# Industrial Relations Research Centre

**Annual Report 2011**

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1. INDUSTRIAL RELATIONS RESEARCH CENTRE KEY FACTS

1.1 PRESIDING FACULTY: Australian School of Business

1.2 OTHER FACULTIES WITH WHICH THE CENTRE INTERACTS: Faculty of Arts and Social Sciences; School of Business, UNSW Canberra at ADFA; Faculty of Engineering, Faculty of Law

1.3 CHAIR: Professor Roger Simnett, Associate Dean Research, Australian School of Business

1.4 DIRECTOR: Professor Michael Quinlan

1.5 DEPUTY DIRECTOR: Associate Professor Anne Junor

The IRRC’s Director and Deputy Director report to a Management Committee and receive guidance from members of an Advisory Committee. The Centre relies on a part-time administrative officer working under a research agreement between the Transport and Logistics Centre and the IRRC (Mr Jason Antony), a fixed term part-time administrative assistant (Ms Rosslyn O’Grady), funded by a research contract with the UNSW Division of Finance and Operations, and a casual/part-time staff research/strategy adviser (Ms Margaret Wallace), employed from an Australian School of Business grant and from the same research contract.

1.6 MANAGEMENT COMMITTEE

Chair: Professor Roger Simnett, Associate Dean Research, Australian School of Business
Director: Professor Michael Quinlan
Deputy Director: Associate Professor Anne Junor
Professor Chris Jackson, Head of School of Management, UNSW
Professor Daryll Hull, Director, Transport and Logistics Centre
Professor Dubravka Cecez-Kecmanovic, Head, School of Information Systems and Management, UNSW
Associate Professor Peter Kriesler, School of Economics, UNSW, and Deputy Director, Centre for Applied Economic Research (CAER)
Associate Professor Peter Sheldon, School of Management, UNSW

1.7 ADVISORY COMMITTEE

Chair: Professor Lucy Taksa, Head, Department of Business, Macquarie University
The Honourable Lance Wright QC
Ms Juliet Bourke, Partner – Human Capital, Deloitte Touche Tohmatsu.
Mr John Cairns, Director People & Change, NSW Railcorp
Ms Philippa Hall, Pay Equity Consultant
Emeritus Professor Geoffrey Harcourt, Fellow, Jesus College Cambridge, Visiting Professor of Economics, UNSW
Mr Tim Harcourt, J.W. Nevile Fellow in Economics, UNSW
Mr Brett Reed, Transport and Logistics Centre
Mr Paul Ryan, Australian Road Transport Industry Organisation
Ms Mairi Steele, Branch Head, Office for Women, Federal Department of Families, Housing, Community Services and Indigenous Affairs
Ms Judith Wright, Senior Industrial Officer, ASU
2. SUMMARY OF THE CENTRE’S PERFORMANCE IN RELATION TO ITS IDENTIFIED OBJECTIVES

The Industrial Relations Research Centre (IRRC) is a grouping of scholars, associates and visiting researchers from inside and outside UNSW, who collaborate to generate, conduct and publicise research that:

- Promotes innovative and ethical practices in workplaces, and
- Contributes to effective regulation of labour standards.

The objectives of the IRRC were revised in 2010 through a process of discussion with the Management and Advisory Committees. They are

- To be a leading source of authoritative analysis, informing policy and practice in fields such as skill, workplace health and safety, sustainable productivity, participation and equity.
- To support engaged, productive and fair workplaces;
- To encourage the growth, recognition and utilisation of skills;
- To sponsor evidence-based research and policy;
- To promote better understanding of labour markets and industrial relations.

2.1 Authoritative contribution to public policy and practice

Research by the IRRC and Associates has had an important impact in the following areas:

- Safety
  - Transport including aircraft maintenance and long haul road freight
  - Mining
- Flexibility and precarious employment – including insecure and non-standard employment
- Pay and employment equity and equitable job evaluation:
  - Contribution to the first Equal Remuneration case under the *Fair Work Act 2009*
  - Contribution to Standards Australia’s Gender Inclusive Job Evaluation Standard
- Industry policy, labour market analysis and workforce development – particularly in aeroskills and aircraft maintenance
- Skills analysis – Use of Spotlight methodology pioneered by IRRC for New Zealand public and community sectors – further applications:
  - Professional skills required in finance, facilities management, IT and risk management;
  - Skills in low-paid service and manufacturing jobs
  - Skill recognition in Modern Award classification structures -5 industries
- Organisational communication – particularly of CEOs
- Asia-Pacific employment relations especially China, Korea and Malaysia
2.2 Collaboration among researchers and with industry

- In 2011 the distinctiveness of the IRRC continued to be demonstrated through close collaboration across disciplines, not only with colleagues from the School of Management and the Korean Research Institute, but also with the School of Business, UNSW Canberra, and with economists, including members of the Society of Heterodox Economists, and social scientists and social policy researchers at UNSW. The strong support and mentorship of Emeritus Professor G.C. Harcourt and Emeritus Professor John Neville were particularly valued.

