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EXECUTIVE COMMITTEE: Term Expires

Chris Riordan	2004
Scott Snell	2004
Daniel Turban	2004
Steve Werner	2004
John Delery	2005
Robert Dipboye	2005
Pam Perrewè	2005
Ed Salas	2005
Daniel Cable	2006
Mary Gowan	2006
Amy Kristof-Brown	2006
Juan Sanchez	2006

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David G. Allen	James Hayton
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ACADEMY OF MANAGEMENT WEBSITE:

<http://www.aom.pace.edu/>

HR DIVISION WEBSITE:

<http://www.hrdiv.org>



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 HR FROM THE DIVISION CHAIR HR
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**Pat Wright
Cornell University**

Why are you an HR Division member? Some time back, Mark Roehling suggested that the division might want to explore the value of membership as one way to think about HR division activities. On April 17th, the HR Division Executive Committee holed up in an airport hotel and spent the day discussing this basic issue.

This question was particularly relevant, because as I mentioned in the last message, we are currently financially secure, with a surplus of funds so great that we fear the Academy might want to take some of it back. However, those present noted unanimously that financial security should not exist simultaneously with member detachment, and engaging members requires that we understand the value of membership.

Let me propose what I would guess is the value proposition for many of you. The Academy of Management is one of the two main professional associations you are supposed to be a part of, and with Academy membership, you get to pick two divisions.

Your research and teaching reasonably relate to the field of HR, so you chose HR. However, other than attending the meeting and a few HR sessions, you do not see much value coming from being an HR member. If this describes you, don't feel bad, because you're not alone.

The HR Division Executive Committee, however, wants you to be engaged, and wants you to feel like your membership actually provides you with some value. Consequently, there are a number of initiatives planned for the coming year that we hope you will take advantage of as a means of finding your place in the Division.

First, let me encourage you to volunteer. We will have numerous opportunities for those of you attending the Academy meeting in New Orleans to put your name in the hat as a volunteer for a variety of division committees or activities. Almost all of our committees have 4 members appointed by the Chair, and then each committee has the potential to expand beyond that if they desire. In addition, committees like the Doctoral Consortium and Junior Faculty Consortium are looking for 15-20 presenters, and Preconference Workshops can handle a significant number of organizers and presenters. Getting involved will help you in your career, but it will also be the first way you can really understand the inner workings of the division.

Second, think about how you can use the Division to help you build and maintain the relationships you need in order to maximize your career opportunities. At the upcoming meeting, we will have the 3rd HR Division Town Hall on Saturday afternoon and a welcome reception that evening, both of which are great chances to interact with those you know, and those you want to know. Monday morning, we will have a FREE division BREAKFAST before the opening session. The first session will be the Awards presentations, where you will get to see the winners of all the Division awards receive their recognition, and hear formal addresses from the HR Distinguished Executive, J. Randall McDonald, SVPHR, IBM Corporation, and Gary Latham, winner of the Heneman Career Achievement Award. The Ice Cream Social Monday afternoon will provide a great opportunity to informally network with your HR Division colleagues (as well as all those moochers from other divisions). Finally, attending the Business Meeting on Tuesday afternoon will not only allow you to find out what is going on in the division, but will also earn you A FREE DRINK TICKET for the reception that follows.

Finally, know that the division offers value year round, not just at the conference. Howard Klein has chaired the

Communications committee, and this committee has developed fantastic plans for building an enhanced HR Division website. Soon you will have access to a number of links that can support your teaching and research through this website. Some other initiatives will be revealed soon, but let me encourage you to share with us your ideas about how to make the Division a year-round value.

As you can see, HR is the place to be. The division offers a platform from which you can give to and receive from the profession, in order to build your own career success. We are doing what we can as a division to provide as many opportunities as possible. Our hope is that you will take advantage of them.

PROGRAM CHAIR REPORT

Micki Kacmar
Florida State University

The 2004 Academy of Management Program was put to bed on April 14th making it exactly 8 months that I worked putting it together. Program Chair is one of those once in a lifetime jobs. It is hard to say whether I was more excited about being given the opportunity to serve the HR Division in this role or more excited about being able to hand it off to Joe Martocchio, Program-Chair Elect. There is no way I could have made it through the last 8 months without a great deal of help. First and foremost is the Division Webmaster, Tim DeGroot. Tim and I emailed multiple times on a daily basis over the last 8 months. None of my pleas went unanswered for more than an hour. He was simply unbelievable. Next in line is my Assistant Program Chair, Robyn Brouer. She expertly managed the submission database for me. However, her job is not done yet as she will be an extra set of eyes, ears, and legs for me at the meeting in New Orleans. Finally, I would like to acknowledge the 228 reviewers who took time out of their very busy January to review our submissions. Please make sure to look over the list of these HR heroes found elsewhere in the newsletter.

This year the HR Division received 207 submissions, 174 papers and 33 symposia, generating 107 hours of program time. Below I will describe what I did with that program time.

****NEW THIS YEAR****

Welcome Breakfast and Awards Ceremony
Monday, August 9 8:30-10:20AM - New Orleans
Marriott in Balcony I J K

To kick off the conference in style, come join your division friends for breakfast. While you sip your coffee and nibble on a roll, you will get to hear an address by the winner of the Distinguished Executive Award J. Randall McDonald, SVPHR for IBM. His talk is entitled "Integrating Research, Teaching, and Practice for Increasing Organizational Effectiveness." In addition we will hear remarks from Gary P. Latham the winner of the Herbert Heneman Jr. Career Achievement Award on "Conducting Research that Matters." Following these addresses we will honor the following award winners: 1) Christopher Zatzick and Roderick Iverson winners of the Best Convention Paper sponsored by Emerald the publisher of *Personnel Review* entitled "High-commitment management and workforce reduction: Competitive advantage or disadvantage" 2) Evan Offstein and Devi Gnyawali co-winners of the Best Student Convention Paper entitled "It pays to behave: Firm competitive behavior as a determinant of CEO pay" and 3) Hock-Peng Sin, James Farr, Kevin Murphy, and John Hausknecht co-winners of the Best Student Convention Paper for their paper entitled "An investigation of black-white differences in self-selection and performance in repeated testing" 4) Anthony Wheeler winner of the Best Conference Reviewer Award 5) Brian Dineen winner of the Ralph Alexander Dissertation Award for his dissertation entitled "Customization of fit information in a web-based recruitment context: Effects of application decisions and applicant pool characteristics" 6) Ben Schneider, Paul Hanges, D. Brent Smith, and Amy Salvaggio winners of the Scholarly Achievement Award for their paper entitled "Which come first: Employee attitudes or organizational financial and market performance?" published in the *Journal of Applied Psychology*.

