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Robert Cardy - robert.cardy@asu.edu	2003
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HR DIVISION WEBSITE:
<http://www.albany.edu/~kjlw11/hr.html>

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



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by Lynn M. Shore
 Georgia State University

Greetings to all HR Division members! I hope you enjoyed the conference in Toronto as much as I did. I am amazed at how many and varied the activities are in the Academy of Management and how many resources and opportunities are provided. For our dues, we get three journals, and two division memberships. Plus, we get many professional development opportunities through pre-conference activities, doctoral and faculty consortia, as well as the regular program. On top of which, the social activities at the meetings are lots of fun! How come we get so many great opportunities? It is because of all of the volunteers who dedicate a tremendous amount of time and effort on behalf of the HR Division and the Academy. Some of you have "official" roles and get formal recognition, but many of you quietly offer your time and efforts to help make our organization function - thank you!

We have approximately 2629 members, and remain one of the largest divisions. We are a highly diverse group, with varied educational backgrounds, interests, and skills. This makes it a challenge to meet the needs of all of our members, but it is a challenge that we seek to meet. Below, I will first share with you some of the new

initiatives that the HR Division is working on this year, and then I will provide a list of all division officers and committee chairs.

The Division's Budget: Most of the funds available for the division come from the Academy office, and depend on the number of members in the division. Our fiscal 2001 allocation is determined using the July 1, 2000 membership count. For each member we receive \$9.00 (2,629 x \$9.00) plus \$500, for a total allocation of \$24,161. While this sounds like a lot of money, our activities are quite costly. As an example, the cost of printing and mailing for newsletters and elections alone was approximately \$7,400.00 this year. We also have awards that we sponsor, the HR Social Hour, the Ice Cream Social, the Junior Faculty and Doctoral Consortia, preconference socials and coffee breaks, small gifts to our members provided at the Ice Cream Social (this year it was hats), plaques to award recipients and division officers (PDW Chair, Program Chair, Division Chair), plus other costs that may be incurred by committee chairs, and division officers. We spend a lot of time in executive committee meetings talking about ways to reduce costs, and whether we are spending the right amount of money for the right activities. I am not sure that we always make the "best" decisions, but I am quite sure that we try not to waste money. Our goal is to give our members the best programs and services we can with the budget allotted.

One of the budgetary challenges we face is that the role of division chair changes yearly, and we have lacked continuity in the budgeting process. This has created some confusion regarding the budget. Last year, Luis Gomez-Mejia (Past Division Chair) asked Rodger Griffeth to take on the role of treasurer for the division for a three-year term. Rodger has done a tremendous job in helping the division determine how money is being spent. The next step is to do some budgetary planning. This year, I've established a budget committee, with Susan Jackson (chair) and Rodger Griffeth, to address the following budgetary issues. (1) Are there areas of waste? (2) Are we providing adequate funds for division activities? (3) What type of cost increases for division activities can we expect over the next three years, and will our budget continue to cover our needs? (4) What areas or activities of the division can be enhanced by seeking sponsors?

The division also has a new committee to address issues related to seeking sponsors. Ron Johnson is serving as the chair, and Susan Jackson and Jan

Cleveland are committee members. In recent years, we have struggled to cover the costs of the wide array of division activities and services we provide for members. In particular, with the expanded annual meeting in the last few years to include many more preconference activities, we have experienced a "budget crunch." The Academy has increased our budget allocation, which may address some of our budget concerns. Nonetheless, we are exploring a wide range of sponsorship possibilities so that we may better serve the needs of our members. If you have any ideas or suggestions pertaining to budgetary or sponsorship issues, feel free to contact Susan, Ron, or me.

Information Technology: Steve Werner chaired an ad hoc committee (Jim Dulebohn, Howard, Klein, and Todd Weber were members) to address information technology issues. This committee made several recommendations to the division including (1) make the information technology a permanent committee, (2) select a webmaster for the HR Division website, and (3) develop a division website that serves multiple purposes, including providing materials pertaining to HR teaching, research, and practice, as well as allowing the division to move paper-based information such as the newsletter to the HR website. Following these recommendations, Dianna Stone has agreed to chair the permanent Information Technology committee. We will be seeking a webmaster to design the HR Division webpage this year, so if you have an interest, or want to nominate someone, please let Dianna know! (See the position description later in the newsletter). Dianna's committee will address a number of other information technology issues this year as well. (1) A website policy focusing on website content, linkages and sponsors needs to be developed. (2) An exploration of the costs/benefits and practicality of moving to a web or e-mail based newsletter. (3) An exploration of the costs/benefits and practicality of moving to a web-based election process. Both the newsletter and election are costly items to the division, so we plan to explore these non-paper based approaches, which would save us copying and mailing costs.

HR Division Membership: We have speculated in the division about reasons our membership hasn't grown as quickly as some other divisions. Luis Gomez-Mejia made some interesting comments in the last two newsletters about this issue. First, he stated that changes in the HR profession have not been strongly reflected in our journals and books, and presumably, in our conference sessions. He

argues that the functional orientation of the division at a time when organizations are increasingly giving functional activities to line managers, and HR professionals are encouraged to take a strategic orientation, may be one reason that our membership is not growing quickly. To follow up on this point, the division is working on a way to focus attention on topics within HR that merit emphasis. I hope to spotlight some issues that are timely and important to HR in the annual meeting. I welcome your suggestions! Second, Luis argued for the need to attract more international members to the division. We have an active International Committee chaired by Steve Werner, and we welcome your input for addressing the needs and concerns of current or potential international members. I have another idea that I would like to share with you. Recently, Stella Nkomo (who is a member of our division) conducted a survey of people of color who are members of the Academy. She concluded that (1) people of color (excluding Asians) are underrepresented in business schools. (2) people of color may feel isolated from Academy activities and excluded in their departments and scholarly activities. (3) people of color do not feel that dominant group members are sensitive to the idea that people of color may have different needs/concerns. As a division, I would like us to explore the concerns that our members have who are people of color. Please share with me or with Diana Deadrick (chair of the Member Involvement and Relations committee) ideas and suggestions for addressing these concerns.

Division Officers and Committees: The division officers and executive committee members and their contact information are listed on the first page of the newsletter. Below I am listing the chairperson of each committee and his/her e-mail address.

