

Division Chair: Diana Deadrick
 College of Business and Public Administration
 Hughes Hall, Room 2035
 Old Dominion University
 Norfolk, VA 23529
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
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
Howard Klein	2007
Jeff LePine	2007
Jason Shaw	2007
Mary Watson	2007

NEWSLETTER EDITOR
 James Hayton *Utah State University*

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

HR DIVISION WEBSITE:
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Diana Deadrick
Old Dominion University

Wow! I just got back from the HR Division's mid-year meeting (Committee Chairs, Executive Committee members, and Executive Officers), and that was both productive and fun! We worked (a lot) and played (a little) and, most importantly, we came up with some great ideas regarding the future of the Division. But in the midst of the weekend meetings, it occurred to me that my term as a leader of the HR Division is almost over. That revelation caused me to reflect on what **has been** and what (I think) **will be**.

During the past four years, the HR Division has undergone a lot of changes, which are well-documented in our Five-Year Review Report (see Howard Klein's article for info about this). I want to highlight a couple of changes you should know about. The HR Division currently has over 3,000 members, which is approximately 15% growth over the past four years. Along with that increase in membership and diversity, we've increased the opportunities for member involvement. For instance, our *PDW program* has grown in terms of

scope as well as size and now includes site visits and jointly-sponsored workshops in addition to our own workshops; the regular program now includes a *Town Hall Meeting* during which time members are encouraged to participate in shaping the future of the HR field; and the *committee structure* has evolved in terms of size (lots of committees and sub-committees, which means lots of opportunity for you to get more involved in the Division) and leadership (both elected and non-elected members are chairs and co-chairs of committees). These changes have created an ever-increasing workload for all of our volunteers. Lucky for us, although our university jobs are demanding more and more of us, more and more members are volunteering to help out in the Division. It's that kind of volunteerism spirit that accounts for the glowing feedback we received on our Five-Year Review (and yes, we were renewed!).

For the next four years, my hope is that the initiatives we've started regarding member satisfaction, development, and involvement are successful and that the Division continues to prosper. In terms of monitoring and increasing **member satisfaction**, we've developed several initiatives: the Communications Committee, under the guidance of David Allen, is developing new methods to provide more two-way communications between Division members and leadership; the International HR Committee, under the guidance of Mary Watson, has developed an International HR Scholarly Research Award and is developing regional engagement committees to help link together members around the world; and the Teaching Committee, under the guidance of Judy Tansky, is developing a teaching award to recognize members achievements in the classroom. In terms of **member development**, we're in the process of developing several proposals: re-tooling our PDW activities (workshops and consortia) to make sure we're meeting members needs; developing criteria and procedures for SHRM Foundation-sponsored dissertation grants; developing a mentoring award to recognize those members who actively develop and work with Ph.D. students; and developing a "new and improved" Innovative Teaching Conference which will now be part of the HR Division. And in terms of **member involvement**, we hope to further increase the likelihood that you'll become more involved via our annual Town Hall Meetings (democracy in action) and a newly-designed HR Division Website (everything you'd

ever want to know about the Division and its activities; hopefully ready by fall 2005).

As for my opinion about the future of the HR Division, I feel good! I have faith in our Division Leadership: Micki Kacmar, Joe Martocchio, John Hollenbeck, and Sandy Wayne are not only good people but also good stewards for the Division. Most importantly, I trust you, the members, to take ownership of, and responsibility for, the future of the Division. As a volunteer organization, we need you, so **get involved** and make sure you're part of the future of the HR field and the HR Division.

The 2005 HR Division Election results are in!

The incoming members elected are as follows:

Pre-Conference Chair (progressing to Conference Chair, and Division Chair):

Sandy Wayne, U of I - Chicago

Executive Committee:

Maria Kraimer, U of Melbourne
Paul Sparrow, U of Manchester
Kelly Zellars, UNC - Charlotte
David Allen, U of Memphis.

The turnout for the election was approximately 10%, which while not exemplary, is consistent with that of most other divisions. The candidate list was quite strong, and we are really excited about the quality of those elected. In particular, those elected represent a diverse group in terms of interests, experience, and global geography. So congratulations to them, and to the division!

Patrick Wright
Professor of HR Studies
Cornell University
Past Division Chair

SCHOLARLY PROGRAM COMMITTEE

Joe Martocchio, Chair

John Dencker, Associate Chair

Aparna Joshi, Associate Chair

University of Illinois

2005 Conference in Honolulu

The 2005 Academy of Management Program is now complete! We're excited to provide the highlights here. But, first, we want to express our thanks to numerous colleagues who made substantial contributions to this year's scholarly program:

- HR Division Webmaster Tim DeGroot put in countless hours to manage the reviewer database and their reviews, and he did an excellent job!
- Academy of Management staff member Jimmy Le kept us on track and graciously answered the myriad questions we posed over the past few months.
- Members of this Scholarly Program Committee, 328 in all, who completed typically 3 or 4 reviews of paper submissions and symposium proposals in a timely fashion (their names will be listed in the Academy of Management program, and they may be found in this issue of the newsletter).

Last, but certainly not least, the Program Chair expresses his gratitude to Associate Program Chairs John Dencker and Aparna Joshi. We worked together every step of the way and they are simply great colleagues.

This year the HR Division received 296 submissions, 242 papers and 54 symposium proposals. The monumental task of putting together the scholarly program would not have been possible without the help of the committee members. Next, we will describe the program highlights.