Ice Cream Social

Monday, August 9 2:30-3:50PM - Sheraton New Orleans Hotel in Armstrong Ballroom

Take a break from the bustle of the conference and enjoy a dish of ice cream with your HR Division friends. New this year will be booths for each of the HR Division Committees to help you find a way to get involved. Come meet the officers and committee chairs and give us your feedback about the Division.

Business Meeting

Tuesday, August 10 5:30-6:30PM - New Orleans Marriott in Preservation Hall Studio 6

Join your colleagues for an inside look at how the Division operates. To reward you for your attendance, drink tickets for the Social Hour will be given to all who attend.

Receptions:

Early Bird Reception

Saturday, August 7 6:00-7:30PM - New Orleans Marriott in Mardi Gras Salon D

Come join your friends for a pre-dinner drink and snack.

Social Hour

Tuesday, August 10 6:30-7:30PM - New Orleans Marriott in Balcony I J K

Don't miss your chance to redeem your free drink ticket!!

Interactive Paper Sessions (IP)

In an effort to provide more opportunities for Academy members to share ideas, the Academy instituted IP sessions. Papers presented in IP sessions are grouped by content allowing those interested in a particular topic access to multiple scholars also interested in that topic. The presentations are structured so that both authors and audience have more time to interact. The Academy requires that each Program Chair submit 10-15% of their submitted papers as IPs. In HR's case, that meant I could submit between 17 and 26 papers. I split the difference and submitted 21 accepted papers to the IP chair. These sessions were designed and scheduled by the IP Chair, Chris Worley. IP sessions also have a facilitator, and Program Chairs were asked to submit names of potential facilitators for the IP sessions. I submitted 10 names of whom 8 were selected to serve as facilitators.

Shared Interest Track Sessions (SIT)

The Academy introduced SIT sessions to break down the barriers between divisions by grouping papers from different divisions on a common topic in the same session. Each Program Chair nominates papers that have broad appeal to the PDW Chair, who this year was Ken Smith. Ken "content analyzed" the submissions into sessions and reported back to the Program Chairs which papers were included in SIT sessions. Of the 28 I nominated, 7 were accepted for SITs. Like IPs, SITs also have facilitators. Of the 10 potential facilitators I nominated, 8 were selected.

Paper Sessions

In an effort to increase the number of people involved in the meeting, the Academy provides two ways in which papers can be presented. The first is a traditional "talking head" session where 3 papers are presented by

an author who is introduced by a session chair and the papers are discussed by a discussant. The second is a Visual Presentation where authors present a poster of their work and entertain questions from interested scholars who stop by to discuss their work. The Academy wants to move away from traditional paper presentations and move toward visual presentations. To encourage Program Chairs to select visual presentations over traditional ones, they made traditional presentations more "expensive." Every paper included in a traditional paper session is worth 1 hour of program time while a paper presented visually only costs .2 hours of program time. That means that we can accept 5 times as many visual presentations as traditional paper presentations. To decide which papers would be visual presentations and which would be traditional presentations, I content analyzed the papers. Those that hung together nicely with at least 2 others were scheduled in a traditional paper session while those that did not were slated as visual presentations. **Please know that there is NO DIFFERENCE in quality of papers selected as visual versus traditional presentations, only how combinable the topics were with others.** Our program has a total of 54 papers being presented in traditional sessions for a total of 54 hours of program time and 34 paper being presented as visual presentations for a total of 6.8 hours of program time. Each traditional paper presentation will have a session chair and discussant involved.

Symposia

The Academy sponsors three different types of symposia: All-Academy, Showcase, and division sponsored. All-Academy symposia are those that would attract a diverse audience from a variety of divisions. Program Chairs nominated symposia submitted to their division that they thought had wide appeal. Larry Greiner, All-Academy Symposia Chair, selected those he felt fit the requirements. Two symposia nominated by HR were accepted as All-Academy. Showcase Symposia are those that fit with the theme of the conference. Tom Cummings, Academy Program Chair, selected these symposia from those nominated by the Divisions. Six HR symposia were accepted as Showcase Symposia. Of the remaining 15 symposia, 13 were jointly sponsored with at least one other division and 2 were sponsored just by HR.

Chairs, Discussants, and Facilitators

All told, I used 52 of the 92 people who volunteered to serve as a chair, discussant, or facilitator. First, in order to maximize the number of people on the program, I eliminated anyone who volunteered who was already

on the HR program (11). I also eliminated anyone who could not guarantee me that they would be at the meetings (2). A total of 16 of those selected were utilized by the SIT and IP chairs. The remaining 36 were slotted as chairs and discussants in the traditional paper sessions. I personally apologize to the 27 volunteers whom I was unable to use on the program.

Database Management

When I received the reviewer database from Diana Deadrick there were over 400 reviewers names stored in it. Emails were sent to these reviewers asking them to "re-up" to review this year. Anyone who did not visit the website by 1/5/04 - the day I began assigning reviews - was removed from the database. I did this because less than half of the people in the database were active reviewers and searches were taking forever. If you are interested in reviewing for Joe next year, be sure to volunteer when you receive his invitation.

I guarantee that the 2004 HR Conference Program will have something of interest for every member of the division. I hope to see you in New Orleans where we will Laissez Les Bon Temps Rouler!