Exiting Executive Committee Members: Jerry Ferris, Herb Heneman, Stella Nkomo, Sandy Wayne. **Information Technology:** Dianna Stone **Member Involvement and Relations:** Diana Deadrick **HR Div Net:** Mark Huselid (huselid@rci.rutgers.edu) **International:** Steve Werner (Chair) (swerner@uh.edu) **Nominations:** Luis Gomez-Mejia **Teaching:** Mary Gowan (mary.gowan@bus.ucf.edu) **Newsletter Articles:** Bob Cardy **Program:** Timothy Judge **Budget:** Susan Jackson **Doctoral Consortium:** John Delery (jdelery@walton.uark.edu) **Junior Faculty Consortium:** Jose Cortina **Awards:** Joe Martocchio **Sponsorship:** Ron Johnson (johnsonr@uofs.edu) **Liaison:** Judy Tansky (tansky@cob.ohio-state.edu) **Preconference:**

Patrick Wright **Newsletter Editors:** Micki Kacmar (mkacmar@garnet.acns.fsu.edu), Chris Riordan (criordan@arches.uga.edu) **Treasurer:** Rodger Griffeth **Secretary:** Caren Goldberg (careng@gwis2.circ.gwu.edu) **Council Representative:** Jim Breaugh (sjabreaugh@umslvma.umsl.edu) **Workshops:** Mary Watson (mary.r.watson@vanderbilt.edu) (WatsonM@newschool.edu)

We have many new people serving important roles for the division, and many returning committee chairs and members as well. I encourage you to read each of the following columns by division officers and committee chairs describing past accomplishments and future plans. I want to thank each and every one of these individuals for their time and effort on behalf of the division.

In addition to the initiatives mentioned above, one of my goals as Division Chair is to improve documentation of division activities to both help future executive committees and division officers, as well as to provide more information to our members about division activities. Thus, I have asked Caren Goldberg to serve as Secretary for three years. She will be taking minutes at executive committees, and will help me to improve division documentation by gathering and organizing information generated by committees. In addition, I have asked each committee chair to set goals for the year, to provide a mid-year report for the executive committee meeting at SIOP, and an end-of-the-year report for our meeting at the Academy. Much of this information will be shared with members in our newsletters, and also on the webpage when it is put on-line.

We have several major challenges in the HR Division, but I believe that we are up to the task of meeting them! The HR Division is a vital and energetic organization, and increasing membership is merely one means of addressing our growth and vitality. If you consider the number of activities we sponsor, the number of people who are involved in division activities, and the tremendous productivity of our individual members, you will see the veracity of the view that we are a dynamic division. Yet so much depends on the volunteer efforts of our members. We appreciate the time and effort of so many of you. Also, if you have ideas for how to make our division better, let us know.

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by Tim Judge
 University of Iowa

The 2001 Academy of Management Meetings will be held in Washington, DC, August 3-8. The conference theme, "How Governments Matter," was chosen to reflect the site of the conference (duh!) as well to address the limited scholarship on the issue of governments and management. If you haven't already done so, check the Call-for-Papers on the AOM web page (<http://www.aom.pace.edu/meetings/2001>) for more information about the theme.

Proposals that address the theme in a variety of creative ways are especially encouraged. The Call suggests a number of possible topics, including cross-cultural differences in governmental influences, governmental influences in an era of trans-national business, analysis of governmental organizations, immigration and expatriation, organizational governance, and how managers affect governments. Given the fundamental role of government regulation in the practice and science of HR, this theme seems right up our alley! So, for those many HR division members who study legal and regulatory aspects of HRM, now is the time to tee it up! I'm looking forward to seeing your proposals – let's get the creative juices flowing!

Speaking of proposals, some specifics are probably in order. The deadline for receiving submissions for the Washington 2001 Conference is **January 5, 2001**.

The specific submission guidelines are provided in the Call, but let me highlight a few important aspects for you to keep in mind:

1. The title page and abstract for all papers, symposia and art/poetry must be submitted electronically prior to submitting the printed versions. This is the database that will be used for printing the Program. Please proofread this information carefully. After this data entry process is completed, authors will receive a report containing a submission number that must be included on all copies of the mailed submission and in all communication with program chairs. The Internet address for submitting the electronic version of your abstract and title pages is:

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

Complete all electronic submissions several days before the deadline because manuscripts must be received in my office by January 5. To help us avoid a last minute traffic jam on the Academy's servers, please complete all electronic submissions several days before the January 5 deadline.

2. The cover page of the printed submission should be a printout from the electronic submission. The next page should contain the following:
 - The electronic submission identification number.
 - Formal names, postal and e-mail addresses, telephone and facsimile numbers of all authors or presenters.
 - Title of paper or session.
 - 250 word abstract of paper or session
 - The single division or interest group receiving the paper submission. In the case of a symposium, identify all divisions or interest groups receiving the submission. Remember that a paper can only be sent to one division or interest group and a symposium may be sent to as many as three. Please use the same name and address on all submissions, and proof carefully.
3. The printed submission should include a separate abstract page that states the title and an abstract of no more than 250 words. **This abstract should be identical to the one submitted electronically.** Record the electronic submission number on the upper right corner of all copies. At the end of the abstract list three key words that identify the major subject(s) of the submission.
4. There is a 30-page limit on the length of papers, not including references, tables, and figures. However, you are urged to observe a 20-page guideline. As in the past, papers will be evaluated "according to the ratio of their length to the value of their contribution." Moreover, it is important to remember that paper sessions usually limit presentation time to 15 minutes and interactive papers are restricted to limited display space. Therefore, it is very difficult to adequately present long papers. Submissions should be printed in letter-quality type and be double-spaced on 8.5 x 11-inch. Please use margins of 1 inch on every side and 12-pitch font.
5. To reduce paper use and mailing costs, please use both the fronts and backs of pages. However, the title page must be on a separate sheet of paper so that it can be removed from the paper before review. Please send four (4) copies of each submission. I cannot reproduce copies of

your submission, and do not transmit your submission by facsimile. Each printed submission should include:

- for those who have not entered an email address on the web submission page, a self-addressed, stamped postcard (for international submissions send an International Reply Coupon--available at your post office--redeemable for 30 g or 1 oz of postage) for acknowledging receipt of the submission.
- an electronic version of the paper on diskette (Word 7.0 or lower) (without the title page in the case of a paper) on a 3.5" IBM-PC compatible diskette. The name of the submitter and the presentation format (e.g., symposium, paper) must appear on the diskette label. Please be sure to check your diskette for viruses.
- a self-addressed, stamped, legal-size (#10) envelope (for international submissions send an International Reply Coupon--available at your post office--redeemable for 30 g or 1 oz of postage) to be used in returning reviews, and a completed and signed submission checklist form.

6. A paper is blind reviewed; a symposium is not.

This is only an overview, please see the program website--<http://www.aom.pace.edu/meetings/2001->for the full details.

As in the past, papers that are accepted are usually assigned to be either part of a paper session or part of an interactive session. The difference between these two assignments is the fit among papers. Three or four accepted papers that have a common theme are usually grouped together in one **HR Division Paper Session**. **Interactive Paper Sessions** are designed for unique contributions that don't combine well with other papers. Remember authors in interactive paper sessions will be asked to invite five individuals with whom they would like to discuss their paper to attend the session. It is also possible that an accepted paper may be included in a **Shared Interest Track**. Shared Interest Tracks group papers with a common topic but from different divisions. Advantages of the Shared Interest Tracks are increased visibility for the authors.