- The IRRC maintained collaborative links with a range of other research centres - for example the Workplace Research Centre at Sydney University, which referred a job evaluation project to the IRRC; the Centre for Workplace Futures at Macquarie University; the University of Ballarat;

- The IRRC has involved Early Career Researchers (ECRs) in its grant applications or engaged them as research officers with a view to mentoring towards future grant-funded collaboration – examples include mentorship of ECR Dr T. Wilcox in applying for an ASB research grant in order to work with Professor Michael O'Donnell and Deputy Director Anne Junor on CEO communication; work with Dr Doug Fraser to publish the outstanding model of Growth Skills from his PhD

- The IRRC hosted International Visitors under four types of arrangement:
  - Short-term visits, for the purpose of giving seminar papers or collaboration on research grants or publications
  - Sabbatical visits for a duration of three to nine months
  - Accommodation and support for visiting research students
  - Extended visiting arrangements for the purposes of ongoing research collaboration. This arrangement recognizes the increasingly virtual nature of collaboration and meetings, and extends web-based facilities to research partners when they are not on-site.

- Research collaborations included those with academic researchers in:
  - Canada (occupational health and safety and labour rights - M. Quinlan; gender and work – A. Junor),
  - UK (Chinese employment relations – P. Sheldon),
  - Korea (M. O'Donnell, P. Sheldon),
  - UK and NZ (skill - I. Hampson, gender -C. Briar, A. Junor),
  - US (OHS and labour rights – M. Quinlan., skill – I. Hampson)
  - UK (OHS – M. Quinlan; Chinese employment relations – P. Sheldon).

- IRRC Associates have built relationships with industry partners and unions on the basis of Linkage Grants and contract research
  - The IRRC used part of the Judith Miller project has transferred its remaining funding to NZCOSS, to fund the ongoing web-hosting of www.spotlightworkskills.com.

2.3 Publication and development of The Economic and Labour Relations Review

A key way in which the IRRC pursued its goal of becoming a leading source of authoritative analysis of policy and practice was through its work in publishing the scholarly journal, *The Economic and Labour Relations Review (ELRR)*. This journal was in its 22nd year in 2011, and the Australian Society of Heterodox Economists worked with the IRRC as one avenue of distribution. The objective of *ELRR* is to foster progressive debate on contemporary issues, policymaking and developments in the fields of economics and labour relations.
In 2011 (as has been the case since 2008), the IRRC coordinated the editorial work of producing *ELRR*. Editorial Coordinator Mr Jason Antony was funded to provide high-grade copy-editing and type-setting for *ELRR*, as well as to undertake research-related administrative work, through a collaborative project with the IRRC, funded by the Transport and Logistics Centre.

In 2011, the *ELRR* Editorial Committee began implementing a strategic plan to build the quality and impact of the journal. This plan was developed by social marketing expert Ms Margaret Wallace, employed through a grant from the ASB. The strategy helped the IRRC achieve its goal of becoming a leading source of authoritative analysis, providing evidence-based research to enhance understanding of fair and productive workplaces, in a wider social context:

- The Editorial Committee received the active support of distinguished Post-Keynesian and labour market economists including Professor G.C. Harcourt. Professor Raja Junankar joined the Executive Editors and the Advisory Committee was joined by eminent international scholars Professor Orley Ashenfelter (Princeton), Professor William Brown (Cambridge) and Professor Michael Burawoy (Berkeley).
- The publication rate increased from two to three issues a year, including two Special Issues guest-edited by the IRRC Director, Professor Michael Quinlan, IRRC Management Committee member Associate Professor Peter Sheldon and IRRC member Associate Professor Hazel Bateman;
- *ELRR* met a key IRRC goal of contributing to the effective regulation of labour standards, through contributions by international authorities such as Mike Belzer, author of the famous US study, *Sweatshops on Wheels*, and a range of experts on minimum labour standards enforcement including Professors David Weil and Roy Adams (US) and Leah Vosko and Kiran Mirchandani (Canada), and Jen-Te Hwang (Taiwan).
- The goal of fostering evidence-based research and policy was advanced through an authoritative and timely Special Issue critically examining the recommendations of the Henry and Harmer reviews of Australia’s tax and transfer system.
- As a means to enhancing the international and national profile of *ELRR*, the journal was submitted to Thomson-Reuters to be assessed for inclusion in the Social Science Citation Index and Current Contents and impact factor rating – a process that takes at least 18 months. The *ELRR* website within ASB was regularly updated and its increasing usage was monitored for new and return visitors.

### 2.4 Outreach activities
The IRRC organised three public seminars in 2011, as well as working closely with the ASB Media Unit:

**IRRC Public Seminars**

- *Bargaining on the back foot: women returners in ‘unorganised’ work places*
- Ee Kheng Ang, Massey University, 13 May 2011
- *Emerging Issues in Occupational Health and Safety*
- Professor Katherine Lippel, Canada Research Chair on Occupational Health and Safety Law, University of Ottawa; Professor David Walters, Cardiff Work Environment Research Centre, Cardiff University, Chair and Discussant: Professor Michael Quinlan, 14 June 2011.
• **Deregulation or Lawlessness in Workplace Health and Safety**
  Professor Andrew Watterson, University of Stirling 7 July 2011.

