

Sustainable HRM newsletter 'Sowing the seeds...':

News about Scholarship on Sustainability and HRM

January 2015

This newsletter includes information about scholarship around sustainability and human resource management and employment relations. If you have news to include, please let us know by e-mailing any time to *Ina Ehnert* (ina.ehnert@uclouvain.be) and the message will be included in the next newsletter. Please also circulate this newsletter and make interested colleagues sign up to receive it.

- **Conferences**
 - **EURAM 2015**; "Sustainable HRM and Human Factors for Innovation"
 - **Symposium**: "Governance, Performance & Leadership of Research and Public Organizations", **15-16 July 2015**, Munich, Germany
 - **2nd International Workshop on Sustainable HRM, June 3rd-5th** co-organised by Louvain School of Management, Belgium; Open University, Netherlands and University of Kaiserslautern. Location: Kaiserslautern, Germany; Deadline for submissions: **March 20th 2015**
 - **WORK2015-conference; track "Sustainability at work", 19-21 August 2015** in Turku, Finland; The deadline for abstract submissions has been extended to January 31; Find more information on the website: <http://www.utu.fi/work2015>
- **Call for Papers**
 - **Special Issue** in Management Revue (MREV): Ageing Societies: Comparing HRM Responses to the Career Expectations of Older Employees in Germany and Japan, edited by Keith Jackson, Philippe Debroux.
 - **Green HRM**, edited volume by Douglas Renwick at Routledge, see info below
- **Recent Sustainable HRM Publications**
- **Awards and Honours, PhDs**
- **Teaching Sustainable HRM**
- **Connecting Online**
 - LinkedIn Group - Join us at "International Sustainable HRM Network" - For academics and practitioners interested in Sustainable HRM.

Conferences

Upcoming

- **EURAM 2015; 2nd track on Sustainable HRM!**
"Sustainable HRM and Human Factors for Innovation"; Special Interest Group: 06 Innovation June 11-20th; Warsaw, Poland; chaired by Ina Ehnert, Sugumar Mariappanadar, Klaus J. Zink, Andy Imada Even if you have not submitted a paper (DL was in January) to our track, please do not miss the opportunity to get in touch with us if you attend this conference.
- Symposium on "**Governance, Performance & Leadership of Research and Public Organizations**", 15-16 July 2015, Munich being jointly organised by the Bavarian State Institute of Higher Education Research and Planning (<http://www.ihf.bayern.de/>) (Prof. Dr. Isabell Welpel, Dr. Lydia Hartwig) and "FAceS" (<http://www.faces.wi.tum.de/>) (Dr. Jutta Wollersheim), a junior

research group sponsored by the Federal Ministry of Education and Research. Deadline for **submission for papers in German or English** (max. 500 words on the contents of the planned presentation; the main topic of the paper must be indicated (governance, performance or leadership): no later than **17th February 2015**

- **2nd Workshop on Sustainable HRM – this year including a special event for PhDs and with space to exchange teaching experiences on Sustainable HRM**

June 3-5th 2015, Location: ITA, Kaiserslautern, Germany

Organized by Ina Ehnert (Louvain School of Management), Klaus Zink, ITA/University of Kaiserslautern and Judith Semeijn (Open University, Netherlands)

For more information please see the call for contributions and the registration form attached or contact SustHRM-workshop@ita-kl.de

Call for Papers

- **Special Issue: Ageing Societies: Comparing HRM Responses to the Career Expectations of Older Employees in Germany and Japan**, edited by Keith Jackson, SOAS, University of London and Doshisha University, Japan; Philippe Debroux, Soka University and Chuo University, Japan; Full papers for this Special Edition of 'Management Revue' must be with the editors by **February 28th, 2015**. All submissions will be subject to a double blind review process. Please submit your papers electronically via the online submission system at <http://www.management-revue.org/submission/> 'SI Ageing Societies – HRM' as article section. Keith Jackson (keith.jackson@soas.ac.uk), SOAS, University of London and Doshisha University, Japan; Philippe Debroux, Soka University and Chuo University, Japan
- **Green HRM (GHRM), Routledge publishers**, edited by Douglas Renwick; The book itself will be 80,000 words long maximum (including all references, bibliography, figures, illustrations and text), with 12 chapter ideas currently proposed. As such, roughly 6,500 words (including references) are required for each chapter. Chapters can be empirical studies, literature reviews, case studies, conceptual works, analytical papers or theoretical contributions. The **deadline** for chapters to be emailed to me is by **1st July 2016**. My email address is: d.renwick@sheffield.ac.uk