This year there will be four categories of symposia. Symposia that are centrally concerned with this year's conference theme and seem likely to attract a large audience from many divisions will be nominated for consideration as an **All-Academy Session**. In addition, jointly sponsored

symposia, can be nominated as **Showcase Symposia** as long as there are at least two divisions nominating the symposia. These two types of symposia have heightened visibility.

The remaining two types of symposia are **Jointly Sponsored Symposia** and **HR Division Symposia**. Neither of these two types of symposia necessarily has to be related to the conference theme. Jointly Sponsored Symposia are those that are submitted to more than one division whereas the HR Division Symposia are submitted to the HR Division only. If you have a symposium that you believe would be of interest to two or more divisions or interest groups, you should submit it as a Jointly Sponsored Symposium. The advantages of submitting a Jointly Sponsored Symposium are that your chances of acceptance are higher and, if accepted, the symposium will get greater visibility.

The HR Division expects to have approximately the same amount of program hours as we did in Toronto, and I want to encourage you to submit papers and symposia. The acceptance rate is consistent across all divisions and interest groups, and the amount of time given to a division is in direct proportion to the number of submissions it receives. Therefore, take this opportunity to showcase your work, get good feedback from excellent reviewers, and contribute to an exciting program for the HR Division in DC.

If you have any questions about a submission, the program in general, or want to volunteer to be a reviewer, the best way to contact me is by e-mail: tim-judge@uiowa.edu.

**2000-2001 ALL ACADEMY AWARDS:
CALLING FOR HR DIVISION MEMBERS'
NOMINATIONS**

**by Joe Martocchio
University of Illinois at Urbana-Champaign
and
Lynn Shore
Georgia State University**

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

committee for the All Academy Awards, each of whom can suggest up to two candidates for each award.

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

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

Academy of Management Distinguished Educator Award

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

1. developing doctoral students;
2. communicating knowledge in the classroom or other forums;
3. initiating pedagogical innovations;
4. developing effective methods, structures, and designs.

Academy of Management Distinguished Service Award

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

1. developing/enhancing a field of study;
2. founding or creatively editing a scholarly journal;
3. building institutions (e.g. through creative/unusually effective service to a major professional institution as a whole or one of its divisions, such as the Academy of Management)

Richard D. Irwin Award for Scholarly Contributions to Management

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

significant impact upon management knowledge and practice.

George R. Terry Book Award

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

Nominations for all of the above awards must be received by **January 15, 2001**.

Nominations should be sent to:

Lynn Shore
Department of Management
Georgia State University
P.O. Box 4014
Atlanta, GA 30302-4014

2000-2001 ALL ACADEMY AWARDS: SELF-NOMINATIONS

There are two additional All Academy Awards that we want to notify you about. Both awards involve self-nomination at the time of paper submission in January for the Academy program. The Carolyn Dexter Best International Paper Award is an all academy award to the paper that best meets the objective of the International Programs Committee to internationalize the Academy. The William H. Newman Award is for a paper based on a recent dissertation. The paper must be (a) single authored, (b) accepted for presentation at the Academy's annual meeting, and (c) based on a doctoral dissertation completed within the past three years.

HR DIVISION AWARDS

Each year, the HR Division of the Academy of Management formally recognizes excellence in its members through the bestowal of awards for career achievement, scholarly achievement, best dissertation, best convention paper, and best student convention paper. Subcommittees evaluate nominees for each of these awards. The winners

of the awards for the year 2001 will be recognized in Washington, D.C.

Nominations for all awards must be received by the chair of the relevant subcommittee by **February 1, 2001**. Names and addresses of the chairs are given below. I encourage anyone who has a nominee in mind to take the time to forward the relevant materials to the appropriate subcommittee chair. One of the most important functions of our conference is the recognition of superior scholarship, and the process of recognition begins with peer nominations. Listed below are the criteria and procedures for each of the awards.

The Herbert Heneman Jr. Award for Career Achievement

The Herbert Heneman Jr. Award for Career Achievement is given by the Human Resources Division of the Academy of Management to an individual who has distinguished himself/herself in the field of human resource management. The award winner will be announced at the 2001 Academy meeting during the Ice Cream Social.

The award is based on the following criteria:

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

Nominations should adhere to the following procedures:

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

Robert L. Dipboye, Professor and Chair
Psychology Department
Rice University
6100 Main
Houston, TX 77005-1892
Voice: 713-527-4764
Fax: 713-663-0332
E-Mail: dipboye@rice.edu

The Human Resources Division Scholarly Achievement Award

The Human Resources Division's Scholarly Achievement Award, sponsored by the Ohio State University, will be presented to the author(s) of the most significant article in human resource management published in recognized journals and research annuals that are generally available to Division members. Publications may be empirically or non-empirically-based. Nominated papers must have a publication date of 2000. Award recipients need not belong to the Academy or to the Human Resources Division. The award winner will be announced at the August 2001 Academy Meeting during the Human Resources Division's Business Meeting.

The award is based on the following criteria:

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

Nominations should adhere to the following procedures:

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

Daniel B. Turban
Management Department
13C Middlebush Hall
University of Missouri
Columbia, MO 65211-0001
Phone: (573) 882-0305
Fax: (573) 882-0365
E-Mail: turban@bpa.missouri.edu

The Ralph Alexander Dissertation Award

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

The winner of the dissertation award will receive a plaque and a \$500 honorarium.

The award is based on the following criteria:

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

Nominations should adhere to the following procedures:

1. An entrant should submit seven copies of a paper that summarizes her/his dissertation research. Papers are limited to a maximum of 50 double-spaced pages (including title page, abstract, text, figures, tables, references, footnotes, appendices, etc.).
2. The name of the submitter, his/her institutional affiliation, current mailing address, and phone number should appear only on the title page.
3. A submitter must provide a letter from his/her dissertation chair specifying (a) that the paper submitted adequately represents the completed dissertation and (b) the date the dissertation was accepted by the university.
4. A paper may be submitted only once.
5. Nominations should be sent to:

Stanley M. Gully
Rutgers, The State University of New Jersey
School of Management and Labor Relations
Department of Human Resource Management
203 Janice H. Levin Building
Piscataway, NJ 08854-8054
Tel: (732) 445-5830
Fax: (732) 445-2830
E-mail: gully@rci.rutgers.edu

The Best Student Convention Paper and Best Convention Paper Awards

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

receive a \$500 honorarium. Student papers are also eligible for the Best Convention Paper award.

The Best Convention Paper Award is given to the author of the best paper accepted by the Program Committee for the annual conference.

