REPORT TO THE ACADEMY OF MANAGEMENT

PROFESSIONAL DIVISION REVIEW COMMITTEE

Five-Year Review (2015-2019)
Human Resources Division of the Academy of Management

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This report reviews the activities of the Human Resources (HR) Division of the Academy of Management for the years 2015 through 2019. This report has been prepared in accordance with the policies and guidelines provided by the Academy's Professional Division Review Committee.

Special thanks go to (a) the membership of the HR Division for providing their input through the member survey and for all they do to make the division successful, (b) the current HR Division leadership (Ingrid Fulmer, David Collings, and Jill Ellingson) for their insights, and (c) the other members of the five-year review committee who assisted in preparation of this report: Joel Koopman (Texas A&M University), Chenwei Liao (Michigan State University), Adam Stoverink (University of Arkansas), Emilija Djurdjevic (University of Rhode Island).

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I. Analysis and Reflections of the Member Survey Results

A survey of the HR Division's membership was conducted in the fall of 2019 as part of this self-study report. The survey was conducted for the HR Division by the Academy via the internet using Survey Monkey. The survey included core questions required by the Professional Division Review Committee as well as additional questions assessing issues of particular relevance to the HR Division. The Division leadership provided comments and feedback regarding the included additional questions. An email was sent to all Division members on October 16, 2020, inviting and encouraging them to complete the survey and providing a link to the survey. Three follow-up reminders were sent out on October 30, November 7, and November 14. The survey was closed on November 21, 2020.

The email invitation to complete the survey was sent to all Division members with valid email addresses in the Academy database at that time (3,183). We received a total of 584 responses, yielding a response rate of 18.4%. This is a lower response rate than the 25.5% obtained in the 2014 5-year review but is consistent with the response rate that we received during the 2009 5-year review. Possible reasons for the lower response rate are (a) an incentive was offered in 2014, but not in 2019 (AOM advised against using an incentive because their records suggest that incentives do not impact response rates), (b) the 2014 survey was shorter, and (c) both the OB and HR Divisions asked members to complete surveys in 2019. Owing to membership overlap between these divisions, evaluating them in the same year may dampen response rates.

Division members completing the survey provided over 1,700 written comments in response to open-ended questions. The Division Review Committee examined all of those comments to identify major themes. A brief summary of key findings is provided in this section of the report with the survey results also used to inform subsequent sections. Summaries of the key themes in the open-ended responses are included in Appendix A. To protect respondent identity, we do not include verbatim responses to the open-ended questions.

A. Membership

The majority of survey respondents (i.e., 74%) were academic, 20% were students, 5% were executive/practitioners, and just over 1% were emeritus. This is similar to the overall HR Division membership profile, which is 69% academic, 22% students, 6% executive/practitioners, and 2% emeritus. The majority of respondents came from North America (58%), followed by Europe (21%), Asia (10%), Oceania (5%), South America (2%), the Middle East (2%), and Africa (1%). There was a slightly higher percentage of U.S. respondents (58%) than in the overall HR Division (50%). Fifty-three percent of the respondents are male and 46% are female.

Overall, 85% of respondents are satisfied, very satisfied, or extremely satisfied with their membership in the Division (Q29), with 18% of those respondents extremely satisfied and only 1% indicating that they are not satisfied. The reasons respondents gave for being members largely mirror the Division's current offerings to members (i.e., research, social connections, teaching, practice, learning about HR). Responses concerning the engagement of members (Q20[1]) are somewhat lower than overall membership satisfaction, as 75% indicated they were

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[1] To be consistent with previous 5-year review reports submitted by the HR division, percentages are based on the total number of valid responses (i.e., N/A responses were excluded when calculating percentages).

satisfied, very satisfied, or extremely satisfied (7% not satisfied) with the sense of community within the Division; and only 60% are satisfied, very satisfied, or extremely satisfied (15% not satisfied) with opportunities to network outside of the Annual Meeting. Sixty percent of respondents agreed or strongly agreed that their professional development needs are being met by the HR Division (Q9), whereas 34% were neutral, 4% disagreed, and 2% strongly disagreed.

Forty percent of respondents identify most strongly with the HR Division (Q6); and 37% identify with another division almost as much as the HR Division. Fifteen percent identify mostly with another division and 8% identify with the HR Division almost as much as their primary division.

When asked why they belong to the HR Division (Q8), 67% of respondents indicated that the most important reason is to gain and share information relevant to research. This was followed by 16% indicating that the most important reason was to develop and maintain social connections. The third, fourth, and fifth reasons for belonging to the HR Division were to gain and share information relevant to teaching (8% rated this as most important), gain and share information relevant to training and management practice (6% rated this as most important), and to learn more about a domain that is new to me (5% rated this as most important).

When asked if they would recommend to a colleague to join the HR Division (Q34), 78% indicated that they are somewhat likely or extremely likely to do so, 16% neutral, 2% somewhat unlikely, and 1% not at all.

B.   Annual Meeting
Results from the survey indicate that 49% of respondents regularly attend the Annual Meeting with 27% only attending when they are on the program (Q11). The primary reasons for not attending the annual meeting (Q12) are lack of funding (63%) and time (43%).

Eighty-eight percent of respondents have attended a regular conference session and 75% have attended a PDW session at least once (Q13). Eighty-five percent of respondents have served as a reviewer, 80% have submitted a paper for the scholarly program, and 35% have submitted a PDW at least once (Q13). Forty-three percent of respondents have served as a chair or discussant for a scholarly session. Thirty-eight percent have volunteered in some capacity and 79% participated in other activities (e.g., social events, business meetings, etc.).