2004 PROFESSIONAL DEVELOPMENT WORKSHOPS (PDW) PROGRAM

Joe Martocchio, 2004 PDW Chair University of Illinois at Urbana-Champaign

We are very excited about the various PDW programs scheduled for New Orleans (Friday, August 6, 1 p.m. – Sunday, August 8, Noon). The PDWs include three major sets of events: The Doctoral Student Consortium (organized by John Delery, University of Arkansas), the Junior Faculty Consortium (organized by Pamela Perrewé, Florida State University), and various professional development workshops (co-chairs of the organizing committee: Amy-Kristof-Brown, University of Iowa, and Rob Konopaske, Florida Atlantic University). I want to thank these individuals and all of the people who worked with them to develop innovative programs. My work entailed coordination of these committees and offering input when requested.

Both consortia are fully described in separate articles in this issue of the newsletter. I will tell you something about the professional development workshops. We are offering a total of 21 workshops. The workshops span methodological and substantive issues in HR research and teaching, and we are cosponsoring some of our

workshops with related divisions: Gender and Diversity in Organizations, Entrepreneurship, Research Methods, International Management, Organizational Behavior, Conflict Management, and Management Education and Development. You will find a full schedule of workshops in the Academy of Management program.

The HR Division will host a welcome reception on Saturday, August 7, in the Marriott Hotel (6 p.m. – 7:30 p.m.). Check the Academy of Management program for the exact location within the Marriott. Please join us to catch up with colleagues and friends.

We look forward to seeing you in New Orleans, and we hope that you will attend at least one workshop. We are confident that you will find something of interest!

ACADEMY AWARDS COMMITTEE REPORT

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

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

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. This year two new awards are also being given. One recognizes the best convention reviewer. The other recognizes a distinguished senior human resource executive. The winners of the awards for the year 2004 will be recognized in New Orleans.

Herbert Heneman Jr. Award for Career Achievement. (Committee Chair: Herbert G. Heneman, III). 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 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. This year's winner is: Gary P. Latham, University of Toronto.

The Human Resources Division Scholarly Achievement Award (Committee Chair: James Guthrie). 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, and must have a publication date of 2003. 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. This year's winner is: Schneider, B., Hanges, P.J., Smith, D.B. & Salvaggio, A.N. 2003. Which comes first: Employee attitudes or organizational financial and market performance? *Journal of Applied Psychology*, 88: 836-851.

The Ralph Alexander Dissertation Award (Committee Chair: Daniel Cable). The Ralph Alexander Dissertation Award is given to the author of the best doctoral dissertation in the field of human resource management. 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. This year's winner is: Brian Dineen, "Customization of fit information in a web-based recruitment context."

The Best Student Convention Paper Award (Committee Chair: Quinetta Roberson). 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. 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. This year there is a tie:

- Evan Offstein and Devi Gnyawali "It pays to behave: Firm competitive behavior as a determinant of CEO pay" and
- Hock-Peng Sin, James Farr, Kevin Murphy, and John Hausknecht "An investigation of black-White differences in self-selection and performance in repeated testing"

The Best Convention Paper Award sponsored by Emerald, the publisher of Personnel Review (Committee Chair: Phil Roth). The Best Convention Paper Award is given to the author of the best paper accepted by the Program Committee for the annual conference. 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. This year's winner is: Christopher Zatzick and Roderick Iverson "High-commitment management and workforce reduction: Competitive advantage or disadvantage"

The Best Reviewer Award (Committee Chair: Micki Kacmar). The Best Reviewer Award has been instituted this year in an effort to recognize the efforts of our reviewers. This award is presented to the reviewer who provides the most constructive, useful reviews. This year's winner is: Anthony R. Wheeler, Cal State – Sacramento

The HR Division Distinguished Human Resource Executive Award (Committee Chair: Scott Snell). 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 is not only recognized for a distinguished career and contribution to his/her organization, but is respected in the broader community of HR professionals for advancing the field through effective leadership. (2) Contribution to HR research. The candidate is 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 is someone who has consistently supported education, training, and continuous learning in the field of HR. This includes involvement in professional organizations, academic institutions, and/or corporate learning. This year's winner is: J. Randall McDonald, SVPHR, IBM Corporation.

COMMUNICATIONS COMMITTEE

**Howard Klein,
The Ohio State University**

The activities of the Communications Committee are described below along with our progress to date on these initiatives. If you have any questions or concerns, or would like to get involved with the Communications

Committee in addressing these issues, please feel free to contact me at klein_12@cob.osu.edu.

Internet Resources. A policy has been crafted and put in place to guide the inclusion of links to external resources on the HR Division's website (www.hrdiv.org). Some of these links will be in place shortly if not already included. Members wishing to suggest additional resources can do so following the procedure outlined on the website.

Additional Website Enhancements. An organizing framework has been developed for web-related information that would be of interest to HR Division members and the committee is in the process of determining which of those information needs can be met elsewhere on the web. The next steps will be to incorporate access to those existing resources through the Division website and to explore how the Division can address those information needs not met elsewhere on the web.

HRDIV_NET "Stewards." To increase the substantive content on the list and to strengthen the culture for information exchange, four HRDIV_NET "stewards" have been appointed to take an active role in and occasionally initiate conversations on the list. Thanks to **Pam Perrewe, Micki Kacmar, Steve Werner, and Pat Wright** for agreeing to serve as the inaugural HRDIV_NET stewards.

Division Elections. The Division's elections can now be conducted through the Internet, replacing the email-based system used the past few years.

I would like to thank each of the following members of the Communications Committee for their hard work on behalf of the HR Division:

Bradley Alge, Purdue University

David Allen, University of Memphis (Newsletter Editor)

Mike Bedell, Cal State Bakersfield

John Boudreau, University of Southern California

Kenneth Brown, University of Iowa

Timothy DeGroot, Oklahoma State University (Division Webmaster)

James Dulebohn, Michigan State University

Albert Elam, International Business Academy

James Hayton, Utah State University

Mark Huselid, Rutgers University (HRDIV_NET List Manager)

David Kravitz, George Mason University

Jeffery LePine, University of Florida

Janet Marler, State University of New York, Albany

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. This column was created to let you know what your HR colleagues and friends are up to and share the good news regarding members' career accomplishments, family changes, job moves, election to offices, and other significant events. As you can see, we're an active and accomplished bunch. Thanks and congratulations to those who shared their news with us.