For both conference awards, several of the qualifying papers receiving the highest average ratings by reviewers are reviewed further by the convention awards subcommittee to determine winners.

The convention awards are based on the following criteria:

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

Any questions should be directed to:

Talya N. Bauer
School of Business, P.O. Box 751
Portland State University
Portland, OR 97207-0751
Phone: (503) 725-5050
Fax: (503) 725-5850
E-Mail: TalyaB@Sba.pdx.edu

PRE-CONFERENCE FACULTY DEVELOPMENT WORKSHOPS

**by Diana L. Deadrick
Old Dominion University**

Last August, the HR Division sponsored three faculty development workshops: A Dialogue Among Experts in Teaching International HRM, A New Time in HRM Research, and How Technology is Changing the World of HRM and What We Teach. The success of the workshop program was evidenced by high attendance and lively discussion and debate.

Many thanks go to the workshop coordinators and facilitators who helped develop and deliver the workshops. The co-coordinators this year were Debra Cohen, Mary Gowan, Mary Watson, and Steve Werner. The facilitators for the **International HRM** workshop were: Elizabeth F. Cabrera (Universidad Carlos III), Paula Caligiuri (Rutgers U), Jason Heh Huang (National Sun Yat-sen U), Henrik H. Larsen (Copenhagen Business

School), Kathy Monks (Dublin City U Business School), Randall S. Schuler (Rutgers U), Mary Ann Von Glinow (Florida International U), Mary R. Watson (Vanderbilt U), Steve Werner (U of Houston), and Carolyn Wiley (CARWIL Management Consulting); the facilitators for the **HRM Research** workshop were: John Burdett (Orxestra Consulting), Debra Cohen (George Washington U), Charles Fay (Rutgers U), Mark Huselid (Rutgers U), Susan Meisinger (Society for Human Resource Management), and Mary Watson (Vanderbilt U); and the facilitators for the **Technology and Teaching** workshop were: Maria Engleleit (PeopleSoft), Mary Gowan (U of Central Florida), Hal Gueutal (SUNY - Albany), Jodi Littlestone (iXL.com), Kimberly Lukaszewsky (SUNY - Albany), and Dianna Stone (U of Central Florida).

And many, many thanks go to all of you who attended the workshops! Your participation and input are invaluable to the on-going success of the pre-conference “not-to-junior” faculty development workshop program!!

For the upcoming year, Mary Watson will be in charge of the Pre-Conference Professional Development Workshop program. If you have any comments or suggestions about the workshops, please feel free to contact her at mary.r.watson@vanderbilt.edu or after January (WatsonM@newschool.edu). On a related note, I will be spearheading the Member Relations and Involvement committee this coming year, so look for my article in the Spring newsletter for a description of that committee’s activities.

2000 JUNIOR FACULTY CONSORTIUM REPORT

by **Patrick M. Wright**
Cornell University
and
Jose Cortina
George Mason University

The 2000 Junior Faculty Consortium proved to be an exciting and enriching event. The consortium ran from the morning of Saturday, August 5th through noon on Sunday, August 6th. Coordinated by Patrick Wright (Cornell U), Stella Nkomo (U of South Africa), and Edilberto Montemayor (Michigan State U), it featured some of the field's outstanding researchers and teachers sharing their insights regarding strategies for a successful

career. Twenty-two assistant professors attended and evaluated the sessions as excellent (6.67 on the 7 point scale).

Saturday morning began with participants brainstorming some of the fears and concerns they have regarding their careers, and this information provided the foundation for the later discussions with the panels. The group then joined the doctoral consortium for editor’s roundtable sessions on strategies for publishing. The first session focused on publishing in academic journals and included Maureen Ambrose (*Academy of Management Journal*), Jim Breaugh (*Journal of Applied Psychology*), Ed Conlon (*Academy of Management Review*), Rodger Griffeth (*Human Resource Management Review*), John Hollenbeck (*Personnel Psychology*), and Micki Kacmar (*Journal of Management*). The second focused on publishing in practitioner journals and included Mark Huselid (*Human Resource Management*) and Paul Swiercz (*Human Resource Planning*).

Saturday afternoon consisted of two sessions. First, Ann Marie Ryan, (Michigan State U), Mark Roehling (Western Michigan U), and Theresa Welbourne (U. of Michigan) led the Strategies for Innovative Research session. The Strategies for Interesting Teaching session was led by John Boudreau (Cornell U), Linda Cyr (Harvard U), and Ellen Kossek (Michigan State U)

Sunday sessions consisted of Strategies for Managing Service, led by Marcie Cavanaugh (Cornell U), Deborah Crown (U of Alabama), and Bob Gatewood (U of Georgia) and Strategies for Survival and Success led by Howard Klein (Ohio State U), Susan Jackson (Rutgers U), and Teresa Rothausen (U of St. Thomas).

Special thanks go to all of the presenters and participants. Next year’s Junior Faculty Consortium will be organized by Jose Cortina (George Mason U), Cynthia Stevens (U of Maryland), and Adrienne Colella (Texas A&M U). Jose et al. hope to build on past successes in a variety of ways. These include discussions of building side consulting practices, negotiating teaching/research appointments abroad, and the importance of a program of research from people who don’t have one. Don’t miss your opportunity to acquire some valuable information, make some valuable connections, and have some invaluable fun.

HR DOCTORAL CONSORTIUM

by **John Delery**
University of Arkansas

The HR Division's doctoral consortium in Toronto was a great success, thanks to the many students and faculty who participated. Forty-five doctoral students attended the two-day program. The students heard from forty-eight faculty presenters, highlighted by the key-note address of Kevin Murphy. Participants were especially pleased with the diversity of topics covered and the opportunity to meet each other and the large number of faculty.

A special thanks goes to the faculty presenters: Maureen Ambrose (U of Central Florida), Murray Barrick (Michigan State U), Talya Bauer (Portland State U), Wendy Boswell (Texas A&M U), James Breagh (U of Missouri-St. Louis), Kenneth Brown (U of Iowa), Dan Cable (U of North Carolina), Wayne Cascio (U of Colorado-Denver), Jeanette Cleveland (Colorado State U), Adrienne Colella (Texas A&M U), Jason Colquitt (U of Florida), Edward Conlon (U of Notre Dame), Dan Gallagher (James Madison U), Robert Gatewood (U of Georgia), Luis Gomez-Mejia (Arizona State U), Mary Gowan (U of Central Florida), Jerald Greenberg (Ohio State U), Rodger Griffeth (Georgia State U), Herbert G. Heneman III (U of Wisconsin), Rob Heneman (The Ohio State U), David Hofmann (Michigan State U), John Hollenbeck (Michigan State U), Chip Hunter (U of Pennsylvania), Mark Huselid (Rutgers U), Micki Kacmar (Florida State U), Ellen Kossek (Michigan State U), Nancy Leonard (Lewis-Clark State College), Dave Lepak (U of Maryland), Paul Levy (U of Akron), John Paul MacDuffie (U of Pennsylvania), John Mathieu (U of Connecticut), Susan Mohammed (The Pennsylvania State U), Kevin Murphy (Colorado State U), Robert Ployhart (U of Maryland), Ann Marie Ryan (Michigan State U), Sara Rynes (U of Iowa), Eduardo Salas (U of Central Florida), Randall Schuler (Rutgers U), James Shaw (Bond U), Daniel P. Skarlicki (U of British Columbia), Scott Snell (The Pennsylvania State U), Cynthia Kay Stevens (U of Maryland), Paul Swierz (George Washington U), M. Susan Taylor (U of Maryland), Charlie Trevor (The Pennsylvania State U), Connie Wanberg (U of Minnesota), Mike Wesson (Michigan State U), Jing Zhou (Texas A&M U).