Most respondents indicated that they are satisfied with access to the program (Q14: 89% satisfied, very satisfied, or extremely satisfied; 2% not satisfied), traditional paper sessions (81% satisfied, very satisfied, or extremely satisfied; 2% not satisfied), social and networking opportunities (87% satisfied, very satisfied, or extremely satisfied; 3% not satisfied), PDW sessions (90% satisfied, very satisfied, or extremely satisfied; 2% not satisfied). When asked about what type of sessions they find most valuable in the PDW schedule, respondents indicated that they found research methods workshops (Q17: 89% indicated that these workshops were valuable, very valuable, or extremely valuable), topical workshops (Q17: 88% indicated that these workshops were valuable, very valuable, or extremely valuable) and topic-based networking sessions (Q17: 83% indicated that these workshops were valuable, very valuable, or extremely valuable). The majority of respondents indicated that other sessions were also valuable (e.g., 73% indicated that teaching workshops were valuable, very valuable, or extremely

valuable; 73% indicated that career sessions were valuable, very valuable, or extremely valuable; and 73% indicated that incubator sessions were valuable, very valuable, or extremely valuable). In addition to this data, we asked a number of qualitative questions about the program on the survey. When asked what type of sessions they'd like to see more of in the PDW schedule, respondents indicated that they'd like to see more research methods (23%), new/emerging top (14%), paper development/publishing (13%), topical workshops (12%), practitioner-related (11%), teaching (11%), networking (7%), and early/mid-career sessions (5%).

C. Governance

Respondents were also asked about their satisfaction with various aspects of the HR Division's governance and their membership in the Division (Q20). Respondents were generally satisfied with fair and open elections (91% satisfied or better; 3% not satisfied), quality of newsletter (83% satisfied or better; 4% not satisfied), level of communication received from the division/interest group (83% satisfied or better; 5% not satisfied), activities that address the division/interest group's domain (83% satisfied or better; 3% not satisfied), responsiveness of division officers to member concerns (82% satisfied or better; 5% not satisfied), efforts to foster good relations and work collaboratively with other divisions/interest groups (81% satisfied or better; 6% not satisfied), selection process for awards and recognition (80% satisfied or better; 6% not satisfied), welcoming from various demographic groups (80% satisfied or better; 6% not satisfied), efforts to reach out to international members (77% satisfied or better; 9% not satisfied), usefulness of website (76% satisfied or better; 5% not satisfied), sense of community within the division/interest group (75% satisfied or better; 7% not satisfied), ability of interested members to become leaders in the division/interest group (74% satisfied or better; 8% not satisfied), opportunities to influence the division/interest group (72% satisfied or better; 9% not satisfied).

Respondents were less satisfied with the value of Connect @AOM Community discussion (68% satisfied or better; 9% not satisfied), opportunities for members like me to receive mentoring (62% satisfied or better; 13% not satisfied), encouragement from division leaders to form network communities for members like me (62% satisfied or better; 17% not satisfied), and opportunities outside of the annual meeting to network/collaborate with peers (60% satisfied or better; 15% not satisfied).

D. Member Services
Communications. Eighty-three percent of respondents indicated that they are satisfied, very satisfied, or extremely satisfied with the level of communication received from the Division (Q20). With regard to specific means of communication the Division uses, 83% are satisfied or better with the quality of the newsletter, 76% are satisfied or better with the website, and 68% are satisfied or better with the value of Connect@AOM community discussion. In terms of member's use of the Division's various communication outlets, results (Q26) indicate that the newsletter/direct email is the most effective way to communicate with members (41% of respondents indicate that they often or very frequently access and read the newsletter and direct emails from the division).

In contrast, only 20% of respondents indicate that they often or very frequently access and read Division-related information on Connect@AOM. Respondents also indicated that they rarely

access and read the HR Division's Facebook page (77% never), Twitter (72% never) or LinkedIn (68% never). Owing to miscommunication during the transition process, the HR Division was late in transitioning to Connect@AOM, so it is difficult to interpret responses about the value and use of Connect@AOM at this time. That said, we anticipate that Connect@AOM, along with the newsletter/direct emails, will become the primary modes of communication with Division members going forward. We will, however, continue to identify ways that we may be able to better engage our members via our online and social media efforts.

Awards. Eighty percent of respondents were satisfied or better with the selection process for awards and recognition (Q20), excluding N/A responses. Seventy-five percent of respondents indicated that they are satisfied or better with the HR Division's awards program (i.e., the process through which award winners are nominated and determined), with 6% of members indicating they are not satisfied with the HR Division's awards program. Only 20% of those who responded to the survey indicated that they had previously nominated someone for an HR Division award.

Other Member Services. Respondents indicated their level of interest in several possible additional services (Q22), with the following demonstrating the highest levels of interest:

Teaching resources (18% extremely interested; 26% very interested; 28% interested; 21% somewhat interested; and 7% not interested; average score = 3.26).

Digital collaboration (13% extremely interested; 23% very interested; 33% interested; 22% somewhat interested; 10% not interested; average score = 3.07).

International conferences (16% extremely interested; 26% very interested; 24% interested; 19% somewhat interested; 16% not interested; average score = 3.07).

Career resources (12% extremely interested; 19% very interested; 29% interested; 22% somewhat interested; 18% not interested; average score = 2.87).

Practitioner resources (14% extremely interested; 19% very interested; 26% interested; 22% somewhat interested; 20% Not interested; average score = 2.85).

Mentoring program (15% extremely interested; 19% very interested; 22% interested; 22% somewhat interested; 22% not interested; average score = 2.82).

External relations (11% extremely interested; 16% very interested; 27% interested; 26% somewhat interested; 21% not interested; average score = 2.72).

Teaching Conference. In addition to the strong interest indicated above in teaching resources, members were interested in attending a conference specifically devoted to the teaching of HR or including more teaching resources in the annual program as a PDW (Q28). Respondents indicated that they were interested in learning more about: ideas for teaching in specific content areas (72% were very or extremely interested; 8% not interested), innovative teaching methods (68% were very or extremely interested; 9% not interested), ideas for assessing learning (67%

were very or extremely interested, 13% not interested), ideas for teaching online and from remote locations (66% were very or extremely interested, 13% not interested), and sessions to improve teaching skills (66% were very or extremely interested, 15% not interested).