Recent Sustainable HRM Publications

The following recent publications attend to Sustainable HRM. Congrats to their authors:

- Peggy De Prins, Lou Van Beirendonck, Ans De Vos, Jesse Segers : Sustainable HRM: Bridging theory and practice through the 'Respect Openness Continuity (ROC)'-model. *management revue*, 25(4), 263-284 DOI 10.1688/mrev-2014-04-Prins.
- Beatrice van der Heijden; Ans de Vos (eds.; *forthcoming*). Handbook of Research on Sustainable Careers; Edward Elgar Publishing.

Please send me information on your publications on Sustainable HRM! ina.ehnert@uclouvain.be

Awards and Honours, PhDs

- Please share your news on this ina.ehnert@uclouvain.be

Teaching Sustainable HRM

- Opportunity to discuss at 2nd International Workshop on Sustainable HRM, June 3rd-5th Kaiserslautern, Germany; cfp attached. Send any questions to ina.ehnert@uclouvain.be

Connecting Online

- LinkedIn – If you are on LinkedIn, consider joining us in the group “International Sustainable HRM Network”

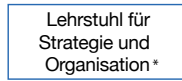
This newsletter is an effort to inform, integrate and communicate across scholars interested in sustainable HRM/sustainability and HRM issues in business organizations. Our goal is to share publications, conference/colloquium opportunities, special issue announcements, awards, etc. with one another several times a year. Finally, it is very important that this newsletter works only if you send us information on what you wish to share. We are interested in your news on:

- *Calls for papers on sustainable HRM/sustainability and HRM*
- *Upcoming conference announcements on sustainable HRM*
- *Latest articles, chapters, books on sustainable HRM*
- *Awards and Honours*
- *Change in affiliation*
- *Fellowships, PhD's, etc. in Sustainable HRM and related areas*

Thank you!

Please send this newsletter to any potentially interested colleague. If you would like to be removed from this list please email Ina Ehnert (ina.ehnert@uclouvain.be).

**'Sowing the seeds of sustainability' is the title of Mari Kira and Svante Lifvergren's chapter in the edited volume by Ehnert, Ina; Harry, Wes and Zink, Klaus J. (2014): Sustainability and Human Resource Management: Developing Sustainable Business Organizations, Springer.*



IHF

Bayerisches Staatsinstitut für
Hochschulforschung und Hochschulplanung**

Call for Papers

Symposium: „Governance, Performance & Leadership of Research and Public Organizations“

Bayerische Akademie der Wissenschaften***, München, 15.–16.07.2015



Prof. Dr. Karl Max
Einhäupl
Chairman of the
Executive Board of
Charité – Universitäts-
medizin Berlin

Prof. Dr. Dr. h. c.
mult. Wolfgang
A. Herrmann
President of the
Technische Universi-
taet Munich

Prof. Dr. Stefan
Hornbostel
Professor of Sociology
(science studies) at the
Institute of Social
Sciences of Humboldt-
Universitaet zu Berlin
and head of the iFQ



Prof. John P.A.
Ioannidis
C. F. Rehnberg Profes-
sor in Disease Preven-
tion, Professor of
Health Research and
Policy, Stanford School
of Medicine

Prof. Dr. Dr. h. c.
mult. Alfred Kieser
Professor für Manage-
menttheorie, Dean of
Graduate School
und Vizepräsident
Forschung der
Zeppelin Universität in
Friedrichshafen

Prof. Matthias
Kleiner
President of the Leib-
nitz Society

Photo: Oliver Lang

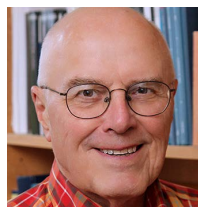


Prof. Dr. Dr. h. c.
Margit Osterloh
Professor (em.) at the
Department of Busi-
ness Administration of
the University of
Zurich, Research Direc-
tor CREMA (Center for
Research in Econom-
ics, Management
and the Arts), Zurich

Prof. Dr. Manfred
Prenzel
Chairman of the
German Council of
Science and Human-
ities