Planning for next year's consortium is currently underway. Next year's Doctoral Student consortium committee consists of John Delery (U

of Arkansas; jdelery@walton.uark.edu), Bob Cardy (Arizona State U), and Elissa Perry (Teachers College, Columbia U). We will have more detailed information about the application process in the Spring newsletter.

NEWS FROM THE TEACHING COMMITTEE

by **Mary Gowan**
University of Central Florida

This year's preconvention workshop proved to be very successful despite a number of glitches, including having to run people out of our scheduled room, refreshments delivered twice and both times eaten by other people before our attendees could get to them, and technology for the technology workshop that didn't work! The 50+ attendees were good sports through all of these challenges. They had lots of favorable comments about the session, which was entitled "How Technology is Changing the World of HR and What We Teach About HR." The panel of presenters and the topics they covered were:

- * Jodi Littlestone, iXL.com - HR/Business Technology Needs
- * Dianna Stone, U of Central Florida, Hal Gueutal and Kimberly Lukaszewsky, SUNY-Albany - Teaching HRMS Courses
- * Maria Engleleit, PeopleSoft - Knowledge Management via Internet and Interactive Media
- * Mary Gowan, U of Central Florida – Using the Internet in HR Classes

Many thanks to each of these presenters for their willingness to participate in this program. Thanks also to the many participants for coming to the program on a Sunday morning.

The teaching committee is continuing to identify ways to bring greater recognition to the teaching part of the HR academic's job. We are continuing our discussions of the possibility of a website and some type of educator award. Other suggestions made to the committee include more extensive "hands-on" workshops. If you have suggestions for other activities relative to teaching, including topics you would like covered at future preconvention workshops, please feel free to contact any of the members of the committee listed below:

Cheryl Adkins, Longwood College, Mary Gowan, U of Central Florida, Kline Harrison, Wake Forest U, Howard Klein, Ohio State U, Janice Miller, U of Western Michigan, Carolyn Palmer, George Washington U, Denise Potosky, Penn State U, Scott Snell, Penn State, Ted Shore, Kennesaw State U, Judith Tansky, Ohio State, Rebecca Thacker, Ohio U

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A Customer-Based Approach to Managing the Two R's

by Robert L. Cardy
Arizona State University
and
Janice S. Miller
University of Wisconsin-Milwaukee

Welcome to another column. The purpose of this section is to consider new, different, and innovative approaches to HRM. Any comments or suggestions you may have are welcomed and encouraged. Thanks to Janice Miller for co-authoring this issue's column with me.

What is the most pressing concern of today's HR practitioners? What problem occupies more of their time and energy than any other? Members of the Research Committee affiliated with the Human Resource Management Association (HRMA) of Southeastern Wisconsin recently asked this question of HR directors at several hundred area firms. The HRMA members who responded were unequivocal in their reply. Recruitment and retention are the greatest HR challenges they face today. These two topics easily overshadowed concerns about technology, rising costs of health care and other benefits, and change efforts within organizations. While the survey was done to capture HR concerns in the Midwest, it seems likely that the central issues reflect those at a national and even global level. Today's tight labor markets (a recent Manpower survey found that 34% of U.S. firms are hiring this year) force firms to compete aggressively for what they perceive as an inadequate supply of talent. And getting the employee in the door is only the beginning. Keeping good people on board becomes the HR practitioner's next important challenge.

The Research Committee conducted follow-up interviews with survey respondents to discover their solutions to these problems, and the answers were

enlightening. A number of HR directors reported looking for a "magic bullet," trendy technique, or innovative idea that they could implement for quick results and maximum impact. For example, one HR director of a medium-sized financial institution reported implementing accelerated vacation schedules, movie tickets, dry cleaning service, and incentive systems for sales and support people. She remarked that the search goes on for creative ideas: new things that are innovative and constitute a different selling point for potential employees while still being affordable for the organization. After all, not all firms can compete in the labor market with expensive and "jazzy" benefits.

This is the point where we believe HR managers and researchers should consider a customer-based approach to the recruitment and retention dilemma. Instead of the short term approach of searching for one more new gimmick or innovation, the longer term approach of establishing core values and focusing on employee development are two HRM-related elements that can be key in this effort. Below we review these fundamental activities. Further, we propose customer equity, a concept borrowed from the marketing literature, as a possible overarching framework for examining recruitment, retention, and other issues.

We maintain that people and organizations need stability and core values, even in today's changing environment. Developing a strong sense of community within an organization may be one way to forestall the impulse to leave that community. In addition, sharing a clear organizational identity and common values can improve performance, increase efficiency, and—importantly for beleaguered HR professionals--reduce turnover. Rather than focus on a growing list of benefits, what about focusing on trust and met expectations between individuals and organizations? We suggest that by effectively managing the psychological contract, firms may avoid the negative ramifications of contract breach, particularly the contract breach that occurs when individuals leave the organization.

Expanding on this theme, an organization that hopes to retain its high performers should pay as much attention to its employee development processes as to its benefits package. One HR manager in the HRMA Research Committee survey reported seeing turnover reductions when behavioral competencies became part of developmental planning at her organization. She feels that this approach allows individuals to see a clear connection between achieving goals and their own career progression within the company. Other respondents agreed that as soon as employees perceive there is no career path or opportunity, they begin to think about going elsewhere. The favorable job market encourages this thinking. However,

delivering timely feedback to employees that helps them understand their role in managing their own careers should be objectives of any organization, regardless of the current employment outlook.

More broadly, establishing and maintaining core values and providing effective career management can be seen as two possible actions that fit with a customer-based approach to HRM. Rather than viewing tasks or jobs as the primary unit of analysis, a customer-based approach views the worker as the focus of HRM actions. This is a critical and fundamental distinction. From a task-based perspective, the most efficient means of performing a job may be based on the scientific management method of reducing jobs to their component parts. However, adherence to a task-based framework can result in a division of labor that breeds monotony, dissatisfaction, performance difficulties, and turnover problems.