Practice. Practitioner resources were not among the additional services explored (Q22), but 59% of respondents indicated that they were interested, very interested, or extremely interested (20% not interested). Practitioner issues also arose in several open-ended comments centering on the need to better link research and practice and having more sessions at the Annual Meetings that connect academics to practitioners. In the open-ended question on suggestions for PDWs (Q #18), 11% of the comments were related to practical issues such as "More sessions bridging academe and practice" and "Intersection of HR practice and research."

International. The results of the survey indicate that 77% of respondents were satisfied or better (9% not satisfied) with the Division's efforts to reach out to international members. In terms of attending an international conference, 16% were extremely interested, 26% very interested, 24% interested, 19% somewhat interested, and 16% were not interested. In terms of the Annual Meeting, 72% of respondents are satisfied with the international focus of the meeting program (Q15). Six percent of respondents felt there was too much of an international focus, whereas 22% felt there was not enough.

When respondents were asked an open-ended question (Q19) about what the HR Division could do outside of the annual meeting to better meet the needs of its members, 16% suggested that the HR Division could do a better job of reaching out to and connecting with the international community, 13% suggested improving communications, and 12% suggested that the HR Division could offer Webinars/Online Forums to better meet member needs. When asked if there is one thing that you would most like to improve regarding the HR Division (Q33), 10% mentioned that they would like to increase the international focus. When asked what issues should occupy the HR Division's time over the next 5 years (Q36), 13% indicated international focus.

II. Observations for Improvement (Based on Metrics, Checklist, and Member Survey)

A. Membership
The trends in membership data suggest that the HR Division membership numbers are declining, while overall AOM membership is growing. The 5-year percentage change in HR Division membership was -2.63% compared to growth of 3.56% for AOM overall. On a positive note, the HR Division had a larger increase in membership in 2019 (2.81%) compared to AOM (1.9%) and membership for the HR Division has increased in three (2015, 2016, 2019) of the past five years.

When examining the U.S. versus international data, the Division appears to be more effective in recruiting and retaining international members compared to U.S. members. This conclusion is based on data indicating that the 5-year percentage change in U.S. membership was -7.27%, whereas it was 2.68% for international membership.

The metrics on member type are insightful. Overall, the HR Division has experienced a decrease in academic members over the past five years (-1%), while AOM overall has experienced an increase in academic members (5%). In addition, the HR Division has experienced an overall 5-year decrease in new members (-17%) which is greater than the new membership decreases experienced by AOM overall during the same time period (-6%). One positive note is the increase in student membership in 2019 (11%), which is considerably better than the student membership increases experienced by AOM overall during that same year (1%). Likewise, executive membership of the HR Division demonstrated a larger increase (7%) than AOM overall (-1%) in 2019. One general trend that stood out is that the HR Division experienced a much greater increase in emeritus members (14.49%) over the five-year period compared to AOM overall (7.89%). At the same time, the HR Division experienced a much larger drop in new members (-17.28%) compared to AOM overall (-6.13%). This may reflect general trends in academia around HR (i.e., people are retiring at a much higher rate than they are entering the field).

In response to open ended questions, respondents indicated that there is a perception that the Division is cliquish and elitist (i.e., that one needs to be from a top program to be involved). The number of respondents who want to, but are unsure of how to, get more involved indicates a need for the Division to do a better job of outreach in terms of communicating volunteer opportunities and mechanisms to volunteer. Respondents also noted concerns about the awards process and suggested that the Division considers ways in which to ensure that these processes are not biased going forward.

The survey results point to several possible avenues for addressing these trends and issues. First, the HR Division needs to continue to build a sense of community and connectedness within the Division (both on-line, during the annual conference, and through other avenues such as international conferences and better engaging our volunteers). The HR Division needs to actively recruit new members and retain existing ones. That said, we have devoted considerable attention to international members (e.g., engaging our Ambassadors and having international conferences in locations such as Australia, China and Ireland) and students (e.g., through the middle-stage doctoral student consortium), and our efforts to connect with those member types have clearly met with success. In addition, we recently implemented a new member social aimed at welcoming new members, providing information about the Division, and better connecting them to other new members with the Division. We are also attempting to better engage our members through the Connect@AOM community board. Finally, the Division should emphasize transparency in communications with members and provide more information about how members can get involved with the Division.

B. Annual Meeting

The number of submitted scholarly papers was fairly stable over the five-year period, ranging from a low of 321 in 2017 to a high of 375 in 2019. Symposia submissions grew during the period, ranging from a low of 89 in 2016 to a high of 126 in 2019. During the review period, symposia submissions increased at a greater rate for the HR Division (66%) than they did for AOM overall (46%), though paper submissions did not increase at the same pace for the HR Division (7%) as they did for AOM overall (15%). Over the five-year review period, the HR Division tended to have lower paper and symposia acceptance rates (average = 52% and 72%,

respectively) than AOM overall (average = 54% and 75%, respectively), but these differences were quite small.

In terms of submitted and accepted PDW sessions, there has been a gradual increase over the review period. Fifteen PDWs sessions were submitted in 2015, of which 14 were accepted. Thirty-one were submitted in 2019, of which 23 were accepted.

With regard to AOM meeting registrants, on average there was a greater increase in non-US registrants (average = 5.7%) compared to US registrants (average = 2.7%). This may have been the result of our efforts to engage international members through our Ambassadors program and the Human Resources International Conference (HRIC), which was in Australia in 2016 and Ireland in 2018. That said, the HR Division (25.0%) and AOM overall (20.4%) had a spike in international registrants in 2015, when the annual conference was in Vancouver.

A negative is the decrease in US reviewers for the HR Division during the same time period (average = -1.96%). Interestingly, there was an increase in non-US reviewers for the HR Division during this time period (average = 3.5%). These trends for US and non-US reviewers are consistent with AOM overall (average = -0.9% and 4.4%, respectively) and suggest that there may be better engagement by non-US reviewers in the AOM conference review process.