Welcome Breakfast and Awards Ceremony
Monday, August 8 8:00 – 9:50 AM – Hilton Hawaiian Village, Coral Ballroom 4

To kick off the conference, come join your friends and colleagues for breakfast and congratulate the winners of the HR Division awards. First, we will

hear an address by Jerald Greenberg, the winner of the Herbert Heneman Jr. Career Achievement Award, entitled "My Quest for Organizational Justice". In addition, we will hear remarks entitled "HR in a Global Economy" from John Hofmeister, President of Shell Oil Company, who is this year's winner of the Distinguished Executive Award. After these addresses, we will recognize the following award winners: 1) Philip L. Roth, Phil Bobko, and Lynn A. McFarland, winners of the Best Convention Paper sponsored by Emerald, publisher of *Personnel Review* entitled "A Meta-Analysis of Work Sample Test Validity: Updating and Integrating Some Classic Literature," 2) Anuradha Ramesh and Daniel A. Newman, co-winners of the Best Student Convention Paper Award entitled "Cognitive, Affective and Social Network Influences in Performance Appraisal;" 3) Steven Whiting, winner of the Best Student Convention Paper Award entitled "A Model of the Consequences of Training: Considering Unintended Outcomes"; 4) Brian Dineen, winner of the Best Conference Reviewer Award; 5) Jinyan Fan, winner of the Ralph Alexander Dissertation Award for her dissertation entitled "Testing the Efficacy and the Psychology of a Newcomer Orientation Program: A Longitudinal Field Experiment" and, 6) David E. Bowen and Cheri Ostroff, co-winners of the Scholarly Achievement Award, for their paper entitled "Understanding the HRM-firm Performance Linkages: The Role of the Strength of the HRM System," published in *Academy of Management Review*, 29(2), 203-221.

Fourth HR Division Town Hall Meeting: Is the Field of HR Advancing as a Science?
Monday, August 9 12:20 – 2:10 PM – Hilton Hawaiian Village, Coral Ballroom 4

The field of human resources management (HRM) is primarily concerned with the attraction, motivation and retention of employees in order to enhance the overall effectiveness of organizations. In particular, the field is concerned with improving human resources processes including, but not limited to, recruitment, staffing, training, performance appraisal, compensation, and employee relations. Given the importance of these processes in organizations, researchers in the field of human resources management have long focused on understanding, predicting, and controlling behavior in organizational settings. The fourth HR Town Meeting that will focus on evaluating the status of HRM theory and research,

and identifying strategies for advancing research in the field.

Ice Cream Social and Member Networking Event

Monday, August 8 2:30-3:50PM - Hilton Hawaiian Village, Coral Ballroom 4

Take a break from the bustle of the conference and enjoy some ice cream with your HR Division friends. Come meet the officers and committee chairs to learn about volunteer opportunities and to give us your feedback about the Division.

Business Meeting

Tuesday, August 9 5:45 – 6:45 PM - Hawaii Convention Center, Room 323B

Join your colleagues for an inside look at how the Division operates, and learn the officers' plans for the Division. We certainly will welcome your input.

Social Hour

Tuesday, August 9 6:45 – 7:45 PM - Hawaii Convention Center, Rooftop

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

We look forward to seeing you in Honolulu!

2005 PROFESSIONAL DEVELOPMENT WORKSHOPS (PDW) PROGRAM

**John Hollenbeck 2005 PDW Chair
Michigan State University**

Thanks to the efforts of Workshop Coordinator Amy Kristoff Brown, this year's Academy of Management Program includes over 40 sessions sponsored or co-sponsored by the HR Division. Submissions this year for workshops reached an unprecedented level, and many outstanding sessions could not be accommodated because of the intense competition. The sessions that did make it on to the program, however, reflect a diverse, informative and entertaining set of activities, and we suspect that every member of the HR Division will find something in this set of workshops that will contribute substantially to their teaching, research and professional development. Some of the highlights include a visit to Pearl Harbor to tour the USS Chafee. A presentation prior to the tour will emphasize the development

of a mission ready crew for this new US Navy Burke Class Aegis Destroyer and a discussion will focus on the unique training and development requirements in building a complete new organization. HR members can also meet with Julie Walker, HR Director at the Hilton Hawaiian Village for a discussion and site tour that focuses on the personnel management issues associated with a large service-oriented facility. To get a real taste of Hawaii, you can also join our tour to the Dole Factory that will place you in the middle of a pineapple field. Participants in this session will get an island tour, a great lunch, and also meet senior HR managers to discuss local HR practices and issues.

For those who want to hone their teaching skills, there will be a workshop on using film in the classroom. The workshop will report on how pioneers in the field have used film in their classes, addressing some of the practical concerns that you might have (such as about copyright and the technology), and demonstrate how teachers new to using film might integrate it into their teaching. Another teaching-related session will focus on how to integrate technology into your HR curriculum. This symposium will examine various ways in which you can incorporate relevant innovations in Enterprise Resource Planning (ERP) software into the HR and people management curriculum. The presenters at this session will draw on their backgrounds using Oracle/PeopleSoft and SAP, the two key HRIS systems that largely cover the market, as well as some smaller systems in the classroom. For our more research-minded colleagues, we have many skill building sessions that will expand your skills in such areas as latent growth modeling, structural equation modeling, hierarchical linear modeling, as well as multilevel theory building and qualitative research. Our internationally-oriented members will find sessions on HR in Latin America and Australia, as well as 'how-to' sessions on measuring global competencies and cross-cultural leadership.

Go to the Academy Web-site to see our whole slate of workshops. If you cannot find anything in this set of sessions that will excite and engage your interest in your own professional development -- its time to think about a new career!

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, best student convention paper, best convention reviewer, and distinguished senior human resource executive. The winners of the awards for the year 2005 will be recognized in Honolulu, Hawaii.

Herbert Heneman Jr. Award for Career Achievement. (Committee Chair: Lynn Shore). 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: Jerry Greenberg, The Ohio State University.

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:

Bowen, D. E., & Ostroff, C. 2004. Understanding the HRM-firm performance linkages: The role of the strength of the HRM system. *Academy of Management Review*, 29(2), 203-221.

The Ralph Alexander Dissertation Award (Committee Chair: Greg Stewart). 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: Jinyan Fan (Hofstra University). "Testing the Efficacy and the Psychology of a Newcomer Orientation Program: A Longitudinal Field Experiment."

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:

- Anuradha Ramesh and Daniel Newman, (University of Maryland) "Cognitive, Affective and Social Network Influences in Performance Appraisal"
- Steven Whiting (Indiana University) "A Model of the Consequences of Training: Considering Unintended Outcomes"

The Best Convention Paper Award sponsored by Emerald the publisher of *Personnel Review* (Committee Chair: Micki Kacmar). 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: Philip L. Roth (Clemson University), Phil Bobko (Gettysburg College), Lynn A. McFarland (Clemson University), "A Meta-Analysis of Work Sample

Test Validity: Updating and Integrating Some Classic Literature”

The Best Reviewer Award (Committee Chair: Joe Martocchio). 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: Brian Dineen, University of Kentucky

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: John Hofmeister, President Shell Oil.