Prof. Dr. Martin
Reinhart
Junior professor of the
Sociology of Science
and Evaluation
Research at Humboldt-
Universitaet zu Berlin
and at the iFQ

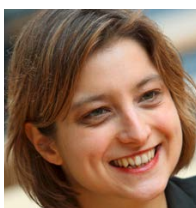
Photo: facesbyfrank



Prof. Dr. Uwe
Schimank
Professor of Sociologi-
cal Theory in the Social
Sciences Faculty
of the University of
Bremen

Prof. William
H. Starbuck
Courtesy Professor-in-
Residence at the
Lundquist College of
Business of the Uni-
versity of Oregon and
former president of the
Academy of Manage-
ment

Dr. Christine
Burtscheidt
Head of the Office
of the President of
Goethe University,
Frankfurt am Main



Prof. Dr. Isabell
M. Welp
Head of the Bavarian
Institute for Higher
Education Research
and Planning and Pro-
fessor of Strategy and
Organization at the
Technische Universi-
taet Munich

Dr. Jutta
Wollersheim
Head of the Junior
Research Group and
Postgraduate Student
at the Chair of Strategy
and Organization at the
Technische Universi-
taet Munich

Dr. Lydia
Hartwig
Managing Director of
the Bavarian Institute
for Higher Education
Research and Planning

* Chair of Strategy and Organization

** Bavarian State Institute for Higher-education Research and Planning

***Bavarian Academy of Sciences and Humanities, Munich

“Out of all the ways in which mankind invests in the future, the promotion of scientific research is arguably the greatest opportunity” (Quack, 2012, p. 730)

New Public Management represents massive challenges for research institutes and other public organizations (Welppe, Wollersheim, Ringelhan & Osterloh, 2015). The aim of New Public Management is to create the greatest possible transparency with regard to the performance and control of public organizations and to promote competition between such organizations. An evaluation of their performance would appear to be desirable for various reasons. Firstly, the introduction of maximally objective criteria for the evaluation of performance is a prerequisite for being able to draw comparisons and uncover differences in performance. Secondly, a certain degree of performance monitoring is of interest to taxpayers. Thirdly, performance-evaluation data supply valuable information that can serve as a basis for political control of public organizations.

However, the unreflecting application of methods of control, performance measurement and leadership in the private sector (profit-oriented companies) to public knowledge-intensive organizations that are not based on the profit motive is being discussed more and more critically, the reason being that public organizations differ from private-sector organizations in several crucial ways. Instead of the primary goal of companies, which is to maximise profit, the main objectives of public bodies are the maximisation of education and knowledge (research organizations), the maintenance or restoration of health (health organizations) or a politically neutral mission to satisfy basic demands with regard to information, education and entertainment (broadcasting institutes subject to public law). Moreover, the preconditions needed for market competition to function often do not exist for research institutes and other public organizations. In the university context, for example, the number of publications in high-ranking journals is counted. This enables evaluation by external monitors that do not have sufficient knowledge to be able to evaluate performance *in terms of content* (Osterloh, Wollersheim, Ringelhan & Welppe, 2015; Kieser, 2010). Due to the resulting transparency, this can have positive consequences such as greater visibility of what research achieves, a greater willingness to promote research (Osterloh, Wollersheim, Ringelhan & Welppe, 2015) and greater autonomy from government regulation (Hicks, 2012 ; Lange 2008 ; Wissenschaftsrat 2011). However, self-monitoring by means of evaluations carried out by specialist colleagues (Osterloh, 2010) is replaced with bureaucratic oversight by people with little or no specialist knowledge regarding the research that is actually done.

These and other aspects of New Public Management impact on the governance, performance measurement and leadership of research organizations and other public bodies that we want to discuss in the framework of this symposium.

The aim of the conference is to bring together the latest useable and scientifically grounded knowledge regarding the issues of university control, performance measurement and leadership of research organizations and public organizations as well as to show ways of rendering such knowledge useable by politicians and science managers.

For this reason, papers submitted for the conference can relate to higher-education institutes, scientific organizations and other public bodies and can deal with the following issues:

Governance

In this area of interest, there are two questions especially that should be looked into. To what extent can promising control elements of private-sector, profit-oriented organizations be applied to public-sector, knowledge-intensive organizations and what have the successes and failures of New Public Management been up to now? For example:

- What is the effect of different governance models on performance in research and teaching as well as on the motivation and quality aspirations of members of universities?

