

Division Chair: Diana Deadrick
 Department of Business Administration
 College of Business & Public Admin.
 Old Dominion University
 2138 Constant Hall
 Norfolk, VA 23529-0223
deadrick@worldnet.att.net

Division Chair-Elect: Micki Kacmar
 Department of Management
 College of Business
 Florida State University
 Tallahassee, FL 32306-1110
mkacmar@garnet.acns.fsu.edu

Past Division Chair: Patrick Wright
 Cornell University
 393 Ives Hall
 Ithaca, NY 14853-3901
pmw6@cornell.edu

Program Chair: Joe Martocchio
 University of Illinois
 504 E Armory Ave.
 Champaign, IL 61820-6297
martocch@ilir.uiuc.edu

Program Chair-Elect: John Hollenbeck
 Michigan State University
 Graduate School of Business
 Management Department
 East Lansing, MI 48824-1122
jrh@msu.edu

EXECUTIVE COMMITTEE:	Term Expires
Howard Klein	2007
Jeff LePine	2007
Jason Shaw	2007
Mary Watson	2007
Dan Cable	2006
Mary Gowan	2006
Amy Kristof-Brown	2006
Juan Sanchez	2006
John Delery	2005
Bob Dipboye	2005
Pam Perrew	2005
Eduardo Salas	2005

NEWSLETTER EDITOR
 James Hayton *Utah State University*

ACADEMY OF MANAGEMENT WEBSITE:
<http://www.aom.pace.edu/>



HR DIVISION WEBSITE:
<http://www.hrdiv.org>

HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR
 HR FROM THE DIVISION CHAIR HR
 HR HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR

Diana Deadrick
Old Dominion University

Are we having fun yet? After all, that is what this organization is all about: people volunteering their time and having fun doing the things we love to do! My goal for the HR Division is that we have fun and help each other remember why this is the best job/career a person could have. In that vein, I want to celebrate the volunteerism spirit of our Division, and I want to encourage you to be an active member of the HR Division community. We need you – to be involved, to share your ideas and concerns with us, and to help us make the HR Division everything you want it to be!

Please join me in welcoming our new Executive Committee members (Howard Klein, Jeff LePine, Jason Shaw, and Mary Watson) and thanking *all* of our volunteers (Executive Officers, committee and subcommittee chairs, and committee members) for their

previous and anticipated hard work. I'd also like to thank some of our sponsors who have so generously pledged support for the HR Division's activities: Business Week, CAHRS, Emerald Press, Florida State University, Irwin McGraw, SHRM, SMLR at Rutgers, and Taylor & Francis. And speaking of generous, I especially want to recognize and thank Deb Cohen and SHRM for their continuing support of the HR Division and for helping us co-sponsor the Innovative Teaching in HR and IR conference this March in Park City, Utah (read the Teaching Committee article for more information!). Sponsorship is essential to the HR Division and our ability to offer you a variety of professional development opportunities. If you have any ideas about potential sponsors and/or any interest in volunteering to work on the Sponsorship committee, please contact our Financial Officer, Janet Marler. You can read more about her ideas for the committee in her article.

Throughout the newsletter, you'll be reading about a variety of other initiatives we've developed in response to your needs and requests; e.g., newly-formed committees on Scientific Affairs and Strategic Planning; expanded Communications and Finance committees; and special-purpose task forces pertaining to our Five-Year Review and Website Redesign. Got any other ideas? Please let us know; it's as easy as e-mailing me, any Division officer or Executive Committee member, or any committee chair. Better yet, why don't you make sure you fill out our on-line survey this month? The survey is part of our five-year review, but more importantly, it's part of our member feedback initiative.

It's going to be an exciting year, culminating in our trip to Hawaii next August. Talk about fun! I hope you'll be there, and in the meantime: Get Involved and Have Fun! Aloha!

CALL FOR HR DIVISION OFFICER NOMINATIONS

**Patrick Wright
Cornell University**

As Past Division Chair, my responsibilities include seeking nominations for HR Division Officers and then

conducting the election. Each year, we elect four Executive Committee Members and a new PDW Chair. The PDW Chair will then become Program Chair, Division Chair Elect, Division Chair, and Past Division Chair.

Thus, we need nominations for:

- Program Chair Elect
- Executive Committee Members

Please keep in mind that as our division has grown in its international membership, we should make an effort to consider nominating member who reside outside the U.S.

Please take a minute to nominate one or more individuals to lead our division!

By January 1, 2005, email me (pmw6@cornell.edu) your nominations!

Thanks!

HR DIVISION 5-YEAR REVIEW

**Howard J. Klein
The Ohio State University**

In accordance with the five-year review cycle that is required for all divisions within the Academy of Management, the HR Division is under review this year. The purpose of this review is twofold. First, it helps ensure that the division is operating in the best interests of its members and in compliance with the Academy's policies and bylaws. Second, the review provides the division with the opportunity to assess how well it is serving the needs of its members, and to identify areas in which improvements in member services may be desirable. This self-assessment provides valuable information about how effectively the HR division is operating from the perspective of its members.

A report summarizing this 5-year review will be submitted to the Academy's Professional Division Review Committee in early February. That committee will evaluate the report and make recommendations to the Academy's Board of Governors. The Professional Division Review Committee can recommend that a

division be continued, merged with another division, or discontinued. It can also recommend that a decision be postponed pending the collection of additional information. The Board of Governors will review and act upon the recommendations made by the Professional Division Review Committee at its spring meeting.

A critical component of this review is the **MEMBER SURVEY** which is currently being conducted online. This short survey includes questions required by the Academy as well as items designed to get your input on issues important to the HR Division. **Please take the time to complete this brief survey, available online at the link below, prior to November 15th!** It is important to both the Division leadership and the Academy that we obtain as complete a picture as possible of the opinions of division members. I urge you to take this opportunity to share your thoughts about the HR Division, whether they are positive or negative. **Voice your opinion ...We need your input!** Just in case helping shape the future direction of the HR Division is not reason enough for you to complete this survey, we are providing an additional incentive. Members who complete the survey prior to the November 15th deadline will be entered in a raffle for **\$500**. Results of the survey and the rest of the review report will be posted on the HR Division website when it is completed.

You may complete member survey at: http://www.zoomerang.com/survey.zgi?p=WEB223U_NL8JMA6. Please note that this is a generic link to the survey that will not enter you in the raffle. If you wish to be entered in the raffle, please use your unique link to the survey which was provided in the 10/18/04 email you received inviting you to complete the survey. If you no longer have that message, you will be receiving a reminder email which will again contain your unique link.

In addition to the member survey, the review report must also include the following information:

- Domain/Mission of the Division
- Governance
 - Constitution/Bylaws, Governance Structure, Nomination and Election Procedures
- Annual Meeting Activities and Program
 - Pre-conference Activities, Meeting Program, Selection Procedures, Reviewers, Program Statistics, Special Events
- Membership
 - Current Status, Trends, Composition

- Membership Services
 - Newsletters, Electronic Communication Services, Teaching and Practice, Diversity, Recognition, External Relations, Other Services, Best Practices
- Finances
 - Current Status, Trends,
- SWOT Conclusion
- Action Plan

As you can imagine, compiling this report is a huge undertaking and requires a substantial amount of time and effort. Please join me in thanking the other members of the Five-Year Review Task Force for their time and dedication to this project on behalf of the HR Division: **Herman Aguinis** (U. of Colorado-Denver), **David Allen** (U. of Memphis), **Diana Deadrick** (Old Dominion U.), **James Hayton** (Utah State U.), **Janet Marler** (State U. of New York-Albany), **Janice Miller** (U. of Wisconsin-Milwaukee), **Fred Morgeson** (Michigan State U.), **Paul Mulvey** (North Carolina State U.), **Jean Phillips** (Rutgers U.), **Helen Shipton** (Aston Business School), **Rebecca Thacker** (Ohio U.), **Pat Wright** (Cornell, U.), and **Suzanne Zivnuska** (Bond U.).