C.   Governance
Division Elections. Member participation in elections has ranged from 21.9% (2018) to 26.6% (2015) with an average of 23.5% over the review period. This is approximately the same as the AOM average (24.2%) during that same time period. Ideally, a larger percentage of Division members would participate in elections, but our percentage is similar to AOM as a whole and is consistent with historic levels of voting participation for the Division and AOM overall.

Reflecting our efforts to increase the international representation of our members, a non-US member of the HR Division was elected to the leadership track for the first time during the review period. That said, the Division needs to continue to ensure that individuals placed on the ballot are reflective of all our member constituencies, including international members and underrepresented populations.

Financials. The financial data indicate that the HR Division has effectively managed its resources during the review period. In particular, during the past 5 years the HR Division has never been overdrawn and has had a surplus each year, with a five-year cumulative average surplus of $32,997. The HR Division has also continued to grow our revenue by obtaining sponsorship for Annual Meeting events (from $26,630 in 2014 to $29,926 in 2018) and has made considerable strides in reaching potential sponsors.

III.   Goals and Actions for the Division's Future

The HR Division's overall objective is to find ways to strengthen our value proposition to all segments of our membership and enable our members to be more active and involved within the Division and feel connected to the profession. Furthermore, we need to make our members more knowledgeable about Division activities and informed about opportunities to enhance their

research or teaching skills and knowledge. In short, our objective for the next five years is to increase the level of member engagement and facilitate professional development opportunities. Specific goals and actions to meet this objective are as follows:

A.   MAKING AND MAINTAINING MEMBER CONNECTIONS

1.   Improve Communications about Division Operations
         GOAL: Increase member knowledge of how the HR Division operates from 40% to 50%. Goal progress will be assessed by the percentage of 5-year review respondents who agree or strongly agree with the relevant item.
         ACTION PLAN:
         a.   Post interviews with HR Division elected leaders on social media, covering topics such as how they became involved in the division and what they do for the division.
         b.   Provide information about how the HR Division operates during AOM events, such as the business meeting.
         c.   Add a "Volunteer Spotlight" box to the division newsletter to briefly highlight key responsibilities of each position.

2.   Better Engage Division Members
         GOAL: Increase member active engagement in HR Division activities from 23% to 33%. Goal progress will be assessed by the percentage of 5-year review respondents who agree or strongly agree with the relevant item.
         ACTION PLAN:
         a.   Encourage members to attend HR Division events at AOM via all communication channels.
         b.   Encourage Late-Stage Doctoral Consortium PDW participants to allow the Division to share their profiles so that they gain exposure while on the job market via various social media channels.
         c.   Provide members with ability to have voice and influence in Division planning and decision-making by offering periodic polls shared via various media platforms.
         d.   Implement an annual volunteer blitz by sending the volunteer sign-up link to members via all communication channels.
         e.   Host information tables at one of the Division events at AOM to market the Human Resource International Conference, teaching resources, and our social media presence.

3.   Improve Division's Digital Profile and Presence
         GOAL: Decrease percentage of members never accessing HR Division social media (i.e., Facebook, Twitter, and LinkedIn) from 72% to 62%.
         ACTION PLAN:
         a.   Provide an overview of the HR Division's social media platforms on @AOMConnect and encourage members to follow the Division's social media accounts.

b. Leverage and integrate media channels such that relevant information contained across communication channels is always communicated via Twitter. Depending on the type of information it may be housed on the @AOMConnect website, Facebook, or LinkedIn.

c. Tweet calls for papers.

d. Create social media content that is more engaging.

4. Make Better Connections Between Junior and Senior Members
GOAL: Create new opportunities for junior and senior members of the Division to interact.
ACTION PLAN

a. Curate and encourage (via submission calls) submission of interactive, topic-based (e.g., research, teaching, career) sessions (e.g., PDWs and sessions on the scholarly program) where junior faculty members can have one-on-one conversations with senior/established members of the HR Division.

b. Expand incubator offerings so that junior members of the Division have the opportunity to receive individualized feedback about their research from established scholars.

c. Create a task force to examine how the HR Division could offer mentoring services (e.g., speed mentoring sessions, creating a mentor volunteer program, etc.).

d. Ask the HR Division's hospitality committee to actively recruit senior scholars to attend division activities (e.g., socials, networking events) so that they can engage newer/junior members.

e. Add a specific senior/junior mixer event to the program (either pre-conference or regular) and recruit scholars to attend that event for the explicit purpose of engaging more junior members.

B. PROVIDE ADDITIONAL MEMBER RESOURCES FOR RESEARCH AND TEACHING

1. Better Meet the Teaching Needs of Division Members
GOAL: Create a vibrant online community of practice for teaching HR.
ACTION PLAN:

a. Improve awareness of existing resources by communicating instructions for locating the teaching repository on AOM Connect.

b. Encourage and challenge members to disseminate customized HR digital content and cases on AOM Connect. Place a special emphasis on non-tenure track faculty when soliciting resources.

c. The availability of these resources and incentives to populate these exchanges could be highlighted through an innovative teaching competition, with the winners receiving awards and presenting their content as part of a teaching PDW as well as PDWs where original assignments are presented in an interactive manner.

d.   Poll the members to identify specific needs not currently met in the existing repository (e.g., online teaching, executive education) and do a call for these resources.

        GOAL: Organize a regular 1.5 day HR teaching conference that members can attend in person or via the Internet.
ACTION PLAN:
a.   A subcommittee of the teaching committee will develop a plan for a sustainable HR teaching conference based on the feedback received on the current member survey as well as lessons learned from prior HR/IR Innovative teaching conferences.

GOAL: Build awareness of how to incorporate the latest technology into HR teaching.
ACTION PLAN:
a.   Collect and share information on software, simulation programs, and apps that can be used for HR teaching.
b.   Include a teaching PDW that is speficically dedicated to helping HR instructors learn the latest teaching technology.