FAMILY - Ken Brown and Amy Kristof-Brown (both at University of Iowa) welcomed their second child on July 27th, 2003. Madeline (Maddie) Taylor Brown is little sister to Ellie Brown, age 2 1/2. **Mary Watson** (New School) and her husband just adopted a new baby, Amelia. Congratulations to these families and welcome to the next generation of the HR CHOCLÓN!

MOVING AHEAD - Besides welcoming a new family member, **Amy Kristof-Brown** (University of Iowa) also received tenure this year along with a promotion to Associate Professor. **Robert Dipboye** joined the University of Central Florida as the Department Chair in Psychology. **Martin M. Greller** joined the Robert J. Milano Graduate School of Management and Urban Policy, New School University as professor and Chair of the HRM Program. **John Boudreau** was appointed to the faculty at the University of Southern California, Marshall School of Business as a Professor of Management and Organization and Research Director of the Center for Effective Organizations (john.boudreau@usc.edu). John was formerly a professor of human resource studies and Director of the Center for Advanced Human Resource Studies (CAHRS) at the ILR School, Cornell University. **Benjamin Dunford**, one of John Boudreau's Ph.D. students, has accepted a position as Assistant Professor in the Krannert Graduate School of Management at Purdue University. **Wendy Casper** has accepted a position as Assistant Professor in the Department of Management at the University of Texas at Arlington.

The DeGroot School of Business, McMaster University, reports various faculty changes in its Human Resources & Management Area including three new tenure-track appointments (**Kevin Tasa, Aaron Schat, and Catherine Connelly**), the transition of **Vishwanath Baba** from dean to full-time dedicated researcher in the area of mental health/work stress, **Rick Hackett's** return from a two-year visiting appointment at the Hong Kong University of Science and Technology and appointment to Senior Canada Research Chair, and **Harish Jain's** recent ranking as professor emeritus. Best wishes to all for success in your new roles!

RECOGNITION & AWARDS - In addition to welcoming a new family member, **Mary Watson** (New School) was interviewed on National Public Radio about her recent research on the Grammy Awards published in AMJ. **Todd Maurer** (Georgia State University) was recently awarded the Outstanding Human Resource Development (HRD) Scholar of the Year Award presented by the Academy of Human Resource Development ("Awarded to an outstanding human resource development scholar that has demonstrated a continuing record of scholarly productivity and influence in the profession."). **Arup Varma** (Loyola University) received the Loyola University Chicago's Graduate School of Business Researcher of the Year award for 2003-04. Arup joined Loyola in 1996 and is currently the Director of the HRIR Institute and Chair of the HRIR Department. **Claudia Ferrante** (U.S. Air Force Academy) was awarded the James R. Woody Award for Fall 2003, a teaching award for most outstanding instructor in an upper division course. **Rich Martell** (Montana State University) received a NSF grant to further his research on gender bias and organizational mobility. Using computational modeling, Rich's research examines the impact of gender bias in performance evaluations on women's organizational mobility and final levels of organizational attainment. Congratulations to all from your CHOCLÓN!

ELECTION TO OFFICES AND OTHER ISSUES - **Stephen McElfresh** (Principal & Founder of HR Futures ©) has been appointed to the new national SHRM Human Capital Measurement- HR Metrics Panel. He is very interested in input from members as to any research, innovative applications or emerging trends in the area of HR measurement-metrics (email Stephen at stevem@hrfutures.net). Stephen is also serving as President of the Bay Area HR Executives Council, a SHRM chapter limited to senior HR executives, for 2004. **Sudhir Saha** (Memorial University of Newfoundland) received an invitation to teach Human Resource Management to MBA students

at the Indian Institute of Foreign Trade in New Delhi, India this summer and will use the opportunity to collect data for research on the effectiveness of quota and reservation systems for reducing discrimination in employment. **Herman Aguinis** (University of Colorado at Denver) has edited a book titled *Test-Score Banding in Human Resource Selection* (Praeger, 2004) which analyzes the use of test-score banding from technical, legal, and societal points of view. Contributors to the book include, among others, **Gerald Barrett, Wayne Cascio, Irwin Goldstein, Robert Guion, Paul Hanges, Jack Hunter, Kevin Murphy, Fred Oswald, James Outtz, Paul Sackett, Frank Schmidt, Neal Schmitt, and Sheldon Zedeck**. Many thanks to all for your involvement in supporting our profession!

HRDIV_NET Up and Running!

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 topic 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 emailaddress 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!

Mark Huselid
huselid@rci.rutgers.edu

2004 JUNIOR FACULTY CONSORTIUM New Orleans, LA

Plans are under way... The HR Division of the Academy of Management is already preparing for the 2004 Junior Faculty Consortium and we want you to join us in New Orleans. Building on last year's program, we are putting together a number of exciting sessions that we hope you find interesting and important for your career progress. 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 in a roundtable 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. We'll kick things off on Saturday, August 7th from 7:30am – 1:00pm (a continental breakfast and special lunch for all participants will be included). ***The theme for Saturday centers on the secrets to success—what you need to know.*** Topics include a discussion of the responsibilities of assistant professors and a “hands-on” research method workshop: “ask the experts” - We invite you to bring research method and statistical questions with you (including printouts if you like!). Our final Saturday session will be with journal editors who will talk with you about publishing and reviewing in some of our top journals. Editors will be invited to join us for lunch so that you might have some one-on-one time with them.

The Junior Faculty Consortium will wrap up on Sunday morning, August 8th from 8:00am – 11:30am (a continental breakfast will be included). ***Sunday's theme will center upon the secrets to success—doing it right.*** Topics include planning for tenure, crafting an effective research strategy, and a practical workshop on tips regarding how to best gain access into organizations and how to obtain research grants.

As you can see, this is an agenda designed for 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. Bring a friend—or make one. There is no better way to develop networking opportunities than through the Junior Faculty Workshop.

