



Never Stand Still

Australian School of Business

Industrial Relations Research Centre

# Industrial Relations Research Centre Annual Report 2012

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## Annual Report 2012

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# Industrial Relations Research Centre Annual Report 2012

## KEY FACTS

The Industrial Relations Research Centre (IRRC), founded in 1980, is a grouping of research associates and administrative staff from inside and outside UNSW, who collaborate to conduct and publicise research that contributes to policy and practice in fields such as the regulation of labour standards, workplace health and safety, and workforce development.

The IRRC produces *The Economic and Labour Relations Review (ELRR)*, a journal which in 2012 was in its 23<sup>rd</sup> year, was published four times a year and gained its first JCR impact factor rating.

### ***Our mission***

The aim of the IRRC is to promote research on work, labour markets and industrial relations that will contribute to productive and fair work arrangements.

### ***Our values***

We are committed to:

- Sponsoring rigorous, independent, evidence-based research that is creative and original
- Acting in the public interest, through ethical research, open communication and accountability.

### ***Objectives for 2012***

Our objectives in 2012 were to

- Promote better understanding of labour markets and industrial relations
- Promote safe, engaged, productive and fair workplaces
- Encourage the recognition, development and utilisation of skills
- Continue to build the impact of *The Economic and Labour Relations Review*
- Engage with industry, community and government in the production and dissemination of research
- Build our working relationships and international outreach
- Help to develop emerging scholars.

## **Governance**

### **PRESIDING FACULTY**

Australian School of Business, UNSW

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

**DIRECTOR:** Professor Michael Quinlan

**DEPUTY DIRECTOR:** Associate Professor Anne Junor

### **STEERING COMMITTEE**

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

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

Professor Michael Hess, Head of School of Business, UNSW Canberra

Professor Michael O'Donnell, School of Business, UNSW Canberra

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

### **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, 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

## **Associates and Administrative Staff 2012**

Centre Associates are suitably qualified academic researchers whose areas of research are relevant to the objectives of the Centre and who, it is judged on the basis of their past research, publications and current interests, can contribute to the mission and objectives of the IRRC.

- Associates may join the IRRC by invitation or application, following endorsement of the Steering Committee, normally for a three-year period.
- Associates may be appointed to the IRRC in an honorary capacity from inside UNSW or from another Australian University.
- Associates who are retired academics may be appointed in an Adjunct capacity.
- Overseas associates may be appointed in a Visiting capacity.
- All appointments from outside UNSW are approved by the Dean, Australian School of Business, and appointments at Level D and E additionally require approval of the Director Human Resources.

### *Located in IRRC*

Emeritus Professor P.N. (Raja) Junankar, UWS, IZA  
Professor Jocelyn Pixley, also at Macquarie  
Associate Professor Craig Freedman  
Dr Celia Briar, formerly Massey and NZ Department of Labour  
Associate Professor Anne Junor

### *Located in Australian School of Business, UNSW*

Professor Michael Quinlan, School of Management  
Associate Professor Hazel Bateman, School of Risk and Actuarial Studies  
Associate Professor Ian Hampson, School of Management  
Associate Professor Peter Kriesler, Economics  
Associate Professor Elisabetta Magnani, School of Economics  
Associate Professor Peter Sheldon, School of Management  
Dr Louise Fitzgerald, School of Management  
Dr Bernard Gan, School of Management  
Dr Sarah Gregson, School of Management  
Dr Youngok Kim, School of Management  
Dr David Morgan, School of Management  
Dr Loretta O'Donnell, School of Management  
Dr Carol Royal, School of Management  
Dr Kyoung-Hee Yu, School of Management  
Dr Tracy Wilcox, School of Management  
Ms Janice Wardrop, School of Management

### *Located in School of Business, UNSW Canberra*

Professor Michael Hess, School of Business, UNSW Canberra  
Professor Michael O'Donnell, School of Business, UNSW Canberra  
Dr Denise Faifua, School of Business, UNSW Canberra  
Dr Douglas Fraser, School of Business, UNSW Canberra

### *Located in other UNSW Faculties*

Professor Ralph Hall, Social Science and Policy  
Dr Alan Morris, Social Science and Policy  
Dr Carol Russell, Faculty of Engineering  
Dr Shaun Wilson, Social Science and Policy

### *External Associates/Visitors*

Professor Peter Fairbrother, Management, RMIT  
Professor Daryll Hull, Director Transport and Logistics Centre; also at Macquarie  
Professor Lucy Taksa, Marketing and Management, Macquarie

Professor David Walters, Cardiff  
Professor Andrew Watterson, Stirling  
Professor Charles Woolfson, Linkoping, Sweden  
Dr Ee-Kheng Ang, Massey University, New Zealand  
Dr Alison Barnes, Marketing and Management, Macquarie  
Dr Ruth Barton, Management, RMIT  
Dr Soheyra Gholamshahi, NGO sector  
Dr Neil Hart, Economics, UWS  
Dr In Jun, Yeungnam, Republic of Korea  
Dr Louise Thornthwaite, Marketing and Management, Macquarie

#### **Professional and Technical Staff**

Ms Margaret Wallace. Casual Project Officer: *ELRR* development strategy (establishment of ScholarOne submission site), Research Assistant, editorial and marketing.

Ms Rosslyn O'Grady. Part-time Administrative Assistant, financial management, records, minutes, correspondence, publicity – IRRC and *ELRR*

Mr Jason Antony. Part time editorial coordinator, *ELRR*, also seconded as Office Manager to the Transport and Logistics Centre

Ms Terry O'Callaghan. Casual/Volunteer – financial, editorial and administrative work.

Dr Doug Fraser, Part-time Research Assistant engaged jointly by the IRRC and the School of Management, on LP110100335, *The Future of Aircraft Maintenance in Australia*, and on LP110200888 *Recognising the Skill in Jobs Traditionally Considered Unskilled*.

#### **Consultants**

The following provided a mix of pro bono and consultancy work on the Building Professional Skills project:

- Ms Philippa Hall, formerly of the New Zealand Department of Labour and member of the IRRC Advisory Committee
- Dr Celia Briar, IRRC Associate, formerly of Massey University and the NZ Department of Labour
- Ms Dianne Fruin, formerly a senior HR Consultant with Sydney Water and in state government agencies.

## THE CENTRE'S PERFORMANCE IN RELATION TO ITS OBJECTIVES FOR 2012

### Objective 1. To promote better understanding of labour markets and industrial relations

#### *Achievements:*

- In 2012 the IRRC, through *The Economic and Labour Relations Review*, published 10 refereed articles and book reviews designed to promote a understanding of labour markets/economics:
  - Theoretical: impacts of trade liberalization (IRRC Advisory Committee member Tim Harcourt); Salter and flexibility (IRRC Advisory Committee member CG Harcourt); labour supply curve;
  - Policy analysis: Manufacturing industry policy (IRRC Associate I Hampson)
  - Industry analysis (The declining earnings position of cleaners in Australia)
  - Low-paid work (cleaners in Australia; low-skilled work in Canada)
  - Sport – player associations
  - Regional: China; Malaysia, Papua New Guinea.
- In 2012, precarious employment continued to be a particular focus of IRRC work:
  - Professor Quinlan wrote a comprehensive overview of the history of precarious employment for *ELRR*.
  - C. Briar and A. Junor authored a research-based submission to the Independent Inquiry into Insecure Work in Australia, followed up with oral evidence by Anne Junor. The submission was cited and referenced 8 times in the final report of the Inquiry, *Lives on Hold: Unlocking the Potential of Australia's Workforce* (2012).
  - IRRC Associate Dr Shaun Wilson with Dr Norbert Ebert, initiated a symposium on the sociological impacts of precarious employment, for publication in a 2013 issue of *ELRR*.
- Other contributions to a general understanding of labour markets and industrial relations:
  - Professor M Quinlan co-authored a significant specialized study of the legal regulation of employment relations, published a refereed article on labour standards enforcement, and published a historical study of shipboard protests over health and safety conditions 1790 -1900.