**Media work 2011**

- **Michael Quinlan**, 15 March Managing TeleWorkers: Coming to Grips with Remote Control statement in Knowledge@ASB
- **Michael Quinlan**, 10 July Workplace bullying, ABC Radio National
- **Michael Quinlan**, 16 August. Death at Work: From Red Tape to Real People report on research in Knowledge@ASB
- **Michael Quinlan**, 12 December, Employee Safety: New Rules on the Risks of Working from Home, statement in Knowledge@ASB
- **Anne Junor** Briefing of Paul Bibby, SMH, Casualisation, 28 March
- **Anne Junor** Briefing of journalist on flexibility issues resulted in articles on Curtin FM 16 Oct, by Helen Davidson news.com.au October 17, 2011, Herald Sun October 18, and *The Sunday Territorian* October 18.
- **Anne Junor** Briefing of Sue White, Women and Technological Change in the Workplace, *My Career*, The Age, SMH, 13 September
- **Philippa Hall and Anne Junor**, November 7, Equal Pay: Setting the Standard to Even the Salary Gap statement in Knowledge@ASB (on the Standards Australia Gender inclusive Job Evaluation Standard)
- **Andrew Watterson** 7 July Global epidemic of Occupational Workplace Injury, ASB Media Release

**2.5 Community impact**

In 2011, the community and organisational impact of the IRRC grew significantly through expert witness statements, government reports, policy advice and submissions. Selected examples include:

- Legislative impact of research by M. Quinlan and Advisory Committee member His Honour Lance Wright on safe pay rates for long-haul truck drivers
- Use of Spotlight skills analysis tool and subsequent analysis in 2011 Equal Pay Case
- Publication of IRRC Spotlight report on Modern Award classifications on EOWA website
- Use of Spotlight tool in NZ Unitec training of NGO managers in NZ and Pacific
- Use of Spotlight in web-based training training
- IRRC role in Standards Australia’s development of Gender-inclusive Job Evaluation Standard
- Use of Spotlight tool in UNSW Building Professional Skills project for Technical and Professional staff
- Potential importance of study of retention of Aircraft Maintenance industry in Australia
3. **EXPLICIT LIST OF THE CENTRE’S OBJECTIVES FOR THE COMING YEAR, 2012.**

The goals can be summarised under the headings of:

a) **Consolidation, Focus and Distinctiveness;**

b) **Collaboration and Inclusion**

c) **Social Impact**

**CONSOLIDATION**

The IRRC moved in 2012 to consolidate and clearly define its research strengths and interests. Strong progress has been made in implementation, and this will continue in 2012 as follows:

- Continue to improve the quality and impact of the *Economic and Labour Relations Review*, with the transition to on-line submission and commercial publication.
- Increase the number of *ELRR* issues per year from three in 2011 to four in 2012
- Increase *ELRR* subscriber numbers and subscription prices
- Work towards inclusion of the *ELRR* in Thompson Reuters’ Social Sciences Research Index and Current Contents
- Continue to improve the content and visibility of the Centre’s website and use it as an avenue for disseminating research outputs
- Further build the relationship with the ASB Media Unit, through designated IRRC media spokespersons for key issues
- Develop the collaboration with Society for Heterodox Economics
- Continue the Visiting Associates program

**FOCUS**

Building on its achievements in 2011, the IRRC will continue to focus on the following research areas in 2012:

- Ongoing developments in Industrial Relations
- Safety – transport including aircraft maintenance and road freight
- Flexibility and precarity – including insecure and non-standard employment
- Labour market analysis and workforce development – building on the aeroskills project
- CEO communication; Building professional skills
- Asia-Pacific employment relations themes – especially Korea
- Skills analysis – further occupations and industries – eg Finance, carers
- Maximising publications out of existing grant-funded research whilst seeking new grants

**DISTINCTIVENESS**

In 2012 the distinctiveness of the IRRC will continue to lie in –

- Its role in publishing and building an academic journal
- Bringing together the issues of skill, safety and precarity
- Its ability to bring combined macro and micro focus to skills analysis and workforce development issues
- The application of technical expertise in skills analysis to pay and employment equity issues, through studies in a range of low-paid occupations
- Close collaboration across disciplines, eg with social policy researchers and heterodox economists

The IRRC will continue to collaborate rather than compete with research centres that have overlapping interests such as the Workplace Research Centre at Sydney University, the
Centre for Workplace Futures at Macquarie University and the Centre for Applied Social Research at RMIT. It has Associates in all these Centres, as well as links with a range of overseas research units.

**COLLABORATION AND INCLUSION**

**Internal**
- The IRRC will continue to bring Early Career Researchers into grant applications;
- The IRRC will continue to extend its focus from meso- and macro-level analysis (regulation, labour market analysis, public policy) to organisational level research (eg extending public management, professional and organizational level research).
- The IRRC will continue to build further research relationships with colleagues from the School of Management and the Korean Research Institute, by seeking to develop projects.

**External**

- **Collaboration with industry sponsors and partners:**
  - The IRRC will continue to seek Linkage Grants and contract research projects, working with existing partners and with Tim Harcourt and the Advisory Committee to build new partnerships and projects.

- **Collaboration with networks of external and international scholars:**
  The IRRC will continue to maintain a steady flow of International Visitors under four types of arrangement:
  - Short-term visits, for the purpose of giving seminar papers or collaboration on research grants or publications
  - Sabbatical visits for a duration of three to nine months
  - Accommodation and support for visiting research students
  - Extended visiting arrangements, of one to four years’ duration, for the purposes of ongoing research collaboration. This arrangement recognizes the increasingly virtual nature of collaboration and meetings, and extends web-based facilities to research partners when they are not on-site.
  - Research project collaborations with scholars located overseas will continue to be developed with a view to factoring them into grant applications:
  - Existing and new networks will be built on, involving collaborations with researchers in Canada (OHS and labour rights - M. Quinlan; Gender and Work – A. Junor), UK (Chinese employment relations – P. Sheldon), Korea (M. O’Donnell, P. Sheldon), UK and NZ (skill - I. Hampson, gender -C. Briar, A. Junor), US (OHS and labour rights – M. Quinlan, skill – I. Hampson).