- What are the positive and negative effects of quality assurance and quality-assurance instruments (e.g. accreditation procedures) on the quality of research and teaching at institutes of higher education? Who monitors and ensures the quality of accreditation organizations?
- What are the concepts underlying Universität 4.0 and what role do different governance models play in this?
- What influence is digitisation having on governance structures in research organizations and on concepts for the higher-education institutes of the future?
- To what extent does governance in universities foster collaboration with other research organizations?

Performance

The focus here is on the extent to which performance can be adequately measured in scientific and other public organizations and what ways of measuring performance point the way into the future? For example:

- With the help of what quantitative vs. qualitative indicators can performance be evaluated?
- How can the performance of scientists be adequately measured in the light of their specialist cultures?
- Are the methods and instruments currently being used to enhance performance sustainable?
- Are there alternative ways of adequately measuring performance in research and teaching?
- In what ways can social and digital technologies be used to measure performance in research organizations?
- How can creativity and innovation be fostered in research organizations?

Leadership

The question of the management of (scientific) personnel is an important challenge in research organizations. In addition to the existing challenges in other organizations, this issue is particularly concerned with how creativity, innovation and motivation can be promoted in the best possible way. For example:

- What do leadership concepts for research and other organizations look like?
- How does leadership in public organizations differ from leadership in private organizations?
- What does leadership that aims at the promotion of creativity, motivation and innovation look like?
- How can diversity be fostered by managers? What are the special features of leadership when it comes to the management of scientific teams?
- How can concepts for the development of personnel and organizations be designed in research organizations?

Papers on the interrelationship of governance, performance and leadership are especially encouraged. How can leadership improve the performance of public, knowledge-intensive organizations? Do different governance models suggest different leadership styles? What requirements will digitisation place on the governance and leadership of public, knowledge-intensive organizations in future?

The symposium is being jointly arranged by the Bavarian Institute for Higher Education Research and Planning (<http://www.ihf.bayern.de/>) (Prof. Dr. Isabell Welpel, Dr. Lydia Hartwig) and "FAceS" (<http://www.faces.wi.tum.de/>) (Dr. Jutta Wollersheim), a junior research group sponsored by the Federal Ministry of Education and Research. Further details of the symposium will be provided in the near future on the Internet at: <http://www.faces.wi.tum.de/> and <http://www.ihf.bayern.de/>.

We are very pleased to announce the participation of the following **keynote speakers** and participants in the **panel discussion**: **Prof. Dr. Karl Max Einhäupl** (Chairman of the Executive Board of Charité – Universitätsmedizin Berlin), **Prof. Dr. Dr. h. c. mult. Wolfgang A. Herrmann** (President of the Technische Universität München), **Prof. Dr. Stefan Hornbostel** (Professor of Sociology (science studies) at the Institute of Social Sciences of Humboldt-Universität zu Berlin and head of the iFQ (Institute for Research Information and Quality Assurance), **Prof. John P.A. Ioannidis** (C.F. Rehnberg Professor in Disease Prevention, Professor of Health Research and Policy, Stanford School of Medicine), **Prof. Dr. Dr. h. c. mult. Alfred Kieser** (Professor of Management Theory, Dean Graduate School and Vice President Research of the Zeppelin University Friedrichshafen) **Prof. Matthias Kleiner** (President of the Leibniz Society), **Prof. Dr. Dr. h. c. Margit Osterloh** (Professor (em.) at the Department of Business Administration of the University of Zurich, Research Director CREMA (Center for Research in Economics, Management and the Arts), Zurich), **Prof. Dr. Manfred Prenzel** (Chairman of the German Council of Science and Humanities), **Prof. Dr. Martin Reinhart** (Junior Professor of the Sociology of Science and Evaluation Research at the Humboldt-Universität zu Berlin and at the iFQ), **Prof. Dr. Uwe Schimank** (Professor of Sociological Theory in the Social Sciences in the Social Sciences Faculty of the University of Bremen) and **Prof. William H. Starbuck** (Courtesy Professor-in-Residence at the Lundquist College of Business of the University of Oregon and former President of the Academy of Management). **Dr. Christine Burtscheidt** (Head of the Office of the President of Goethe University) will chair the discussion.

The final date for the submission of papers in German or English (a maximum of 500 words on the contents of the planned presentation, whereby the main topic of the paper must be indicated (governance, performance or leadership) is

17.02.2015.