### Objective 2. To promote safe, engaged, productive and fair workplaces

#### *Achievements: Safety*

IRRC Director Professor Michael Quinlan continued in his role as an internationally-recognised authority on workplace health and safety.

- Professor Quinlan held two ARC Grants with researchers at the University of Sydney - one on the impacts of traumatic death at work, the other on the safety of home care workers, and co-authored 3 refereed journal articles from this work.
- Professor Quinlan was quoted extensively in 'At home with workplace safety', *Knowledge@Australian School Of Business*, 5 Jan 2012 (reproduced in *Business Spectator*).
- Professor Michael Quinlan participated in a Safe Rates Summit at Parliament House Canberra on 22 January. An earlier review by IRRC Advisory Committee member Hon Lance Wright QC and Professor Quinlan, entitled "*Remuneration & Safety in the Australian Heavy Vehicle Industry*", was extensively used in 2012 submissions and parliamentary briefing papers concerning the Road Safety Remuneration Bill 2011. The Bill was enacted in July 2012, establishing a Road Safety Remuneration Tribunal, which will rule on pay and related conditions for road transport drivers, and resolve disputes between road transport drivers and supply chain participants.

- Professor Michael Quinlan had been engaged by the New Zealand Department of Labour to conduct an international comparison of mine safety regulation, and had also undertaken an international comparative study of the causal factors in other mine disasters. The Department's March 2012 submission to the Royal Commission commended Professor Quinlan for his thoroughness, and relied heavily on his work in framing its policy response. See Royal Commission on the Pike River Coal Mine Tragedy (2012) *Phase Four Paper Prepared By The Department Of Labour*. Wellington, 16 March, pp. 1,3,8-12, 14, 16, 18-20, 30-31, 35-39, 42, 46-47, 51, 55, 57-58, 60, 63-65, 77.

In turn, the Royal Commission relied on Professor Quinlan's research in its October findings. See. Royal Commission on the Pike River Coal Mine Tragedy (2012) *Volume 2 What Happened at Pike River and Proposals for Reform*. Wellington, October, pp. 252; 307-315.

- In December 2012 Professor Quinlan was appointed to the New Zealand Expert Reference Group to support implementation of the recommendations from the Royal Commission.
- Associate Professor Anne Junor served on the Reference Group for the Benchmarking Leadership and Standards for Sessional Teaching Project, led by Dr Marina Harvey, Macquarie University, and funded by the Australian Government Office for learning and Teaching.

#### *Achievements: Engagement and Productivity*

In 2012 the IRRC continued to pursue its mission of providing research-backed output that makes a practical difference in workplaces:

- A. Junor, I. Hampson, D. Morgan, and C. Briar, with consultant P.Hall (IRRC Advisory Committee member) continued to work on a research project funded by UNSW Division of Finance and Operations in order to produce a set of tools to promote cooperation across work units and improve client and customer engagement. An internal report of project research findings was provided, and presented to a range of DFO forums. A senior UNSW HR consultant arranged for A. Junor and P. Hall to present the project to a CBD Learning and Development consultancy firm, Think.Learning, on 2 December.
- Through Partner Organisation the Transport and Logistics Centre, Professor Daryll Hull worked on the design of collaborative organisation to develop more productive freight transport and logistics infrastructure solutions in Australia, publishing the findings through the IRRC's SSRN site in a paper that has had 305 views and 81 downloads.
- Professor Hull worked on a proposal for collaborative regional learning infrastructures in remote regions such as the Pilbara. This work was written up in an IRRC publication through SSRN that has had 325 views and 47 downloads.
- Dr Tracy Wilcox used an ASB research grant to work with Professor Michael O'Donnell and Associate Professor Anne Junor on CEO communication and employee engagement in a large federal government agency.
- In 2012 *ELRR* published on employee commitment and high performance work systems in Sri Lanka co-authored by IRRC Associate Professor Michael O'Donnell, and also a study of the relationship between union membership and job satisfaction in the US.



### *Achievements: Fair Work*

In 2012, the work of the IRRC clearly made a difference to pay and employment equity:

- Research by IRRC Associates Anne Junor and Ian Hampson was chosen for inclusion in 16 case studies forwarded by UNSW to the ATN/Go8 Trial of Assessment of Research Impact as best demonstrating the benefits of research to 'end-users'. In this trial participating universities were able to submit up to four impact case studies in each of four areas (Defence, Economic Development, Society and Environment). The IRRC research was chosen as one of four case studies in the area of Impact on Society.
- The research, conducted with IRRC Associate Dr Celia Briar, was cited as evidence in the first Equal Remuneration Case in the Fair Work Court. This case resulted in pay increases of 23% to 45% to be made to 150,000 Social and Community Services workers in annual instalments to 2021. In July 2012 the Commonwealth set aside \$3 billion to help fund these increases. The Full Bench judgment drew on two sets of evidence provided by the IRRC. The first was the use of the Spotlight skills analysis methodology, published on the IRRC website and previously developed by a team including Junor and Hampson. This provided evidence of the use of skills which the Full Bench accepted were undervalued because of gender and community sector employment. The second set of evidence was a quantification of exactly how much of the undervaluation was attributable to gender at each salary grade. This quantification, produced by IRRC Associates Junor and Briar, was accepted by the Full Bench.
- In 2012, the Australian Workplace Gender Equality Agency provided links to the IRRC Spotlight tools in its online Gender Equality training package.
- Evidence of take-up also emerged, for example by United Voice research staff in relation to care work, and in an approach by the NZ Council of Trade Unions in preparation for the Community Services Equal Pay case.
- In 2012, Standards Australia published its standard on *Gender-Inclusive Job Evaluation and Grading AS 5376-2012*, produced by a working group led by IRRC Advisory Committee member Philippa Hall. Anne Junor was a member of the working group, along with the Australian Human Resources Institute, professional services firms, and employer and employee organisations. .

### **Objective 3. Encouraging the recognition, development and utilisation of skills**

In 2012, skill and workforce development were key themes of the research conducted on a day-to-day basis in the IRRC, and of our research collaboration with the Transport and Logistics Centre.

