

CHRM Request for Proposals 2009-2010

To: University of Illinois Faculty
From: CHRM Directors
Subject: 2009-2010 Research Awards
Date: September 28, 2008

The Center for Human Resource Management (CHRM) plans to award approximately \$25,000 - \$40,000 in research awards to University of Illinois faculty in 2009-2010 on a competitive basis. The intent is to award three - four grants prior to the spring 2010 roundtable. Award recipients will be notified that their study has been accepted by CHRM and notified of the minimum funding amount by February 18, 2010. The award recipients will be notified of the final (maximum) award amount by June 30, 2010. For awards in the past five years the mean award is: \$8,199 the median award is: \$7,153 the mode is: \$7,000 and the range is: \$8,250.

CHRM is seeking to support research that addresses **applied human resource issues**. The CHRM board of directors favors projects that are likely to lead to future funding from other sources. The proposed research should be publishable in leading journals. Upon the timely completion of the project, the researcher(s) are either (1) required to produce a working paper (an executive summary about the study and its conclusions written like a *Business Week* article) or (2) prepare a train-the-trainer session for CHRM partners at a roundtable meeting. For a list of the project topics funded in the past, please see the CHRM website at www.ler.illinois.edu/CHRM/research.html

HIGH PRIORITY TOPICS

CHRM partners have been polled for their current hot button issues. The following list is the compilation of the partners' responses:

A. Talent Management

- 1) How does one establish criteria for direct and honest multi-rater feedback (i.e. x-functional) to identify/retain talent, manage performance, and handle succession planning?
- 2) Recruiting: how best to
 - a. manage during a decreasing pool size?
 - b. share candidates equally across regions/globally?
 - c. handle employee on-boarding from recruiting and throughout their employee life cycle?
 - d. find high potential talent earlier
 - e. reduce the cost of finding high potential talent
 - f. develop an assessment strategy for global top talent
 - g. staff Centers of Excellence across divisions of HR. Is individual decision-making possible when trying to harmonize processes?
- 3) How do you build remote (global) work sites effectively?
- 4) How do you best raise employee engagement and alignment to the organization's goals? What strategies work best? Once you know what to improve, what do you do? Is it just communication?
- 5) While being in a harsh and downsizing environment engagement is more important than ever, how do you best engage employees under tough conditions?

- 6) There will be greater competition for key talent making employee brand more important making recruitment, retention, and knowledge management more critical and difficult...what is the connection between Employment Brand and Employee engagement?
- 7) How do you engage an increasing number of contingent workers along side their employed counterparts without co-employment issues?

B. Compensation and Benefits

- 1) When should a company offer a single benefit option vs. a larger menu of options? How does the menu of options offered affect employees value of benefits component of their compensation?
- 2) How are current retirement savings vehicles viewed by employees? Are there different perspectives based on workforce demographics? Finally, based on the plans that you do offer, are there ways to maximize employee understanding and participation in those plans?

C. HR Organization

- 1) How does HR move from a transactional based function toward a strategy and consultation provider?
- 2) How should HR be organized within a company to most effectively deliver services? (Should HR be organized by company, division, region, etc?)
- 3) integration, sophistication and transparency demanded of other business functions?
- 4) How can HR systems better connect with organizational processes outside of HR, such as budgeting, operational analysis, and strategic planning?
- 5) HR Self-Service
 - a. Beyond the efficiency of service centers, what is the value added of COE's business unit HR, and the HR corporate center?
 - b. What is the value of human resource department self-service information and tools?
 - i. What are the cost savings/ROI generated from online self-service tools and capabilities?
 - ii. What is the willingness level of employees to serve themselves rather than default to human involvement? Is there a difference between type of organization such as IT firm vs. manufacturing firm?
 - iii. What are the relative merits/effectiveness levels of self-service models compared (phone trees, web site FAZ collections, search engine, help files, knowledgebase collections etc.) to non-self-service support models (customer service representative assistance via chat modules, phone service, email service etc.)

D. HR Measurement

- 1) How can you tell if your HR function is adding value to the growth of the business?
- 2) How does one evaluate the quality of hire metrics?
- 3) What are the key workforce measures that should be monitored?

E. Diversity and Inclusion

- 1) What are the best practices for integrating Diversity and Inclusion into an organization?

F. Miscellaneous

- 1) Given the sheer number of different channels on how to communicate to employees how does HR best deliver its information
- 2) What are the best predictors of trust in management? Transparency vs. Privacy...how transparent should companies be on all or what topics?

Alignment with these topics is favorable but not exclusive in the selection process. If the topic is not listed but is important to the HR community, it may be evaluated favorably.

