

TO: Christopher Rosen, University of Arkansas
Chair, HR Division

FROM: Division and Interest Group Relations (DIGR) Committee

Tammy Madsen, Santa Clara University (Chair & BOG Representative at Large)

DIGR Committee Members:

Quinetta Connally, Villanova U. (BOG President-elect & Coordinator of Professional Divisions)

Brianna Caza, University of North Carolina at Greensboro (Past Division Chair, MOC)

Elizabeth George, University of Auckland (BOG Representative at Large)

Isabel Metz, Melbourne Business School (BOG Representative at Large)

Scott Siebert, Rutgers University (Past Division Chair, CAR)

Danielle Zandee, Nyenrode Business Universiteit (Past Division Chair, ODC)

DATE: April 20, 2020

RE: Feedback on HR Division's 5 year Report

Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Human Resources (HR) Division has been renewed for another five years. The committee found your report to be thorough and well-developed; the committee also appreciated the division's specific goals and initiatives. We know that your leadership team worked hard over the last year to produce the report. We appreciate the time and energy your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lesson any concerns, all of which are summarized below. In addition, we offer recommendations for building on the division's strengths and continuing to provide valuable services to your members. Many of these issues and actions were identified in the report, although some were identified by the DIGR committee. We hope that our feedback will enable you to leverage the division's strengths and advance our shared goal of strengthening and invigorating the Academy of Management.

Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or email. In addition, if you are interested, we would welcome the opportunity to meet with your leadership team virtually to recognize your accomplishments, answer any questions, and discuss any concerns.

Thank you again for the effort you invested in the 5-year review. We hope the review has provided an opportunity to reflect on the state of the division, areas of strength, and opportunities to further enhance members' experiences. We value the activities and services the HR Division provides for the

Academy of Management and its members. We look forward to the continued division's continued development.

2020 Review of Human Resources (HR) Division

STRENGTHS

The overall sentiment on the Division and Interest Group Relations (DIGR) Committee is that the HR Division is a healthy community with an active membership and strong collaboration with other divisions and associations. Specific strengths include:

Strength #1 Membership and Engagement

- Robust and engaged membership and a leadership focused on serving their members.
- Strong recruitment of international members through the ambassadors program and the Human Resources International Conference (HRIC). Among survey respondents, 77% were satisfied or better with the division's outreach to international members and 72% for were satisfied with the international focus of the meeting program.
- Between 2018 and 2019, student membership increased 11% (exceeding the AOM's student membership growth rate of 1%, for the same time period) and executive membership increased 7% (exceeding the AOM's executive membership growth rate of (-1%) for the same time period). Over the 5 year period, the division experienced significant growth in emeritus members (14.49%) as compared to AOM overall (7.89%).

Strength #2 Financial

- Healthy financial state and ability to gain sponsorship.

CHALLENGES

A few challenges and concerns were noted by members of the DIGR Committee, *all of* which were also identified in the HR report. They are:

Challenge #1 Size

- The division has experienced a 17% decline in new members since 2015; the decline exceeds the AOM's performance as a whole for the same time period (6% decline).

Challenge #2 Perceptions of barriers to involvement

- Some perceptions of cliquishness or that it is difficult to become involved in the division's activities.

Challenge #3 Connections & Communication

- The report raised several questions regarding whether and how the division is using digital tools, including social media, for communication.

Many of these concerns are mitigated by additional discussion, observations or strategic plans evident in the report, including:

Observation #1 Connections and Communication

- The division's detailed action plans include improving communication about division operations, using more messaging to foster links among members, improving the digital profile and



presence, and enabling connections between junior and senior scholars. These actions should also help reduce barriers to access and over time, help to retain members.

Observation #2 Strengthening Services

- The division plans a variety of initiatives to meet the needs of its members including actions to advance awareness of and resources for teaching, exploring ways to enhance scholarly collaboration and the dissemination of research related resources.

Observation # 3 Bridging Research, Teaching and Practice

- The division plans to take several actions to support this objective including creating an annual PDW that brings together HR leaders and scholars, establishing an award that recognizes practitioner and academic value, including annual conference sessions focused on applied research.

RECOMMENDATIONS

The DIGR Committee supports the strategic goals suggested by the Division leadership in their report. In an effort to help the HR Division, we also offer these additional thoughts and recommendations for consideration:

Recommendation #1 Planning: Establish Priorities, a Timeline and Metrics

- We applaud the division's specific goals and initiatives. We recommend the division prioritize the list, develop a timeline for implementation and create metrics for tracking the progress (some initiatives include specific metrics or goals whereas a few are a bit vague). We recommend making communication as one of the first priorities.
- We recommend that the leadership develop an annual process of taking stock and adapting the plans as needed.

Recommendation #2 Digital Connections and Collaboration

- Given members interest in building social connections, we encourage the division to leverage digital resources to strengthen connections also collaboration. For example, inviting members to host webinars or online forums on topics of interest such as teaching.
- Additionally, the division might appoint a social media manager or team to support execution and future development. The social media manager or team could be tasked with identifying ways to get more participants to utilize the existing communication tools and channels.
- The AOM *Insights* initiative provides opportunities for fostering strong connections between HR's members interests and practitioners (and vice versa) as well as opportunities for extending the reach of HR scholarship.

Recommendation # 3 Bridging Research and Practice

- We commend the division for identifying ways to foster stronger connections with HR practice. We recommend the division consider ways that might make the connection a two-way street. For instance, a division session might be devoted to key challenges or problems facing HR managers and how research might address the problems.