#### *Achievements*

- A report, *Better Description and Classification of Jobs in Awards : A Spotlight Project* was transmitted to the Workplace Gender Equality Agency and lodged with an ISBN in the National Library. It was based on 2011 research conducted in the IRRC into the relationship between skills in use, skills listed in Training Packages and Modern Award classifications in the following industries/occupations: laboratory technician, printing, food processing, finance, and clerical.
- IRRC Associate Ian Hampson also applied the Spotlight conceptualisation of under-recognised work process skills to an analysis of lean production in a paper 'Skills and Control in the Toyota Production System'. presented at the International Labour Process Conference in Stockholm. In March

- Further uses of the Spotlight Tool for recognising and developing service skills included the ongoing use of the Judith Miller Grant, made to the IRRC, in order to fund the website [www.spotlightworkskills.com](http://www.spotlightworkskills.com). This website was built by IRRC Associate, Dr Celia Briar in New Zealand and international versions of the Spotlight toolkit are available on the IRRC website. In 2012, funding for the operation of the site was transferred to NZCOSS and the tool was used in preparing evidence for community services pay bargaining in New Zealand.
- The Building Professional Skills project for the Division of Finance and Operations resulted in a comprehensive Mid Year Progress Report and subsequent Summary Report to DFO Managers, as well as monthly progress reports to the Project Steering Group (Senior Managers), the Project Working Group (a cross-functional reference group within DFO) and periodic reports to Divisional Forums.
- As part of a Linkage Project exploring the future of aircraft maintenance in Australia, Ian Hampson undertook a detailed study of the complex and shifting relationship between licensing and training, and reported this to a Reference Group of Partner Organisations as Occasional Paper 8 (2012) 'Misalignments in the Reformed System of Training and Licensing of Aircraft Maintenance Engineers'.
- Analysis of perceptions of skill in low-paid service jobs – waiters, chefs, cleaners – at the level of policy and training and employment relations practice was undertaken. This was as part of a Linkage Project involving the IRRC, the University of Ballarat, United Voice, Manufacturing Skills Australia and Service Skills Australia. A report of findings was provided to Partner Organisations in August.
- Professor Daryll Hull consulted with the IRRC regarding a major initiative undertaken through the Transport and Logistics Centre – the development of a National Maritime Industry Workforce Development Plan.
- Professor Hull's IRRC Working Paper, 'Winning the skills battle and losing the knowledge war in the Railways: Reflections on changing culture in a complex system and the impact on learning and development', published in SSRN, received 116 views and 14 downloads.

#### **Objective 4. Continue to build the impact of *The Economic and Labour Relations Review***

*The Economic and Labour Relations Review* was the major publishing activity of the IRRC in 2012. It is a refereed journal with a focus on contemporary issues, developments and policy-making in the fields of economics and labour relations.

##### *Achievements*

- In 2012, Volume 23 was published in four issues, an increase on the three issues of 2011 and the two issues per year of Volumes 1-21.
- The ELRR website <http://www.elrr.unsw.edu.au> was maintained as a guide to subscribing and submitting articles.
- In 2012 the *ELRR* was abstracted and indexed through Ulrichsweb and Scopus and published in full text online through the following aggregators: APAFT (Informit), Proquest ABI/INFORM, Econlit (EBSCO) (full text), Gale/Cengage and AustLii (full text).
- In 2012 the ScholarOne online manuscript processing system was introduced. This resulted in a growth in submissions from international contributors.

- In 2012, following a two-year assessment, Thomson Reuters approved *ELRR* for inclusion in the Social Sciences Citation Index and Current Contents. This was the first step to receiving an impact factor rating.
- The Australian School of Business agreed to provide £8,000 pa for five years to support the development of the journal's international profile. The School of Business UNSW Canberra provided \$10,000 in 2012, in part to support the staffing of the journal.
- In the closing months of 2012, a five-year contract with SAGE Publishing was successfully concluded for the publication of *ELRR* four times per year. ASB financial support helped secure the contract. Termination of contracts with the aggregators was a condition of the SAGE contract.
- *ELRR* received the mentorship and active editorial support of distinguished Post-Keynesian and labour market economists including Professor G.C. Harcourt and JW Neville. 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).
- *ELRR* content continued to be diverse and topical. Volume 23 Issue 1 (Feb 2012) carried a symposium guest-edited by Neil Perry and Paul Twomey: Carbon markets, inherent limitations and complementary policies. Volume 23 Issue 2 (June 2012) Symposium guest-edited by Victor Matheson Holy Cross, Worcester MA), Ross Booth (Monash) and Liam J Lenten (LaTrobe): Sports Economics. Volume 23 Issue 3 (September 2012) contained an article by eminent Indian scholar Amit Bhaduri and an important article on fiscal consolidation by UN/ILO experts Anis Chowdhury and Iyanatul Islam. Volume 23 Issue 4 (November 2012) opened with an overview article by Michael Quinlan that on precarious employment that is destined to become a classic.
- Annual submissions for 2012 were 55, plus 11 book reviews, with increasing use made of ScholarOne as the year progressed. The rejection rate was 35%, a rate somewhat low because two of the issues in 2012 were guest-edited, with unsuitable contributions screened out before referral to the Editor in Chief; 25% of published articles and 30% of rejected articles were from international authors, and 42% of published articles were on international or abstract-theoretical themes. Submission and publication years did not coincide – typically articles published in the first issue of the year will have been submitted in the previous year, making comparisons difficult. By July 2013 there had been 18 citations of articles published in 2012.

## **Objective 5. Engage with industry, community and government in the production and dissemination of research**

### *Collaborations*

The IRRC was engaged in three main research projects in 2012 that resulted in the building of strong, ongoing working relationships.

The relationship between the Transport and Logistics Centre and the IRRC was renewed, providing IRRC researchers with an insight into the development of a Maritime Workforce Development Strategy for Australia, as well as valuable general operational financial support and guidance by Professor Daryll Hull .

Through the ARC Linkage Project, *The Future of Aircraft Maintenance in Australia* (LP110100335), Chief Investigators in the IRRC, particularly Professor Michael Quinlan and

Associate Professor Ian Hampson, were in ongoing regular communication with most Partner Organisations:

- Aerospace Australia
- The Aircraft Maintenance, Repair and Overhaul Business Association
- The Association of Licenced Aircraft Maintenance Engineers in Australia
- The Australian Manufacturing Workers Union
- Manufacturing Skills Australia
- TAFE NSW
- The Transport and Logistics Centre
- The Transport Workers Union

As well, a wider network of contacts was built, both in Australia and internationally, particularly in Sweden.

Through the Linkage Project, *Recognising the Skill in Jobs Traditionally seen as Unskilled*(LP110200888), Associate Professors Hampson and Junor further cemented their working relationship with Manufacturing Skills Australia. In addition, new links were built through Service Skills Australia, and workplace interviews opened up valuable lines of communication to a number of employer organizations and employers in the hospitality and cleaning industry. Partner Organisation United Voice indicated that the Spotlight skills identification methodology developed in the IRRC had potential in assessing the skills of care workers.

The Building Professional Skills Project resulted in the cementing of a strong working relationship between UNSW's Division of Finance and Operations and the IRRC and the School of Management. The team of Anne Junor, Ian Hampson, David Morgan and Celia Briar, with Consultant Philippa Hall, reported regularly to the Project Working Group of senior managers, and to a cross-functional Project Working Group, as well as to Divisional Forums.

In October 2012 the IRRC was invited to undertake research on regional skills shortages and workforce development requirements in manufacturing in South Western Sydney. Regional Development Australia (RDA) Parramatta approached the IRRC on behalf of the South Western Sydney Manufacturing and Engineering Taskforce to undertake a survey of regional employer skill needs. The Taskforce included South Eastern Sydney Institute of TAFE, State Training Services, Manufacturing Skills Australia; the Australia Industry Group, the NSW Business Chamber, the Business Enterprise Centre; and a number of employers, as well as RDA. A team of IRRC Associates – Anne Junor, Professor Raja Junankar, Associate Professors Peter Sheldon and Elisabetta Magnani, Dr Bernard Gan, Dr Doug Fraser and Tanya Carney – worked on the design of two separate projects – academic research on the relationship between local manufacturing supply chains and global value networks, and a small-scale employer survey for implementation in 2013. A beneficial side-effect was the establishment of close working relationships with the Sydney Aerospace and Defence Interest Group, which will assist one 2013 phase of the Aircraft Maintenance project – a survey of Maintenance, Repair and Overhaul employers, accompanied by a study of potential career paths between maintenance and aerospace manufacturing.