If you have any questions about the member survey or the 5-year review, contact **Howard Klein**, Chair, Five-Year Review Task Force for the Human Resources Division, at klein_12@cob.osu.edu.

THANK YOU IN ADVANCE FOR COMPLETING THE MEMBER SURVEY.

**MESSAGE FROM THE
SCHOLARLY PROGRAM COMMITTEE**

**Joe Martocchio, Chair
John Dencker, Associate Chair
Aparna Joshi, Associate Chair**

**University of Illinois
2005 Conference in Honolulu**

Ahh, Hawaii – Sandy beaches, warm breezes. Don't forget to pack your flip flops, sun tan lotion... Well, perhaps it's too soon to begin packing your bags for Honolulu, but it's the right time to think about preparing your submissions for the 2005 Academy of Management Conference. Just a reminder, the deadline for submission is January 10th, 2005. The

conference theme for 2005 is *A New Vision of Management in the 21st Century* and, as always, we encourage submissions that fit with the conference theme. The call for papers can be found on the Academy website at

<http://meetings.aomonline.org/2005>.

I look forward to serving the Division as the Program Chair this year. Two of my U. of Illinois colleagues Professors John Dencker and Aparna Joshi will serve as Associate Program Chairs. In a nutshell, our main responsibility will entail working with you to craft an innovative and exciting scholarly program, beginning on Sunday, August 7th, 2005.

To begin our work together, we would like to invite you to serve as a reviewer. Please send an e-mail to us (hrdivaom@ilir.uiuc.edu) if you wish to participate as a reviewer. All members of the HR Division are welcome to serve as reviewers. Following former program chair Micki Kacmar's lead, we will recognize the best reviews with the Best Reviewer Award. This award, which will be determined by a committee, will be presented to the reviewer who provides the most constructive reviews.

Feel free to be in touch with programming suggestions.

We hope you will make plans to join us in Honolulu for some fun in the sun and conferencing, too.

AWARDS COMMITTEE REPORT

**Scott A. Snell, Awards Committee Co-Chair
Cornell University**

**Dan Cable, Awards Committee Co-Chair
University of North Carolina**

2004-2005 ALL ACADEMY AWARDS: CALLING FOR HR DIVISION MEMBERS' NOMINATIONS

Each year the Academy of Management recognizes individuals who have made exemplary contributions to our field in research, teaching, and service. The recipients are recognized at the Annual Meeting, and are expected to receive the award in person. This year the past chairs of divisions and interest groups will compose the nominating committee for the All Academy

Awards, each of whom can suggest up to two candidates for each award.

As the Co-Chairs of the HR Division's Award Committee, we are encouraging members of the HR Division to nominate deserving individuals for each All Academy Award. Nominations can be sent to the address listed below. Although Academy membership is not a requirement for eligibility, we encourage you to think about the many deserving HR division members for each award. There are numerous individuals within the Division who have contributed extensively in education, service, as well as in scholarship and influential books. In the past, few individuals were nominated for these awards, so please nominate an individual and send the appropriate materials to me.

The nominating letter should specifically address the award criteria listed below, and should include a current vita/resume for the nominee. Up to two additional letters of support will also be accepted.

Academy of Management Distinguished Educator Award:

Criteria for this all-Academy award include noteworthy contributions or excellence in one or more of the following:

1. Developing doctoral students.
2. Communicating knowledge in the classroom or other forums.
3. Initiating pedagogical innovations.
4. Developing effective methods, structures, and designs.

Academy of Management Distinguished Service Award:

Criteria for this all-Academy award include excellence in one or more of the following:

1. Developing/enhancing a field of study
2. Founding or creatively editing a scholarly journal
3. Building institutions (e.g. through creative/unusually effective service to a major professional institution as a whole or

one of its divisions, such as the Academy of Management)

Richard D. Irwin Award for Scholarly Contributions to Management:

This award is granted for significant scholarly contributions that have advanced management knowledge and practice. Significant scholarly contributions may take the form of conceptual, theoretical, or empirical developments having significant impact upon management knowledge and practice.

George R. Terry Book Award:

Nominations from publishers as well as Academy members are welcome. This award is granted annually to that book published in the past two years that is judged to have made the most outstanding contribution to the advancement of management knowledge. Books that contribute to the advancement of management theory, conceptualization, research, or practice are eligible. Books developed and generally recognized as textbooks are ineligible. Authors' vita need not be included with nomination letter for the Terry Book Award. Nominations for all of the above awards must be received by **January 15, 2005**.

Nominations should be sent to:

Diana Deadrick
Old Dominion University
1433 Shenandoah Parkway
Chesapeake, VA 23320
TEL: 757) 683-4224
Email: deadrick@worldnet.att.net

2004-2005 ALL ACADEMY AWARDS: SELF-NOMINATIONS

There are two additional All Academy Awards that we want to notify you about. Both awards involve self-nomination at the time of paper submission in January for the Academy program. The Carolyn Dexter Best International Paper Award is an all academy award given to the paper that best meets the objective of the International Programs Committee to internationalize the Academy. The William H. Newman Award is for a

paper based on a recent dissertation. The paper must be (a) single authored, (b) accepted for presentation at the Academy's annual meeting, and (c) based on a doctoral dissertation completed within the past three years.

HR DIVISION AWARDS

Each year, the HR Division of the Academy of Management formally recognizes excellence in its members through the bestowal of awards for career achievement, scholarly achievement, best dissertation, best convention paper, and best student convention paper, best convention reviewer, and distinguished human resource executive. Subcommittees evaluate nominees for each of these awards. The winners of the awards for the year 2005 will be recognized in Honolulu, Hawaii.

Nominations for all awards must be received by the chair of the relevant subcommittee by **February 1, 2005**. Names and addresses of the chairs are given below. We encourage anyone who has a nominee in mind to take the time to forward the relevant materials to the appropriate subcommittee chair. One of the most important functions of our conference is the recognition of superior scholarship, and the process of recognition begins with peer nominations. Listed below are the criteria and procedures for each of the awards.

The Herbert Heneman Jr. Award for Career Achievement:

The Herbert Heneman Jr. Award for Career Achievement is given by the Human Resources Division of the Academy of Management to an individual who has distinguished himself/herself in the field of human resource management. The award winner will be announced at the 2005 Academy meeting during the HR Division Awards Ceremony.

The award is based on the following criteria:

1. A clear record of excellence in research.

2. The impact of the nominee's research upon the science, teaching, and practice of human resource management.
3. The stature of the nominee relative to other scholars in the field of human resources management.

Nominations should adhere to the following procedures:

1. Only members of the Human Resources Division of the Academy of Management may be nominated for the award.
2. Nominations may be submitted by any member of the HR Division.
3. A current vita of the nominee should accompany a letter of nomination.
4. Nominations should be received by February 1, 2005 to:

Lynn M. Shore
 San Diego State University
 Professor of Management
 College of Business Administration
 5500 Campanile Drive
 San Diego, CA 92812
 Email: lshore@mail.sdsu.edu

The Human Resources Division Scholarly Achievement Award:

The Human Resources Division's Scholarly Achievement Award will be presented to the author(s) of the most significant article in human resource management published in recognized journals and research annuals that are generally available to Division members. Publications may be empirically or non-empirically-based. Nominated papers must have a publication date of 2004. Award recipients need not belong to the Academy or to the Human Resources Division.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory
3. The likelihood that the paper will be widely cited in future published work

Nominations should adhere to the following procedures:

1. Self-nominations will not be accepted.
2. Individuals may nominate one publication for the award.
3. Nominations should include a letter justifying the worthiness of the nominated article for the award.
4. A full bibliographical citation for the nominated work should be included.
5. Nominations should be received by February 1, 2005 to:

James Guthrie
 University of Kansas
 School of Business
 Summerfield Hall
 Lawrence, KS 66045
 TEL: 785-864-7546
 Email: jguthrie@ku.edu

The Ralph Alexander Dissertation Award:

The Ralph Alexander Dissertation Award is given to the author of the best doctoral dissertation in the field of human resource management. In order to be eligible for this award, a dissertation must address a phenomenon that is of importance to the human resources field and have been completed with 24 months prior to the submission deadline. The winner of the dissertation award will receive a plaque and a \$500 honorarium.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources.
2. The extent to which the design, findings, or orientation advances research or theory.
3. Given the length allotment, special attention will be paid to the conceptual development of the paper.