2.   Further meet the research needs of Division Members
GOAL: Increase the number of PDW hours at the annual conference that are dedicated to theory development and understanding.
ACTION PLAN:
a.   Given the number of members interested in additional resources related to theory and theory development, opportunities should be increased for members to engage in learning and discussion of specific HR theories or facilitate the incubation of research projects in specific topic areas. To achieve this goal, the HR Division executive committee can curate theory-based sessions and mention the need for theory-based sessions in the call for submissions.

GOAL: Create an easier and more effective way to enhance scholarly collaboration among HR researchers.
ACTION PLAN:
a.   Build a network of available reviewers who could volunteer to read/revise/edit preliminary draft papers.
b.   Help researchers identify potential data collection opportunities by connecting them with interested practitioners.
c.   Promote PDW sessions, across AOM, that help researchers learn the latest quantitative and qualitative HR research methods.
d.   Connect scholars with unique topical and regional focus to facilitate research collaboration.

GOAL: Enhance the collection and dissemination of research-related resources.
ACTION PLAN:
a.   Improve access to existing resources by communicating instructions for locating the research repository on AOM Connect.

b.   Encourage and challenge members to disseminate research-related content on AOM Connect.

c.   Poll the members to identify specific needs not currently met in the existing repository and do a call for these resources.

C.   DO A BETTER JOB OF BRIDGING RESEARCH, TEACHING, AND PRACTICE

1.   Create a stronger link between practitioners and our teaching and research community.
GOAL: Create new opportunities for members to engage with practitioners.
ACTION PLAN:
a.   Create an annual PDW that focuses on bringing senior HR leaders (e.g., CHROs) to the Academy to engage in conversations with academics about research and teaching.
b.   Establish an award that recognizes the value of academic work that develops academic as well as practitioner value.
c.   Reach-out more directly to members who are practitioners to seek their input on programming that could help bridge the conversation.
d.   Upgrade our website to make it easier for practitioners to identify information that may be relevant and useful.

GOAL: Translate research to practice and conduct more research that addresses pressing practical concerns.
ACTION PLAN:
a.   Include at least one session at each annual conference that addresses either applied research or involvement of the practicing community.
b.   Explore additional ideas and mechanisms to help make Division member research more accessible and relevant to the practicing community.
c.   Explore how to better connect practitioners and academics in ways that add value to both groups, perhaps some kind of clearinghouse to facilitate Division members helping organizations solve problems while providing access for research and teaching.

GOAL: Translate research findings to classroom teaching.
ACTION PLAN:
a.   Periodically disseminate a summary of cutting-edge research findings that can be easily adopted by instructors in teaching HR.
b.   Add a subfolder to the AOM Connect teaching repository, dedicated specifically to research-derived teaching resources, organized by HR topics.

D.   CREATE A MORE INCLUSIVE COMMUNITY

1.   Improve the diversity and inclusivity of the Division.
GOAL: Make diversity and inclusivity a focus of our division so that all members feel valued, welcome, engaged, and represented by the division.
ACTION PLAN

a. Ensure that committees are staffed to reflect the diversity of our membership by creating clearer pathways to involvement (e.g., improving communications with members about volunteer opportunities).
b. The nominations committee, in filling out the ballot for leadership positions should ensure the ballots reflect the diversity of the Division membership.
c. The Division leadership should continue to adopt policies and practices that ensure that award committees reflect the diversity of the Division leadership.
d. Create new networking opportunities where members have greater opportunity to interact with members who have different backgrounds.

2. Enhance international programming and services
GOAL: Improve the Division's engagement and professional development opportunities for international members.
ACTION PLAN
a. Continue to offer international conference every two years.
b. Increase involvement in AOM's specialized conferences.
c. Continue to offer new and updated PDWs focused on issues of interest to international members.
d. Continue to engage international members via the ambassador program.

GOAL: Make research and teaching resources more easily accessible to international members.
ACTION PLAN:
a. Work with international members to translate the most commonly used resources to languages other than English.
b. Develop more research and teaching resources that are context-specific to international users.
c. Facilitate sharing of research and teaching resources between domestic and international members.

Appendix A

Key Themes from Open-ended Comments

Question 18: What type of sessions would you like to see or see more of on the PDW schedule?

Main Themes	Frequency	Percent
Research Methods/Analytics	23	20
New/Emerging topics	14	12
Paper Development/Publishing	13	11
Topical Workshops	12	10
Practitioner-Related	11	10
Teaching	11	10
Networking	7	6
Early/mid-career	5	4

Question 19: What could the HR division do outside of the Academy's Annual Meeting to Better meet your needs?

Main Themes	Frequency	Percent
International	16	16
Communications	13	13
Webinars/Online Forums	12	12
Create links to practice	8	8
Teaching Resources	6	6
Local/Regional HR Groups and Meetings	6	6
Paper Development Workshops	5	5
Networking	4	4

Question 27: Please offer suggestions for how the division could better facilitate communications with or among HR Division members.

Main Themes	Frequency	Percent
Better information about communication channels	11	26
Emails	7	17
Social media	4	10
Webinar/Webcasts	2	5
Networking	2	5

Question 32: What do you like best about your membership in the HR Division?

Main Themes	Frequency	Percent
Access to ideas and information	50	25
Networking	45	23
The people, atmosphere, and inclusivity	35	18
AOM sessions	21	11
Fit with interest	9	5
Leadership	8	4
Teaching resources	6	3
International Community/Ambassadors	3	2
Size	3	2
Listserv	3	2
Applied Focus	2	1

Question 33: If there is one thing you would most like to improve regarding the HR Division, what would it be?