PROPOSAL EVALUATION PROCESS

The proposal selection process is:

1. If you chose to you may submit a brief proposal for developmental feedback:
 - a. Brief one-page proposals submitted electronically to Jean Drasgow at jdrasgow@illinois.edu by **November 2, 2009**. (Please review submission guidelines.)
 - b. The brief proposals are reviewed by the CHRM Board of Directors based upon the following criteria:
 - Is the research compatible with the focus of CHRM?
 - Will this research be of interest to the CHRM partners? (If a researcher has partner support, the proposal is more likely to be funded.)
 - Does this project add to the body of HR knowledge?
 - Will this project lead to larger external funding?
 - Does this project have a valid and operational research design?
 - What is the net value of research: cost/benefit ratio?
 - What is the probability of a successful completion?

Note that the CHRM Board of Directors is comprised of both faculty and senior-level HR executives and thus, the proposal should be written for both audiences.

2. Faculty members whose brief proposals are reviewed favorably will be notified by November 20, 2009 and will be encouraged to prepare a full proposal for the spring deadline of **January 20, 2010**. Any criticisms of the brief proposal must be addressed within the full proposal. Authors of these proposals are encouraged to talk to the Board Faculty members to receive further feedback on the full proposal prior to re-submission. Board members are listed on our website.
3. The CHRM Executive Board will evaluate the full proposals in two stages. First, the faculty members on the Board will evaluate the proposals for quality of research design and significance of contribution. The proposals viewed favorably will proceed to the second step. At this step, the executives on the Board will evaluate the proposals in terms of relevancy to practitioners. Board members may submit proposals but may not participate in the evaluation of proposals in the same review cycle as their own project. A minimum of three faculty will participate in the proposal evaluation. Faculty will be notified of the decision regarding their full proposal by February 18, 2010.

4. Awardees are expected to fulfill all deliverables for CHRM funding (See CHRM Award Administration Process for complete details). Awardees who fail to meet these requirements will not be awarded future CHRM support.
5. If you have a question about the proposal process, please contact Jean Drasgow. If you have questions about research please contact either Sandy Wayne at sjwayne@uic.edu or Fritz Drasgow at fdrasgow@illinois.edu

KEY DEADLINES

November 2, 2009	Due date for brief proposals
November 20, 2009	Notification of reactions to brief proposals
January 20, 2010	Due date for full proposals
February 18, 2010	Notification of acceptance decisions
March 4, 2010	Deliver short presentation of project at CHRM roundtable
June 30, 2010	Determination of proposal funding amounts

Brief proposals should be no longer than one, single-spaced page. Each individual may submit up to two proposals. The brief proposals should primarily concern the objectives and value of the research, especially as it relates to the research agenda of the CHRM, with very limited discussion of research procedures and methods. They should include an overall cost estimate, and dates for beginning and ending the research. Examples of formats are available upon request.

Full proposals should be no longer than ten double-spaced pages excluding vitas, charts, graphs etc. All vitas, charts, graphs etc. should be included in the single submission document. All issues raised by the brief proposal review need to be addressed.

Each individual researcher can submit up to two proposals. Researchers with outstanding projects will not be considered until the working paper for the outstanding project has been accepted by the CHRM directors unless a special request has been pre-approved. Faculty and partner representatives who are on the CHRM Executive Board will evaluate the full proposals. The Executive Board will evaluate the proposals based on the criteria utilized in assessing the brief proposals. The Executive Board may require changes, including changes in costs and/or conditions for funding.

*****All proposals must be submitted electronically with the primary author's last name and a key word from the project title in the file name.*****

For example, a project from Sandy Wayne entitled: Understanding Talent Management should be sent as: WayneTalent.doc

FULL PROPOSAL FORMAT

Three samples of previously approved proposals are available on the research page of the CHRM website. Below is a description of the desired format:

1. Title page, including names, addresses, phone and fax numbers, and e-mail addresses of investigators
2. Executive summary (no more than one page; this abstract could be a revised version of the brief proposal) *note this is a critical page and should be written for non-academic readers.
3. The rationale and purpose of the research, the problem, research questions, or hypotheses where appropriate.
4. Description of the research, the products or deliverables of the research, how it addresses the need/problem, how it addresses the research agenda of the CHRM, and what the value of the research will be to the partners.
5. Research procedures and methods, including timeline (Please note that there is a one year turn-around expectation. If you propose that your project will take longer than one year, please provide a detailed explanation for the additional time.)
6. Qualifications of investigators (brief summary of their capabilities for conducting the kind of research proposed)
7. Detailed cost estimate (faculty salary is not allowed)
8. **2-3 page brief vitae** of investigators (educational background, publications, and grant funding record), and other pertinent information (Please include in the proposal—do not send a separate attachment. The vitae does not count toward the length of the proposal.)