Nominations should adhere to the following procedures:

1. An entrant should submit seven copies of a paper that summarizes his/her dissertation research. Alternatively, the

entrant may submit an electronic copy via email. Papers are limited to a maximum of 50 double-spaced pages (including title page, abstract, text, figures, tables, references, footnotes, appendices, etc.).

2. The name of the submitter, his/her institutional affiliation, current mailing address, and phone number should appear only on the title page.
3. A submitter must provide a letter from his/her dissertation chair specifying (a) that the paper submitted adequately represents the completed dissertation, and (b) the date the dissertation was accepted by the university.
4. A paper may be submitted only once.
5. Nominations should be received by February 1, 2005 to:

Greg Stewart
University of Iowa
Department of Management and Organizations
108 Pappajohn Business Administration
Building
Iowa City, IA 52242-1000
TEL: 319 335 1947
Email: Greg-Stewart@uiowa.edu

Best Student Convention Paper, Best Convention Paper, and Best Reviewer Awards:

The Best Student Convention Paper Award is given, not surprisingly, to the student who authors (i.e., is the first author on) the best paper accepted by the Program Committee for the annual conference. To be eligible for this award, an individual must still be a student (i.e., still located at the institution at which he or she did graduate work) at the time the paper is submitted to the award committee, and this status should be made clear in the submission (see Call for Papers for further details). The recipient of the award will receive a \$500 honorarium. Student papers are also eligible for the Best Convention Paper award. Any questions about the Best Student Convention Paper Award should be directed to:

Quinetta Roberson
Cornell University
Department of Human Resource Studies
393 Ives Hall

Ithaca, NY 14853
TEL: 607-255-4454
Email: qmr3@cornell.edu

The Best Convention Paper Award is given to the author of the best paper accepted by the Program Committee for the annual conference. Any questions about the Best Convention Paper Award should be directed to:

Phil Roth
Clemson University
Department of Management
Clemson, SC 29634
TEL: 864-656-1039
Email: rothp@clemson.edu

For both of these conference awards, the awards committee will evaluate several of the highest rated qualifying papers (i.e., papers that received the highest average ratings by conference reviewers) to determine the winners.

The convention awards are based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory.

For the second year, The Best Reviewer Award is being given in an effort to recognize the efforts of our reviewers. This award, which will be determined by a committee, will be presented to the reviewer who provides the most constructive, useful reviews. As always, the division needs volunteers to review for the conference. If you are interested in reviewing, please contact the Program Chair, Joe Martocchio:

Joe Martocchio
University of Illinois
Institute of Labor and Industrial Relations
504 East Armory Avenue
Champaign, IL 61820
TEL: 217-244-4098
Email: hrdivaom@ilir.uiuc.edu

The HR Division Distinguished Human Resource Executive Award:

The award is given to executives who have distinguished themselves throughout their careers in the field of human resources management. The award is co-sponsored by the Society for Human Resource Management and is based on the following criteria:

1. Contribution to HR practice. The executive should not only be recognized for a distinguished career and contribution to his/her organization, but should be respected in the broader community of HR professionals for advancing the field through effective leadership.
2. Contribution to HR research. The candidate should be someone who has actively supported research in HR either through institutional collaboration or personal involvement within his/her organization.
3. Contribution to HR education. The candidate should be someone who has consistently supported education, training, and continuous learning in the field of HR. This might include involvement in professional organizations, academic institutions, and/or corporate learning.

Nominations for this award should adhere to the following procedures:

1. Only senior level HR executive may be nominated for the award.
2. Nominations may be submitted by any member of the HR Division.
3. Nominations should include:
 - a. A nomination letter
 - b. A current resume of the nominee
 - c. Up to three (3) letters of recommendation that address the above criteria (i.e., contribution to practice, research, and education).
 - d. The nominee's statement of commitment that if s/he wins, s/he will attend the session on the morning of August 7, 2004, in Honolulu and

present a 30 minute invited address to the Division.

4. Nomination packets must be received by February 1, 2005 and mailed to:

Scott A. Snell
Center for Advanced Human Resource Studies
(CAHRS)
Cornell University
393 Ives Hall
Ithaca, NY 14853
TEL: 607-255-4112
scott.snell@cornell.edu

FROM THE INTERNATIONAL COMMITTEE

Mary R. Watson, Chair
New School University

This year the International Committee is broadening our range of activities, building on the substantial successful involvement we have had over the past five years. Our goal this year is to increase the engagement of the large proportion of the HR division membership who research and teach outside the United States. We want to promote international human resources through encouraging exchanges among our members around the world. Please contact any of the core committee members -- Paul Boselie j.p.p.e.f.boselie@uvt.nl, Andre Petit apetit@adm.usherbrooke.ca, Juan Sanchez sanchezj@fiu.edu, Paul Sparrow paul.sparrow@mbs.ac.uk, or Mary Watson watsonm@newschool.edu (chair) -- and let us know about your ideas, interests, and how we can better meet your needs. Better yet, join the International Committee or suggest a subcommittee of your own!

Here are some things that are happening on the international committee, as well as ideas about what you can do to get involved:

Pre-conference activities: We are expanding our array of offerings during the pre-conference session in Hawaii. August might seem like a long time away, but the pre-conference program is being developed *now*. You can:

- By October 29, send us a proposal for a pre-conference workshop. Among other topics, we are seeking workshops on research in Australia and the Pacific Rim, publishing in North American journals from outside the U.S., and teaching international HR. The deadline is fast approaching, so contact Mary Watson (watsonm@newschool.edu) with your ideas.

Worldwide engagement. For the first time we are forming regional engagement committees to increase the involvement of members around the world all year long. We are also working hard to build bridges across professional associations and related conferences. You can:

- For those in Europe or the Middle East -- Volunteer to help Paul Boselie (j.p.e.f.boselie@uvt.nl) at the University of Tilburg who will lead the efforts for the Europe/Middle East region.
- For those in Latin America, Asia, or Australia -- Volunteer to lead a subcommittee to increase communication with members from that region.
- Join the Outreach subcommittee, chaired by Andre Petit (apetit@adm.usherbrooke.ca) at the Universite de Sherbrooke, which will work on increasing our linkages with other professional associations and meetings.

International HR research award: The HR division is planning to implement an annual international HR research award. A subcommittee (chair to be named shortly) will be working on drafting a proposal for the particulars -- the award criteria and selection process -- between now and the spring of 2005. You can:

- Consider joining the subcommittee or just send us your ideas. We are also interested in sponsorship suggestions that would allow us to create a small award honorarium.

Electronic community: The International Committee has its own webpage and listserv, both of which have been active for a number of years. You can

- Subscribe to the international committee listserv and join the members who already communicate there. To sign up, send the following one-line message to listproc@lists.cudenver.edu:
SUBSCRIBE INTHR [your name].
Herman Aquinas

(Herman.Aguinis@cudenver.edu) continues to serve as listserv coordinator.

- Visit the webpage at <http://www.cba.uh.edu/ihrmc/> and share your syllabi and ideas. Steve Werner (swerner@uh.edu) continues to serve as webmaster.

There is a lot going on in the International Committee this year. Join us in all we're doing to make our division *truly* internationalized!