We would like to expressly point out that the questions described above will be the starting point of the discussion. Papers that directly address these questions are particularly welcome. However, these questions are only to be understood as examples; papers on closely associated issues can also be submitted.

Papers should be submitted **by e-mail to**: performance-management.iso.wi@tum.de. The decision as to whether the paper has been accepted for presentation during the conference will be announced by March 2015.

At the end of 2015, a special issue of the journal "Beiträge zur Hochschulforschung" on the topic of "Governance, Performance & Leadership of Research and Public Organizations" will be published (edited by: Dr. Lydia Hartwig, Prof. Dr. Isabell M. Welpel and Dr. Jutta Wollersheim). If you are interested, you can submit your presentation (in the form of an article) by the end of July 2015 for possible publication in the special issue of "Beiträge zur Hochschulforschung" (www.bzh.bayern.de).

Literature

- Hicks, D. (2012). Performance-based university research funding systems. *Research Policy*, 41 (2), 251-261. doi: 10.1016/j.respol.2011.09.007
- Kieser, A. (2010). Unternehmen Wissenschaft? *Leviathan*, 38(3), 347-367.
- Lange, S. (2008). New Public Management und die Governance der Universitäten. *Zeitschrift für Public Policy, Recht und Management*, 1 (1), 235-248.
- Osterloh, M. (2010). Governance by numbers. Does it really work in research? *Analyse und Kritik*, 32 (2), 267-283.
- Osterloh, M., Wollersheim, J., Ringelhan, S. & Welpel, I. (2015). Preface. In I. M. Welpel, J. Wollersheim, S. Ringelhan & M. Osterloh (Eds.), *Incentives and performance: Governance of research organizations* (pp. v–xxii). Cham et al.: Springer International Publishing.
- Welpel, I. M., Wollersheim, J., Ringelhan, S., & Osterloh, M. (Eds.) (2015). *Incentives and performance: Governance of research organizations*. Cham et al.: Springer International Publishing.
- Wissenschaftsrat (2011). Empfehlungen zur Bewertung und Steuerung von Forschungsleistung. Halle.

Special Issue

Ageing Societies: Comparing HRM Responses to the Career Expectations of Older Employees in Germany and Japan

*Keith Jackson, SOAS, University of London and Doshisha University, Japan
Philippe Debroux, Soka University and Chuo University, Japan*

The emerging demographic context for the research and practice of human resource management (HRM) is unprecedented. Demographic shift in the form of 'ageing societies' has become recognised among academics and policy-makers as a growing economic challenge to organisations globally and to those operating from within so-called 'developed' economies in particular. Whereas some emerging economies and, by extension, some nationally-defined labour markets such as Turkey and Indonesia are experiencing rapid population growth and lower average ages among their populations, others such as Germany and Japan are experiencing a sharp fall in indigenous birth rates and simultaneously a rapidly ageing working population. In short, demographic shift in the form of ageing societies has become a key challenge to HRM policy-makers and practitioners across organisational, sectoral, regional, and national boundaries.

In this Special Issue we focus attention on two leading global economies, each giving context to historically comparable HRM systems: Germany and Japan. Each nationally defined system is under pressure to maintain equilibrium by seeking alternative working conditions or end-of-career pathways for older employees. At the national level, the response in each case might translate into policies for targeted immigration, increasing employment and career opportunities for women, or the raising of retirement ages in certain sectors. At an organisational level, HRM responses might become manifest in the re-negotiation of company pension and other compensation and benefit systems or the re-designing of work conditions and / or career pathways for older employees.

The emerging situation is both dynamic and, as stated previously, unprecedented. Consequently, organisations in both Germany and Japan are under pressure to formulate and implement innovative HRM strategies in response to the opportunities and threats to productivity that current global demographic trends are creating.