For more information, please contact: Pamela Perrewé at Florida State University pperrew@cob.fsu.edu

HR DOCTORAL STUDENT CONSORTIUM

The HR Division once again will be hosting a Doctoral Student Consortium prior to this year's Academy Conference in New Orleans. The doctoral consortium provides students with a chance to meet leaders in the field as well as other students, and to exchange research ideas and career advice. Students find this to be an invaluable experience.

This year's consortium will be in New Orleans on August 6-8. More than 40 distinguished academics from around the world have volunteered their time to meet with the doctoral students during the day and a half event. The program includes a keynote by Daniel Feldman, an editors' roundtable, numerous content and process small group discussions with leaders in various topic areas, and sessions on job search, teaching, and career issues.

Space is limited, so please contact John Delery (jdellery@walton.uark.edu) for registration information as soon as possible, or go to the HR Division website (<http://www.hrdiv.org/>) and download the registration information. There is a registration/nomination form that is to be completed by the student and signed (or returned via email) by the head of the program nominating the student. It is the usual policy to allow participation by only one student from each program, however, if there are additional spaces after the nomination deadline additional students from a program will be considered.

If you have any questions regarding the consortium, please feel free to contact one of the four program coordinators: John Delery (jdellery@walton.uark.edu) Paul Boselie (boselie@few.eur.nl), Chris Riordan (criordan@terry.uga.edu), or Eduardo Salas (esalas@pegasus.cc.ucf.edu).

THE MEMBER RELATIONS COMMITTEE

Dianna Stone
University of Central Florida

The Member Relations Committee has been very busy this year. In particular, we have organized the 3rd HR Town Meeting, convened a new subcommittee on practitioner issues, developed the Whole HRChocon column, and continued to work with the doctoral

student subcommittee to increase student involvement in the division.

First, we plan to continue our town hall meeting format to move the field of Human Resources Management ahead. As you may recall the first town meeting was conducted by Vida Scarpello, and focused on the future of HR Education. Last year, we continued the dialogue and identified the "Value Propositions Underlying HRM". One value identified in the session was "HR research should make important contributions to science and practice". Based on this value proposition, we organized the 3rd Town Hall Meeting as a means of "Identifying the Most Pressing Research Issues in HRM".

In order to meet the goals just noted, the **3rd HR Town Meeting will be held on Saturday, August 7, 2004 from 1:00 to 4:00 pm. in the Marriott, Mardi Gras Room.** Consistent with prior town hall meetings, the session will consist of short presentations, and interactive table discussions on the issues. Furthermore, we have invited four senior HR Vice Presidents, a leading HR consultant, and Vice Presidents of SHRM to participate in the session. In particular, we invited **Dan Lyons, Senior VP of Darden** (i.e., Olive Garden, Red Lobster), **George Koenig, Senior VP of Sedexho Food Services**, **Leslie Misik, VP of International HR**, **Siemens Westinghouse**, Power Systems Division, **Michael D'Ambrose, Executive VP of HR**, **First Data Corporation**, **Nancy Tippins, Personnel Research Associates**, **Debra Cohen and Leslie Weatherly, Vice Presidents of SHRM.**

The chairs of the session are: Dianna Stone, Robert Ford, Mary Watson, and Richard Klimoski. Discussion leaders include: Herbert Heneman, Sara Rynes, John Hollenbeck, Patrick Wright, Robert Dipboye, David Whetten, Juan Sanchez, Diana Deadrick, Joe Martocchio, Thomas Lee, Gary Latham, Angel Cabrera, Lynn Shore, Louis Tetrick, and Paul Sparrow. The facilitators for the session will include Mary Gowan, Fraya Wagner-Marsh, Kimberly Lukaszewski, Linda Isenhour, and Gergana Markova. Richard Klimoski will serve as the discussion leader. We hope you will join us for this very lively discussion.

Second, in order to increase involvement in the HR division we formed two subcommittees, a new Practitioners' Subcommittee, and a doctoral student subcommittee.

James Gasaway has served as the Chair of the Practitioner's Subcommittee, and is working with his committee to find ways of increasing interaction between researchers and practitioners in HRM. He

plans to make his first report in August. Gergana (Gery) Markova is the Chair of the Doctoral Student Subcommittee and has planned a number of activities for doctoral students at the conference. In particular, the students will hold their annual **Saturday Night "Dutch Treat Dinner"** in New Orleans. Gery will announce the time and place for the dinner in a separate article in this newsletter. We hope you will join the students for what is always a wonderful night.

Third, the Member Relations Committee will again host the ice cream social this year. We thank Ron Johnson for organizing this event. He certainly does a great job. Furthermore, Linda Hoopes, Jack Feldman, Diane Sullivan, and Marie Mitchell will help choose and distribute the mementos at the ice cream social. This team always comes up with some very special mementos so don't miss them.

Fourth, one of the goals of this committee is to foster better relations between members of the division. As a result, Kimberly Merriman has written the article titled "The Whole HR Choclon" which is listed elsewhere in this newsletter. The article is terrific, and we appreciate her efforts to keep us all informed about the activities and accomplishments of our members.

Finally, I want to thank all those involved in the Member Relations Committee especially Mary Watson, Robert Ford, Rich Klimoski, Kimberly Merriman, James Gasaway, Linda Hoopes, Jack Feldman, Gery Markova, Linda Isenhour, Kimberly Lukaszewski, Mary Gowan, Fraya Wagner-Marsh, Diane Sullivan, and all those involved in the HR Town Meeting. Please contact me if you would like to become a member of the committee or have suggestions for enhancing member relations. My email is Shashcub@bellsouth.net.

STUDENT MEMBER RELATIONS SUBCOMMITTEE

Gergana Markova
University of Central Florida

We are the future The first HR research dated almost 120 years ago. Since then, research methods and knowledge has grown tremendously, but there are so many unanswered questions. Hopefully, some of them will be answered by the current doctoral students who are eager to join the profession. It is important for us to understand that this profession is not like any other.