In contrast, a customer-based approach focuses on the worker as a valuable resource whose skills the organization needs to retain. This isn't a power-shift from management to labor, or a shift between the HRM criteria of performance and satisfaction. In our opinion, the customer-based approach holds the promise of a fundamental change in how HRM is thought about and practiced. Why shouldn't workers be the basis of the HRM domain? It is workers after all--not jobs--that generate profit for the organization. With the worker as the unit of analysis, the work structure could radically differ from a task-based approach. Further, the very essence of HRM, *why* it exists and *how* it contributes to the organization would change. Importantly, the concept of customer equity could be an effective mechanism for portraying how HRM is a set of value-added activities. The worth of employees as human capital, rather than, say, reduction in legal exposure, would be the primary thrust in showing HRM's value. As stated in the Division Chair comments in the previous newsletter (Gomez-Mejia, 2000), HRM needs to find an alternative to the functional approach: the customer-based approach provides a compelling timely, and fresh alternative.

Driving Customer Equity, a recent book by Rust, Zeithaml, and Lemon (2000) presents the construct of customer equity. Their analysis is from the marketing discipline and focuses on external customers. However, their framework can easily be adapted to employees as internal customers. Rust et al. envision customer equity as the total of the discounted lifetime values of all of a firm's customers. Within the workplace, HRM might define employee equity as the lifetime values of workers. Further the customer equity construct can be broken down into components, or drivers, that a firm can utilize to increase customer/employee equity.

Specifically, *value equity* is the fairly objective judgment of the price and other features of the product or service. Likewise, *brand equity* reflects the customer's more subjective and emotional assessment of the brand or service. Finally, *retention equity* is the customer's tendency to continue doing business with the organization. In the domain of HRM, value equity reflects the exchange between a worker's time and effort and the salary, benefits, and other rewards the job offers. Brand equity reflects the caché carried by the organization and reflects why employees choose to work for one organization instead of another, above and beyond value equity concerns. Retention equity is the choice of workers to stay with the organization.

Space constraints prohibit us from developing details for increasing each of these facets of customer/employee equity. Suffice it to say that factors such as organizational culture, fit with the values of the organization, ethical treatment of workers, a sense of community, and investment in career development will likely be critical. The employee equity framework provides a new way of conceptualizing HRM and opens the door for exciting research opportunities. Maximizing employee equity will most surely provide a long-term solution to recruitment and retention programs.

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HRDIV_NET

by Mark Huselid

Rutgers, The State University of New Jersey

HRDIV_NET is a members-only listserv 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 email first last

(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!

INTERNATIONAL HUMAN RESOURCES MANAGEMENT COMMITTEE

**by Steve Werner
University of Houston**

First, I would like to thank the committee members for being facilitators at our pre-conference workshop, "A Dialogue Among 'Experts' in Teaching International HRM," held on August 5th, in Toronto. With 45 participants from 20 different nations, the workshop was a great success. Our goal in the workshop was to engage the audience in an exciting dialogue about trials, errors, successes, and failures in teaching global HRM. I would like to thank all who attended. Most of the facilitators were members of the IHRMC (Elizabeth F. Cabrera [Universidad Carlos III], Paula Caligiuri [Rutgers U], Jason Heh Huang [National Sun Yat-sen U], Henrik H. Larsen [Copenhagen Business School], Kathy Monks [Dublin City U Business School], Randall S. Schuler [Rutgers U], and Carolyn Wiley [CARWIL Management Consulting]). I would also like to thank Mary Ann Von Glinow, who was a terrific facilitator, Diana Deadrick who did a great job as an organizer, and Mary R. Watson, who did a tremendous job in organizing and facilitating every aspect of this successful workshop. I would like to welcome four new members to the committee this year -- Herman Aguinis (Colorado State U at Denver), Mabel Miguel (U of North Carolina at Chapel Hill), Mary Ann Von Glinow (Florida International U) and Mary Watson (Vanderbilt).

For the upcoming year the committee has two major goals we would like to accomplish. The first goal is to organize a pre-conference workshop at the 2001 Academy meetings in Washington, D.C. This workshop will most likely be related to doing International HRM research. If you have any ideas or suggestions about the workshop please let me know.

The second goal is to improve our website so that it is *the* resource for academics in International HRM. The IHRMC website is located at <http://www.cba.uh.edu/ihrmc>. The website is designed to provide academics interested in International Human Resource Management a forum to gather ideas from other people's IHRM syllabi, to welcome comments on working papers, and to provide and receive information about faculty development programs, conferences, journals, and research opportunities. If you teach IHRM we would appreciate getting a copy of your IHRM syllabus and working papers you would like to have interested others comment on. (See <http://www.cba.uh.edu/ihrmc/submissions/index/htm> for submission procedures.) Also please let all your colleagues interested in IHRM know about the site, and encourage them to also submit their syllabi and working papers. Further, if you have any ideas as to how the site can be improved please let me or someone else on the committee know. Please be aware that this committee exists to provide needed services to Academy members interested in International HRM. If you have any suggestion of other services this committee could provide please do not hesitate to let me know.

P.S. Those of you interested in International HRM may want to join our list-server (maintained by Herman Aguinis). To join, send the following one-line message to listproc@lists.cudenver.edu:

Subscribe INTHR {your name}

For example: Subscribe INTHR Steve Werner

OUTCOME OF HR DIVISION FIVE-YEAR (1995-1999) REVIEW

**by Herman Aguinis
University of Colorado at Denver and
City University of Hong Kong**

As I described in my last column, the HR Division was under review during 1999-2000 in accord with the five-year cycle of review that is required for all divisions within the Academy of Management. The purpose of this review is twofold. First, the Board of Governors has a responsibility, as outlined in the bylaws, to ensure that the professional divisions are operating in compliance with the Professional Divisions Policy Statement and in the best interests of its members. Second, the review provides divisions with the opportunity

to assess how well they are serving the needs of their members, and to identify areas in which improvements in member services may be desirable. This self-assessment provides valuable information about how effectively the division is operating from the members' perspective.

The Professional Division Review Committee could recommend that a division be continued, merged with another division, or discontinued. I am pleased to inform that **the Professional Division Review Committee issued a very favorable report and the Board of Governors has renewed the status of the HR Division.**

The review was based on a 200+page report submitted by the HR Division in February 2000. This report includes information regarding the Division's domain and mission, constitution and bylaws, and its governance structure. In addition, it describes all the pre-conference and conference activities organized by the HR Division at the Academy meetings over the past five years. Also, the report includes information regarding the Division's membership, membership services (e.g., Newsletter, electronic bulletin boards), and finances. Finally, the report also includes results and analysis of a survey sent to all HR Division members in November 1999.