Call for Contributions

In the broader demographic context of 'ageing societies', this Management Review Special Issue represents an attempt to identify and compare patterns of responses among HRM practitioners and policy-makers in German and Japanese organisations operating and competing across a range of business sectors. For the purpose of continuity across contributions we interpret 'ageing societies' as segments of nationally defined labour markets comprising current or potential employees at the age of fifty and over. In the specific context of markets for employment and career development so defined in Germany and Japan, we are looking for contributions on the following themes:

- Responding to the employment and career expectations of employees aged fifty and over in the German manufacturing sector

- Responding to the employment and career expectations of employees aged fifty and over in the Japanese manufacturing sector
- Responding to the employment and career expectations of employees aged fifty and over in German public sector organisations
- Responding to the employment and career expectations of employees aged fifty and over in Japanese public sector organisations
- Responding to the employment and career expectations of employees aged fifty and over in German service sector organisations
- Responding to the employment and career expectations of employees aged fifty and over in Japanese service sector organisations

Notes:

The Editors also welcome expressions of interest from potential contributors offering to write on themes that connect generally with those specified above.

The Editors especially welcome contributions in the form of joint collaborations between German and Japanese HRM researchers and practitioners.

Final contributions will be around 5,000 words in length.

The Editors undertake to provide full editorial support to contributors who are relatively new to preparing contributions for publication in a quality management journal through the medium of international English: initial offers to contribute can be submitted in English, German or Japanese.

Regardless of each contributor's language of preference, the Editors undertake to engage all contributors in a cross-national dialogue that should both strengthen the cohesion of the discussion across contributions and establish a global network of HRM scholars and practitioners that endures beyond the publication of this Special Issue.

Deadline

Full papers for this **Special Edition of 'Management Revue'** must be with the editors by **February 28th, 2015**. All submissions will be subject to a double blind review process. Please submit your papers electronically via the online submission system at <http://www.management-revue.org/submission/> 'SI Ageing Societies – HRM' as article section.

Hoping to hear from you!

Keith Jackson (keith.jackson@soas.ac.uk), SOAS, University of London and Doshisha University, Japan

Philippe Debroux, Soka University and Chuo University, Japan

Call for contributions

**Sustainable Human Resource Management for the 21st century:
Innovative Practices and Emerging Trends**

The Institute of Technology and Work (ITA) at the University of Kaiserslautern
in collaboration with Louvain School of Management and CRECIS at the Université Catholique de
Louvain (UCL) is hosting the

2nd International Sustainable HRM workshop for PhD students and faculty

June 3-5, 2015

Kaiserslautern - Germany

**Sustainable Human Resource Management for the 21st century:
Innovative Practices and Emerging Trends**

Wednesday June 3rd, 13-17:00h, Pre-workshop for PhD and young faculty

➤ **PhD candidates and young faculty are invited to submit their contributions:**

The objective of the pre-workshop is to provide an opportunity for PhD students and young faculty to present and discuss their research projects in the area of Sustainable Human Resource Management (Sustainable HRM) and to receive constructive feedback from senior colleagues. The pre-workshop will be composed of both plenary and small group presentation sessions.

➤ **Deadline for contributions:**

To participate, you are asked to submit a **long abstract** (3-5 pages, single-spaced, Times New Roman 12) or a **full paper** (max. 25 pages, single-spaced, Times New Roman 12) on your research project related to Sustainable HRM via e-mail to ina.ehnert@uclouvain.be no later than **March 20th**. Notification of acceptance will be sent by **April 10th 2015**. Please register no later than **April 30th 2015**. The number of papers which can be presented is limited. However, participation in the pre-workshop without presenting a paper is possible. Organizational questions can be addressed to SustHRM-workshop@ita-kl.de.

➤ **Faculty guiding the pre-workshop:**

- *Ina Ehnert, Louvain School of Management, Belgium*
- *Robin Kramar, Australian Catholic University, Australia*
- *Michael Müller-Camen, WU Vienna, Austria*
- *Erik Poutsma, University of Nijmegen, Netherlands*
- *Judith Semeijn, Open University, Netherlands*
- *Sugumar Mariappandar, Australian Catholic University, Australia*
- *Klaus J. Zink, University of Kaiserslautern, Germany*

➤ **Fees, location and registration:**

Participating in the pre-workshop costs 40 EUR (which includes coffee breaks and conference material). Participants are expected to cover travel and accommodation costs. For PhD and young faculty attending also the main workshop, there is a reduced overall fee (see below). The pre-workshop will take place at the

**Institute of Technology and Work (ITA),
in the Business Innovation Center, Trippstadter Straße 110, 67663 Kaiserslautern,
Germany, www.ita-kl.de.**

For accommodation, please see below. For registration, please use the attached registration form and register no later than **April 30th, 2015**.