COMMUNICATIONS COMMITTEE

David Allen
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 two primary areas:

Communication Process Improvements: improving the use of (primarily electronic) resources to facilitate communication and relationship-building with and among Division members.

Membership Feedback: developing a systematic process for soliciting feedback from the Division membership.

During the past year, we:

- Assisted with the design, implementation, and analysis of the five-year Division review member survey.
- Implemented an HRDIV_NET Stewards program to facilitate a culture of conversation on the Division listserv.
- Assisted with the design and distribution of a mini-newsletter for the 2004 Academy Conference.

We have several exciting initiative planned concerning systematic improvements for member communication and feedback. If you have any questions or suggestions, or especially if you would like to get involved, please contact me at dallen@memphis.edu.

Immediate opportunity for involvement: We have over 2,400 responses to open-ended comments from the recent Division 5-year Review survey. If you have experience content analyzing qualitative data and would be willing to volunteer to help out, please let me know.

HR DIVISION 5-YEAR REVIEW

Howard J. Klein
The Ohio State University

WE PASSED!! All divisions within the Academy of Management undergo a review every 5 years and it was the HR Division’s turn this year. A review report was compiled and submitted to the Academy’s Professional Division Review Committee in February. That committee evaluated our report and made its recommendation to the Academy’s Board of Governors. These reviews help ensure that the division is in compliance with the Academy’s policies and bylaws and provide the division the opportunity to self-assess how well it is serving the needs of its members.

A huge THANK YOU to the 28% of you who took the time to complete the online survey we

conducted in the fall as part of this review. Congratulations as well to **Michael Morris** (U of Tennessee), the winner of the raffle we conducted help increase survey participation! We also received an incredible amount of feedback in the form of responses to the open-ended questions that were included in the survey. Almost 2,500 written comments were provided! The review report is available on the HR Division website (<http://www.hrdiv.org/>). If you ever wanted to know more about what the division does or how the division works, I encourage you to take a look at the review report.

The Academy's Professional Division Review Committee concluded that the HR Division has "many more strengths than weaknesses, which bodes well for the next 5 years." Among those strengths were our engagement and involvement of members, a strong and positive relationship between division leadership and membership, an impressive record of PDW activities, and our success in directly responding to previous difficulties. A few areas of concern were also identified including a slower rate of growth than the Academy as a whole, the need to better bridge the academic-practitioner divide, and the need to better utilize the Division's new found financial strength. An action plan for addressing these and other issues was included in the review report and the division Executive Committee will continue to work to build on the division's strengths and address these concerns.

Compiling this report was a huge undertaking and required 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 5-year review, contact **Howard Klein**, Chair, Five-Year Review Task Force for the Human Resources Division, at klein_12@cob.osu.edu.

THE WHOLE HR CHOCLÓN

Isabel C. Botero

University of Minnesota-Duluth

Dianna L. Stone

University of Central Florida

The Member Relations Committee of the HR Division is very happy to share information on recent professional and personal accomplishments of our HR division members. In the following paragraphs you will find information about job promotions, recent recognitions, recent publications, and job moves. Congratulations to everyone listed below, we enjoy communicating your success and we wish you the best for your continuing success.

Moving Ahead...

- **Jeffrey M. Stanton**, Syracuse University, was promoted to Associate Professor with tenure in the School of Information Studies.
- **K. Michele Kacmar** has joined the University of Alabama as the Durr-Fillauer Chair of Business Ethics at the Culverhouse College of Commerce and Business Administration.
- **Vlad Vaiman** has joined the faculty of the Department of International Management at Joanneum University of Applied Sciences (Graz, Austria) after completing his Doctorate program at the University of St. Gallen (Switzerland).

Recent Recognitions and Awards...

- **Herman Aguinis**, University of Colorado at Denver, received the 2004 "Excellence in Research/Creativity Activities Award". This award recognizes the best researcher of the year at the University of Colorado at Denver Campus.
- **Frederick P. Morgeson**, Michigan State University, has been awarded the "2005 American Psychological Association (APA) Distinguished Scientific Award for Early Career Contribution to Psychology" in the area of Applied Psychology.
- **Jaewon Kim**, PhD Student University of Pennsylvania, received the Mercer Award for HR Research in October 2004. His research project was "The Impact of HR's Strategic Involvement on HR Effectiveness" and was co-written with

Professor Seongsu Kim at Seoul National University.

New Publications...

- **Joel Cutcher-Gershenfeld**, Massachusetts Institute of Technology, and J. Kevin Ford, Michigan State University, have just published the book: "Valuable Disconnects in Organizational Learning Systems: Integrating Bold Visions and Harsh Realities" (Oxford University Press).
- **Jeffrey M. Stanton**, Syracuse University, has a forthcoming book about HR and information security. The book is coming out fall of 2005.
- **Ellen E. Kossek**, Michigan State University, and Susan J. Lambert, University of Chicago, have recently finished editing the book: "Work and Life Integration: Organizational, Cultural and Individual Perspectives"(LEA Press). This is the first book selected to both the Management and Organization Series and series in Applied Psychology in LEA Press.

Please Remember...

- If you would like to share any of your personal or professional accomplishments with Members of the HR Division please contact representatives of the Member Relations Committee to include your news in THE WHOLE HR CHOCLON, we enjoy communicating your success.

2005 HR JUNIOR FACULTY CONSORTIUM Saturday August 6th and Sunday August 7th in Honolulu, Hawaii

Plans are under way... The HR Division of the Academy of Management is 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.

HR DOCTORAL STUDENT CONSORTIUM Friday August 5th-Sunday August 7th in Honolulu, Hawaii

The HR Division once again will be hosting a Doctoral Student Consortium prior to this year's Academy Conference in Honolulu. 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.