FROM THE TREASURER

CALL FOR SPONSORSHIP COMMITTEE MEMBERS

**Janet Marler, Chair
University at Albany- SUNY**

Did you know that prior to 2000, the Human Resource Division struggled with frequent fund deficits? This is not the case today and it is largely due to the efforts of division members who have located sponsors for our annual meeting activities. One of the more successful examples of this is the division's Ice Cream Social, which has been generously sponsored by SHRM for the past few years. This year we collected over \$10,750 in sponsorship pledges. While these division members' efforts must be applauded, it has come time for us to formalize these efforts. To borrow from the Kerry/Edwards campaign, "WE CAN DO BETTER THAN THAT." and I have a plan!!

It involves creating a larger sponsorship committee than we have had in the past and formalizing its mission. I would like to get about 7 members who can cover certain geographic regions and be responsible for finding sponsors for our division's annual meeting activities, particularly the pre-conference workshops such as the doctoral and junior faculty consortiums. If you are interested in joining the sponsorship committee or have a sponsorship lead and would like help please e-mail me at marler@albany.edu.

PRE-CONFERENCE WORKSHOPS COMMITTEE

Amy Kristof-Brown, Chair

The HR Division's pre-conference workshop in New Orleans was a great success! We had 19 workshops that covered topics from teaching competencies, to multi-level theory, to HR planning for international strategic alliances. With each session ranging between 15 and 40 attendees, that's a lot of interest in HR. I'd like to personally thank everyone who put together the high quality programming, and encourage you to consider doing it again for our program in Hawaii. I'd like to also acknowledge the extraordinary service provided by Rob Konopaske, who organized our company tour of Harrah's New Orleans Casino, Judy Tansky, who put together several sessions focused on improving HR instruction, and Juan Sanchez for helping with the international sessions, and Dianna Stone for organizing our 3rd Town Hall meeting that brought together over 100 academics and practitioners to share ideas. The real person who made it all possible was Joe Martocchio, who kept us on track and organized the entire pre-conference session to make it accessible to all members.

If you haven't previously attended a pre-conference workshop I'd like to invite you to consider doing it next year in Hawaii. Even better, why don't you plan a workshop so you'll be guaranteed to have something of interest on the program? Sessions tend to run 3 hours, and submitting is easy. All you need is an idea and a couple of folks committed to presenting at the session. Below are the guidelines for submission. You can find the forms online at the HR division website (<http://www.hrdiv.org/>). We hope you decide to join us in Hawaii!

Call for Submissions: The Human Resource Division is dedicated to a better understanding of how work organizations can perform more effectively by better management of their human resources. We are also dedicated to improving the effectiveness of our HR Division members, and for that we rely heavily on the professional development workshops (formerly known as the pre-conference workshops) at the annual Academy of Management Meeting. In order to make these workshops most useful, we encourage all members of the division to consider submitting a proposal about a topic that sparks their interest. These

topics can span a wide range of issues including: Teaching (e.g., HR topics you would like to know more about; innovative methods; action research); International (e.g., geographical influences on HR practices; HR challenges across cultures; unique approaches to HR); Professional Development (e.g., career transitions; new research methodologies; work-life balance issues).

We are seeking interactive workshops that are based on active, engaged learning, and submitters should be innovative in workshop design. There are many possibilities for PDW formats, including workshops, tutorials, consortia, panels, debates and guest speakers. Please submit your proposal using this form.

Although the final deadline for proposals is November 15th, please get your ideas to us by October 30th to insure that you get full consideration for the program.

FROM THE TEACHING COMMITTEE

CALL FOR Preconference Workshop Ideas

Judy Tansky, Chair
The Ohio State University

We are always searching for innovative ideas and suggestions for pre-conference workshops that are related to teaching. If you have suggestions, please send them to me, Judy Tansky, at tansky_1@cob.osu.edu.

In addition to planning for the 2005 annual meeting of the Academy, we are preparing for the Innovative Teaching in HR/IR conference to be held in Park City, UT March 31-April 2, 2005. The deadline for submission of abstracts for this conference is fast approaching. See the call for papers in this newsletter for more information.

2005 HR JUNIOR FACULTY CONSORTIUM

**Pam Perrewe, Co-Chair
Florida State University**

**Mark Roehling, Co-Chair
Michigan State University**

Saturday August 6th and Sunday August 7th
in Honolulu, Hawaii

Plans are under way... The HR Division of the Academy of Management is already preparing for the 2005 Junior Faculty Consortium and we want you to join us in Hawaii! Building on last year's program, and reflecting strong interest from U.S. and international junior faculty we are putting together a number of exciting sessions that we hope you find interesting and important for your career progress. Topics include planning for tenure, crafting an effective research strategy, and a practical workshop on tips regarding how to best gain access into organizations. Find out some key pointers for getting tenure from those who have traveled that road. Talk to the experts about research design and publication strategies. Spend some time with journal editors to answer your questions about publishing and reviewing. It should be a lot of fun, relaxed, and informative.

We'll meet on Saturday and Sunday . . . The Junior Faculty Consortium will be held during the pre-conference sessions, but you should still be able to enjoy other pre-conference sessions as well as the main conference. This is an agenda designed for U.S. and international faculty at the starting gate of their careers. It has been one of the hallmarks of Academy meetings in the past, and we anticipate another excellent program this year. So plan on being a part of it with us. There is no better way to develop networking opportunities than through the Junior Faculty Workshop.

For more information, please contact: Jeff LePine at University of Florida, jeffery.lepine@cba.ufl.edu or Helen Decieri at Monash University, Victoria Australia, helen.decieri@buseco.monash.edu.au.

HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR
HR
HR FEATURE ARTICLE HR
HR HR
HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR

Ethics: Beyond Rhetoric and Bureaucracy

**Bob Cardy
Arizona State University**

Welcome to another column. The purpose of this column is to address trends and new or important issues in HRM. I feel fortunate to have been able to continue this column over the years and hope you have enjoyed the topics and discussion. While you may not always agree with the positions taken in the columns, I hope they have sparked interest and prompted consideration of issues. If you have an idea for a future column, please contact me. Also, I have had people ask if it is OK to reproduce this column as, for example, a handout in a course. As far as I am concerned - have at it! If a column might be useful for class discussion or in some other way be useful for educational purposes, feel free to make use of the column.

Ethics is the topic of this column. Certainly, ethics is a topic that has received its share of media attention. Does it really deserve more? Do we really need another rumination on the topic? My response is a resounding "Yes!" While much has been written regarding ethics, organizations need to address the ethics issue from the HRM perspective. My purpose in this column is to offer suggestions as to how HRM can play a critical role in increasing and maintaining ethical conduct in organizations.

That ethical conduct is a problem and in need of improvement seems self-evident given the continuing stream of stories appearing in the media. We are all familiar with the major news stories regarding ethical scandals in organizations, such as Enron and WorldCom. However, casual perusal of the popular press indicates story after story regarding ethical misconduct in organizations.

The constant flow of ethical misconduct stories underscores the need for improved ethics in organizations. While ethics was frequently ignored in many organizations just a few years ago, it is now common to hear top management extol the importance of ethics. Public organizational statements can now be seen that emphasize ethics as an important focus. Further, ethical conduct and integrity are espoused by some organizations as part of their mission and strategy. While a subjective assessment, it also seems to me that ethics plays a stronger role in business curricula and is a topic more positively regarded as an essential part of the curriculum in today's business colleges. However, a fundamental issue is how to operationalize these intents. Some critics might say that ethical conduct cannot be operationalized. For example, I have colleagues who question the value of including ethics in the curriculum because they believe that ethics is largely an individual trait and cannot be learned. How can we get from the concept of improved ethics to the operational and day-to-day reality of employees acting more ethically?