#### *Outreach initiatives*

- *Contribution to public event*

A well-attended Saturday evening event, organised by IRRC Associate Dr Sarah Gregson, and hosted by Unions NSW and the Sydney Society for the Study of Labour History, on 14 April, took place at Sydney Trades Hall. A *Commemoration of the Titanic Sinking: An OHS Disaster*, it featured addresses by Sarah Gregson on the administration of the welfare fund for survivors' families and by Professor Michael on seafarers' working conditions at the time. IRRC Associate Dr Celia Briar provided musical accompaniment. The event was publicised through ASB Media.

- *Public seminar:*  
On 24 July, cementing an earlier association, Professor Stephen Burks from the University of Minnesota, Morris, returned to present a seminar paper, 'The Effects of Obstructive Sleep Apnea (OSA) on Driver Accident Risk and Driver Health and Health Care Costs at a Large US Trucking Firm'. This attracted a wide audience from outside ASB. The seminar was publicised through ASB Media in an article headed 'New research: falling asleep at the wheel' (19/07/2012)
- *Contribution to colloquium in honour of Professor JW Nevile.*  
This one-day Colloquium, held on 10 October (Professor Nevile's 80th birthday), was organised by Tim Harcourt. It honoured the major influence of Emeritus Professor John Nevile on economy theory and policy. Professor Nevile was instrumental in founding *ELRR* in 1990, and is currently serving on its Editorial Committee. Articles based on colloquium presentations by leading economists and social policy academics such as Dr Ken Henry Professor GC Harcourt and Professor Peter Saunders, were edited for publication in *ELRR*.
- *Dissemination of public lectures through ELRR.*  
In 2012, IRRC staff put two significant public lectures into the international historical record, by securing and editing transcripts and papers from these events, for inclusion in the non-refereed 'public policy debates' section of *ELRR*.

*Double Entry Book Keeping: A Conversation between Jane Gleeson-White and GC Harcourt*, published in *ELRR* 23(3) was a transcript of an event in the UNSW Writing series, presented at Io Myers Studio on 4 April by the Creative Practice and Research Unit in the School of the Arts and Media, Faculty of Arts and Social Sciences, UNSW and broadcast by the ABC as part of their Big Ideas program.

*Her Rights at Work The political persecution of Australia's first female prime minister*, published in *ELRR* 23(4), was a version of Anne Summers' celebrated public lecture, first delivered at Newcastle University on 6 September and delivered again at UNSW on 8 November. With the author's permission, the article was edited for *ELRR* to draw out the industrial relations aspects of the right to a harassment-free workplace.

- *Contribution to the Australian Society of Heterodox Economists*  
The IRRC hosted a book launch at the annual SHE Conference, UNSW, December. Included in the launch were: *ELRR* 23(4), and three books by IRRC Associates:

Patrick O'Leary and Peter Sheldon (2012): *Employer Power and Weakness: How the local and the global have shaped the meat industry and its industrial relations*, VURRN Press, Ballarat Australia

Peter Sheldon, Sunghoon Kim, Yiqiong Li and Malcolm Warner (eds) (2011), *China's Changing Workplace: Dynamism, diversity and disparity*, Routledge, London.

Peter Fairbrother, John O'Brien, Michael O'Donnell, Anne Junor, Glynne Williams (2012), *Unions and Globalisation: Governments, Management and the State at Work*, Routledge, London.

Peter Sheldon and his co-author and co-editors donated the royalties from their two books to the IRRC.

- *Archives:*  
In 2012 Professor Quinlan continued to provide records, updating the archive files he initially lodged at the University of Wollongong in 2009, on Migrant Workers in Australia since the 1920s.

## Objective 6. Build our working relationships and international outreach

In 2012 the IRRC continued to build working relationships inside UNSW, with colleagues in other Australian universities and internationally. These are summarised in the tables below.

### RELATIONSHIPS WITHIN UNSW:

<i>Faculty</i>	<i>School/ Centre</i>	<i>Contribution/Collaboration</i>
Australian School of Business	Faculty – level support	IRRC Steering Committee Funding support- <i>ELRR</i> Tim Harcourt JW Nevile Fellow - <i>ELRR</i> and IRRC Advisory Committee
	School of Management	IRRC Steering Committee Research Chief Investigators; Associates PhD thesis co-supervision Executive Editors/Editorial Committee <i>ELRR</i> Mentorship of ECRs
	School of Economics	IRRC Steering and Advisory Committees; Mentorship; Associates <i>ELRR</i> Executive Editors, Editorial Committee
	Centre for Applied Economic Research	<i>ELRR</i> Executive Editors and Editorial Committee Society of Heterodox Economists conference
	School of Information Systems and Management	IRRC Steering Committee
	Korean Research Institute	KRI Management Committee Shared space and facilities Research collaboration; Preparation for 2013 <i>ELRR</i> Special Issue
Faculty of Arts & Social Sciences	School of Social Science	IRRC Associates and <i>ELRR</i> Executive Editors, Editorial Committee – Professor Michael Johnson, Dr Alan Morris, Dr Shaun Wilson PhD thesis co-supervision with Prof R. Hall Publication of public lecture in <i>ELRR</i>
UNSW Canberra	School of Business	Steering Committee; Associates Funding support - <i>ELRR</i> Research collaboration <i>ELRR</i> Editorial Committee Collaboration with ECR
Faculty of Law	School of Law	PhD thesis joint supervision with Professor Janet Chan External advisor – LLM thesis – Anne Junor
Faculty of Engineering	Schools of Aviation; Mechanical & Manufacturing Engineering	Research collaboration with Professor Ann Williamson & Dr Erik von Voorthuysen – ARC Linkage Grant

## EXTERNAL RELATIONSHIPS

<i>University</i>	<i>School/ Centre</i>	<i>Collaboration</i>
University of Sydney	Economics	Professor M.Quinlan. A/Professors I. Hampson, S. Gregson & A. Junor with Prof G. Barrett – Linkage Project
Macquarie University	Marketing & Management Sociology	Professor L. Taksa Chair Advisory Committee, ELRR Editorial Committee Professor Jocelyn Pixley, IRRRC Associate – ARC DP13 application
University of Ballarat	School of Education	Professors E and A Smith – Linkage Project collaboration with A/Professors Ian Hampson & Anne Junor Dr P. O’Leary with A/Professor Peter Sheldon - co-publication of book; IRRRC marketing of the book.
Royal Melbourne Institute of Technology	School of Management	Professor P. Fairbrother – co-publication of book with Professor Michael O’Donnell and Anne Junor; <i>ELRR</i> Advisory Committee
Australian National University	Crawford School of Public Policy	Dr A. Nevile <i>ELRR</i> Editorial Committee
Curtin University	Dept of Economics and Finance; Women in Social & Economic Research	Associate Professor Siobhan Austen – <i>ELRR</i> Editorial Committee
Lincoln University	Economics	Professor Paul Dalziel - <i>ELRR</i> Editorial Committee
University of Ottawa	Canada Research Chair on Occupational Health and Safety Law, Ottawa	Professor M. Quinlan with Professor Katherine Lippel – safety research
Cardiff University	School of Social Sciences	Professor David Walters - Visitor; collaboration with Professor Michael Quinlan - safety research; seafarers
University of Minnesota Morris	Division of Social Sciences	Professor S. Burks - Visitor, seminar