The consortium will be in Honolulu, August 5-7. This year's committee (Paul Boselie, John Delery, Tim Gardner, Caren Goldberg, Dave Lepak, Chris Riordan, Maria Rotundo, Jason Shaw, Sean Way, and Michael Wesson) has put together an outstanding program. 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 Sara Rynes, 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 (jdelery@walton.uark.edu), committee chair, 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 either John Delery (jdellery@walton.uark.edu) or Jason Shaw (jdshaw@uky.edu).

THE MEMBER RELATIONS COMMITTEE

Dianna Stone
University of Central Florida

The Member Relations Committee has been very active this year, and has completed the following activities. First, Isabel Botera has written an article for the newsletter titled the "The Whole HR Choclon" which provides information about members' activities throughout the year. We hope you will read her informative article elsewhere in this newsletter. Second, we organized a Saturday night "Do it yourself dinner" at the Academy meeting in Hawaii. Linda Isenhour has selected "Dukes" which is a well known restaurant that is only a few blocks from the convention hotels. She provides more detailed information on the date, time and place for the dinner elsewhere in this newsletter. Third, we have planned an ice cream social that will be held on Monday afternoon, August 8, at about 2:30 at the Hilton Hawaiian. We have ordered ice cream, tropical fruit drinks, and other sweets for that social. Please join us and bring your families. Finally, we organized the 4th HR Town Meeting which focuses on the question "Is HRM advancing as a science". I've described the format and questions posed for the session below:

Fourth HR Town Meeting

**Is the field of HRM advancing as a Science?
Where have we been and where should we go from here?**

In order to understand the status of HRM as a science, we plan to conduct an interactive session in Hawaii that will pose the following questions to discussion groups:

- 1) What is the current state of knowledge in the field of HRM?
- 2) What aspects of our theories and models can be improved? Some critics have argued that there is a lack of underlying theories and models in our field. Is our field atheoretical?
- 3) What aspects of our research can be improved? Some critics have argued that our research (a) is noncumulative in nature, (b) often focuses on trivial rather than applied issues, (c) explains a small amount of variance, (c) is descriptive and rarely evaluates the effectiveness of interventions or processes.
- 4) What specific goals can be set to improve the overall quality of science and knowledge in our field? Where do we go from here?

The session is scheduled for Monday, August 8, from 12:20 to 2:10 Coral Ballroom 4 at the Hilton Hawaiian Village, and will be followed by the Ice Cream Social

Participants:

Chair: Dianna Stone, U of Central Florida
Keynote Speakers: Sara Rynes, U of Iowa, and Robert Dipboye, U of Central Florida

Discussion Facilitator: Richard Klimoski, George Mason U

Discussion Leaders:

Wayne Cascio, U of Colorado Denver
Debra Cohen, Society for Human Resources Management
Diana Deadrick, Old Dominion U
Rodger Griffeth, U of New Orleans
Herbert Heneman
John Hollenbeck, Michigan State U
Micki Kacmar, U of Alabama
Gary Latham, U of Toronto
Tom Lee, U of Washington
Joseph Martocchio, U of Illinois Champaign-Urbana
Scott Snell, Cornell U
Lynn Shore, San Diego State U
Lois Tetrack, George Mason U

Mary Watson, The New School
Theresa Welbourne, U of Michigan
Patrick Wright, Cornell U
Sheldon Zedeck, U of California Berkeley

Session Facilitators:

Kimberly Lukaszewski, State University of New York at New Paltz
Linda Isenhour, U of Central Florida
Diana Navas, U of Central Florida
T. Nichole Phillips, U of Central Florida

We do hope you will be able to join us for this interactive session. Members' responses to the questions noted above will be posted on the division website.

Finally, I want to express my appreciation to those who have worked hard to make the Member Relations Committee a success. Special thanks to Isabel Botero, Kimberly Lukaszewski, Linda Isenhour, Diana Navas, and Nichole Phillips. Our division depends on volunteers to help accomplish its goals. Please feel free to contact me or Micki Kacmar, the incoming Division Chair, if you would like to volunteer for this committee or others in the division. There will also be opportunities to sign up for committees at the ice cream social.

Saturday Night D.I.Y. Dinner

Join us for the Saturday Night "Do it Yourself" Dinner at Duke's Restaurant

As you mark your calendar for the Academy of Management meeting in August, please include time for renewing friendships with your HR Division colleagues at the HR Division's annual Saturday night dinner. It will be held, **August 6, at Duke's Restaurant on the beach at the Outrigger Waikiki Hotel (2335 Kalakaua Ave)**. It is located just 1.5 miles from the Hilton Hawaiian Village. We will be meeting at 7 p.m. to eat good food, enjoy stimulating conversation, and marvel at the beautiful beaches at Waikiki.

Duke's Waikiki is named in honor of surfing legend Duke Kahanamoku and overlooks the beach where Duke rode the biggest wave of his life. Great food is served at reasonable prices (\$15 entrees) in an informal "old Hawaii" setting. "The restaurant is reminiscent of a gentler and

younger Waikiki, when canoeing and surfing were in their heyday, beach boys ruled, and the Duke was the undisputed 'king of the ocean.' The décor adds to the overall ambiance, with palm-thatched roofs and umbrellas, rich koa wood paneling, touches of bamboo and a salt-water aquarium."

Please contact me if you plan to attend the dinner. My email is lcisenhour@juno.com. We look forward to seeing you at the Duke's in August!

Linda Isenhour

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**BRAND 'EM!
HRM MAKES THE BRAND REAL**

**Bob Cardy
Arizona State University**

Welcome to another column! In these "feature articles" I consider new or innovative topics in HRM. My hope is that the content of these columns proves to be of some value to you, whether it is provocative, leads to research questions, or maybe is the fodder for class discussion. In this column we will consider HRM from the perspective of the marketing concept of branding.

Branding is a concept that we normally associate with products such as Tide, Toyota, Harley Davidson, Neutrogena, and so on. All of these products instantly bring to mind a certain image, style, and maybe an affective reaction. Organizations spend a great deal of money and energy on developing and promoting their brand image. Branding is a critical and integrative issue that top executives focus on and that the marketing department implements. The focus of this column is on the application of the branding concept into the domain of HRM. The employment brand can and should be the responsibility of HRM. Branding is already a concept that has the attention of top management and it only makes sense that it may pay off to push branding through the organization.

