



## Uncovering Gaps in HR Delivery

### Background

Organizations invest significant time and resources in the design of HR activities. Yet, often line managers and other leaders *outside* the HR function are responsible for implementing organizations’ HR practices in their teams and work groups. Recent research highlights that this delegation can lead to significant variance in HR delivery within organizations – with serious consequences for employee engagement, performance, and turnover. For example, despite an organization’s adoption of formal performance appraisal and feedback procedures, some managers resist conducting performance reviews while others routinely provide their employees with developmental feedback. We see similar variance in managers’ adherence to organizations’ hiring policies. What drives this disconnect, and how can organizations ensure effective HR delivery by all managers? We invite you to participate in a study designed to understand when and why line managers deviate from organizations’ intended HR practices, as well as what organizations can do to improve HR delivery effectiveness. The study is led by Professor Rebecca Kehoe and doctoral student Joonyoung Kim in the Department of HR Studies at Cornell University.

### Benefits to Participating Organizations

Participating organizations will gain several benefits from involvement in our study. First, we will provide an assessment of the HR delivery landscape across the organization. Second, we will share conclusions concerning the key factors driving line managers’ HR delivery behavior and offer solutions for improving HR implementation effectiveness. Finally, we will make our survey instruments available for participating companies to use on a continual basis; we ask only to be permitted access to any follow-up assessment data for research purposes.

### Criteria for Participating Organizations

Participating organizations should have line managers with responsibility for implementing multiple HR activities. These managers should be responsible for employees working toward shared goals as part of a work group or team.

### Participating Companies’ Commitment to the Study

The CHRO or other designated senior leader will encourage participation from selected line managers and their employees. In addition, this HR point person will provide information on the HR activities that line managers are responsible for implementing. Our primary data collection will involve web surveys administered as follows:

Surveys	Content
Line managers	Attitudes and intentions related to HR implementation
Employees	HR practice implementation/experiences

We appreciate your time in considering our research proposal. If you have any questions related to the proposed study or other related research topics, please feel free to contact Professor Rebecca Kehoe ([kehoe@cornell.edu](mailto:kehoe@cornell.edu)) or Joonyoung Kim ([jk2854@cornell.edu](mailto:jk2854@cornell.edu))