The complete report will soon be available through our Division's Web site. This will allow HR Division members and potential members to familiarize themselves with the various activities and opportunities for participation in the Division. As we prepare to make this information available on the Web, I would like to share a brief summary of the report's conclusions regarding the Division's strengths, weaknesses, opportunities, and threats (SWOT).

Strengths

The HR Division has several strengths. First, its governance structure enables the Division to achieve its mission and respond to new needs of its membership. Examples of this are the creation of the International Human Resources Management Committee and the Teaching Committee and the inclusion of teaching-related workshops at the annual meetings. Second, its pre-conference activities are successful and address the professional and educational needs of various types of members (e.g., members at different career stages, members with a primary interest in research or teaching). Third, the annual meeting is of high quality, as indicated by its rigorous

selection procedures, and involves a large number of members as participants and reviewers. For instance, the average number of reviewers for proposals submitted to the annual meeting is 123 for the 5-year review period covered in the report. Fourth, the Division has consistently been one of the largest in the Academy, including between 22.6% and 24.6% of the total Academy membership since 1994. Fifth, the Division's additional services including the Newsletter, 3 electronic bulletin boards, and the Web page serve the purpose of informing members regarding the various Division activities. Sixth, the Division has established several successful alliances and partnerships including co-sponsorship with other Divisions of activities at the annual meeting, joint activities with HR practitioner organizations (e.g., *Society for Human Resources Management*, *American Compensation Association*), and agreements with publishers and universities who sponsor Division's activities (e.g., ice-cream social at the annual meeting). Seventh, the Division sponsors five awards that demonstrate the Division's values (i.e., best conference paper, best student conference paper, best dissertation award, distinguished career award, scholarly achievement award).

Weaknesses

The HR division is one of the largest in the Academy. With over 2,500 members, the Division faces the following weaknesses/challenges. First, responses to open-ended questions in the survey show that there is a perception that the Division is "too large." Consequently, there is the perception that (a) it is difficult to implement change, (b) the Division lacks a "personal touch," (c) leadership positions are in the hands of an elite group, and (d) it is not always clear how to become involved in the Division's activities. Second, because of its large size, the Division is not always successful at addressing the needs of all members. For example, some members of non-doctoral granting schools, members with primarily teaching interests, members with primarily application (as opposed to research) interests, and members residing outside of North America feel that the Division is not always responsive to their needs.

Opportunities

Opportunities for the HR Division become evident by combining its strengths with its weaknesses. More specifically, as one of its largest divisions, the HR Division has the ability to reach a large number of Academy members. Yet, in spite of the

Newsletter, electronic bulletin boards, and plenty of opportunity to interact at the annual meetings (e.g., papers, symposia, social events including the ice-cream social), it seems that numerous Division members are still not reached. The recently created INTHR bulletin board, which includes a large number of Division members residing outside of North America, should help in this regard. Also, the composition of the Executive Committee over the 5-year review period shows an increased level of diversity regarding research/teaching interests and ethnic background as well as gender. In general, the Division has the potential to reach a large number of members using the various means available and should design ways to use them more effectively. An improvement in this regard and a continued commitment to the diversity of the Division's Executive Committee is likely to address the majority of weaknesses/challenges faced by the Division.

Threats

The report suggests that the Division faces two main threats. First, a few members noted that the Division is "too large" and "controlled by an elite group." However, the report describes that the Division's election procedures are transparent and democratic, and Division officers have included a very large and diverse group of individuals. It is likely that this perception is a consequence of the size of the HR Division and the need to improve ways to reach members. This perception poses a threat to the Division because it may lead members to become uninvolved, or even discontinue membership to join smaller divisions. Thus, the Division should take specific steps to address this perception. Second, the financial analysis of the Division shows a deficit for one of the last five fiscal years. Although members do not perceive that the Division spends too much money in social events, food and beverages at the annual meetings have accounted for the largest expenditure of funds in each of the past three years. Also, mailing and postage expenses account for a large portion of the expenses. The \$2 increase from \$7 to \$9 per member for fiscal year 1999-2000, and the reduction of mailing and postage expenses resulting from a possible electronic distribution of the Newsletter to at least a portion of the total membership, are likely to completely eliminate any future deficit.

The above brief SWOT analysis hints at the fact that compiling this 200+page report required a substantial amount of time and effort. Thus, please

join me in thanking the following Five-Year Review Committee members for their time and dedication to this project that benefited the entire HR Division: David Balkin (U. of Colorado, Boulder), Rodger Griffeth (Georgia State U.), Eduardo Salas (U. of Central Florida), Cynthia Stevens (U. of Maryland), and Dianna Stone (U. of Central Florida).

If you have any questions about the report or the review process, please feel free to contact Herman Aguinis, Chair, HR Division Five-Year Review Committee, Herman.Aguinis@cudenver.edu.

CALL FOR NOMINATIONS HR DIVISION WEBMASTER

**by Dianna Stone
University of Central Florida**

The HR Division needs the assistance of a new webmaster to support the development and maintenance of the Division's website. The position would certainly enable a person to use his/her talents, and become involved in the HR Division's activities. It would also give a college or a department considerable recognition. It merits noting that a small stipend may also be associated with the position. A specific summary of the activities and job specifications are listed below.

Overview of Job

The webmaster would be expected to support the HR Division and its members by developing and maintaining the HR Division website. The webmaster would update, revise, and house the HR website as well as provide timely information to visitors of the page. In addition, the webmaster would extend, complement, and where appropriate, replace resources currently available in paper based-systems.

Summary of Activities

1. Update, revise, and improve the Division's website in consultation with the Information Technology Committee.
2. Maintain the Division's website.
3. Provide and seek advice, guidance and support from the Academy on HR Division web policies and issues.
4. Promote the site/page through demonstrations and presentations.
5. Coordinate and develop additional features for the website.

6. Assist in moving paper-based information flows onto the web.
7. Become a member of the HR Division and the HR Division's Information Technology Committee.

Job Specifications:

1. Technical knowledge of HTML, interactive website design and construction (essential).
2. Good verbal and written communication skills (essential)
3. Willing to make at least a two-year commitment to the position (essential).
4. Understanding of the HR Division, and Division members' needs (essential).
5. Knowledge of professional association websites (desirable).
6. Creativity (desirable).

If you are interested in serving as the HR Division webmaster, please send a nomination letter outlining your skills and experience, resume, or vita to Dianna Stone, Department of Management, University of Central Florida, Orlando, FL 32816 by December 1, 2000. E-mail address is Dianna.Stone@bus.ucf.edu, and phone (407) 823-3664. Self-nominations are encouraged as well as nominations by graduate students.