First, let's consider the topic of a brand. For marketers and salespeople, some of the central

characteristics of a brand are that it is recognizable and can drive sales. A brand conveys a particular image to customers and can attract these customers and sell products and services. Further, a brand image can bring people back again and again, driving customer loyalty and profits for the organization. Brand recognition goes beyond a simple customer analysis of return for investment. The brand goes beyond a rational and transactional assessment and revolves around affective reaction and meaning for the customer. A strong brand can result in a customer who is willing to pay more for the product or service and be happy to do it. The brand image goes beyond physical characteristics or the one-time transaction. What does the company and its products/services mean to the customer? Does associating with the brand offer the customer a package of things other than the product or service that is being purchased at that particular time? Many motorcyclists, for example, choose to buy a Harley Davidson for reasons far beyond a two-wheeled mode of transportation for a particular price. Harley comes with an image and membership in a community that is, for many, more of a lifestyle than a motorcycle. For many Harley riders, it is more than particulars about the bike that determined their purchase and drives their loyalty: it is the brand and the value that it somehow provides to the customer.

In sum, branding can be a powerful means for connecting with customers and building a profitable relationship with them. The brand can attract customers and increase sales. A successful brand offers competitive value in the marketplace.

Branding and HRM

The branding concept can be used by HRM and it could prove to be a concept just as powerful for HRM as it has proven to be for marketing. The possible role of HRM as a partner in pushing the brand concept has been addressed in a couple of recent publications in the marketing literature. Let's take a look at branding from an HRM perspective and consider what it could mean for our field.

Branding can mean somewhat different things, but the commonality is looking at HRM programs and activities as a cohesive whole. The essential question to be addressed is "what is the employment brand?" Aside from the short-term transaction of wages for labor, is there additional value to the worker for employment with the

organization? As with a brand regarding a product or service, a critical issue with HRM branding is the image of the organization as an employer. The employment brand goes beyond rational assessment and gets into the emotional realm. How does the worker feel about the employer?

An employment brand might be defined as the package of HRM policies, practices, and activities that an organization provides and is identified with. Given this conceptual description, an important aspect is that an employment brand is a perceptual issue. Employees, applicants for employment, and potential applicants, even potential customers, all need to be aware of the employment practices if a brand image is to develop and have an impact. An employment brand might attract particular types of potential employees, but there must be some perception of the employment practices as a particular "flavor" for this attraction to occur. Just as with branding of products or services, employment branding may require marketing if it is to be successful.

So, just what might an employment brand look like? Conceptually it would be an HRM package in which all of the elements establish a consistent tone and message. An operational example of an employment brand is the set of HRM practices of Eddie Bauer, Inc. The elements of their brand involve social responsibility, diversity, career growth, company culture, work-life flexibility, compensation and benefits, and other HRM areas of responsibility. Eddie Bauer promotes its casual dress code, its philanthropic and environmental efforts, great location, company discounts, and so on. This organization recognizes that it is better to manage an employment brand rather than leave it to random chance to emerge. From the perspective of Eddie Bauer, Inc., a good employment brand strengthens the product brand, and vice versa.

Sources for Employment Brands

There are choices in how one defines employment brands. One possibility is to build an employment brand that is based on the brand for the product or service. That is, the employment brand is designed to be consistent with the brand already established for business. For example, an organization's brand might be an image of luxury service and customer care. A consistent employment brand would emphasize a customer orientation and include training, compensation, and other functions that assist employees in

providing the kind of service that the brand promises. Nordstroms provides an example of this type of approach.

An alternative approach to creating an employment brand is to base it on the core values of the organization. Medtronic, as an example, is a high tech company that has a strong employment brand in its industry. The organization has core values that emphasize dimensions such as respect and communication. These types of values have been driven through the HRM practices in the organization. In short, Medtronic is known for taking care of its people and the result is that it enjoys one of the lowest turnover rates and longest tenured workforces in their industry. Medtronic makes high tech implantable medical devices but its employment brand reflects an old-fashioned regard for workers as key partners in the business.

The two approaches outlined above may seem quite similar, but there are some potentially important differences. The table below contrasts the two employment branding sources, either 1) based on the product/service brand or 2) based on the core values with two selected conceptual performance dimensions: articulation and stability.

		Branding Source	
		Product/service	Core values
Dimension	Articulation	High	High/Low
	Stability	Low	High

The dimension of articulation refers to the degree to which the employment brand fits with the business brand. As indicated in the table, when employment branding is based on the brand for the product or service, the employment brand would be expected to complement and be isomorphic with the brand for the product/service. Thus, articulation would be high. On the other hand, when the employment brand is based on the core values of the organization, articulation may be low. Basing the employment brand on values could result in slippage, and maybe even

contradiction, between the employment brand and the product/service brand. For example, an organization might develop an employment brand based on values such as family, mutual respect, and integrity. However, the products of this organization could be military weapons with an image of quality and accuracy. In this extreme but highly possible scenario, the employment brand of family, respect, and integrity would not reflect the business brand of accurate killing equipment. Knowing the employment brand in the situation would not help you to identify the brand of the organization's product/service. Not only would the degree of articulation be low in this example, the extent to which the employment and business brands are contradictory could be strikingly apparent.

The dimension of stability refers to the potential longevity of the employment brand. As indicated in the table, basing an employment brand on the brand for the product or service would be expected to result in lower stability than would basing an employment brand on core values. A brand for a product or service can be a dynamic and flexible concept. Brands can change due to market forces or due to upper management decisions, among other reasons. Target stores, for example, has re-branded itself as a different kind of shopping experience than the retail giant and competitor we all know - Wal-Mart. Grocery stores sometimes change their brand image by, for example, offering organic foods and more customer-oriented features. Oldsmobile tried to change their brand image, but failed. Brand images can change due to external influences such as fashion trends and tastes, competition, and technology. Brand images for products and services can also be changed due to internal forces, such as decisions to reposition offerings, change markets, and so on. The brand of a product or service may not provide the most stable base for establishing an employment brand. Using the business brand as a basis can leave the employment brand subject to the whims of market forces and management.

