-user challenges. Again, be sure to demand simplicity from your team to help ensure a speedy, low-cost solution that meets your needs.

Step 5: End User Training

End user training will help you integrate organizational strategy and talent management into complimentary activities. Make sure your vendor provides training to end users so that they can become certified experts in talent management assessment, report interpretation and feedback, and development and placement.

Step 6: Reporting and Analysis

Don't let your talent management data be held hostage or disappear in a database. Make sure your vendor can deliver reports that summarize system usage, group level scoring summaries (i.e. by location, ethnic group, or position), and other strategic information for talent audits.

Step 7: Program Evaluation

Utility, time-series, and between-groups analysis is a key step in moving the value of assessments "beyond selection". Don't settle for anticipated savings, but ask for program evaluation studies that look at real savings that assess practical (i.e., the total dollars saved and generated) and significant differences in the agreed upon success metrics such as administrative costs, time savings, impact on performance variables, and client satisfaction.

Step 8: System Updates

Finally, talent management is an ongoing process that can lead to the loss or underutilization of great employees when they are neglected. Your vendor should use results from end user input, employee reviews, and follow-up validation and fairness studies to improve report content, update scoring algorithms, and increase the usability and utility of your system.

Conclusion

In closing, when shopping for an assessment-based talent management system to use with your current employees, be sure to ask vendors the right questions so that you get the most value from the system. An assessment-based system can be used to support and enhance your development, placement, and succession planning efforts; enabling you to truly enter the talent management era. So, be sure to pay attention to your company's most neglected assets, current employees. They will benefit greatly from assessment-based talent management and your efforts will be awarded with bottom-line performance.

Appendix A

Case Study: High vs. Low Standards

Mary Connors consulted with a Restaurant Chain Blue in the Midwestern US market. Her client used only subjective interviews and an application blank to screen employees. The goal, due to lower hourly rates, was to hire "any warm body" as quickly as possible without immediate expenses. While all of these employees received training, in safe food handling practices, there was no on-going assessment of talent potential.

Promotions to supervisor and manager levels were typically made by offering the more senior staff (i.e. the employees who stayed the longest with the company) a promotion, sometimes out of "obligation". Needless to say, this restaurant did not gain any competitive advantage over competitors in the area who were using an assessment-based talent management system. Revenue was dependent on special promotions and restaurant standardization, but quality varied too much across locations and employee turnover was significantly higher than industry averages. Mary Connor has her hands full with this challenge!

Nevertheless, Mary Connors is confident based on her experience with Restaurant Chain Green. This thriving client did everything possible to upgrade and standardize the customer's experience to encourage repeat sales. A brief and simple computer-based personnel assessment was used to hire dependable, service-oriented employees at low risk to prematurely quite there jobs. Moreover, the assessment yielded a supplemental person-job "fit" score to make sure that the employee's broader personality traits were highly consistent with the set of traits required for the job.

In addition, this restaurant made a point of assessing all of its current employees on a regular basis to ensure that scientifically-based measure of leadership and supervisory potential was available at all times. In fact, by using this type of current employee talent management index of leadership potential and style, the Restaurant Chain Green was able to differentiate itself from the competition in terms of the quality and dedication of its management team. Moreover, this chain provided a high level customer experience at all times. Mary Connors knows what it takes to help Restaurant Blue!

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