Establish Importance

One approach to trying to make ethics a reality in organization is to make organizational survival contingent on aligning with the ethical values of the organization. For example, Harry Jansen Kraemer, CEO of the global health company, Baxter International Inc., believes that ethical conduct can only be assured when employees share the values that guide that conduct. A way to approach this issue and underscore the importance of sharing the right ethical values is with the use of a simple 2 x 2 matrix which divides employees into four categories, depending on their performance levels and ethical values. The performance factor divides employees into two categories of work performance: either acceptable or unacceptable. Performance might be defined as amount of sales, quantity produced, or according to some other results metric. The ethical value factor divides employees into two categories: those who are aligned with the ethical values of the organization and those who weren't. Given this simple 2 X 2 matrix, there are two cells that might be considered "no-brainers," good performers who take the ethical value system to heart and poor performers who do not align themselves with the ethical value system. Obviously, the former group are "keepers" and the model citizens.

The latter group consists of people who need to be moved along to other employment options - not only do they not obtain adequate results, they don't approach their tasks in an acceptable manner.

There are two more cells in the matrix that require consideration. What about employees who are not obtaining adequate results but are aligned with the ethical values of the organization? These people already embrace the appropriate values, but need to bring up their performance levels. Maybe they deserve a chance to improve and might benefit from additional training. Now for the tough cell in the performance by ethical values matrix. What to do about employees who "hit the numbers" but are not on board with the ethical values espoused by the organization? I know of cases where top managers have used this type of matrix to get out the message regarding plans for people in this last cell. If the organization is serious about ethical values, the message for people in this cell is that they will be gone! In other words, getting results isn't enough. If an employee gets things done but does it by cutting corners, misrepresenting, being underhanded, and so on, their employment is at risk.

The performance by ethical values matrix is an effective way for top management to bring attention to the importance of ethics and to shake people up. It can certainly get the attention of people to tell them that their job may be at risk, even though they are getting the results. In essence, the message is that performance and productivity isn't enough: how you go about achieving those outcomes can be even *more* important! In other words, it is not just ends, but the means, or process, used to achieve those ends that are important aspects of performance. And ethical conduct almost always has to do with the process, the means used to achieve the results. While it can take awhile, I am of the belief that it is the process of how an organization goes about its business that can determine the long-term productivity, profitability, and even survival of the business.

The performance by ethical conduct matrix is a tool that can be used to bring home the importance of ethical conduct, but does it give people a path to follow to really improve ethical conduct? Unfortunately, simply classifying people as being aligned or not aligned with ethical values is too ambiguous to provide much direction as to how to improve. The matrix helps to

make clear that ethics is important, but just how is ethicality in an organization improved?

Improving Ethical Conduct

A reaction to recent ethical scandals is to provide more rules and checks regarding ethical conduct. For example, many organizations now face additional accounting rules and reporting requirements in reaction to recent ethical scandals. The purpose of these requirements, of course, is to assure that organizations and their members adhere to ethical standards.

While the intent of the rule approach is to assure and improve the ethicalness of organizations, there are some important drawbacks to relying on rules to improve ethics. First, rules don't cover all aspects of performance. Accounting rules leave open a variety of ways to act unethically. The rules might provide acceptable standards for numbers, but *how* those numbers were obtained is a central ethics issue. Accounting rules might be adhered to yet the performance of people in the organization could be characterized as underhanded and deceitful. A second and related drawback to a reliance on rules is that they simply can't cover every possible situation. No matter how detailed and compulsive the rule-makers might be, there are bound to be situations that arise that were not anticipated. If rules don't cover a situation, how should people act? There are limits to a compliance-based bureaucracy.

Another option for improving ethical conduct is an application of our tried-and-true HRM technique of developing behaviorally based descriptions. The critical incident technique can be used to operationally define ethical and unethical conduct when people carry out their duties in an organization. The critical incident technique can easily be adapted to generate examples of ethical, rather than purely task, performance. Incidents can be generated to reflect ethical aspects regarding how each of the dimensions of a job are carried out. Or, relevant ethical dimensions can be identified and behavioral examples that illustrate each of these dimensions can be generated. As an example, ethical dimensions for salespeople have been identified in previous research as including dimensions such as deception, falsification, bribery, and personal use of company resources. A research associate, T.T. Selvarajan, and I then used the critical incident technique to generate behaviorally based rating scales

for each dimension (see Cardy & Selvarajan, 2004 Proceedings of the Southwest Academy of Management). The same approach could be taken to generate behaviorally based ethical scales for non-sales positions and to generate company-specific ethical performance measures. The behavioral examples make clear to people just what is meant by ethical conduct in the organization. The behavioral examples move people beyond the concept of ethics and provide a behavioral roadmap for the types of actions people should and shouldn't engage in.

Measure It (Or You Can't Manage It!)

Up to this point, we have stressed that in order to maximize ethics, the importance of ethics needs to be emphasized to organizational members. Further, ethical conduct requires more than rules. People need behavioral examples to "get it" and put the ethics concept into practice. However, importance and capability don't assure that people are going to engage and execute. The ingredient that needs to be added to the above mix is measurement. If measurement of ethical conduct isn't included, the time and effort that management might expend on emphasizing the importance of ethics can simply be viewed as rhetoric by organizational members. From a management perspective, the resources devoted to enhancing ethics could end up being a sunk cost. Including ethics in the measurement of performance moves ethical concern beyond rhetoric. Including ethical dimensions in the performance management system sends the clear signal to everyone that this stuff about ethical conduct is important on a day-to-day basis.

Beyond operationalizing the importance of ethics, measuring ethical conduct is necessary if it is to be managed. Regular measurement of ethical conduct is required if ethics in an organization is really going to be managed. How is the organization doing in terms of ethics? Are things improving? Getting worse? Are there areas of the organization where there seem to be problems? Are there individuals who appear to be cutting corners and who either don't understand or aren't on board with our ethical standards? Can we make training, rewards, recognition, and other possible actions contingent on ethical conduct? All of these management questions and more require the measurement of ethical performance.

Consider the typical performance appraisal system in an organization. Do any of the dimensions focus on ethics? My expectation is that the answer for most of use is "No." While the inclusion of ethics in performance appraisal is certainly doable, it seems to be rarely done. Task performance and achieving outcomes are clearly priorities in organizations. How tasks are carried out and outcomes achieved is also important. Measuring ethical conduct requires assessing the process of performance, such as provided by the behaviorally based approach mentioned previously.

Having a measurement instrument for assessing ethical conduct isn't enough. In order to be well managed, ethical conduct must be accurately assessed. Unfortunately, based on initial evidence, it appears that ethical judgments may be systematically biased by the outcome achieved by a worker, an effect I refer to as "success bias."

Success Bias

My research associate, T.T. Selvarajan, and I have conducted multiple empirical investigations of the accuracy of ethical judgments. We have consistently found ethical judgments to be biased by how successful a worker is in obtaining outcomes (i.e., achieving or failing in obtaining sales goals). This effect isn't simply that ratings are raised for successful workers and lowered for unsuccessful workers. The effect is due to people reporting that workers exhibited ethical behaviors when they did not. In our investigations we have used behavioral descriptions with behavioral observation scales and have used the signal detection measure of bias. Whether undergraduates or evening MBA students and regardless of ethical beliefs, participants across three studies were more likely to report the occurrence of ethical behaviors (that the worker really didn't do) for successful than for unsuccessful workers. To coin a phrase or two, it appears that "nothing succeeds like success" or that "success excuses all." More work is needed before it can be concluded that the success bias is accepted as a general phenomenon. However, at this point it appears that we focus on outcomes achieved and those outcomes color not only the level of our evaluations but also our very perception of whether ethical or unethical conduct occurred.

Some Directions for Research and Practice

The ethical domain is rich with opportunities for researchers and practitioners. In terms of organizational practice, it seems compelling to me that ethical conduct needs to be added to the performance management system. To the extent that ethics is a true priority in the organization, ethical conduct needs to be included in the assessment, feedback, and performance improvement efforts. Generating ethical dimensions and behaviorally describing those dimensions is a process that could heighten the sensitivity, appreciation, and understanding of ethics in the organization. As discussed earlier, ethical conduct, by its very nature, has to do with the process of performance. Thus, evaluations of the ethical conduct of a worker should be done by those closest to the process of that worker's performance. Peers and customers may be much more aware of the process of a worker's performance while a supervisor may be more aware of and focused on the outcomes achieved by the worker. Peers and customers may be the best and most knowledgeable source for assessing ethical conduct.