The Student Member Relation Subcommittee has several objectives. First, we want to increase students' involvement in the HR Division. Second, via active contacts within the Division, students develop accurate role perceptions of the job of an academician. Third, we wish to facilitate communication among students and between students and faculty. Fourth, we would like to encourage active participation in conferences which helps students to feel more comfortable in professional environment, and inspire them to eagerly pursue the challenging career of academics. Finally, we would like to foster personal involvement to develop strong sense of identification with the Division as well as with the profession. It is good to be a part of the large group of HR people. Thus, under the patronage of the Member Relation Committee, doctoral students are introduced to the service function as well as to the joy of social activities in the HR Division.

Further, it is good for students to realize that research is not an isolated act, but could be a real fun experience. Meeting new people or having the chance to share ideas with some of the most distinguished researchers is a wonderful opportunity.

Understanding that many activities in academia happen thanks to voluntary work of numerous individuals is important for professional development of doctoral students. Being involved in the Academy activities is an exciting contribution. Hence, doctoral students not only see how the Academy functions but also are prepared to serve in these roles in the future.

There are several major Committee activities worth mentioning. Our annual Saturday Night Dutch Treat Dinner will be held in Ralph & Kacoo's Restaurant in the French Quarter of New Orleans, 519 Toulouse Street. The dinner is targeted at doctoral students and faculty to get together for an unforgettable gourmet experience. In an informal atmosphere, students can learn about interesting facts from the careers of established scientists, get inspiration, or just have fun with the amazing Cajun cuisine.

Two other events will be supported with the enthusiasm of doctoral students – the Ice-cream Social and the HR town meeting. The program of AOM meeting is so rich that it could be overwhelming for new comers. Therefore, the student subcommittee will prepare highlights of the program to make doctoral students aware of some of the key social events of the HR Division.

Finally, Student Member Relation Subcommittee of the HR Division is open to everyone who wants to get involved, help, and have fun during the annual meetings

of Academy of Management. It is a great way for students to share their opinions and feel a part of the Division. If you would like to join, please contact Gery Markova at gmarkova@bus.ucf.edu or 407 823 1714.

SPONSORSHIP COMMITTEE

**Steve Werner
University of Houston**

The Sponsorship Committee (Mary Gowan and I) is very excited about the number of sponsors of the HR division's events and awards this year. Events sponsored this year include the ice cream social (SHRM), the teaching pre-conference workshop (Businessweek), the international HR pre-conference workshop (Taylor & Francis), and the Junior Faculty Consortium (McGraw-Hill Irwin). Awards sponsored this year include the HR Distinguished executive award (Cornell Center for Advanced Human Resource Studies), the Best Conference Paper Award (Emerald), and the Scholarship Award (SHRM Foundation). However, there are a number of events and awards still available for sponsorship. These include two HR division socials in New Orleans, the Doctoral Student Consortium, several pre-conference workshops, and several awards. If anyone has any connection with a publisher or other organization which may be interested in sponsoring us, please provide us with their contact information so that we can talk with them about the opportunities available. Contact me at swerner@uh.edu. We greatly appreciate the support of our sponsors and look forward to investigating other sponsor opportunities.

Saturday Night Dutch Treat Dinner

Student Member Relation Subcommittee is again organizing the Saturday Night Dutch Treat Dinner, August 7th at 6.30 pm. The choice this year is the Cajun seafood restaurant Ralph & Kacoo's in the French Quarter of New Orleans, 519 Toulouse Street, phone 504-522-5226, www.ralphandkacoos.com.

It has been said that people in Louisiana do not eat...they dine. More than just a necessary method of fueling the body, dining in the Bayou State is an experience! Come and share this event with colleagues and doctoral students in the fine atmosphere of Ralph & Kacoo's.

Ralph & Kacoo's features informal dining in a family atmosphere that one would expect to find in Louisiana. The chef is ready to accommodate any food preferences. The Restaurant offers unique Cajun flavors in rich selection of dishes. Along with seafood sensations, the menu offers vegetarian and chicken meals, pastas, stakes, and variety of salads. You can even buy some of R & K unique seasonings to prepare recipes shown on TV.

The dinner is included in the program of the HR Doctoral Consortium and we are very excited to have terrific people. The dinner is a great informal way for students and faculty to discuss interesting sides of their professional lives, meet new doctoral students, or just catch up with old friends. Be one of the HR group!!! Join us for an Unforgettable gourmet experience with HR seasoning!!!

The restaurant is very close to Marriott Headquarter Hotel. Directions will be available with the concierge of the hotel.

If you are already convinced that it will be unforgettable dining experience, please RSVP to Gery Markova at gmarkova@bus.ucf.edu or 407 823 1714. However, everyone is welcome to join us.

Gery Markova,
Chair, Student Member Relation Subcommittee

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**Rethinking Performance:
Alternative Concepts and
Measures**

**Bob Cardy
Arizona State University**

Welcome to another column. For those of you who are familiar with this recurring column feature, you are well aware that the purpose of this column is to consider new or innovative topics regarding HRM. If you are new to the column and the newsletter, welcome. The topics of this column have covered a broad spectrum, but there is a commonality: people matter! How people are treated in organizations, how

they are managed, measured, and even assumptions about people, such as their motivations, preferences, and loyalties, can be critically important to organizations and to individuals. For example, how people are managed, the intent underlying management actions, the assumptions of management can have substantial influence on overall productivity, turnover, and profit. So too do management actions and beliefs have influence on individuals. The degree to which people are frustrated and disengaged or energized and loyal can be a direct result of how people are managed. In short, how people are managed is important at multiple levels and that is what this column and the HRM newsletter is all about.

The topic of this column is a fundamental concept in the management of people in the workplace: performance. Specifically, what is performance and, therefore, what criteria should be used to measure it? These are seemingly simplistic questions, but they couldn't be more fundamental to managing people. How performance is conceived, thought about, and measured can dramatically influence how effectively workers perform in an organization. Unfortunately, how performance is measured, and even conceived, can serve to limit potential, contribution, and satisfaction. Before considering these negative possibilities, let's first briefly review the standard fare when defining and measuring performance.