In contrast, basing an employment brand on the core values of an organization can offer a rock-solid and unchanging basis for HRM efforts. Product and service brands may change, even strategic initiatives can be dramatically altered, the very work of the organization can change, yet core values can remain a solid and unchanged base. The HRM practices of SAS, Inc. are based on core values and reflect a family-oriented

approach. The business of SAS could change from software to anything else and its employment brand could remain as a stable yet competitive feature of the business. The observation can be made of Medtronic, Inc. and other organizations that have based their employment practices on core values. If stability and longevity are valued characteristics for an employment brand, core values offer stable bedrock for the brand.

Implications of the Employment Brand Concept

The employment brand approach to designing and configuring HRM practices may seem like a natural and obvious approach, but it is by no means the dominant HRM approach. The dominant tradition has been to develop HRM practices based on the tasks that are performed by workers. The task analysis drives HRM activities such as selection, training, performance appraisal, and compensation. This basic approach would likely be supplemented with an eye toward court-proofing and possibly with the use of benchmarking. The general focus of this approach has been on operational effectiveness. This focus can be seen in a number of common and rational issues that are addressed in HRM. For example, what is the ROI of the training program? What is the yield ratio for the recruiting method? What appears to be the best practice in performance appraisal? Can the cost of HRM programs be reduced through on-line offerings or outsourcing? These types of issues can be important, but they can come to frame HRM at an operational level and can result in the perception of HRM as a collection of separate activities that can eventually be codified and either digitized or outsourced. Certainly, we are sensitive to HRM becoming a strategic partner and adding value to the organization. In order to do this, we need to look beyond operational effectiveness. Unfortunately, it is not always clear how to accomplish this transformation. Being more strategic is an amorphous prescription and, in my opinion, it can be unclear as to how to operationalize this recommendation.

Branding can offer HRM a clear roadmap that can take us beyond operational effectiveness. Developing and maintaining an effective employment brand can be the means through which HRM can make a clear case for adding value to the organization. An employment brand can be the means through which HRM can be a strategic partner and help to differentiate the business in its marketplace.

At the present time, configuring an employment brand requires a process of thinking through how to build a cohesive message. Just what policies and types of programs will best fit together to form a cohesive image that is consistent with the brand or with the core values? In addition, promoting a brand may benefit from the input and resources of the marketing department. The marketing department may also benefit by close collaboration with HRM and find that including the employment brand can strengthen other marketing efforts.

The employment brand is a potentially useful concept and tool that raises interesting avenues for research. Here are some possible directions for research in regard to employment branding. One area for research is the identification of major employment brands. Just what types of employment brands are possible? An employment brand may be likened to an organization's personality. If so, is there a broad set of dimensions akin to the Big Five that describes the major dimensions underlying employment brands? Or, perhaps employment brands are as variable as there are ways to be differentiated in the market. Thus, maybe a complete categorization or taxonomy isn't possible?

Another basic but fundamentally important issue for research is the effectiveness of employment brands. First and foremost, how should employment brand effectiveness be assessed? Conceptually, the employment brand concept should go beyond a concern with operational effectiveness. Measuring the success of the employment brand concept should involve criteria that somehow capture the potential value of the brand concept. For example, are people aware of the employment brand? Does this brand image attract potential employees, beyond the objective and transactional characteristics such as wages? Likewise, does the brand result in retention of employees and does it produce a workforce with greater engagement and commitment to the organization? Criteria for assessing employment brand effectiveness may be quite different than operational criteria, but they are critical measures of the brand approach. For example, rather than a focus on yield ratios, a brand approach might include assessment of job applicants who did not get hired. Do they have a sense of the employment brand? Do they have a positive view of the organization, even though they didn't get the job this time? Will they be customers of the

organization and will they spread positive word about the employment and business brands? These types of questions and assessments change the framework for designing and assessing recruitment from attracting bodies to promoting the brand. Everyone is a potential customer of both the employment and business brands, and if they aren't selected to be part of the employment brand, you still want them to be positive about the brand. For those who are hired, you want them to not only understand the employment brand, but to physically enact the brand. The brand needs to attract and retain people for whom the brand fits and resonates. Measures of employment brand effectiveness need to be identified and a categorization of possible criteria could be useful work. Further, empirical assessment of the relative effectiveness of HRM that takes or does not take an employment brand focus is needed.

The above are just some of the interesting research issues regarding employment branding. The brand concept also offers great potential for the general field of HRM. Managers in all areas of business understand the concept of a brand. Extending that concept to HRM can be an easy sell and provide an approach that can raise the understanding, value, and status of HRM.

Innovative Teaching Conference Report

**James Hayton,
Utah State University**

The Fourth edition of the Innovative Teaching in HR/IR conference, held last month in Park City, UT was a great success. Keynote presentations by Dick Beatty, (Rutgers SMLR) and Wayne Cascio (U Colorado, Denver) provided participants with much food for thought. Dick Beatty discussed the innovative Executive Masters in HR Leadership program, a cooperative program established with Bocconi University in Milan, Italy. Wayne Cascio discussed the project that culminated in the SHRM Foundation DVD entitled "HR in Alignment" a case study of the strategic HRM efforts at Sysco, and engaged the audience in a discussion of how this tool could be used in the classroom. In addition to these sessions, lively debates were stimulated in sessions featuring representatives of the HR Division, SHRM, and LERA, and the halls around the conference sessions were frequently buzzing with lively discussions.

The future of the Innovative Teaching Conference will be more certain now that it has found an 'institutional home' with the HR Division, under the auspices of the Division's Teaching Committee. Watch www.HRDiv.org and future editions of this newsletter for announcements. A special edition of *Human Resource Management Review* to be published in the fall 2005 will feature some of the best papers from this year's meeting.