Research directions in the domain of ethics includes issues of criteria definition and measurement, among others. In terms of defining ethical performance, what are the underlying dimensions? Is there a core set of ethical dimensions that are generalizable, or do the dimensions change across jobs and organizations? Maybe there are generalizable dimensions, but the behavioral specifics change? Further, should ethical performance be separated from other performance dimensions, or should ethical conduct be intertwined with task performance? That is, should separate and unique ethical dimensions be generated or should ethical conduct be part of how task performance is defined and measured? The latter approach makes ethical conduct integral with task performance and "bakes in" ethics as part and parcel of the performance expectations. However, the integral approach also runs the risk of ethics being less visible as an initiative in the organization. Which approach is best in terms of measures such as efficiency, acceptance, and assessment effectiveness?

Further research on the "success bias" needs to determine if the effect occurs with other materials and participants. The generalizability of the bias and possible moderator of the effect should be investigated. Are some sources of evaluation less susceptible to

success bias? For example, for customers, worker outcomes may mean little while the process of performance is of central concern.

If ethical conduct is behaviorally defined, research could extend the performance measurement to other areas such as selection and training. For example, could ethicality be assessed at the selection stage, such as with work samples, behavioral interviewing, or some other approach? Which approach is most effective in terms of validity and utility? Likewise, can ethical conduct be learned through behaviorally based training? If such training works, does it have a long term effect, or does it dissipate. How effective is the training when there is no surveillance or accountability? More fundamentally, can ethics be learned or is it a person characteristic, similar to personality traits, that is largely immutable?

Ethics is an important issue that we should claim as part of our HRM domain. We certainly have the tools and expertise to measure and improve ethics. The topic also offers a wide range of interesting and relevant research issues.

HRDIV_NET Up and Running!

Mark Huselid
Rutgers University
huselid@rci.rutgers.edu

The HR Division's new members-only listserv, HRDIV_NET, is up and running! HRDIV_NET is dedicated to research, teaching, and the practice of human resource management. You can send and exchange questions, answers, pearls of wisdom, frustrations, and ideas with all HRDIV_NET members who have access to BITNET, INTERNET, or another compatible electronic mail system. Topics can include almost anything, including research ideas, statistical methods, research methodology, teaching methods, requests about member activity in particular areas, etc.

If you are interested in participating in HRDIV_NET, please send an email to:

hrdivmgr@rci.rutgers.edu

The body of the message should contain only the following one-line command:

ADD HRDIV_NET email Firstname Lastname

(*Insert your own email address, first name, and last name in the command, where shown)

Please join us - the success of HRDIV_NET depends on you!

COMMUNICATIONS COMMITTEE

David Allen, Chair
University of Memphis

The goal of the Communications Committee is to facilitate (1) communication between the Division and its members as well as among Division members and (2) the coordination of division activities. The Division's primary means of communication are the newsletter, website (www.hrdiv.org), listserv (HRDIV_NET), direct e-mails and the annual business meeting.

We would love for you to get involved! This year, the Communications Committee is organized around three areas:

Electronic Communications: the use of electronic resources (e.g. newsletter, website, listserv, etc.) to communicate with our members and how to improve member relationships using these resources. Chair: Brad Alge, Purdue

Process Improvements: improving the processes we use to communicate with our members. Chair: Jim Dulebohn, Michigan State

Membership Feedback: developing a systematic process for soliciting feedback from the Division membership. Chair: David Allen, Univ. of Memphis

If you'd like to get involved, please contact me at dallen@memphis.edu.

Also, one of our first initiatives this year has been to facilitate the survey process of the Division's five-year review. Hopefully, you've received your e-mail invitation to participate in the survey. Please fill it out! The feedback is very important to us.

If you have any questions or suggestions, or would like to get involved, please let me know.

THE MEMBER RELATIONS COMMITTEE

Dianna Stone, Chair
University of Central Florida

This report outlines the activities of the Member Relations Committee in 2003-2004 and highlights plans for new initiatives in the coming year.

Activities for 2003-2004

Two of the primary goals of the Member Relations Committee are to increase member involvement in the division, and enhance members' social and professional opportunities. In order to accomplish these goals the committee engaged in five key activities during the 2003-2004 academic year including the development and delivery of the (a) HR Town Meeting, (c) Saturday night "Dutch Treat Dinner", (c) ice cream social, (d) "Whole HR Choclon Article" focusing on members' activities, and (e) practitioner subcommittee.

HR Town Meeting. This interactive meeting was designed to enhance the field of HRM and offer HR Division members an opportunity to engage in discussions about research, education and practice in the field. This year's town meeting was the third in the series and was designed to "Identify the Most Pressing Issues in HRM: Facilitating the Transfer of Knowledge between Practice and Research and Research and Practice. Over 100 individuals participated in the session, and keynote speakers included Dan Lyons, VP of HR for Darden Corporation, Leslie Misik, International VP of Siemens Westinghouse, George Koenig, VP of Sodexo Food Services, Nancy Tippins, President of Personnel Research Associates, Debra Cohen, VP of SHRM, and Leslie Weatherly, VP of SHRM. The Co-Chairs for the session were Robert Ford, Mary Watson, Richard Klimoski, and Dianna Stone. Discussion facilitators included Herb Heneman, Mary Gowan, John

Hollenbeck, Lynn Shore, Fraya Wagner-Marsh, Patrick Wright, Diana Deadrick, Linda Isenhour, Juan Sanchez, Paul Sparrow, Dave Whetten, Tom Lee, Robert Dipboye, Gary Latham, Kimberly Lukaszewski, and Gergana Markova. A summary of the interactive discussions from this session are reported on the HR Division website. I want to take this opportunity to thank everyone who attended, and helped make this session a real success.

Saturday Night Dutch Treat Dinner. Gergana Markova, chair of the doctoral student subcommittee, organized the dinner, and over 60 people attended the event at Ralph and Kacoo's in New Orleans. Based on individual feedback the dinner appeared to be a real success. Thank you Gery for all of your hard work on this event.

Ice Cream Social. The Ice cream social was organized by Ron Johnson, and as usual it was a great success. This is the last year Ron will organize this event, and we truly appreciate all of his efforts to make this one of the highlights of the conference.

Getting Involved in the Division. During the ice cream social HR Division Committee Chairs met with division members and offered them opportunities to become involved in the division's governance. Many new people signed up to serve on committees, and we hope that all members know they are welcome to become involved in the division. Involvement in an HR Division committee has a number of benefits for individuals and the division. For example, individuals who become involved in committees have an opportunity to meet and work closely with other colleagues in their field. In addition, individuals can use service to the profession to enhance their opportunities for tenure and promotion. Furthermore, working in the division offers individuals an opportunity to learn about working in voluntary organizations, and may help them develop their professional skills and abilities. Personally, I have learned a lot from working in the HR Division, and this work has helped me develop new insights about my personal and professional life. Apart from the benefits to members, the division really needs your help. We hope you will contact one of the committee chairs or me (Dianna.Stone@bus.ucf.edu) if you would like to volunteer for a committee.

In addition to meetings with committee chairs, members of the doctoral student subcommittee handed out gifts

from the division. We want to thank Kimberly Lukaszewski and Diane Sullivan for ordering these gifts, and would like to express our appreciation to the students who helped with the session including Gergana Markova, Nichole Phillips, Les Carter, Maribeth Carey, and Robin Brouer.