The typical approach to conceiving of performance is as a set of tasks. That is, the definition of performance is the package of tasks that workers must do. Commonly, these tasks are grouped into duty areas or dimensions. Tasks that are related and make up a duty area or dimension are clustered together and serve to define each duty or dimension. The dimensions and tasks then serve as the basis for measures of performance.

As portrayed in the above brief description, there is, no surprise, a direct link between how performance is conceived and operational measures of performance. Of course, in most organizational settings these operational measures are also tied to other HRM functions, such as training and compensation. Given this process, it takes very little time for workers to realize what performance really is and what really gets rewarded. That is, whatever rhetoric or vision is being promoted, the operational criteria make very clear what is actually valued and how performance is defined.

The task-based approach to defining and measuring performance is a very rational and structured approach and one that is meant to increase bottom-line outcomes such as productivity and profit. The approach goes back to the scientific management philosophy that efficiency

results from breaking a job down to its component parts. It certainly makes rational sense to have a good handle on what needs to be done in order to accomplish the overall job. Management can clearly present to workers exactly what needs to be done. Further, training needs can easily be identified and negative and positive contingencies can be linked to good or poor levels of performance on each of these facets. The task-based approach is also, by its nature, very directive. The identified tasks make very clear what workers should be doing. The approach allows mistakes to be easily identified and feedback can be immediate and specific. Management can intervene and direct worker efforts as needed. In short, the task-based conception of performance is a rational approach that is meant to increase outcomes through clear definition and management control.

While the task-based conception of performance continues to work well in many organizations, there are situations which call for an alternative conception of performance. I recently completed an applications oriented book on performance management (copyright 2004 and published by M.E. Sharpe, for anyone who might be interested in the topic) and came across two alternative ways to approach performance: roles and values. These two approaches provide markedly different conceptions of performance. Let's consider each in turn, beginning with an organizational example for each that I hope you will find as interesting and as compelling as I did.

Performance as Roles

St. Lucie Hospital, located in Florida, had problems. A couple of years ago the hospital was suffering from high turnover among its nurses and staff and patient satisfaction was another trouble spot. Morale and patient satisfaction were such concerns that doctors were shifting their referrals to other hospitals. St. Lucie Hospital knew it had a problem and they went back to basics to address it. Hospital administration looked at the job of nurse and talked to nurses about how they actually performed their jobs. What was found was simple but revealing – not everyone liked all aspects of the job. Some nurses were very methodical and liked the technical responsibility of keeping charts accurate and up-to-date and double-checking medicines and their amounts. However, other nurses didn't care for this technical and record-keeping set of tasks. These nurses went into nursing because they wanted to help people and alleviate suffering. They comforted patients and established caring relationships. Empathy was what they were good at and what they were motivated to do. However, the technically-oriented nurses did not much care for the personal side of things and for taking time to establish caring relationships. In short, the hospital

discovered that there were two roles involved in the job of nurse. For lack of better terms, let's label the two roles as "technical" and "empathic."

What the hospital did with the finding that nursing can be clustered into two roles is, in my opinion, a stroke of genius – they allowed nurses to engage in their preferred role. Perhaps more precisely, they engaged in some role alchemy. Nurses were placed into teams, with the restriction that each team had to have both technical and empathetic nurses. A nursing team could not be composed of only technical or empathetic types.

The result of embracing the role approach was impressive for St. Lucie Hospital. Within the first two years, the nurse turnover rate dropped by 50 percent and patient satisfaction rose by 160 percent. The positive outcomes aren't a surprise when we recognize that the role approach allowed nurses to do what they did best and were most motivated to do. Technical aspects are now taken care of by people who like and want to do these tasks. Likewise, people who naturally had the ability and motivation to establish a good bedside manner were now caring for and personally interacting with patients. Since the nurses were doing the things they were best at and liked to do, their performance and satisfaction increased. Further, patients were the happy customers on the receiving end of these improvements. From a customer perspective, it is important to have both nursing roles performed well. As a patient, I certainly want to get the correct kinds and amounts of medications, but I also want to have a nurse that will take the time to exhibit care and concern and alleviate my suffering. The St. Lucie Hospital approach provides a model for effectively satisfying both of these patient needs.

Performance as Enacting Values

Another approach to conceiving of performance comes to us from a rehabilitation agency in the Chicago area. Broadly similar to the Mercy Hospital situation, this organization was confronted with turnover and satisfaction problems. The agency is in the business of helping disabled people and offers a variety of programs for their clients. Rehabilitation counselors are the primary point of contact for the clients. Unfortunately, the agency was experiencing turnover among its counselors and was concerned with how effectively the programs were being conducted. The agency thought that some of its problems could stem from poor levels of counselor fit with the organization or counselor misunderstanding of the organization. Thus, they wanted to make clear to current and prospective counselors just what the primary values of the agency are.

The rehabilitation agency began by working through the process of identifying its core values. Here are the top values that were identified:

1. Safety and health of clients
2. To provide fun for clients
3. To treat clients with respect

There are probably no surprises in this list, but the agency wasn't satisfied to just identify the values – they wanted to drive them home and make them real in the organization. How did they do that? Why, they used our ol' job analysis staple of the critical incident technique (CIT).

The CIT was used to generate behavioral examples of good, average, and poor behaviors for each of the values. These behavioral descriptions were then used to generate selection items and performance rating scales. Most important, the behavioral descriptions made the core values real. For example, some of the behavioral examples of the respect value had to do with listening to disabled clients. If you have worked with disabled people you know that some of them have difficulty expressing themselves and it can take a great deal of patience to actively listen when the other party has difficulty expressing thoughts or even forming words. A behavioral example of high performance on the respect value indicates that a counselor, while in the midst of a task such as filing, is addressed by a client, the counselor needs to put the filing on hold and complete the interaction with the client. In other words, the counselor is expected to show respect to the client by putting the interaction with the client as a priority. It would be easy and quick to continue with or complete some physical task, but that would not be consistent with or enact the value of respect. The rehabilitation agency constructed scenarios for use in hiring that confront prospective counselors with situations such as being engaged by a client while in the midst of another task. Responses of the applicants regarding what they would do can now be scored against the behavioral incidents. While it may take time for the impact of a values based approach to be seen, the rehabilitation agency is positive about the approach and it seems to have had a positive influence on counselor turnover.