**SOCIAL IMPACT**

During 2012 the Centre will continue its social impact strategy through
- expert witness statements,
- government reports,
- policy advice and submissions
- research advice to industry partners
## 4. STATEMENT OF FINANCIAL PERFORMANCE CERTIFIED BY THE PRESIDING FACULTY FINANCE MANAGER.

**Industrial Relations Research Centre - IRRC**

### Statement of Financial Performance

for the Year Ended 31 December 2011

<table>
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<tr>
<th>Notes</th>
<th>[Reporting year]</th>
<th>[Previous year]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funds</strong></td>
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</tr>
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<td>Research Revenue</td>
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<tr>
<td>Subscriptions</td>
<td>$7,080.77</td>
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<tr>
<td><strong>Total Funds</strong></td>
<td>$134,570.77</td>
<td>$112,207.34</td>
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<tr>
<td><strong>Costs</strong></td>
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<td>People Costs</td>
<td>$102,920.23</td>
<td>$107,895.03</td>
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<tr>
<td>Contract &amp; Consulting Services</td>
<td>$21,161.33</td>
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<tr>
<td>Repairs and Maintenance</td>
<td>$1,762.36</td>
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<tr>
<td>Consumables</td>
<td>$11,111.31</td>
<td>$20,602.22</td>
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<tr>
<td>Travel</td>
<td>$4,827.67</td>
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<td>Marketing (ELRR)</td>
<td>$3,024.06</td>
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<td>Equipment</td>
<td>$2,922.82</td>
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<td>Contract Research Ohead</td>
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<td><strong>Total Costs</strong></td>
<td>$152,345.16</td>
<td>$128,808.16</td>
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<td><strong>Operating result</strong></td>
<td>(1)</td>
<td>$-17,774.39</td>
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<td><strong>Opening Balance</strong></td>
<td>(2)</td>
<td>$41,864.97</td>
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<tr>
<td><strong>Closing Balance</strong></td>
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<td>$24,090.58</td>
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</table>

**NOTES**

1. The negative operating results in 2010 and 2011 are a result of the timing of invoices and transfers, which occurred after the December financial systems shut down in mid-December. ($33,000 in 2010 and $52,500 in 2011) In 2011, there were further research fund transfers due in December that did not find their way into the financial year’s accounts: Total of $83,359

2. Less unpaid invoices of $370.
5. STATEMENT OF IN-KIND CONTRIBUTIONS INCLUDING ACADEMIC AND OTHER SALARIES, INFRASTRUCTURE AND OTHER RESOURCES PROVIDED TO THE CENTRE

Academic and Other Salaries:
Table 1: Estimated Value of UNSW Staff Contribution to IRRC and IRRC Contribution to UNSW

<table>
<thead>
<tr>
<th>Name</th>
<th>%EFT in Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Michael Quinlan (part funded by ARC)</td>
<td>$31,567</td>
</tr>
<tr>
<td>Visiting Associate Professor Anne Junor</td>
<td>$123,407</td>
</tr>
<tr>
<td>Adjunct Professor Darryll Hull, Transport &amp; Logistics Centre</td>
<td>$31,567</td>
</tr>
<tr>
<td>Professor Chris Jackson, School of Management</td>
<td>$700</td>
</tr>
<tr>
<td>Professor Roger Simnett</td>
<td></td>
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<tr>
<td>Associate Dean Research ASB</td>
<td>$798</td>
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<tr>
<td>Associate Professor Peter Kriesler, Economics, Centre for Applied Economic Research</td>
<td>$9,256</td>
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<tr>
<td>Associate Professor Peter Sheldon, School of Management</td>
<td>$9,256</td>
</tr>
<tr>
<td>Associate Professor Hazel Bateman, School of Risk &amp; Actuarial Studies</td>
<td>$9,256</td>
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<tr>
<td>Professor Raja Junankar</td>
<td>$7,893</td>
</tr>
<tr>
<td>Mr Tim Harcourt</td>
<td>$5900</td>
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<tr>
<td>Ms Philippa Hall (funded by EDFO)</td>
<td>$6000</td>
</tr>
<tr>
<td>Emeritus Professor Ralph Hall, School of Social Science and International Studies</td>
<td>$3,946</td>
</tr>
<tr>
<td>Professor Ian Hampson, School of Management, (part funded by ARC and EDFO)</td>
<td>$18,000</td>
</tr>
<tr>
<td>Dr Celia Briar (funded by EDFO)</td>
<td>$38,000</td>
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<tr>
<td>Professor Michael Hess, Business, ADFA</td>
<td>$1300</td>
</tr>
<tr>
<td>Dr Denise Faifua, Business, ADFA</td>
<td>$512</td>
</tr>
<tr>
<td>Dr Douglas Fraser (funded by ARC &amp; TALC)</td>
<td>$10,015</td>
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<tr>
<td>Associate Professor Craig Freedman</td>
<td>$2468</td>
</tr>
<tr>
<td>Dr Bernard Gan, School of Management</td>
<td>$512</td>
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<tr>
<td>Dr Sarah Gregson, School of Management, UNSW</td>
<td>$4246</td>
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<tr>
<td>Dr Youngok Kim, School of Management, UNSW</td>
<td>$515</td>
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<tr>
<td>Associate Professor Elisabetta Magnani, Economics</td>
<td>$3,085</td>
</tr>
<tr>
<td>Dr David Morgan, School of Management, UNSW</td>
<td>$2578</td>
</tr>
<tr>
<td>Dr Alan Morris, Social Sciences and International Studies, UNSW</td>
<td>$1,031</td>
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<tr>
<td>Professor Michael O'Donnell, Business, ADFA</td>
<td>$4300</td>
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<tr>
<td>Ms Janice Wardrop, School of Management</td>
<td>$1500</td>
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<tr>
<td>Dr Tracy Wilcox, School of Management</td>
<td>$1,200</td>
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<tr>
<td>Mr Jason Antony (funded by TALC)</td>
<td>$66,000</td>
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<tr>
<td>Ms Rosslyn O’Grady (funded by EDFO &amp; EOWA)</td>
<td>$15,700</td>
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<td>Ms Margaret Wallace (funded by ASB &amp; DF0)</td>
<td>$42,504</td>
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<td>Ms Diane Fruin (funded by EOWA)</td>
<td>$6,000</td>
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<tr>
<td>Ms Terry O’Callaghan (funded by SOM)</td>
<td>$2000</td>
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<tr>
<td>Ms Anna Polykarpou and Mr Lenny Li, Division of Finance and Operations</td>
<td>$2900</td>
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### Table 2  Imputed In-Kind and Grant-Funded Staffing Contributions to and by IRRC 2011, known