### *Highlights*

A number of these collaborations have already been detailed in outlining the achievement of 2012 objectives, or will be outlined below under the heading Research Grants and Collaborations

Several however are discussed here:

#### *Associates Resident in the IRRRC*

In 2012 the IRRRC housed four Visiting Associates, who made an invaluable contribution to the Centre’s work:

Emeritus Professor Raja Junankar, IZA(Institute for the Study of Labour, Bonn) , formerly from UWS, joined the IRRC on a full-time basis in July 2012. He provided ongoing mentorship on labour market analysis and the GFC, and played a very active role as an Executive Editor of *ELRR*. Professor Junankar worked actively in the latter part of 2012 to support preparatory work towards a collaboration with the Southwestern Sydney Manufacturing and Engineering Task Force, providing particular expertise in the area of migrant skills utilisation. He provides the IRRC with a profile in The Ideas page of RePEc, (Federal Reserve Bank of St Louis).

Associate Professor Jocelyn Pixley, also a Visiting Professor at Macquarie joined the IRRC in October 2012 and worked with IRRC Associate Shaun Wilson and Professor Sam Whimster of London Metropolitan University.to prepare a research proposal to be located in the IRRC in 2013-2016.

Associate Professor Craig Freedman, a published author, who submitted several stimulating articles and reviews to *ELRR*

Dr Celia Briar, who collaborated in the Building Professional Skills Project as a consultant, and co-authored a conference paper based on her 2011 work with Anne Junor on the Equal Remuneration Case.

#### *Mentorships*

Emeritus Professor GC Harcourt, Emeritus Professor JW Nevile and Professor P. Kriesler provided generous mentorship to Anne Junor, during the work of building the profile of *ELRR*.

Professor Michael O'Donnell worked with Korean Research Institute Director Professor Chung-Sok Su and Dr Seung-Ho Kwon (KRI) and Professor Mark Turner (University of Canberra) to develop the research and English-language publications skills of a group of Korean, Vietnamese and Malaysian scholars, with a view to subsequent submission to *ELRR*.

Michael O'Donnell and Anne Junor also worked with an Early Career Researcher IRRC Associate with a view to pooling, extending and re-analysing research findings and publishing from them, and pursuing further grant funding. Anne Junor mentored a PhD student in submitting her first academic article, and worked with another Early Career Researcher from the School of Management in order to turn a PhD dissertation into a publication stream

Ian Hampson engaged a very proficient Early Career Researcher from the School of Business, Canberra as a research assistant in several projects, with a view to collaborative publication.

#### *Donation of Royalties*

In 2012 Associate Professor Peter Sheldon and his co-author and co-editors donated to the IRRC their royalties on the two books, O'Leary and Sheldon (2012): *Employer Power and Weakness: How the local and the global have shaped the meat industry and its industrial relations*, VURRN Press, Ballarat Australia; and Peter Sheldon, Sunghoon Kim, Yiqiong Li and Malcolm Warner (eds) (2011), *China's Changing Workplace: Dynamism, diversity and disparity*, Routledge, London.



## **THE CENTRE'S OBJECTIVES FOR 2013-2015**

- The Centre will focus on evidence-based research that addresses significant issues and problems at work, including innovative and ethical practices in workplaces and effective regulation of labour standards.
- It will engage in both individual and collaborative research projects including externally and competitively funded grants.
- The Centre will publish findings of this research in scientific journals and books.
- It will also provide the infrastructure for publishing an international journal on the intersection of economic, social and labour market policy debates.
- The Centre will disseminate the results of research in these fields to the wider community through media releases/social media, seminars/conferences, keynote addresses, industry forums, consultancies and reports.

### **KPIs**

During the review cycle/planning period of the IRRRC, the following outcomes would be

- Apply for/secure one major competitive research grant (eg ARC linkage)
- Complete/make substantial progress towards completing at least one existing large competitive grant
- Publish four issues of the journal ELRR per year (16 over the planning cycle)
- Publish one book (research monograph) with a reputable international publisher
- Publish 16 by-lined articles in scientific journals
- Deliver at least four presentations at conferences/public forums and run at least one event/conference (in addition to invited guest speakers)
- Provide submissions to or serve on at least one government advisory body relevant to the centre's research expertise.
- Network with overseas researchers in terms of collaborative projects and arranging at least two presentations/visits at the centre.

### **Succession Plan**

- Professor Quinlan will serve as IRRRC Director until December 2015 (at least)
- Associate Professor Junor will serve as Deputy Director until December 2014 (at least).
- Professor Junor will work with a replacement deputy director from July 2013. The aim will be to appoint two deputy directors, with a view that one will eventually take over as centre director. Two other possible appointments will be approached in due course.

**STATEMENT OF FINANCIAL PERFORMANCE CERTIFIED BY THE PRESIDING FACULTY FINANCE MANAGER.**

	2012	2011
	\$	\$
<b>Income</b>		
External	104,423.21	87,080.77
UNSW Internal Funding	143,705.60 <sup>1</sup>	47,490.00
<b>Total Income</b>	<b>248,128.81</b>	<b>134,570.77</b>
<b>Expenses</b>		
Payroll	189,027.57 <sup>2</sup>	111,313.17
Equipment	892.89	2,922.82
Materials & Maintenance	30,915.47 <sup>2</sup>	33,281.50
Travel Expenses	1,796.82	4,827.67
<b>Total Expenses</b>	<b>222,632.75</b>	<b>152,345.16</b>
<b>Operating result</b>	<b>25,496.06</b>	<b>-17,774.39</b>
<b>Surplus(Deficit) Bfwd from Prior Year</b>	<b>35,184.90</b>	<b>41,864.97</b>
<b>Unpaid invoices</b>		<b>-370.00</b>
<b>Accumulated Funds Surplus(Deficit)</b>	<b>60,680.96</b>	<b>23,720.58</b>
Internal transfer of closing balances	(4,052.05)	11,464.32 <sup>3</sup>
<b>Accumulated Funds Surplus(Deficit) post transfer</b>	<b>56,628.91</b>	<b>35,184.90</b>

- 1 UNSW internal funding has increased due to the centre receiving funding from the "Building Professional Skills" project. This was a project which involved UNSW Finance engaging ASB staff to examine and understand the work and workplace issues of Finance.
- 2 The account code of 6129 (contractor research) has been incorporated into the payroll area. Previously it was reported under "Materials & Maintenance". This change has been incorporated into the 2011 figure.
- 3 The \$11,464.32 in 2011 represented the transfer of the closing Operating (OP001) funds to central.

## FUNDING SOURCES

### Australian School of Business

<b>Australian School of Business Grants to <i>The Economic and Labour Relations Review</i></b>	2011-12 2013-2017	\$10,000 in 2012 Forward commitment of £UK 8,000 pa in 2013-2017 as part of contract with SAGE. First payment made in November 2012.	Strategic planning and marketing <i>ELRR</i> – upgrade, ScholarOne contract and initial contract negotiation with SAGE. <i>ELRR</i> copy-editor and typesetter.
<b>School of Business UNSW Canberra</b>	2012	\$10,000 in 2012	Used to help fund operational staffing of <i>ELRR</i> and to undertake preparatory work on South Western Sydney manufacturing workforce development needs.