➤ **Wednesday June 3rd, 19h, Pre-workshop meet and greet:**

Dinner for participants from the pre-workshop and participants of the core workshop. Costs are not included in the subscription fees. To register, please use the attached registration form.

**Sustainable Human Resource Management for the 21st century:
Innovative Practices and Emerging Trends**

Thursday, June 4th, 9-17:00h and Friday, June 5th 9-15h
2nd International Sustainable HRM Workshop

The 2-Day workshop will consist of the following parts:

- 1) Paper Development Workshop and Presentations
- 2) Research Development Session
- 3) Research Collaboration and Partnership Building
- 4) Sustainable HRM in University Education session

@1) Paper Development Workshop and Presentations:

The objective of the paper development workshop is to present and discuss your novel full papers for submission in high ranked journals or to discuss reviews received with peers experienced in reviewing papers on Sustainable HRM. The paper development workshop will be composed of several parallel small group sessions. The number of spaces available for presentations will be limited.

@2) Research Development Session:

The objective of the research development workshop is to provide an opportunity for all scholars interested in the area of Sustainable HRM to actively develop international research agenda(s) for Sustainable HRM.

@3) Research Collaboration and Partnership building – Social Event:

The objective of the social event is to foster research collaboration and partnership building on Sustainable HRM amongst academics and research-interested practitioners. We will inform you about the nature of the social event as soon as we know the exact numbers of participants.

- **Faculty guiding the research development session, the social event and the paper development session:**
- *Ina Ehnert, Louvain School of Management, Belgium*
- *Robin Kramar, Australian Catholic University, Australia*
- *Michael Müller-Camen, WU Vienna, Austria*
- *Erik Poutsma, University of Nijmegen, Netherlands*
- *Judith Semeijn, Open University, Netherlands*
- *Sugumar Mariappandar, Australian Catholic University, Australia*

@4) Sustainable HRM in University Education session:

The objective of the workshop on Sustainable HRM in university education is to present and share experiences, material, cases and syllabi for teaching Sustainable HRM in master and MBA programs.

➤ **Faculty contributing to the university education session:**

- *Ina Ehnert, Louvain School of Management, Belgium*
- *Michael Müller-Camen, WU Vienna, Austria*
- *Peggy de Prins, Antwerp Management School, Belgium*
- *Judith Semeijn, Open University, Netherlands*
- *Sugumar Mariappandar, Australian Catholic University, Australia*

➤ **Thursday June 4th, 19h, workshop dinner:**

Dinner location is in the historic centre of Kaiserslautern. Costs are not included in the subscription fees. Please let us know via the attached registration form if you attend and may be bring your partner.

➤ **Deadline for contributions:**

To participate in the paper development workshop, you are asked to submit a **full paper** (maximum 25 pages, single-spaced, Times New Roman 12) related to Sustainable HRM via e-mail to ina.ehnert@uclouvain.be no later than **March 20th, 2015**. Notification of acceptance will be sent by **April 10th, 2015**. Please register no later than **April 30th, 2015**. The number of papers which can be presented is limited. However, participation in the workshop without presenting a paper is possible. It is also possible to contribute actively to the research/teaching sessions. Please send your ideas via e-mail to ina.ehnert@uclouvain.be. Organizational questions can be addressed to SustHRM-workshop@ita-kl.de.

➤ **Fees, location and registration:**

Participation in the 2-Day-Workshop costs 100 EUR (fee includes coffee breaks, two lunches and conference material) and 110 Euro for both, the 2-Day-Workshop and the Pre-Workshop. Participants are expected to cover their travel and accommodation costs. The event will take place at the

**Institute of Technology and Work (ITA),
in the Business Innovation Center, Trippstadter Straße 110, 67663 Kaiserslautern,
Germany, www.ita-kl.de.**

For accommodation and travel, please see next page.

Registration

For registration, please use the attached registration form. Please register no later than **April 30th 2015**. For payment details please check the registration form. All questions regarding registration and organization by e-mail to SustHRM-workshop@ita-kl.de.

We look very much forward to welcoming you at the ITA, University of Kaiserslautern, Germany!

