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Introduction

Bryan Cavins
bryan.cavins@triloghs.com

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Editor: Dr. David L. Groves, Bowling Green State University
Dr. Bob Lee, Bowling Green State University
Dr. Yu Liu, Beijing Union University

Managing Editors: Margaret Bobb
Mary Bobb

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DEDICATION

This issue is dedicated to the Foundation of the Employee Service Management organization. Through the years, this organization has provided the necessary leadership to guide employee/work place services through very difficult times. Randy Schools, even today, through the Foundation is making a monumental effort to restore employee/workplace services to its rightful position in the business community. What form this will take is still not clear, but it has survived and will in the future. Given the dynamic changes within the business community, new avenues will be found to provide leadership.

THEME: EVALUATION EMPLOYEE /WORK PLACE SERVICES

This is the third in a series of issues that have been dedicated to the topic of employee/work place services. The previous issues have been a foundation for exploring some of the essential issues that have influenced the profession in the past. The one common element that has been present as an underlying factor in the previous issues is the aspect of assessment. Evaluation in this context has been related to justification of the program for the organization as well as how to make changes to improve so that the operations can be more effective and efficient. The primary focus, in the past, has been upon the organization. The forgotten element is the individual as primary actor in the system.

The nature of this assessment must be reviewed in the context that most reviews are in the framework of the return on investments. This has traditionally been in terms of dollars. Most of the outcomes associated with employee/work place services are intangible outcomes. These are often intervening variables that have a profound influence upon the organization in terms of productivity and social outcomes, which in turn have a direct influence upon culture of the organization. Whereas return on investment is often a short-term measure, the outcomes associated with intangible intervening variables are related to the long-term success of the organization and its development.

This issue focused upon the sequential development of the topic from the intuitive to assessment on a more systematic approach. The first issue explored was that of theoretical positions as a foundation, which is very important for the interpretation of results no matter what type of assessment process is used. This theoretical approach was used as a filter or a way to segment the discussions. The next two sections were on the organization and individual. The final sections were an away to integrate organization and individual from a systems perspective.