### Grants and Consultancies

Grant/Contract	Duration	Amount	Comment
<b>ARC Linkage: The Future of Aircraft Maintenance in Australia: Workforce Capability LP110100335</b>  Located in School of Management but oversight of RA work shared between School and IRRC.	May 2011- Dec 2013 (extension to June 2014)	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	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, CI Junor has only an IRRC affiliation, and 2 other CIs (Hampson & Gregson) have dual School of Management/IRRC affiliation.
<b>ARC Linkage: Recognising the Skill in Jobs Traditionally Considered Unskilled LP110200888</b> <ul style="list-style-type: none"> <li>○ Located at University of Ballarat</li> <li>○ UNSW share lodged in IRRC</li> </ul>	July 2011 to December 2014	Funding of \$13,500 pa to IRRC account Covers 0.2 RA plus travel	IRRC Associates I. Hampson and A. Junor are CIs Partly based on Spotlight methodology developed in IRRC Part-funded RA Dr Doug Fraser
<b>Transport and Logistics Centre</b>	2012	\$55,000 – Research collaboration - general \$1500 Partner Organisation cash contribution and \$3034 in-kind contribution to Aircraft Maintenance Linkage Project	Research collaboration across Linkage, Professional Skills and workforce development projects – 3 SSRN publications. – funded deployment of RA/Editorial Coordinator J.Antony
<b>Building Professional Skills – Division of Executive Director Finance and Operations, UNSW</b> Joint IRRC/School of Management	Apr 2011 to Mar 2013	Total grant: \$396,075 in 2011-12, shared between School of Management & IRRC - IRRC share is:\$111,242 in 2012	release CI Junor from IRRC administrative duties through funding of Admin staff \$88k in 2012) and payment of \$6000 in ScholarOne fees for ELRR

## STATEMENT OF IN-KIND CONTRIBUTIONS INCLUDING ACADEMIC AND OTHER SALARIES, INFRASTRUCTURE AND OTHER RESOURCES PROVIDED TO THE CENTRE

### In Kind Contributions

#### Volunteer Work by Adjunct Academics and Administrative Staff

Staff Member	Time Donated	Value of Contribution
Professor Daryll Hull	IRRC Steering and Advisory Committee; Research collaboration	\$27,840
Emeritus Professor Raja Junankar	Full-time July-December	\$58,000
Professor Jocelyn Pixley	Part-time November-December	\$5,900
Associate Professor Craig Freeman	Ten days	\$3,860
Dr Celia Briar	One month full-time	\$10,250
Associate Professor Anne Junor	Full-time February-December	\$132,600
Ms Terry O'Callaghan	8 hours per week February to December	\$16,100
<b>Total in kind</b>		<b>\$332,550</b>

#### Comments:

Professor Hull's collaboration on LP110100335 is excluded, as project is managed through a School of Management account.

Whilst Dr Briar was paid as a contractor for work on the Building Professional Skills Project funded by the Division of Finance and Operations, her academic work relating to the production of a conference paper was performed on a voluntary basis.

Whilst Ms O'Callaghan was paid for 20 hours of administrative work, she devoted the balance of her time on a voluntary basis.

#### Salaries – Imputed time spent on IRRC Work by Associates located in Schools or at other Institutions

Staff Members	Work and Time Donated	Value of Contribution
<i>Australian School of Business</i>		
Professor Roger Simnett, Associate Dean Research	Steering Committee and advisory work	\$28,776
Tim Harcourt	<i>ELRR</i> editorial work – JW Nevile <i>Festschrift</i>	
Faculty administrative support	Research advice, HR support, Accounting assistance	
<i>School of Management</i>		
Professor Christopher Jackson	Steering Committee work	\$90,352
Professor Michael Quinlan, Director	Centre management and <i>ELRR</i> editorial work <sup>1</sup>	
Associate Professor Peter Sheldon	Centre steering committee and <i>ELRR</i> editorial committee work; Preparatory work on South Western Sydney skills project	
Dr David Morgan	<i>ELRR</i> Book Review editor <sup>2</sup>	

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<i>School of Management continued</i>		
Associate Professor Ian Hampson	<i>ELRR</i> Editorial Committee Linkage Project 110200888 <sup>1,2</sup>	(see above)
Dr Sarah Gregson	<i>ELRR</i> Editorial Committee work <sup>1</sup>	
Dr Tracy Wilcox	Preparatory work -CEO Communication research project	
Dr Bernard Gan	Preparatory work for Southwestern Sydney skills project	
<i>School of Economics</i>		
Associate Professor Peter Kriesler	IRRC Steering Committee, <i>ELRR</i> Executive Editor	\$30,675
Associate Professor Elisabetta Magnani	<i>ELRR</i> editorial and Committee work; Preparatory work on South Western Sydney skills project	
<i>Other ASB Schools</i>		
Professor Dubravka Cecez-Cecmanovic, School of Information Systems, Technology and Management	IRR Editorial Committee	\$1,745
Associate Professor Hazel Bateman, School of Risk & Actuarial Studies	Executive editorial work, <i>ELRR</i>	
<i>School of Business UNSW Canberra</i>		
Professor Michael Hess	Steering Committee and <i>ELRR</i> editorial work	\$11,910
Professor Michael O'Donnell	Steering Committee and <i>ELRR</i> editorial work Asia-Pacific Development State workshop for <i>ELRR</i>	
Dr Denise Faifua	Editorial work, <i>ELRR</i>	
<i>Faculty of Arts and Social Science</i>		
Professor Ralph Hall	PhD joint supervision	\$13,705
Dr Alan Morris	<i>ELRR</i> editorial committee work	
Dr Shaun Wilson	<i>ELRR</i> editorial Committee work: Contribution to Discovery Grant application through IRRC	
<b>Total in kind</b>		<b>\$173,063</b>

(1) Work on components of LP110100335 excluded as funds lodged in a School-based account.

(2) Work on those aspects of BPS project funded through a a School-based account.

### ***Infrastructure and other Resources provided to the Centre***

In 2012 the IRRC occupied 3 office spaces in the Quadrangle Building (Quad 1017). These were shared by the Deputy Director, the Editorial Co-ordinator, the Administrative Officer, Consultants, Research Assistants, an Adjunct Emeritus Professor and Visiting Scholars.

In addition the IRRC share the following facilities with The Korean Research Institute (KRI): a meeting room. printer/photocopier and compactus space housing the Braham Dabscheck Library. A further meeting room was shared with KRI and IT@ASB. Most Associates from inside and outside UNSW provided their own office space on or off campus.

## **DETAILS OF GRANTS, CONSULTANCIES, RESEARCH PROJECTS, PUBLICATIONS AND OTHER SCHOLARLY ACHIEVEMENTS**

### **Linkage Project *The Future of Aircraft Maintenance in Australia* (LP110100335)**

In 2012 this project saw the development of particularly close working relationships with Partner Organisations. A mailing list was compiled by Aerospace Australia, the Aircraft Maintenance Repair and Overhaul Business Association, the AMWU, and the Association of Licensed Aircraft Engineers Australia for the first wave of a panel survey. This elicited 708 responses, with approximately half the respondents volunteering for follow-up interviews or to continue with future survey waves. Research Assistant Tanya Carney coded the data and produced descriptive statistics for presentation to Partners.