<table>
<thead>
<tr>
<th>Source</th>
<th>Contributed to IRRC</th>
<th>Contributed by IRRC Grant $$ and value of voluntary work attracted</th>
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<tbody>
<tr>
<td>Australian School of Business</td>
<td>$29,497 (2011-March 2012)</td>
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<tr>
<td>School of Management UNSW</td>
<td>$64,999 (2011-March 2012)</td>
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</tr>
<tr>
<td>Other ASB Schools</td>
<td>$21,598 (2011 - March 2012)</td>
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<tr>
<td>Other UNSW Schools</td>
<td>$1,478</td>
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<tr>
<td>External – Transport &amp; Logistics Centre</td>
<td>$66,000</td>
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<tr>
<td>External - EDFO</td>
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<td>$180,949</td>
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<tr>
<td>External – ARC and Linkage Partners</td>
<td></td>
<td>$66,000</td>
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<tr>
<td>External – other contracts</td>
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<td>$144,750</td>
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<td>Donated time – Unpaid Adjuncts</td>
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<td>$254,909</td>
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<tr>
<td>Publications in Respubs from external Associates</td>
<td>$5000pa</td>
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<tr>
<td>ELRR Subscriptions</td>
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<td>$7000pa</td>
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<tr>
<td>Total</td>
<td>$118,192</td>
<td>$617,341</td>
</tr>
</tbody>
</table>

Notes:
(1) Refers only to portions of projects carried out in Centre (three projects are shared with Schools)
(2) Not all allocations yet included for 2012 and beyond.
(3) Does not include non-staffing elements of research grants and contracts

6. INFRASTRUCTURE AND OTHER RESOURCES PROVIDED TO THE CENTRE

6.1 Independent Facilities
The IRRC occupies 3 rooms in the Quadrangle Building (Quad 1017A-C). These are shared by the Deputy Director, the Editorial Co-ordinator, the Admin Officer, Consultants, Research Assistants, an Adjunct Emeritus Professor and Visiting Scholars. The IRRC has a compactus housing a library of donated books in the shared open space. The co-location with the Korean Research Institute (KRI) is valuable.

6.2 Shared Facilities
Kitchen, meeting room, and printer/photocopier (jointly rented) are shared with KRI. A further meeting room with smartboard and electronic whiteboard are shared with KRI and IT@ASB. Most Associates from inside and outside UNSW, provide their own office space on or off campus.
7. DETAILS OF ANY PUBLICATIONS, RESEARCH PROJECTS, CONSULTANCIES AND OTHER SCHOLARLY ACHIEVEMENTS ASSOCIATED WITH THE CENTRE DURING 2011

7.1 IRRC Publications:

The Economic And Labour Relations Review
Co-Publisher: Centre For Applied Economic Research
http://www.elrr.unsw.edu.au

The Economic and Labour Relations Review is a major publishing activity of the IRRC. It is a refereed journal with a focus on contemporary issues, developments and policy-making in the fields of economics and labour relations.

- In 2011 there were three issues, an increase on previous years when two issues per year were published:
  - Volume 22 Issue 1 (May 2011) edited by IRRC Associate Anne Junor
  - Volume 22 Issue 3 (Nov 2011) Symposium edited by IRRC Associate Hazel Bateman: Australia's tax and transfer system under review: Evaluating Harmer and Henry

- Most Special Issues/Symposia carry additional general articles and book reviews or review articles.

- Abstracting, indexing and on-line publishing: the ELRR is available through:
  - Scopus (full text)
  - APAFT(Informit) (full text)
  - Proquest ABI/INFORM (full text)
  - Econlit (EBSCO)(full text)
  - Ulrichsweb
  - Gale
  - AustLii (full text)

- During 2011, the journal has been under assessment by Thomson Reuters for inclusion in the Social Sciences Citation Index and Current Contents. The assessment will conclude in 2012.