The conference organizers would like to thank the following people for their contributions to making this conference a success: as past organizers, Bruce Kaufman (Georgia State U.) and Judy Tansky (The Ohio State U.) provided advice and support; Deb Cohen (SHRM) arranged substantial financial sponsorship from both SHRM and the SHRM Foundation, without which this conference might not have been possible, Diana Deadrick and the officers of the HR Division, which also provided generous financial sponsorship; and finally the panel of reviewers: Mary Jo Blahna (Utah State U.), Melissa Cardon (Case Western Reserve U.), Clint Chadwick (U. Illinois, Urbana Champaign), John Delery (U. Arkansas), Caren Goldberg (George Washington U.), Richard Hannah (Middle Tennessee State U.), Chip Hunter (U. Wisconsin-Madison), Howard Klein (Ohio State U.), Cheryl Maranto (Marquette U.), Glenn McEvoy (Utah State U.), Troy Mumford (Utah State U.), and Judy Tansky (Ohio State U.).

At this year's annual meeting in Hawaii the Teaching Committee is sponsoring two Professional Development Workshops. The first of these entitled "[Business Simulations: How Do They Work and How Do You Use Them in a Course?](#)" is a workshop that focuses on the development and use of business simulations in the classroom. The second, entitled "[Building Competencies: Help Achieve Business School Goals and Become a More Effective Teacher](#)" is a three hour workshop which focuses on the development of competencies associated with successful teaching. Details of both can be found at <http://meetings.aonline.org/2005/>.

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OTHER NEWS

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Call for papers

Journal of *Career Development International*

Workaholism in organizations: New research directions

Due Date: August 31, 2005

Career Development International will be publishing a Special Issue in 2006 titled "Workaholism in organizations: New research directions". It will be co-edited by Raphael Snir (The Academic College of Tel Aviv-Yaffo), Itzhak Harpaz (University of Haifa), and Ronald Burke (York University).

Although the term workaholism has been widely mentioned in the popular media, our scientific understanding of it is still quite limited. This collection attempts to bridge that gap. Current research on workaholism has focused on three main areas:

- 1) Personal Implications - Workaholism has implications for one's work and career experiences, relationships with work colleagues and family members and psychological well-being.
- 2) Context - Some researchers have proposed the existence of different types of workaholics, some more at risk than others.
- 3) Future Trends - There is the suggestion that workaholism is on the rise in the industrialized world as workers feel threatened by job loss, face more work with fewer employees as a result of organizational restructurings and downsizings, and struggle to maintain their economic circumstances.

In selecting papers for this issue, the Guest Editors will give priority to papers that contribute to an understanding of the causes of workaholism, as well as its consequences for individuals, their families, their organizations and society at large, efforts to address levels of workaholism, and its possible future impact on the workplace. Both

conceptual and empirical submissions (qualitative and quantitative) are encouraged.

* Manuscripts should broadly fit the theme of this special issue.

* Manuscripts should be about 25-30 pages in length and in the format set out in the journal's Author Guidelines at: <http://www.emeraldinsight.com/journals/cdi/notes.htm>.

* Manuscripts should be sent via e-mail to Rafi Snir at: r.snir@iname.com

* The deadline for receipt of submissions is August 31, 2005.

* Manuscripts will be selected based on their quality and contribution to our understanding of workaholism in organizations and its consequences.

Raphael Snir, Co-Editor
The Academic College of Tel Aviv-Yaffo

Itzhak Harpaz, Co-Editor
University of Haifa

Ronald Burke, Co-Editor
York University

Call for papers
Human Resource Management

Breaking Barriers in Organizations: For the Purpose of Inclusiveness

Deadline for submissions: October 1, 2005

The subjects of workforce diversity and inclusiveness emerged as important topics after the release of such influential publications, such as the *Breaking the Glass Ceiling* and *Workforce 2000*. We are now at a point where there is a need for reflection to explore what we have learned in the last two decades about managing workforce diversity and to expand the dialogue to breaking barriers in organizations. Thus, for this special issue, we are interested in understanding how human resource management policies and leadership practices in general facilitate inclusive work environments that advance corporate performance and effectiveness.

We seek papers that explore diversity and inclusiveness from a broad perspective by not only considering the inclusiveness of race and gender in the workplace, but that also consider other aspects of differences, such as age, religion, sexual orientation and physical or mental disabilities. In addition we welcome other aspects of inclusivity including perspectives that widely vary and explore cultural norm such as incorporating marketing into an engineering driven culture.

In keeping with the theme of the special issue, the editors invite a diversity of paper submissions. We are interested in papers that provide an innovative approach to studying inclusiveness in organizations and strongly encourage contributions from practitioners who may have relevant experience at “breaking barriers.” Perspectives are welcome from human resource, change management, cultural change efforts, individual leaders, talent managers and others.

The editors welcome case studies on inclusiveness from traditional business organizations, nonprofit organizations, government agencies and the military. In addition, we encourage paper submissions that examine the inclusiveness of different types of employees, such as senior executives, unionized workers, entry level managers and the contingent workforce. We also invite papers from international contributors that expand the discussion beyond the United States and address issues of cross-cultural differences and breaking barriers in global organizations. Suggested Topics

- The glass ceiling (or walls) in the workplace
- The role of individual in breaking barriers
- Organizational strategies for breaking barriers
- Organizational interventions to break barriers for diverse employees
- HR competencies for breaking barriers and creating organizational inclusiveness
- Managing inter-generations at work
- Managing international/global diversity in organizations
- Inclusiveness of employees with disabilities
- Career development strategies and practices
- Breaking barriers and leveraging diversity for strategic action in the marketplace
- The challenges of implementing diversity and inclusiveness policies

- Breaking barriers to aligning workforce diversity with strategic goals
- Partnerships and alliances to remove barriers in organizations
- The “politics” of diversity management and inclusiveness
- The role of affinity groups
- Culture of the organizations and the ability to include individuals who do not fit the “norm” -- whether that is because of an alternative framework about the business or for other reasons

Although we have suggested issues and topics for exploration in this special issue, these suggestions are not exhaustive. The co-editors of the special issue encourage authors to contribute other papers consistent with the theme outlined in this call for papers.

All articles for the HR Science Forum will be double-blind reviewed by HRM scholars and practitioners. Papers suited for the HR Leadership Forum will be single-blind reviewed by subject matter experts. Please see HRM’s Publishing Cues for a complete description of each section of HRM.