Main Themes	Frequency	Percent
International Focus	14	10
Communications	12	8
Networking opportunities	12	8
Diversity and inclusivity	11	8
Member engagement	10	7
Quality of AOM Program	9	6
Improve links to practice	8	5
Teaching resources	8	5
Research resources	7	5
Collaboration with other DIGs	5	3
Awards Process/Committees	4	3
Managing the size of the division	4	3
Quality of reviewers	3	2
Mentoring opportunities	2	1

Question 36: What issues should occupy the HR division's time over the next 5 years?

Main Themes	Frequency	Percent
Research areas suggested	23	15
Future of Work/AI	19	13
International Focus	19	13
Academic/Practitioner divide	14	9
Communication and member engagement	12	8
Diversity and inclusion	11	7
Being an advocate for the division/profession	10	7
Technology	10	7
Research resources	8	5
Sustainability	7	5
Teaching resources	7	5
Social impact	6	4
Analytics	5	3
Networking/mentoring	5	3
Increasing collaboration across divisions	3	2

Question 37: What can the HR division do tomorrow morning that would increase its effectiveness?

Main Themes	Frequency	Percent
Improve communications	13	12
Increase international focus	11	10
Better engage members	7	7
Enhance connection with practitioners/practice	6	6
Offer webinars	6	6
Promote research	5	5
Improve teaching resources	5	5
Add mentor program	3	3
Increase local presence	3	3

Question 38: Please share any ideas or comments you may have about how the HR division can be more attractive to international members, PhD students, and non-tenure track academics.

Main Themes	Frequency	Percent
Offer funding assistance	7	8
International conferences	7	8
Specific programs for non-tenure track	6	7
Offer more practitioner-oriented sessions	6	7
Specific programs for international members	5	6
Outreach	5	6
Specific programs for PhD students	4	5
Increase teaching content/resources	4	5
Mentoring programs	4	5
Enhance online engagement	3	4

Appendix B

Review Metrics

Metrics available on the status of the HR Division include data on membership, the AOM Annual Meeting, Division elections, and financials. Observations are based on changes/trends in the data over the past five years for the HR Division as well as how these changes/trends compare to the AOM metrics (all divisions combined) during the same time period.

A.   Membership

Size/Growth. Across the five years, there has been a 2.63% decrease in members, compared to a 3.56% increase in AOM membership overall during this same time period. The HR Division did, however, experience growth in 3 out of the 5 years that were reviewed (2015: 0.62%, 2016: 2.64%, 2019: 2.81%) and experienced a greater increase in membership than AOM overall in two (i.e., 2016 and 2019) out of three of those years. On a positive note, the HR Division experienced it's largest growth in membership in 2019 (2.81%), which was almost a full percentage point above the membership increase experienced by AOM overall (1.9%) during the at same year.

Domestic/International. Between 2015 and 2019, the HR Division experienced more growth in international members compared to domestic members. The 5-year change in HR Division domestic members was -7.27% compared to 2.68% in international members. During the same period, AOM experienced a -2.42% growth in domestic members and a 10.22% growth in international members. The HR Division experienced an increase in domestic and international members in two (i.e., 2015 and 2016) out of three of the years reviewed. The average annual percentage change in domestic and international members was -1.87% and .66%, respectively compared to the AOM changes of -.61% and 2.46%.

Member Type. Membership metrics include number of academic, emeritus, student, and executive members from 2015 to 2019. Across these five years, there has been an increase in Emeritus (14.49%) and Student (1.28%) members and a decrease in Academic (1.09%) and Executive (-29.45%) members. For AOM, the 5-year percentage change was positive for three out of four of the member groups: Academic (5.20%), Emeritus (7.89%), Executive (-26.67%), and Student (7.78%). The annual average percentage change by member type for the HR Division and AOM were: (1) Academic: -0.27%% Division and 1.27%% AOM; (2) Emeritus: 3.44% Division and 1.92% AOM; (3) Student: 0.32% Division and 1.89% AOM; (4) Executive: -8.35% Division and -7.46% AOM.

New Members. In terms of new members joining the HR Division, there has been a percentage decline over the past 5-year period (-17.28%). During the same time period, the percentage of new members in the AOM as a whole has also declined (-6.13%). The number of new members joining the HR Division each year was 447 (2015), 358 (2016), 507 (2017), 359 (2018), and 400 (2019). The annual average percentage change was -4.63% for the Division and -1.57% for AOM overall.

B.   Annual Meeting
The data from the past 5 years on the Annual AOM Conference included the number of submissions to the scholarly program, acceptance rates for scholarly papers, reviewer participation rates, and PDW submissions and acceptances. Over the past 5 years, there has been a 7.0% increase in submitted papers to HR (14.5% for AOM) and a 66.2% increase in symposia submissions to HR (45.8% increase for AOM). The number of HR PDW submissions increased during this time from 15to 31 (101.1% increase).

The percentage of AOM papers that were submitted to the HR Division each year were: 4.98% (2015); 5.07% (2016); 5.08% (2017); 4.97% (2018); 4.98% (2019). For symposia, the percentage of AOM symposia submitted to the HR Division were: 9.61% (2015); 9.23% (2016); 10.06% (2017); 9.42% (2018); 9.21% (2019). In terms of the Division's acceptance rates for papers, the percentages similar to those as AOM overall: 2015: 56% (HR); 52% (AOM); 2016: 51% (HR); 58% (AOM); 2017: 60% (HR); 60% (AOM); 2018: 49% (HR); 49% (AOM); 2019: 47% (HR); 49% (AOM). For symposia, the acceptance rates were as follows: 2015: 72% (HR); 78% (AOM); 2016: 91% (HR); 84% (AOM); 2017: 90% (HR); 86% (AOM); 2008: 53% (HR); 65% (AOM); 2019: 52% (HR); 63% (AOM). The number of PDWs accepted by the HR Division is trending upwards, demonstrating an increase over the 5-year period, except for 2017: 2015: 14 (HR); 2016: 19 (HR); 2017: 19 (HR); 2018: 21 (HR); 2019: 23 (HR).