- In 2011 substantial progress was made towards introducing the ScholarOne online manuscript processing system, and negotiations with a major international publisher were begun. These will be concluded in 2012.
7.2 Grants and Consultancies

7.2.1 Research Grants and Contracts, continuing during 2011 and beyond-

Table 1 lists grants and contracts current in 2011, but with a longer life span than one year. Table 2 sets out

**TABLE 1: Research Grants and Contracts, continuing during 2011 and beyond**

<table>
<thead>
<tr>
<th>Grant/Contract</th>
<th>Duration</th>
<th>Amount</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport and Logistics Centre (TALC) Research Collaboration</td>
<td>2008-2012</td>
<td>$60,000 pa (June 2008 to June 2011 and pro rata to Dec 2011, ($52,050 in 2012),</td>
<td>Funds collaborative work with Professor Daryll Hull, TALC-TALC, and editorial work on ELRR by shared staff member Jason Antony</td>
</tr>
<tr>
<td>Building Professional Skills – Division of Executive Director Finance and Operations, UNSW Joint IRRC/School of Management</td>
<td>Apr 2011 to Mar 2013</td>
<td>$396,075 in 2011-12, shared between School of Management &amp; IRRC IRRC share is: $111,242 in 2011</td>
<td>Used to release CI Junor from administrative duties through funding of Admin staff $84k in 2011 and ($8k in 2012) and ScholarOne fees for ELRR</td>
</tr>
<tr>
<td>ARC Linkage: The Future of Aircraft Maintenance in Australia: Workforce Capability</td>
<td>May 2011- Dec 2013 (possible extension to May 2014)</td>
<td>ARC contribution $75,000 in 2011, $70,000 in 2012, $80,000 in 2013 Partner Org. Contributions: $21,130 cash and $122,739 in-kind in 2011 $21,130 cash and $126,564 in-kind in 2012 $8,740 cash and $123,569 in-kind in 2013</td>
<td>All funds held in the School of Management but the project is a collaboration of the IRRC, 3 UNSW Schools and Uni of Sydney. Initial approach was to IRRC, lead CI is IRRC Director, Junor has only an IRRC affiliation, and 2 other CIs (Hampson &amp; Gregson) have dual School of Management/IRRC affiliation.</td>
</tr>
<tr>
<td>ARC Linkage: Recognising the Skill in Jobs Traditionally Considered Unskilled</td>
<td>July 2011 to December 2014</td>
<td>Funding of approx $13,500 pa to IRRC account Covers 0.2 RA plus travel</td>
<td>IRRC Associates I. Hampson and A. Junor are CIs RA - D. Fraser is deployed across this and Aircraft maintenance project to create 0.6 position.</td>
</tr>
<tr>
<td>Australian School of Business Grants to <em>The Economic and Labour Relations Review</em></td>
<td>2011-12  2013-2017</td>
<td>$24,000 in 2010 $10,000 in 2011 – allowed carry-forward of other funds to 2012</td>
<td>Initial $25,999 grant was to engage a strategic planner and marketer – resulting in upgrade, ScholarOne contract and potential commercial publishing contract. Carry-forward allowed us to partly cover the salary of J. Antony ELRR copy-editor and</td>
</tr>
</tbody>
</table>
A. Transport and Logistics Centre
In 2011, TALC provided a grant valued at $60,000 plus GST.
CIs – Professor Daryll Hull, Professor Michael Quinlan and Associate Professor Anne Junor
This grant supports:
- collaborative research in the area of transport industry workforce development. It was supplemented in 2011 with $5,000 funding for a research project by Dr Doug Fraser
- the development of research proposals – eg the Aircraft Maintenance Linkage project, in which TALC is a Partner Organisation
- research dissemination in TALC and the IRRC – eg the hiring of the services of Jason Antony who in 2011 worked 20 hours a week in TALC and 10 hours a week copy-editing and typesetting

The Economic and Labour Relations Review

B. Building Professional Skills – Division of Executive Director Finance and Operations, UNSW
- School of Management /IRRC project; Ian Hampson (lead CI), David Morgan, Celia Briar, Philippa Hall; Spotlight the starting point; Contract for $396,000; Completion date March 2013.
- Funding is shared between School of Management and IRRC in following way:
  - School: Teaching buyout of $42,260 for 2011 carried forward and another $21,130 committed for 2012; $20,000 transcription services
  - $59,848 in each of 2011 and 2012 designated for payment of IRRC contractors Briar, Hall and Junor (last named item a balancing amount that will not be claimed personally). These amounts lodged with School to ensure arm’s length oversight of account.
  - $85,000 in 2011 and $88,000 in 2012 for IRRC RA/admin costs
- Based on Spotlight methodology
- In 2011, 60 interviews were conducted. Next stage is design of a set of tools and processes for building communication and organizational awareness skills.
C. Aviation Safety and Industry Development – 2011-Dec 2013
- ARC Linkage: The Future of Aircraft Maintenance in Australia: Workforce Capability, ARC contribution $75,000 in 2011, $70,000 in 2012, $80,000 in 2013
- Lead CI M. Quinlan –IRRC Director, 3 of other 6 CIs (I. Hampson, A. Junor, S. Gregson) are IRRC members
- IRRC/Schools of Org & Mgt, Aviation & Mechanical Engineering, & Sydney University
- Although this grant originated in an approach to IRRC, and A. Junor from IRRC is a CI, the account is lodged with the School of Management
- Partner organisations - ALAEA, AMWU, TWU, FAAA, ALC, Australian Aerospace, Association of Maintenance, Repair and Overhaul Business Organisations, Manufacturing Skills Australia, TAFE NSW.
- ARC funding covers Research Assistants
- Output in 2011 - article for IJHRM (tier 1 journal) accepted (Ian Hampson, Anne Junor, Sarah Gregson).