The values-based approach ends up with the familiar behavioral method for operationally defining performance. Most of the steps of the CIT approach are the same as would be with a typical task-based approach. However, starting with values as the "dimensions" of performance made a fundamental difference. One way to state the difference is that instead of capturing what workers do, it focuses on what workers should do. How should workers act in the organization? How should they treat others and what should they not do? The values-based approach to

defining performance addresses these types of issues. Behaviorally defining the core values of an organization allows a concern with ethics and integrity to go beyond rhetoric and make the values very real in terms of how workers are selected, assessed, and rewarded. Further, making core values behaviorally explicit can assure that workers with the appropriate values are selected for the organization. The importance of being able to have a strong fit between worker values and values of the organization probably can't be overstated. No matter how sophisticated or detailed the policies or the management control procedure, not every situation faced by a worker can be anticipated. At some point you have to trust your workers - workers who have been selected for fit with the organization's core values - and know that they will make the right decisions and set the right priorities. You can try policies and checks to assure compliance, but you can't anticipate every situation and workers with inappropriate values will find ways around the controls.

Roles and values are concepts that offer compelling alternatives to the traditional task based conception of performance. In the shifting and dynamic environments that typify many organizations, tasks can prove to be unstable bases on which to define and measure performance. Roles and values may offer more enduring concepts that better capture what performance is or should be for many organizations.

The roles and values approach described here suggest a number of interesting research issues.

- First, work is needed to confirm the effectiveness of these approaches. The hospital and rehabilitation agency are only two examples. We need further empirical assessment of the impact of these approaches. Further, on what measures and in what type of situations do these approaches have the greatest influence? Does the role approach have the greatest positive impact in empowered and team-based types of environments? Or is the informal reality that most workers end up settling into certain roles, no matter how structured the work environment?
- Does the role approach influence productivity and profit while the values approach has more of an influence on employee satisfaction, loyalty, and turnover? Or, does the values approach have just as much impact on profit, but via the path of customer satisfaction and loyalty.
- Is there advantage to mixing the task, roles, and values approach to performance? For

example, the values approach may provide an overarching framework regarding the process of work. The task approach could focus on common tasks that must be accomplished by all workers. In contrast, the role approach could identify variable tasks that can be clustered together and performed by some, but not all, workers. Conceptually, this may make sense as a way to define performance. Operationally, however, does this combination approach yield such a variety of expectations and measures that the result is hopeless complication and confusion.

- Potential individual differences offer yet additional avenues for research. For example, do roles simply emerge based on those who can best carry out those tasks or serve those needs? Or, once identified, are there individual characteristics that can be useful for selecting people into those roles? Related to this, what are the major categories of roles in the workplace? Can we develop a typology or set of typologies? Individual differences may be a very interesting topic in regard to the values-based approach. Can values, such as integrity and respect, be learned or is it far better to simply select people who already have clear and matching values?

The above are just some of the interesting issues that arise when roles and values are recognized as ways to conceptualize performance. Both of the approaches hold great promise for practice and for our understanding of performance in organizations. I think HRM would be well served if we embrace and explore the role and values concepts of performance.

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CALL FOR PAPERS:
INNOVATIVE TEACHING IN HUMAN RESOURCES AND
INDUSTRIAL RELATIONS

March 31- April 2 2005
Park City UT

Hosted by Utah State University

Sponsored by the Human Resources Division, The Academy of Management; and the Industrial Relations Research Association

It is nearly 10 years since the first *Conference on Innovative Teaching in Human Resources and Industrial Relations*. In this fourth event we hope to 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 the subject matter.

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, the abstracts of all accepted papers will be featured in a Conference Proceedings.

Submission Schedule

Abstracts, no longer than 5 pages of text plus references, tables, and figures, should be submitted to the conference organizer for receipt by November 30th 2004.

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 Marriott 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.

Queries 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; Facsimile 435 797 1091; Email James.Hayton@usu.edu

**Heartfelt thanks to the following 2004
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 Zhaoli Song, U. of Minnesota
 Christina Stamper, Western Michigan U
 Greg Stewart, U of Iowa
 Matthew Stollak, St. Norbert College
 Thomas Stone, Oklahoma State U.
 Judy Strauss, California State U. - Long Beach
 Mike Sturman, Cornell U.
 James Tan, U. of Wisconsin-Stout
 Judy Tansky, The Ohio State U.
 Tracy Taylor, U. of Technology, Sydney
 Stephen Teo, U. of Technology - Sydney
 Henk Thierry, U. of Tilburg
 Mohan Thite, Griffith U.
 Chris Thomas, The U. of Georgia
 Marc Thompson, U. of Oxford
 Annette Towler, U. of Colorado at Denver
 Donald Truxillo, Portland State U.
 Craig Tunwall, Empire State College
 Shay Tzafir, U. of Haifa
 Robert Vandenberg, U. of Georgia
 Arup Varma, Loyola U.- Chicago
 Robert Vecchio, U. of Notre Dame
 Bill Wallick, The U. of Scranton
 Chongwei Wang, The Ohio State U.
 Xiaoyun Wang, U. of Manitoba
 John Wanous, The Ohio State U.
 Mary Watson, New School U.
 Elizabeth Weatherly, U. of Alabama - Huntsville
 Theresa Welbourne, eePulse, Inc.
 Jon Werner, U. of Wisconsin-Whitewater
 Steve Werner, U. of Houston
 Michael Wesson, Texas A&M U.
 Lee Weyant, Eastern New Mexico U.
 Anthony Wheeler, California State U.
 Charles White, U. Of Alabama
 Margaret Williams, Virginia Commonwealth U.
 Qiumei Xu, U. of California - Irvine
 Lyle Yorks, Columbia U.
 Deborah Zinni, Brock U.
 Suzanne Zivnuska, Bond U.
 Baniyelme Zoogah, The Ohio State U.