Chief Investigator Ian Hampson has heavily engaged in site visits, interviews and meetings with Partner Organisations, mapping the unfolding impact of regulatory changes as they occurred. He developed a theoretical framework, based on the concept of institutional dissonance, to map the disjuncture between regulatory changes, training and future needs, and examined the implications of the offshoring of heavy maintenance, particularly for the General Aviation sector. Sarah Gregson mapped the history of regulation through interviews and archival research

Research Officer Dr Doug Fraser produced a wealth of secondary data analysis, mapping changing patterns of employment in the industry, as well as the labour demand implications of Australian fleet changes. Michael Quinlan continued to map the relationship between maintenance offshoring and safety incidents, delving into US records.

This analysis was presented to the above Partners, and further Partners the Transport and Logistics Centre, Manufacturing Skills Australia, TAFE NSW and the Transport Workers Union.

#### *Selected Output for 2012*

Occasional Paper 7: D. Fraser (2012) The Labour Market for Aircraft Maintenance Engineers in Australia.

Occasional Paper 8: I. Hampson (2012) Misalignments in the Reformed System of Training and Licensing of Aircraft Maintenance Engineers.

Occasional Paper 9: D. Fraser (2012) The Changing Profile of the Australian Aircraft Fleet: Implications for AME Demand

Hampson, I, Gregson, S. and Junor, A (2012) 'Missing in action: Aircraft maintenance in the recent 'HRM in the airlines' literature. *International Journal of Human Resource Management*, 23(12), 2367-2383.

### **Linkage Project *Recognising the Skill in Jobs Traditionally Considered Unskilled* (LP110200888)**

2012 saw the development of valuable information-sharing between the Chief Investigators and three Partner Organisations, providing the researchers with early and timely updates in fast-moving field of training policy, and providing one Partner, United Voice, with access to early dissemination of the Spotlight skills identification methodology in other fields such as care work.

Manufacturing Skills Australia was a Partner in both Linkage projects; this helped build solid networks with MSA and was one factor that led to a further officer from this organisation contacting the IRRC with the prospect of a third field of collaboration – manufacturing and engineering workforce needs in South Western Sydney.

The IRRC was responsible for three of the nine occupations in the study – chefs, waiters and cleaners. In 2012, the project moved from Phase 1 interviews with high-level policy people to Phase 2 interviews with industry skills councils, employer association leaders and senior training providers, and organisations were located who would allow Phase 3 interviews with managers, HR staff, supervisors and workers. By the end of 2012, Ian Hampson and Anne Junor had completed 24 workplace interviews in each of the three occupational areas, including the administering of CI Erica and Andrew Smith’s (both from University of Ballarat ) 'Ways of Seeing' questionnaire, and the IRRC's 'Spotlight' skills identification instrument, ready for data analysis and validation in 2013.

#### Output for 2012

Progress Report 2 for Industry Partner Organisations: Australian Research Council (ARC) 'Linkage' program Recognising the skill in jobs traditionally considered unskilled', Confidential July 2012.

Progress Report 2- Summary for Boards Project: Recognising the skill in jobs traditionally considered unskilled July,2012.

The research design, involving comparison of perspectives on skill at cascading levels from senior policy practitioners to workplace employees, made it premature to publish academic papers out of the project until all seven fieldwork phases had been completed.

#### Division of Finance and Operations: Building Professional Skills – a Spotlight Project

This project is designed to identify and help enhance 'Spotlight professional' skills: the 'hard to define' and often 'intangible' interpersonal and organisational skills that make for effective work performance. Through sound working relationships, improved performance of work groups, coordination of work-flows, understanding and management of situations, and solution and prevention of problems.

Expenditure	2012-13
Lead Investigator teaching release (redirected to contractors )	\$21,130
Design advice, data analysis and construction of toolkit - Contract for services (781 hours @ \$54 per hour inclusive of superannuation & GST) plus \$15,000 for output coordination	\$59,878
FTE Research/Administrative Assistant (\$33,133+\$33,786+\$34,472 +35,162) x 1.27, to be engaged through IRRC, with provision for \$15,000 carry-over to 2013	\$88,436
Contribution to costs of transfer of <i>ELRR</i> to commercial on-line submission service and commercial publication to provide additional time release for A Junor	\$ 6,256
Total	\$179,700

Following Phase 1 and 2 research in 2011(including scoping, baseline and client interviews), early 2012 saw the completion of customization interviews, designed to validate earlier findings and test adaptations of the skill identification tool being developed. Further Baseline interviews were conducted, in order to ensure that the research covered a good cross-section of classification levels. Validation interviews with senior managers were also undertaken. The project thus had a rich research base of 80 in-depth interviews. A lengthy period of data analysis using NVivo qualitative data analysis software resulted in the identification of five main themes that staff wished to see addressed – understanding work

relationships and impacts, overcoming boundaries and silos, communication, coordination and learning and development opportunities. These issues aligned closely with the critical skills established through the baseline interviews – skills of contextualizing, connecting and coordinating.

The findings were reported to the senior manager Project Steering Group, the cross-functional Project Working Group and the Divisional Forum, as well as in monthly bulletins on the project website. Further consultations occurred with specialist managers in order to ensure congruence with a range of other initiatives and with senior HR staff to ensure alignment with UNSW policy and practice. Considerable work was done mapping Spotlight professional skills to UNSW behavioural competencies and Finance capabilities. HR staff provided valuable feedback and support, and an arrangement was made to showcase the approach to a CBD professional services group.

As the year closed, the team consulted with IT staff in order to design the architecture for turning the tool into an interactive website, with guides for writing position descriptions, recruitment and selection, performance development and learning and development.

#### *Outputs for 2012*

*Building Professional Skills Project: Mid-Year Report*

*Building Professional Skills Project: Research Report – Executive summary and Full Report*

*Monthly Bulletins*

*Spotlight questionnaire*

### **Expert Group Meetings, United Nations Economic and Social Commission for Asia and the Pacific**

Professor Raja Junankar was invited to two Expert Group meetings designed to tackle key regional economic, social and environmental challenges, and to contribute comments to the draft 2013 edition of ESCAP’s flagship publication, the Economic and Social Survey of Asia and the Pacific.

Junankar, R. (2012) Macroeconomic Outlook and Challenges in the ESCAP Region, Expert Group Meeting, 11 December, Bangkok, 11 December.

Junankar, R. (2012) Green Jobs for Youth. Expert Group meeting , United Nations Department of Economic and Social Affairs, Division for Social Policy, International Labour Organisation and United Nations Environment Program, Bangkok, 12-13 December.

### **Judith Miller Grant**

Private donor –grant processed through IRRC	2009-2012	\$15,000 in total expended in 2010 until funds exhausted (likely to be 2015)	The grant funded C. Briar’s work to digitize <i>Spotlight</i> tool and in 2012 continued to fund NZCOSS to cover costs of web-hosting of <a href="http://www.spotlightworkskills.com">www.spotlightworkskills.com</a> Additionally \$5,000 has been provided to the School of Management until exhausted to fund Honours Scholarships in diversity
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## PUBLICATIONS 2012

### Books 2012

**Fairbrother, P.**, O'Brien, J., **Junor, A.**, **O'Donnell, M.** and Williams, G. (2012) *Unions and Globalization: Governments, Management, and the State at Work*, Routledge, London (pre-publication release 2011)

*Output from an ARC Discovery Grant - bylined to IRRC*

O'Leary P., and **Sheldon P.** (2012): *Employer Power and Weakness: How the local and the global have shaped the meat industry and its industrial relations*, VURRN Press, Ballarat Australia.