Special Note: The Information Technology Committee is indebted to Kevin Williams for developing the Division's current website, and grateful to Steve Werner and his information technology committee (James Dulebohn, Howard Klein, and Todd Weber) for writing the job description for the webmaster position.

**INFORMATION TECHNOLOGY
COMMITTEE**

**by Dianna Stone
University of Central Florida**

The HR Division has just created a new committee on information technology. The primary goals of the committee are to (a) find ways of utilizing technology to better manage knowledge and communication in the division, and (b) make recommendations to the executive committee on use of technology as a means of accomplishing division goals. As most of you already know the division spends a great deal of its operating budget on copying and mailing costs associated with the newsletter and the elections. Therefore, during the next year the committee plans to study the use of technology as a means of curbing some of the

division's operating costs as well as providing better service to members. More specifically, the committee will address the following key issues:

1. The use of the internet to conduct nominations and elections.
2. The use of the internet to disseminate the newsletter.
3. Selection of a new web-master (a call for nominations is included in the newsletter).
4. Formulation of policies for an integrated division web-site.

The information technology committee is currently composed of a number of very talented people including Herman Aguinis, Fraya Wagner-Marsh, Mary Watson, Howard Klein, and James Dulebohn. However, we are still looking for additional committee members to help us accomplish the tasks noted above. If you are interested in serving on the committee, please let me know. My address is listed below.

We are also indebted to Steve Werner and his committee (James Dulebohn, Howard Klein, Todd Weber) for their diligent work last year on the guidelines for the new information technology committee. Their work will certainly serve as the foundation for what we hope will be a very beneficial way of managing the division's knowledge and information.

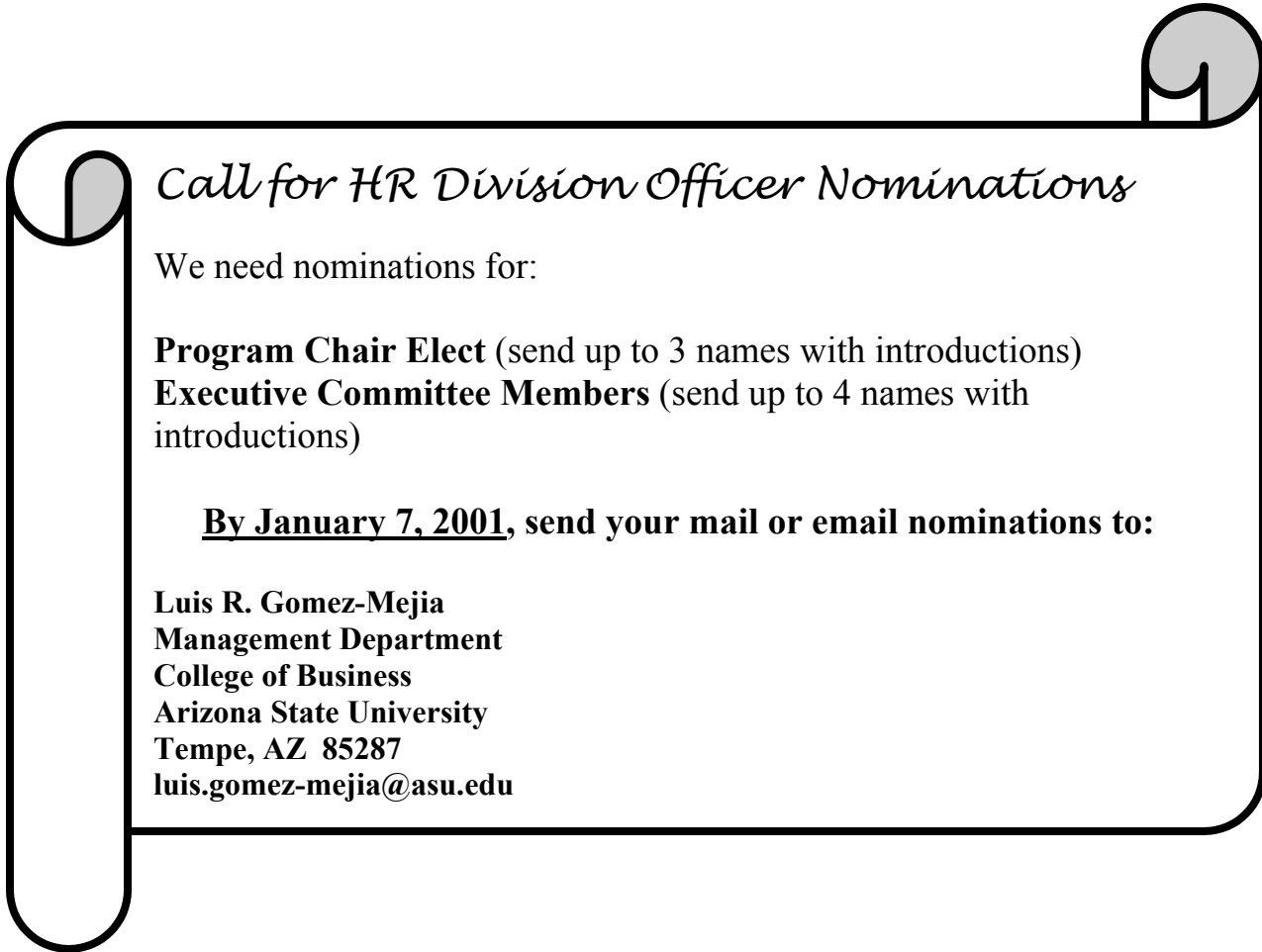
If you have suggestions, comments, or concerns about the use of technology (e.g., the internet, websites) to accomplish division goals, please give me your thoughts. My e-mail address is Dianna.Stone@bus.ucf.edu, and my mailing address is Department of Management, College of Business, University of Central Florida, Orlando, FL 32816.

**POSITION OPENING FOR HR DIVISION
NEWSLETTER CO-EDITOR**

Chris Riordan is stepping down as HR Newsletter co-editor in the Spring 2001 after serving the division so well for a number of years. If you are interested in getting involved within the HR Division, this is an opportunity to do so!

Because the Division wants to become more electronically oriented, the newsletter will be moving in that direction as well. So, if you have experience with the web or other forms of electronic distribution, or a willingness to learn, you would be the perfect candidate. Please contact

Lynn Shore for more information at 404 651-2006
or mgtlms@langate.gsu.edu.



Call for HR Division Officer Nominations

We need nominations for:

Program Chair Elect (send up to 3 names with introductions)

Executive Committee Members (send up to 4 names with introductions)

By January 7, 2001, send your mail or email nominations to:

**Luis R. Gomez-Mejia
Management Department
College of Business
Arizona State University
Tempe, AZ 85287
luis.gomez-mejia@asu.edu**