D. ARC Linkage: Recognising the Skill in Jobs Traditionally Considered Unskilled
- Located at University of Ballarat (Lead CI Prof E. Smith)
- IRRC Associates I. Hampson and A. Junor are CIs
- Partner Organisations – Manufacturing Skills Australia, Service Skills Australia, United Voice
- Runs from July 2011 to December 2014
- Funding of approx $13 p.a. to IRRC account
  - Covers 0.2 RA (D. Fraser) plus travel
  - Uses Spotlight methodology

E. Australian School of Business Grants to The Economic and Labour Relations Review
- $10,000 in 2011 to help cover salary gap of RA/copy-editor/typesetter Jason Antony (TALC grant shortfall)

F. Judith Miller Grant 2009-12
- $5,000 to School of Management until exhausted to fund Honours Scholarships in diversity management/equity
- $15,000 to fund development and ongoing web operation of www.spotlightworkskills.com – balance of account transferred to NZCOSS to maintain website fees
### 7.2.2 IRRC-based Research Grants and Contracts completed 2011

#### Table 2: IRRC-based Research Grants and Contracts completed 2011

<table>
<thead>
<tr>
<th>Grant/Contract</th>
<th>Duration</th>
<th>Amount</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal Opportunity for Women in the Workplace Agency: Better Description &amp; Classification of Jobs in Awards: A Spotlight Project</td>
<td>2011</td>
<td>$20,000</td>
<td>Project Manager – IRRC Advisory Committee member P. Hall - EOWA&lt;br&gt;Researchers – A. Junor, T. Wilcox, D. Fruin (contractor). $10,000 used to fund J. Antony’s salary for ELRR work&lt;br&gt;Pilot project, will be used to approach participant organisations</td>
</tr>
<tr>
<td>United Firefighters Union Victoria – Job Evaluation/Classification Structure project</td>
<td>2011</td>
<td>$5000 to contractor</td>
<td>Anne Junor and Di Fruin (contractor) referral from Workplace Research Sydney – undertaken to build IRRC profile as experts in this area</td>
</tr>
<tr>
<td>Australian Services Union – Application for Equal Remuneration Orders&lt;br&gt;a) Expert witness statement and background interviews of witnesses&lt;br&gt;b) Analysis of Social and Community Service Jobs for final</td>
<td>a) July 2010-Feb 2011&lt;br&gt;b) Sept-Oct 2011</td>
<td>a) Pro bono&lt;br&gt;b) Payment for contractor C. Briar (IRRC Associate)</td>
<td>This work done to establish reputation of IRRC in the job analysis and pay equity areas as well as for its intrinsic importance.&lt;br&gt;a) Used IRRC-developed Spotlight tool with 5 witnesses</td>
</tr>
<tr>
<td>EOWA Nomination as expert on Standards Australia Working Group</td>
<td>Nov 2010-Dec 2011</td>
<td>Hourly payment – sitting fees (paid outside work arrangement)</td>
<td>This work done to establish reputation of IRRC in the job analysis and pay equity areas as well as for its intrinsic importance.</td>
</tr>
</tbody>
</table>

#### A. Equal Opportunity for Women in the Workplace Agency: Better Description & Classification of Jobs in Awards: A Spotlight Project

- $20,000 in 2011 - based on model of asking IRRC Advisory Committee to broker research contracts
- Pilot project, produced a 200-page report; when released will be used to approach participant organisations to consider Linkage Grant application -
- Industries/occupations – Finance, Clerical, Laboratory Work, Printing/binding
- Researchers – A. Junor, T. Wilcox, D. Fruin (contractor)
B. United Firefighters Union Victoria – Cost/Benefit Analysis of Adoption of Country Fire Authority Classification Structure by Metropolitan Fire Board
- A. Junor, Di Fruin May-June 2011
  - Referral from Workplace Research Centre - IRRC reputation for job analysis. Accepted for reputational reasons; partly sub-contracted to job analysis/job evaluation expert Di Fruin; completed.

C. Australian Services Union – Analysis of Social and Community Service Jobs
- Followed on from Expert Witness statement - in ASU application to Fair Work Australia for Equal Remuneration Orders for Social and Community Service Workers – Spotlight analysis of
- September 2011: Celia Briar and Anne Junor conducted Job analysis interviews - Modern Award Grades 2-8 and wrote a report which was included in full in the Commonwealth/ASU final submission on which the monetary estimates of gender-based undervaluation were based.

D. Standards Australia - Gender-Inclusive Job Evaluation and Grading Standard 2011
- Working Group led by IRRC Advisory Committee member and Associate Philippa Hall; IRRC Deputy Director A. Junor was a Working Group member

7.2.3 Grants and Projects held by IRRC Office-Bearers and Associates as part of their own research agendas but with ARC Linkage and Discovery Projects

Michael Quinlan
Projects located at University of Sydney:
- Caring for the Carers: Occupational Health and Safety in Homecare Linkage, 2011-2013

A. Government-Commissioned Projects


7.3 Other Scholarly Achievements

Books and reports by IRRC members/associates


See also below in Publications by Individuals
M. Quinlan - 3 major reports including Pike River Mine Disaster.

Expert submissions

See also below in Publications by Individuals
M. Quinlan, Submission on long haul trucking safe rates

Research based practitioner tools
Briar, C. and Junor, A. www.spotlightworkskills.com - Web-based New Zealand and International versions of the Spotlight toolkit, funded by a Judith Miller Memorial grant to the IRRC.

