LIFE AFTER ASSESSMENT:

AN EVALUATION OF THE WORK PERFORMANCE OF EMPLOYEES AFTER

PARTICIPATION IN AN EXECUTIVE MANAGER ASSESSMENT CENTER

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Arts

by

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I HEREBY RECOMMEND THAT THE THESIS PREPARED UNDER MY SUPERVISION BY

Karen Lynn Bracher ___ ENTITLED ___ Life After Assessment: An
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BE ACCEPTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
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ABSTRACT


Due to the GI Bill, Equal Rights Amendment, or other fair practice actions, the accuracy of promotion has become a major issue. New techniques for selection have been developed such as psychological tests, in-depth interviewing, and reference checks. With the increasing demands made by technology in business and government, these techniques became more and more complex. As a result, a method of selection has been developed to identify the required skills of an individual necessary to perform a targeted job in an organization. This method is referred to as an Assessment Center. As organizations began using the Assessment Center approach, it became apparent this saved organizations time, money, and met the legal requirements established by the court for employment selection. Therefore, the recommendations based on perceptions by supervisors, recorded past work performance, or merit awarded to employees by the company, took second place in the reasons for the promotability of the employee. The employee's ability to pass psychological tests and perform job exercises under stress have become criteria factors for decision-making of promotion or employment within some organizations.
This research evaluates the employee's work performance after his attendance at an Assessment Center in a Dayton area organization. The hypotheses were: (1) There is no change in the work performance of the employee who is rated Promotable upon completion of the Assessment Center; (2) There is an increase in work performance of the employee who is rated Promotable with Development upon completion of the Assessment Center; (3) There is a decrease in work performance of the employee who is rated Non-Promotable upon completion of the Assessment Center.

Surveys were sent to 100 employees and their immediate supervisors. The surveys consisted of 13 questions, eight of which were identical on each questionnaire for comparison of answers between the employee and his supervisor. A 62% response was received from the employees and a 73% response was received from their supervisors.

The hypotheses were rejected. A change in work performance did occur in some cases, however, there was no evidence to indicate the Center was the reason for the change. Surprisingly, considerable differences of opinions were found in regard to a positive change of the employee's work performance. The employees felt that their performance had increased while the majority of their supervisors responded it had remained the same or decreased. The reasons for these differences may be several: The lack of follow-up on the developmental recommendations given by the Center; The primary concern of the supervisor for the profit within his steakhouse; Or a misunderstanding of the supervisor regarding the use of some skill.

The value of the Assessment Center appears positive, but the outcome must be used productively. Otherwise, this process could be costly.