The Whole HR Choclon Article for Newsletter Last year, Kimberly Merriman wrote two articles for the newsletter highlighting the activities, awards, transfers, births, and marriages of HR Division members. Kimberly did such a great job that we asked her to write the columns again this year. This is a very special article because it helps members stay in touch with their colleagues throughout the year. We hope that you will contact Kimberly (kimberly.merriman@wichita.edu) if you have items for this article. Thanks Kimberly for your excellent work on this important activity.

Practitioner Subcommittee. In order to increase involvement from all of the division's constituents we formed a practitioner subcommittee last year, and James Gasaway served as the Chair. This committee was organized late in the year, and it has just begun to establish goals and activities. Please contact James at (gasaway.james@ssd.Loral.com) if you would like to serve on the subcommittee or know of practitioners who might benefit from this subcommittee.

Activities for 2004-2005

So far we have planned a number of activities for the coming year. First, we plan to offer the fourth HR Town Meeting, and the focus will be on "Advancing the Science of HRM" Although we cannot make promises about the date and time for the session, we are going to ask that this session to be held during the conference (e.g., Monday afternoon) so more members can attend. Second, we will again sponsor the ice cream social, and have formed a doctoral student subcommittee to help with this event. The chair of the subcommittee will be Nichole Phillips. Please contact her if you would like to serve on this subcommittee (tphillips@bus.ucf.edu). Third, the Saturday night "Dutch-Treat" dinner was such a success last year we will once again offer this activity for members. The Chair of this subcommittee will be Linda Isenhour. Please contact her at lcisenhour@juno.com if you would like to help organize the dinner. As noted above, we will also ask Kimberly Merriman to write the Whole HR Choclon article. You will find her first article for the year elsewhere in this newsletter. Please contact her the address above if you

have items for the Spring newsletter. In addition, James Gasaway will again Chair the Practitioner Subcommittee.

New Affinity Groups. Finally, we would like to organize other "affinity groups" for members of the division. These affinity groups will be designed to help members network with individuals who share their interests and values. For example, affinity groups could be based on research interests (e.g., family and work issues, international HR), professional issues (e.g., junior faculty seeking tenure, senior faculty seeking new career directions), personal issues (e.g., single parents, dual career couples), or other types of affiliations (e.g., members who are Hispanic-American, African-American, from Europe, Asia, etc.). Please contact me if you would like to form an affinity group. I would only ask that you have 5 or more members to form such a group, and that the goals of the group support the mission of the HR Division. I look forward to hearing from you and working with these new affinity groups (Dianna.Stone@bus.ucf.edu).

In summary, we believe the Member Relations Committee had a very successful year in 2003-2004, and we look forward to working with you in the coming year. Please feel free to contact me if you have suggestions for increasing member involvement and satisfaction with the division.

THE WHOLE HR CHOCLÓN

**Kimberly Merriman,
Wichita State University**

**Dianna Stone,
University of Central Florida**

Member Relations Committee

The HR Division Member Relations Committee is pleased to report once again on the recent professional and personal accomplishments of our HR division members. In the following paragraphs we share news regarding members' career accomplishments, family changes, job moves, election to offices, and other significant events. Congratulations to everyone listed below and thanks for keeping us updated!

FAMILY – Mary Watson, New School University, and her husband are delighted to have another addition to their family, an adopted baby girl named Amy Ling. **Tony Wheeler**, California State University, and his wife Kristin are the proud first time parents to a little girl named Kendal Shea born on July 26, 2004. A warm welcome to the next generation of the HR CHOCLÓN!

MOVING AHEAD - Suzanne Masterson, University of Cincinnati, was promoted to Associate Professor with tenure. **Pamela Lieb-Kravitz**, College of New Jersey, was promoted to Associate Professor. **Lynn Shore** joined the faculty of San Diego State University as Professor of Management. Best wishes for continued success in your new roles!

RECOGNITION & AWARDS – Eugene Stone-Romero, University of Central Florida, recently won the International Community Award in Orlando, Florida. The award was given for his commitment to diversity as evidenced by his research and work with Hispanics in the Orlando community. **Pamela Lieb-Kravitz**, in addition to being promoted, was awarded Sigma Pi's 2004 Outstanding Professor Award. We applaud your accomplishments!

ELECTIONS, APPOINTMENTS AND MORE – Herman Aguinis, University of Colorado at Denver, has been appointed Editor for the journal *Organizational Research Methods*. ORM is sponsored by AoM and has been ranked by one recent source in the top-10 category for scholarly journals. **Dennis Briscoe**, University of San Diego, and **Randall Schuler**, Rutgers University, published *International Human Resource Management 2nd edition.*, part of the Routledge series on Global Human Resource Management. **Harish Jain**, McMaster University, along with Peter Sloane and Frank Horwitz received a favorable book review in the journal HRM for their edited book *Employment Equity and Affirmative Action*. **Sudhir Saha**, Memorial University of Newfoundland, recently had the challenge of convincing 102 inexperienced MBA students at the Indian Institute of Foreign Trade in New Delhi that “there is such a thing as HRM/IHRM and it is worth their attention”. Aided by the President of GE India’s campus talk, the students gained a new appreciation for HRM and IHRM. Sudhir says, “For an old man (by age not by mind) like me, I find this kind of teaching experience challenging but very enjoyable and invigorating. Do try a

foreign teaching assignment.” Many thanks for your involvement in supporting our profession!

HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR
 HR OTHER NEWS HR
 HR HR HR
 HR HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR

CALL FOR PAPERS

Mentoring and Career Development
 A Special Issue of *Career Development International*
 Submission Deadline: February 14, 2005

For some time, mentoring has been recognized as an important developmental relationship, benefiting the careers of mentors and protégés alike. More recently, emphasis has been placed on understanding the nature of the relationship itself and the context within which such relationships are developed. To further the continued exploration of mentoring as a dyadic relationship set within today’s increasingly dynamic career context, *Career Development International* will be publishing the Special Issue, "Mentoring and Career Development," in the Fall of 2005. The Special Issue will be co-edited by Sherry E. Sullivan (Bowling Green State University) and S. Gayle Baugh (University of West Florida).

Submissions may be oriented toward either the internal (dyadic) or external (organizational or broader) context of mentoring relationships. Papers that focus on mentoring as one feature of a larger context of influences on career development are especially welcomed. Papers on the impact of globalization on mentoring or mentoring across international boundaries are welcomed. Empirical submissions, utilizing either quantitative or qualitative research methods, as well as conceptual manuscripts, are encouraged.

Manuscripts should be emailed to S. Gayle Baugh at gbaugh@uwf.edu (phone 850-474-2206). Submissions should be no more than 5-6K words and be in APA format, suitable for blind review. The deadline for submission is **February 14, 2005**. If you would like to review for the special issue, please contact Sherry E. Sullivan (reedcareercenter@aol.com)

CALL FOR PAPERS
Special Issue on Social Comparison Processes

*Organizational Behavior and Human Decision
Processes*

Submission deadline July 30, 2005

Social comparison is a fundamental process by which people create meaning about social reality. Since the seminal work by Festinger (1954), research on social comparison processes has flourished in the organizational behavior, social psychology, and judgment literatures. These literatures fall within the domain of *Organizational Behavior and Human Decision Processes*, which makes the journal an appropriate outlet for integrating and advancing research on social comparison.

The goal of this special issue is to create new theoretical and empirical understandings about social comparison processes in and around organizations. We invite papers that address gaps in the social comparison literature, such as:

1. Initiation. What prompts people to conduct social comparisons?
2. Referent selection. How do people choose referents for comparison, and do different organizational or social settings evoke different classes of referents?
3. Evaluation. How do comparisons against various referents influence the evaluation of an object? How do people process information on multiple referents and manage conflicting evaluations from different comparisons?
4. Objects of comparison. How does social comparison apply to different objects of comparison, such as cultural values, learning, and organizational change?
5. Levels. How do social comparison processes at the individual level extend to group and organizational levels?
6. Context. Are social comparisons affected by context, such as work and nonwork settings and different cultures?
7. Method. What methodological improvements and innovations would enhance social comparison research?