Reviewer participation rates were also available for the 5 year review period. In 2019, there was an 11.2% decrease in US reviewers and a 4.1% increase in international reviewers compared to eh prior year. For AOM, in 2014 there was a -10.1% decrease in U.S. reviewers and a -2.6% decrease in international reviewers. Over the past 5 years, there has been a general increase in the number of international reviewers for the HR Division (2015: 287; 2016: 304; 2018: 329; 2018: 340; 2019: 354), although not all years have shown an increase in the total number of reviewers: 2015: 562; 2016: 557; 2017: 644; 2018: 618; 2019: 601.

C.   Governance
Division Elections. Data on elections for the Division and the AOM were available for the past 5 years (2015-2019). The percentage of HR Division members who participated in the Division elections for the past 5 years compared to AOM members who voted in the AOM elections were: 2015: 26.61% (HR); 27.89% (AOM); 2016: 22.36% (HR); 24.12% (AOM); 2017: 22.87%; (HR); 22.94% (AOM); 2018: 21.88% (HR); 23.27% (AOM); 2019: 23.94% (HR); 22.76% (AOM). HR Division election participation by and large mirrored that of AOM overall during the review period. Across the 5 years, HR Division participation averaged 23.53% compared to AOM participation average of 24.19%

Financials. During the past 5 years for which we have access to financial data, the HR Division has never been overdrawn and has had a surplus each year of $$24,436 (2015); $8,386 (2016); $3,236 (2017); $2,857(2018); and now have a total of $43,474 in surplus funds to apply for future events. Further, we have maintained a high level of sponsorship during this time period (2014: $26,630; 2015: $26,030; 2016: $28,830; 2017: $27,986; 2018: $29,925). While the Division allocation has remained relatively flat over this time period (2014: $39,143; 2015: $29, 429; 2016: $39,671; 2017: $40,397; $43,968), the total operating funds available have increased (2014: $49,716; 2015: $56,037; 2016: $68,626; 2017: $77,779; 2018: $94,033). Another

important financial metric is the percentage of annual meeting expenses compared to the total operating funds. In other words, this is the extent to which meeting expenses consume Division resources. These percentages each year are 87% (2014); 76% (2015); 62% (2016); 80% (2017); 59% (2019); with a 5-year average of 73%.

Appendix C

HR Division Health and Governance Checklist

The purpose of this checklist is to monitor basic division/interest group health and governance. It is intended to stimulate conversation among the officers and prompt reflection. Copies of documents referenced in the checklist are **NOT** being requested. For each item please share an example that illustrates your answer or a quick idea for improvement, where applicable. Officers should expand on items calling for improvement in their report.

Bylaws and Domain	Yes	Yes, but needs improvement	No
1. The division/interest group's bylaws are up to date and periodically reviewed and revised, if necessary.		X	

Example/quick idea: Our bylaws are reviewed every 5 years as part of the Division review. In the current review, no current practices were identified as being inconsistent with the bylaws. That said, we recently put together a task force to re-evaluate our nominations/elections process. That task force recommended changes to the elections process that we will vote on at the business meeting that takes place during the AOM conference in August. If the vote is in favor of making those changes, then we will amend the bylaws accordingly.

	Yes	Yes, but needs improvement	No
2. The division/interest group's domain statement is current and activities reflect its full scope.	X		

Example/quick idea:
The division members voted on an updated domain statement in July of 2017. 801 members cast votes in this election, with 776 voting "yes" for a 97% approval rate! As evidenced in the recently completed member survey, 68% of respondents are satisfied that the Division's activities that address the domain (Q #20).

	Yes	Yes, but needs improvement	No
3. The division/interest group conforms to all official Academy policies as detailed in the Division and Interest Group Chair's Guidebook.	X		

Example/quick idea:
Officers attend the training sessions held at the AOM conference and the Division complies with all AOM policies.

Membership	Yes	Yes, but needs improvement	No
4. Membership statistics are periodically reviewed to understand trends (growth, decline) and who the division/interest group is serving (students, academics, practitioners, emeritus, international, etc.)	X		

Example/quick idea:
Membership trends, in terms of growth and specific sectors/demographics, are reviewed at least annually at the Executive Committee meeting and are analyzed every 5 years as part of the Division review.

Membership (continued)	Yes	Yes, but needs improvement	No
5. The division/interest group delivers programs/services for all member constituencies.		X	

Example/quick idea:
Based on the recent survey (Q #29), 85% of respondents are satisfied overall with their membership in the Division (1.35% not satisfied). Actions to better meet member needs are addressed further in the Programs/Activities section of this checklist.

Finance	Yes	Yes, but needs improvement	No
6. At least one person has responsibility for reviewing and understanding the division/interest group's financial reports.	X		

Example/quick idea:
The Division has a Treasurer who has specific responsibilities regarding financial reporting.

	Yes	Yes, but needs improvement	No
7. The division/interest group follows the Academy's financial policies, and routinely operates in the black.	X		

Example/quick idea: The Division has consistently operated in the Black over the past 15 years and follows the Academy's financial policies.

	Yes	Yes, but needs improvement	No
8. If feasible, the division encourages outside sponsorship to extend its resources.		X	

Example/quick idea: The Division has been successful in obtaining outside sponsorships (e.g., the HR Division recently received a multi-year sponsorship grant from the Kauffman Foundation) and is working to manage this process more systematically to generate a larger and more consistent revenue stream from sponsorships.

Governance	Yes	Yes, but needs improvement	No
9. Periodic planning takes place to consider how the division/interest group might meet new challenges and opportunities.	X		

Example/quick idea: The Executive Officers meet in person twice a year (at the AOM conference and again in the Fall during the mid-year meeting) to discuss and debate ways in which to improve the Division, both short-term and long-term. The Division's mid-year meeting is a full day to ensure sufficient time for strategic thinking and planning.

Governance (continued)	Yes	Yes, but needs improvement	No
10. There is a climate of mutual trust and respect among the officers.	X		

Example/quick idea: There is a high level of mutual respect and camaraderie among Division officers. There is also trust that each committee chair will effectively oversee that committee's activities and seek input when warranted.