Ina Ehnert, Louvain School of Management/CRECIS, Université Catholique de Louvain, Belgium
Klaus J. Zink, ITA, University of Kaiserslautern, Germany
Judith Semijn, Open University, Netherlands

Accommodation ^{*)}

Design Hotel Zollamt (close to meeting place)

Price: from 110.00 Euro (single room), incl. breakfast
 Distance from meeting place: 0.7 km by car / **8 minutes to walk** (0.6 km)
 Website: http://www.hotel-zollamt.de/hotel_eng.html

B&B (close to train station and town centre)

Price: from 54.00 Euro (single room), excl. breakfast
 Distance from meeting place: 3.4 km by car / **21 minutes to walk** (1.7 km)
 Website: <https://www.hotelbb.de/en/kaiserslautern>

Saks Urban Design (close to town centre)

Price: from 109.00 Euro (single room), excl. breakfast
 Distance from meeting place: 2.5 km by car / **27 minutes to walk** (2.2 km)
 Website: <https://sakshotels.com/index.php?lang=EN>

Art Hotel Lauterbach (close to centre)

Price: from 79.00 Euro (single room), incl. breakfast
 Distance from meeting place: 3.0 km by car / 31 min by bus / **27 minutes to walk** (2.2 km)
 Website: http://art-hotel-kl.de/?page_id=106

Routes and Means of Transport ^{*)}

by plane

- Airport Saarbrücken-Ensheim (it takes one hour on the motorway 6 → BAB 6)
- Airport Frankfurt – Rhein-Main (it takes 1.5 hours on the motorway or 2 hours by train)
- Airport Hahn (it takes 1.5 hours on the motorway 62 → BAB 62)
- Airport Zweibrücken (it takes one hour on the motorway 6 and 8 → BAB 6 and 8)

by car

- BAB A 6 (E12) Mannheim-Saarbrücken
 - BAB A 63 Kaiserslautern-Mainz
 - B 37 Kaiserslautern-Ludwigshafen
 - B 40 Saarbrücken-Mainz
 - B 270 Pirmasens-Lauterecken
- Note: BAB = Bundesautobahn (=motorway);
 B = Bundesstraße (=A-road)

by train and bus

You can use various connections to reach Kaiserslautern, including Intercity or municipal trains. There are connections to all destinations from the train station in Mannheim. It takes about five minutes by taxi from the train station in Kaiserslautern to the ITA.

Please also check our website for travel information: <https://www.ita-kl.de/en/service/contact.html>

^{*)} all information without guarantee

Registration Form

Please mark your choice with a cross ☒ and send this registration form filled by e-mail to **SustHRM-workshop@ita-kl.de** or by fax to **+49 631 205 83 83**.

Registration for the “Pre-Workshop”, June 3rd, 2015, 13-17:00h

- I will take part in the “Pre-Workshop” (attendance fee: 40.00 Euro).

Registration for the “2nd International Sustainable HRM Workshop”, June 4th, 2015, 9-17:00h and June 5th, 2015, 9-15h,

- I will take part in the “2-Day HRM Workshop” (attendance fee: 100.00 Euro)

Package booking: Registration for both, the “Pre-Workshop” and “2nd International Sustainable HRM Workshop”

- I will take part in the Pre-Workshop and at the 2-Day HRM Workshop (attendance fee: 110.00 Euro).

Registration for social events

- I will take part in the “Pre-Workshop Meet and Greet Dinner”, June 3rd, 2015 (Costs not included).
 I will bring a second person to the dinner. (Costs not included)
- I will take part in the “Workshop Dinner”, June 4th, 2015 (Extra costs: 30.00 Euro).
 I will bring a second person to the dinner. (Extra costs: 30.00 Euro)

Registration process, terms and conditions:

- Your registration is binding.
- Once you have sent this registration form, you will receive an invoice by e-mail, which must be paid by bank transfer no later than Mai 13th, 2015. Please use the bank details mentioned in your invoice.
- Your registration can be completed only by bank transfer of the attendance fee. Otherwise, you cannot be registered for the workshop(s).
- Having registered successfully (i.e. having sent this registration form and after paid the fee), you will receive a registration confirmation by e-mail.
- Cancellation of your registration remains free of charge until Mai 13th, 2015. In case of late cancellation, costs amounting to 30 percent of your fee will be incurred. In either case, the (full or reduced) retransfer of your payment occurs automatically.
- Costs for accommodation and travel are not included.

Please enter your contact details below:

Full name:	→
Institution:	→
Full address:	→
E-Mail:	→
Call number:	→

For any questions regarding your registration, please send them by e-mail to SustHRM-workshop@ita-kl.de.