This list of gaps is suggestive, not comprehensive. We are open to multiple perspectives on identifying new

areas for enhancing our understanding of social comparison processes.

Manuscripts should be received by July 30, 2005. Instructions for preparing manuscripts are provided in: <http://authors.elsevier.com/GuideForAuthors.html?PublD=622929&dc=GFA>. The issue has commissioned reviews of organizational behavior, social psychology, and judgment perspectives on social comparison, so priority will be given to papers other than reviews.

For more details, please see the July 2004 issue of the journal. Questions should be directed to Paul S. Goodman (pgoodman@cmu.edu), special issue editor, or Jeffrey R. Edwards (jredwards@unc.edu).

CALL FOR PAPERS

**Developing and Assessing
Professional and Managerial Competence**

A Special Issue of

Human Resource Management Journal

Submission Deadline February 2, 2005

The subject of professional competence has attracted increasing attention over the last decade. Competence and the measurement of competencies have made their way into the day-to-day business of HRM, executive coaching, leadership development, and more. This special issue addresses three topics within the domain of competence. First, we are interested in the competencies required for those people who work in the HR profession itself. We define HR profession broadly to include not only employees in an HR department, but consultants, coaches, and employees who work in organizations where HR work has been outsourced. We also invite you to think about HR competencies of senior executives.

The second topic is the development and maintenance of competencies and competency-related processes in organizations. Many businesses have changed from behaviorally-based performance assessments to those that are based on competencies. Has this improved our ability to manage performance, or is a competency-based approach simply 'old wine in new bottles'? Controversial papers arguing the negative consequences of the "movement" toward competency work are invited.

The third topic to be included in the special issue is outcomes of the competency approach. How might a competence perspective on human resources drive organizational performance? Are competencies predictive of success, and how does professional competence develop following a professional education? What role should professional organizations such as the Society for Human Resource Management or the Chartered Institute of Personnel and Development (UK) play in the process of defining and developing professional competence? With respect to both education and the practical environment can we assess competence accurately and reliably so that this knowledge may be used to enhance decision making?

Suggested Topics

- Defining professional competence in HRM and associated fields
- Developing HR competence in senior executives
- How to teach/develop professional competence in an educational setting
- Measuring/assessing competence
- Criterion related validity of competence constructs
- An international perspective on professional competence in HRM and associated fields
- The role of professional bodies in defining competence
- The evolution of competence over the course of a professional career
- The relationship between HR competence and general managerial competence
- A critical perspective on competence in general – is this ‘something’ or ‘nothing?’
- Case studies of exemplary competency work and how it helped an organization achieve its objectives
- Case studies of competency failures: Learning from mistakes in the field

This special issue of HRMJ will seek to address many of these questions. While we have suggested several potential topics that authors may wish to consider above, this list is not intended to be exhaustive. The editors of the special issue would like to strongly encourage contributions from practitioners who may have relevant experience with a competence-based approach to managing HR, and from international

contributors who may expand the discussion beyond the US model.

The deadline for submission of manuscripts is February 1, 2005. Questions, ideas, and submissions should be directed to the guest co-editors:

James C. Hayton, Utah State University
James.Hayton@usu.edu

Glenn M. McEvoy, Utah State University
Glenn.McEvoy@usu.edu

All articles will be double-blind reviewed by HRM scholars and practitioners. Manuscripts should be sent to:

Theresa Welbourne, Editor
Human Resource Management Journal
c/o Special Issue on HRM Competencies
University of Michigan Business School
724 East University, Suite 3700
Ann Arbor, Michigan 48109-1234

Email: LWilhelm@umich.edu

Electronic submissions are strongly encouraged.

CALL FOR NOMINATIONS: ACADEMY OF MANAGEMENT CAREER ACHIEVEMENT AWARDS

Greg Oldham, Chair
AOM Career Achievement Awards Committee

Nominations are invited for the four Academy of Management Career Achievement Awards. Detailed information about the awards, including past recipients through 2004, is available on the Academy of Management website: <http://www.aomonline.org/>. Click on "People and Communities", then select the "Recognition and Involvement" tab on the left menu and click on "Awards". As noted on the website, nominations for the awards must be submitted to me electronically and received no later than February 3, 2005.

This online source also provides a list of past recipients of each award. The awards focus on recognizing significant contributions over the course of a career. They include:

- 1.DISTINGUISHED EDUCATOR AWARD
- 2.DISTINGUISHED SERVICE AWARD
- 3.SCHOLARLY CONTRIBUTIONS TO MANAGEMENT AWARD
- 4.DISTINGUISHED SCHOLAR-PRACTITIONER AWARD

The members of the 2004-2005 Awards Committee are: Jennifer Chatman (Berkeley), Gerald Davis (Michigan), Daniel Feldman (Georgia), Don Hambrick (Penn State), Susan Jackson (Rutgers), Dan Levinthal (Wharton), Frances Milliken (NYU), Nigel Nicholson (London Business School), Linda Putnam (Texas A & M), Elaine Romanelli (Georgetown), Debra Shapiro (Maryland), and Mike Tushman (Harvard).



**Call for Papers
Conference:**

**Innovative Teaching in Human Resources and
Industrial Relations**

Submission Deadline November 30, 2004

Conference Dates:
March 31-April 2, 2005

Park City, Utah

**Sponsored by the
SHRM Foundation
Society for Human Resource Management;
Human Resources Division, Academy of
Management;
Industrial Relations Research Association**

Hosted by Utah State University

It is nearly 10 years since the first *Conference on Innovative Teaching in Human Resources and Industrial Relations*. In this fourth event we will continue the dialogue that has developed throughout the last decade

on how to bring leading-edge thinking on teaching into the field of HR/IR. Topics of interest include innovations in curricula, teaching methods, teaching technologies and programs. Faculty, doctoral students, practitioners, professional association staff, and consultants from all subject areas broadly related to human resources and industrial relations, such as human resource development, organizational behavior, organizational change, dispute resolution and labor education, are encouraged to participate.

Consistent with the desire to maintain high standards in terms of rigor and relevance in schools of business in the US and abroad, the goal of this conference is to provide a forum for discussing the latest ideas and demonstrating new methods and technologies for teaching. In addition to traditional research-based papers and panel discussions, demonstrations of new technologies, non-traditional presentations such as simulations, debates, round tables and other interactive sessions are also strongly encouraged.

Some topics that have been introduced in the past include:

- Teaching for professional competence
- Trends in curricula
- Developments in the use of the internet and web-based instruction
- Simulation-based teaching and other experiential methods
- Large-classroom strategies
- Innovations in classroom assessments

This list is intended to be suggestive. The conference will take an inclusive approach to both the subject matter and the content areas considered.

The best papers from the conference will be featured in a special issue of Human Resource Management Review, to be published in late 2005. In addition, **abstracts will be featured in a Conference Proceedings**.

Submission Schedule

Abstracts no longer than 5 pages of text, plus references, tables, and figures to be submitted to the conference organizer to be received by November 30th

2004. These abstracts will be submitted to a panel of peer reviewers for blind review.

For consideration for the special issue of Human Resource Management Review, complete papers must be submitted to the conference organizer no later than February 28th, 2005.

Conference Location

The conference will be held at the Park City Marriot Hotel, Park City Utah. The late March, early April scheduling of the meeting means that participants should expect skiing opportunities in the mountain

resorts while enjoying fine spring-like weather in the exciting town of Park City. This is a great opportunity to renew old acquaintances as well as form new friendships in a scenic setting.

Submissions and inquires should be addressed to the conference organizer, James Hayton, Department of Management & Human Resources, College of Business, 3555 Old Main Hill, Logan, UT 84322-3555. Telephone 435 797 1658; Fax 435 797 1091; Email James.Hayton@usu.edu