11. The respective roles of officers and key volunteers are understood and some level of orientation/guidance takes place.   X

Example/quick idea: The officer and committee responsibilities are clearly specified and past chairs mentor and assist new chairs. We also apply succession planning whenever possible in our committees so that subsequent chairs are identified and can work with current chairs for a full year before taking over as chair.

12. The division/interest group actively attempts to involve members in volunteer and leadership positions, including international members and other underrepresented populations.   X

Example/quick idea: The executive committee makes an effort to include international members and other underrepresented populations on the ballot and committee chairs are encouraged to be inclusive in forming their committees. A majority (80%) of survey respondents indicated they are Satisfied with the Division's efforts to include and welcome members from different demographic groups (Q #20), outreach to international members (77%: Q #20), and the ability of interested members to become leaders of the Division (74%; see Q #20). In addition, 83% of respondents indicated that they are satisfied with the level of diversity and inclusiveness of the HR Division (Q #30). Yet we would like to see higher satisfaction numbers and greater representation of members from diverse groups in volunteer and leadership positions and will continue to work towards ensuring greater inclusion.

13. The current governance and committee structure serves the division/interest group well.   X

Example/quick idea: The Division has an extensive committee structure that allows it to engage in a wide variety of activities and provide opportunities for members to volunteer and serve the Division. That committee structure is reviewed and modified as needed to best meet the needs of the Division. The governance structure of officers is also occasionally reviewed to see if an alternative might be more effective. Survey results (Q #20) indicate that respondents are Satisfied with the responsiveness of the Division leadership (82%) but less so with opportunities for members to influence the Division (72%).

14. The division/interest group has a fair and open process for nominations and elections.   X

Example/quick idea: The recent survey findings support the perceived fairness of the nominations and elections processes, indicating that 91% of respondents were Satisfied that the Division has a fair and open election process (Q #20).

Programs/Activities	Yes	Yes, but needs improvement	No
15. The officers periodically consider adopting new programs and modifying or discontinuing others. They know the strengths and weaknesses of their programs. **Example/quick idea:** During both annual and 5-year reviews, the Executive Officers evaluate the strengths and weaknesses of both PDW and scholarly programs included in the conference as well as other initiatives. In addition, the 5-year review survey collects information about member satisfaction with the various programs (Q #14, #15, #16, #17, #18) and whether members want more programming outside the annual meeting (Q #9, #10, #19). In an effort to improve existing sessions (e.g., PDWs), organizers often collect feedback from participants that can be used when developing sessions in subsequent years.	X		
16. Scholarships, travel stipends, or other funding programs are transparent and open to all who are eligible. **Example/quick idea:** Not Applicable, as the Division does not currently offer any funding to members.	X		
17. The division/interest group has well publicized recognition programs (for service, scholarly contributions, etc) <u>and</u> the criteria for awards are transparent. **Example/quick idea:** The Division publicizes it awards, along with the criteria and processes, on its web site and through member communications soliciting nominations. Survey feedback supports this claim as 80% of respondents were Satisfied with the Division's selection process for awards and recognition (Q #20).	X		
18. The division/interest provides opportunities and services to members with different interests, including teaching, research and practice-based interests. **Example/quick idea:** The Division has made efforts to offer programming across the full range of our member interests including PDW sessions aimed at teaching and practice-based interests. We are also looking to do more in these areas and have active teaching and practice committees evaluating a range of additional services that might be of interest to its members (e.g., communities of practice; virtual resources and collaborations; teaching resources and training; mentoring and career resources for new, junior, and senior members).	X		
19. Services to members extend beyond those provided at the annual meeting. **Example/quick idea:** The Division has provided some services outside the annual meeting (e.g., Human Resources International Conference, teaching resource repository) but survey feedback indicates interest in additional services outside of the annual meeting (Q #19). In the five-year review period, we held two international conferences (2016: Australia; 2018: Ireland) and we are currently planning a 2021 meeting in South Africa. Based on the results of the survey, we plan to evaluate additional initiatives outside of the annual meeting.		X	

Programs/Activities (continued)	Yes	Yes, but needs improvement	No
20. The division/interest group carries out regular communication with members (minimally including a newsletter and up-to-date website). **Example/quick idea:** The Division maintains an up to date web site, sends out newsletters, and recently began using Connect@AOM to communicate with our members. Over 83% of the respondents to the recent survey reported they are Satisfied with the level and types of communication routinely used by the Division (Q #20). Only 68% of members were satisfied with the value of Connect@AOM community discussion. We did not receive an adequate level of support from AOM when transitioning to Connect@AOM and this disrupted our ability to communicate with our members for a six month stretch in 2019.		X	
21. The division/interest group actively works to build community (communities of practice, listservs, collaboration activities, social and special events) etc. **Example/quick idea:** The Division has numerous social events at the annual meeting, maintains a discussion forum/community on Connect@AOM and is exploring other ways to further build a sense of community (see comments above to questions #18, 19). The Division has an active social media committee which maintains a presence on Facebook, twitter, and LinkdIn.		X	
22. The division/interest group actively strives to improve the annual meeting program by periodically reviewing program statistics to monitor meeting trends. **Example/quick idea:** The Executive Committee and officers continually monitor the annual meeting program, in terms of attendance and content, on both an annual and a 5-year basis. The 5-year review provides more in-depth data regarding member interest in attending the annual meeting (Q #11-12) and member satisfaction with different features of the annual meeting (Q #14-18).	X		
23. Collaboration exists with other division/interest groups in the Academy. **Example/quick idea:** The HR Division has extensive collaborations with other Divisions and Interest Groups, such as OB, Careers, and Research Methods with regard to the annual meeting (e.g., the PDW program, doctoral and junior faculty consortia, and symposia) 81% of survey respondents are satisfied with the Divisions collaborative efforts (Q #20).	X		