SSRN eLIBRARY - UNSW: INDUSTRIAL RELATIONS RESEARCH CENTRE SERIES

A Multiple Climate Approach to Understanding Business Unit Effectiveness
Judi MacCormick and Sharon K. Parker
University of New South Wales (UNSW) and University of Western Australia
Date Posted: June 25, 2011
Accepted Paper Series
21 downloads

A Freight Logistics Strategy for the State of NSW
UNSW Australian School of Business Research Paper No. 2011-IRRC-02
Daryll Hull
A Targeted National Maritime Training Strategy
UNSW Australian School of Business Research Paper No. 2011-IRRC-03
Daryll Hull
The Transport and Logistics Centre, The Industrial Relations Research Centre, University of New South Wales, Australia
Date Posted: March 19, 2011
Working Paper Series
42 downloads

Workforce Development Needs in the Australian Transport Industry: An Overview of the Evidence
UNSW Australian School of Business Research Paper No. 2011-IRRC-04
Doug Fraser
School of Business, Australian Defence Force Academy
Date Posted: March 28, 2011
Working Paper Series
14 downloads

Recognising the Skills of Experience in Segmented Labour Markets: Prospects for Personal Carers and Road Transport Drivers?
UNSW Australian School of Business Research Paper No. 2011 IRRC 05
Anne Junor, Ian Hampson, Mary Gatta and Lucy Taksa
Industrial Relations Research Centre, University of New South Wales, University of New South Wales (UNSW) - School of Organisation and Management, Rutgers, The State University of New Jersey - Rutgers Business School at Newark & New Brunswick and affiliation not provided to SSRN
Date Posted: April 27, 2011
Working Paper Series
20 downloads

Segmented Skilling: Static and Dynamic ‘New Economy’ Skills
UNSW Australian School of Business Research Paper No. 2011-IRRC-07
Doug Fraser, Anne Junor and Ian Hampson
School of Business, Australian Defence Force Academy, Industrial Relations Research Centre, University of New South Wales and University of New South Wales (UNSW) - School of Organisation and Management
Date Posted: August 31, 2011
Working Paper Series
24 downloads

PUBLICATIONS BY INDIVIDUAL IRRC ASSOCIATES 2011

All IRRC Associates in bold

Books

Edited Book


Book Chapters


Refereed Journal Articles


**Full Conference Papers**


Unpublished Research Reports/Government Submissions and Expert Evidence to Courts


Quinlan, M. (2011)Submission to Standing Committee on Infrastructure and Communication with regard to the Inquiry into the Road Safety Remuneration Bill 2011 and Road


Non-refereed Articles, Notes and Editorials in Journals, Books and Other Publications

Quinlan, M. (2011), Why work organization matters and matters even more today, paper presented to Safety or Profit, A conference to celebrate the work of Theo Nichols, Cardiff University, 11 January.


SSRN Working Papers


8. DETAILS OF SIGNIFICANT MANAGERIAL OR PERSONNEL CHANGES DURING 2011
In September 2011, Ms Rosslyn O’Grady was appointed on the basis of a competitive advertisement to a fixed term position, initially at a fraction of 0.4, out of funding from the Building Professional Skills Project. This funding was part of the research grant from EDFO, and was designed to release A/prof Junor from administrative work in order to focus on this and other research projects.

Mr Jason Antony continued to work as a RA for 5 hours a week for the IRRC and 25 hours a week for TALC, funded by a research grant from the latter.

In 2011, Margaret Wallace was employed on a casual basis, mainly to implement a publication and marketing strategy for ELRR, including the development of a ScholarOne journal article submission and review tracking site.

Dr Doug Fraser was engaged though the IRRC on a short term basis as a RA, working on a study of skills and productivity for TALC and on the Aircraft maintenance Linkage project.

9. LIST OF TEACHING AND RESEARCH SUPERVISION CARRIED OUT BY THE CENTRE ON BEHALF OF ACADEMIC UNITS

Thesis supervision by IRRC Associates with no other UNSW Affiliation

9.1. Anne Junor and Professor Ralph Hall (both retired Adjuncts and IRRC Associates) - Joint Supervision

PhD
Tanya Carney:
Navigating Occupational Norms: Explaining the Employment Mobility Patterns of Australian Mothers

9.2. A/Prof Julie Cogin (School of Management) and Anne Junor IRRC – joint supervision
PhD
Janis Wardrop
When is Institutional Change Not Change? Australian Corporate Governance Reporting Practices as Institutional Maintenance Work

9.3. Prof Janet Chan and Anne Junor
PhD
Rabeatul Husna binti Abdull Rahman
The Impact of Human Resource Practices on the Retention of Knowledge Workers in Malaysia

9.4. A/Prof Ian Hampson and Anne Junor
Daniel Norris
MPhil
Departures from Procedure in Aircraft Maintenance: Code Violation versus Innovation
On leave

10. DATES OF AND ATTENDANCE AT MEETINGS OF THE CENTRE’S COMMITTEES

10.1 Management Committee
**February 17 2011. Present:** Professor Michael Quinlan (Chair), Professor Roger Simnett (Associate Dean Research), Peter Kriesler, Julie Cogin, Anne Junor

**August 23 2011. Present:** Professor Roger Simnett (Associate Dean Research; Chair), Daryll Hull, Peter Sheldon, Anne Junor

10.2 Advisory Committee:

**March 8 2011. Present:** Professor Lucy Taksa (Chair), Professor Michael Quinlan, Professor Daryll Hull, His Honour Justice Lance Wright, Philippa Hall, Anne Junor.

**November 29 2011. Present:** Professor Lucy Taksa (Chair), Professor Michael Quinlan, His Honour Justice Lance Wright, Professor Daryll Hull, Professor Geoffrey Harcourt, Tim Harcourt, Brett Reed, Philippa Hall.