The deadline for submitting papers is October 1, 2005. Questions and ideas should be directed to the guest co-editors noted below:

Lynn Wooten, Ross School of Business,
University of Michigan (lpwooten@umich.edu)
Wanda Wallace, Leadership Forum Inc.,
(wanda.wallace@leadershipforuminc.com)

Manuscripts should be submitted electronically to:

Theresa M. Welbourne, Editor-in-Chief
Human Resource Management
Email: UMichHRMJ@umich.edu

Please clearly label your submission for the “Breaking Barriers in Organizations: For the Purpose of Inclusiveness Special Issue.” In addition, the cover letter accompanying your submission must include a paragraph specifically identifying how the paper fits within the special issue theme.

**Members of the HR Division Scholarly Program
Committee, 2005**

Cheryl Adkins, Longwood U.
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 Millicent Nelson, Middle Tennessee State U.
 Daniel Newman, U. of Maryland
 Nhung Nguyen, Lamar U.
 Steve Norton, Indiana U.
 Margaret Nowicki, Ithaca College
 Anthony Nyberg, U. of Wisconsin
 Ijose Olu, Tusculum College
 Karin Orvis, George Mason U.
 E. Layne Paddock, U. of Arizona
 Karl Pajo, Massey U., New Zealand
 Dave Palmer, U. of Connecticut
 Laura Parks, U. of Iowa
 Charles Parsons, Georgia Institute of Technology
 Gregory Patton, U. of North Dakota
 Stephanie Payne, Texas A&M U.
 Molly Pepper, Gonzaga U.
 Richard Perlow, U. of Lethbridge, Canada
 Ron Piccolo, U. of Florida
 Robert Ployhart, U. of South Carolina
 Christopher Porter, Texas A&M U.
 Richard Posthuma, U. of Texas, El Paso
 Denise Potosky, Penn State Great Valley
 Douglas Pugh, U. of North Carolina
 Sumita Raghuram, Fordham U.
 Barbara Rau, U. of Wisconsin
 Elizabeth Ravlin, U. of South Carolina
 Pat Raymark, Clemson U.
 Roni Reiter-Palmon, U. of Nebraska, Omaha
 Christian Resick, Florida International U.
 Beth Richardson, St. Joseph's College of Maine
 Hettie Richardson, Louisiana State U.
 Laura Riedel, Texas A&M U.
 Takeuchi Riki, Hong Kong U. of Science &
 Technology, Hong Kong
 Lynda Rogerson, Independent Consultant
 Janet Romaine, Saint Anselm College
 Maria Rotundo, U. of Toronto, Canada
 Joel Rudin, Rowan U.
 Jamie Ruiz-Gutierrez, Universidad De Los Andes,
 Colombia
 Rudolph Sanchez, California State U.
 Rene Schalk, Tilburg University, The Netherlands
 John Schaubroeck, Drexel U.
 Lyle Schoenfeldt, Appalachian State U.
 Chris Scholz, U. of Saarland, Germany
 Catherine Schwoerer, U. of Kansas
 Steve Scullen, North Carolina State U.
 Anson Seers, Virginia Commonwealth U.
 Jan Selmer, Hong Kong Baptist University, Hong
 Kong
 Jason Senjem, Syracuse U.
 Jim Sesil, Rutgers U.
 Lian Shao, C & S Financial, Canada

Jason Shaw, U. of Kentucky
 Shung Shin, Washington State U.
 Paula Silva, California State U., Northridge
 Marcia Simmering, Louisiana Tech U.
 Hock-Peng Sin
 Robert Sinclair, Portland State U.
 Daniel Skarlicki, U. of British Columbia, Canada
 Jerel Slaughter, U. of Arizona
 Randall Sleeth, Virginia Commonwealth U.
 Ken Sloan, Marist College
 Zhaoli Song, National U. of Singapore, Singapore
 Sandra Sparrus, Bognor Regis Dental Centre, U.K.
 Christina Stamper, Western Michigan U.
 Ernie Stark, James Madison U.
 Robert Steel, U. of Michigan, Dearborn
 Greg Stewart, U. of Iowa
 Mathew Stollak, St. Norbert College
 Thomas Stone, Oklahoma State U.
 Mike Sturman, Cornell U.
 Michele Swift, U. of Colorado, Boulder
 James Tan, U. of Wisconsin, Stout
 Denise Tanguay, Eastern Michigan U.
 Judy Tansky, Ohio State U.
 Tracy Taylor, U. of Technology, Australia
 Stephen Teo, U. of Technology, Australia
 Chris Thomas, U. of Georgia
 Karen Thompson, Sonoma State U.
 Todd Thorsteinson, U. of Idaho
 Teresa Torres, Universitat Rovira i Virgili, Spain
 Annette Towler, U. of Colorado, Denver
 Donald Truxillo, Portland State U.
 Craig Tunwall, Empire State College
 Daniel Turban, U. of Missouri
 Nick Turner, Queen's U., Canada
 Linda Twiname, U. of Waikato, New Zealand
 Shay Tzafrir, U. of Haifa, Israel
 Mireia Valverde, Universitat Rovira i Virgili, Spain
 Chad Van Iddekinge, Human Resources Research
 Organization
 Robert Vandenberg, U. of Georgia
 Arup Varma, Loyola U.
 Gail Von Gonten, McDonald's Corporation
 Craig Wallace, Tulane U.
 Bill Wallick, U. of Scranton
 Chongwei Wang, Ohio State U.
 Xiaoyun Wang, U. of Manitoba, Canada
 Elizabeth Weatherly, U. of Alabama
 Isabell Welp, Ludwig-Maximilians U., Germany
 Jon Werner, U. of Wisconsin
 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
 Donna Wiley, California State U.
 Melody Wollan, Touro U. International

Robert Wright, Hong Kong Polytechnic U., Hong Kong
Pei-Chuan Wu, National U. of Singapore, Singapore
Qiumei Xu, U. of California, Irvine
Robert Yonker, U. of Toledo
Mary Zalesny, Battelle Seattle Research
Xinyuan Zhao, State College
Suzanne Zivnuska, Bond U., Australia
David Zoogah, Ohio State U.