*Co-authored by IRRC Associate P. Sheldon; promoted and marketed through IRRC.*

### Book Chapters 2012

**Wilcox, T.** (2012) 'Embedded moral agency: a MacIntyrean perspective on the HR professional's dilemma' S. McKenzie, H. Harris, & G. Wijesinghe (eds) *The Heart of the Good Institution: Virtue Ethics as a Framework for Responsible Management*, Springer.

*Produced from PhD thesis supervised by IRRC Associates A Junor and D. Morgan.*

### Refereed Journal Articles

LaMontagne A.D., Smith P.M., Louie A.M., **Quinlan M.**, Ostry A., Shoveller J., (2012): Psychosocial and other working conditions: Variation by employment arrangement in a sample of working Australians. *American Journal of Industrial Medicine* 55(2):93-106.

**Quinlan, M.** (2012) 'The "Pre-Invention" of Precarious Employment": The Changing World of Work in Context', *The Economic and Labour Relations Review*, 23(4): 3-24.

**Quinlan, M.** (2012), 'The low rumble of informal dissent: Shipboard protests over health and safety in Australian waters 1790-1900', *Labour History* 102:131-155.

**Hampson, I.** (2012) 'Industry policy under economic liberalism: Policy development in the Prime Minister'[s Manufacturing Task Force', *The Economic and Labour Relations Review*, 23(4): 39-58.

**Hampson, I, Gregson, S. and Junor, A (2012)** 'Missing in action: Aircraft maintenance in the recent 'HRM in the airlines' literature. *International Journal of Human Resource Management*, 23(12), 2367-2383. (published in Firstview, 2011)

*Produced from Linkage grant conducted jointly through the School of Management and the IRRC .*

**Thornthwaite L.**, and **Sheldon P.**, (2012), 'Employer and employer association experiences of enterprise bargaining: Being careful what you wish for?', *Labour and Industry*, 22 (3), 255-274.

**Wilcox T.**, (2012), 'Human Resource Management in a Compartmentalized World: W(h)ither Moral Agency?', *Journal of Business Ethics*, 111: 85-96.  
*Based on PhD research supervised by Anne Junor*

**Faifua, D.E.**,(2012), 'Moral Judgment and Group Formation: Multilevel and multimodal analyses', *International Journal of Interdisciplinary Social Sciences*, 6(5) 227-238.

Vosikata, S., & **Faifua, D.E.**, 2012, 'HR Selection Distortions: A Theoretical Framework for the Fiji Public Service', *Journal of US-China Public Administration*, vol. 9, no. 7, pp. 775 – 790.

**Faifua, D.E.**, 2012, 'Reconciling Moral Cognitive Conflict: Evaluations, Intentions and Human Action', *Journal of Organizational and Moral Psychology*, 2 (2) 73-84.

Rabeatul Husna Abdull Rahman (2012) 'Malaysian Firms' Role in Retaining Engineers', *The Economic and Labour Relations Review*, 23(4): 57-78.

*Produced with mentorship from A Junor out of a PhD jointly supervised by A. Junor and R. Hall, IRRC.*

### **Full Conference Papers 2012**

**Junankar R.** (2012) The collapse of the US labour market: Unemployment and long term unemployment in the great Recession. Refereed conference paper presented at the Australian Conference of Economists, Melbourne, 8-12 July.

Weerasombat T., and **Hampson I.**, (2012) Skills and Control in the Toyota Production System: The Case of Toyota Motor Thailand (TMT). Presented at the International Labour Process Conference, 27-29 March, Stockholm.

Weerasombat T., and **Hampson I.**, (2012) Between 'Lean' and 'Reflective' Production: The Case of Toyota Motors Thailand. Presented at the International Labour Process Conference, 27-29 March 2012, Stockholm.

Li, Y and **Sheldon, P.** (2012) Workplace training for skilled process workers amid skills shortages in China: HRM and local labor markets. Refereed paper, Proceedings of the 16th ILERA World Congress.

**Faifua, D.E.**, (2012), 'Researching Affective Valences and Moral Judgment: An Evaluative Study of Cognitive Conflict in Groups and Cultures'. Presented at Seventh International Conference on Interdisciplinary Social Sciences, Barcelona, Spain, 25-28 June, 2012.

Briar, C. and **Junor, A.** (2012) Inequality and Low Paid Women Workers: Care, Skill and Value in Social and Community Sector Work. Presented at the 7<sup>th</sup> Biennial Gender, Work and Organisation Conference, 27-29 June, Keele University.

**Sheldon, P.**, Ehrlich, J. and **Wardrop, J.**, (2012) 'Enhancing Student Learning in Negotiation Skills: Using Authentic and In-Authentic Assessment Tasks' Refereed Paper, European Business Research Conference Proceedings, Rome August 16, 2012. Available at SSRN: <http://ssrn.com/abstract=2130994>

**Gan, B.**, Morgan, David E. and Sheldon, P., (2012), 'Business-Government Relations and Institutional Leadership in Singapore: The Case of the Singapore National Employers' Federation', Refereed Paper, European Business Research Conference Proceedings, Rome, August 16, 2012. Available at SSRN: <http://ssrn.com/abstract=2130972>.

### **Unpublished Research Reports, Government Submissions and Expert Evidence to Courts**

**Junor, A., Wilcox T.** and Fruin, D. (2012) Better Description and Classification of Jobs in Awards : A Spotlight Project. Prepared for and funded by the Equal Opportunity for Women in the Workplace Agency, Sydney. Industrial Relations Research Centre, Sydney.

Briar, C. and **Junor, A.** (2012) *Insecure Work in Australia: General Comments and Three Focal Issues: Gender Dimensions; Indigenous Women, Immigrant Women, and Women with Disabilities; Tertiary Education Casualisation*. Submission to the Independent Inquiry into Insecure Work in Australia. IRRC, Sydney, January.

**Junor, A.** (2012) *Evidence to Hearing, Independent Inquiry into Insecure Work in Australia*. State Library of New South Wales, Sydney. 27 February.

### **Other Publications 2012**

**Janunkar, R.** (2012) *The Global Economic Crisis: Long Term Unemployment in the OECD*. Paper presented in the NATSEM 2012 Seminar Series, 25 October.

**Quinlan, M.** (2012) 'Road haulage in Australia: keeping vulnerable workers safe and sound', *HesaMag* 06. Autumn-Winter: 48-51.

**Quinlan, M.** (2012) Address to The Safety Institute of Australia (Tasmanian Branch) conference on Monitoring WHS performance. Reported in *Workplace Issues* 68, December: 9.

Briar, C. (2012) '*Managing the margins: Gender, citizenship and the international regulation of precarious employment*' [Book Review] *Economic and Labour Relations Review*, 23 (2), 144-148.

**Junor, A.** (2012) Review of the 5<sup>th</sup> edition of Bamber, G., Lansbury, R. D. and Wailes, N. eds. (2011) *International and Comparative Employment Relations: Globalization and Change*, Allen & Unwin for the *E-Journal of International and Comparative Labour Studies*.

**Junor, A.** (2012) B. Imbun, *Dynamics of Wage Fixation in a Developing Economy: The Case of Papua New Guinea* [Book Review], *Economic and Labour Relations Review*, 23(3): 109-114.

### **SSRN Working Papers**

Hull, D. (2012) *The Use of Collaborative Organisation to Develop more Productive Freight Transport and Logistics Infrastructure Solutions in Australia*, UNSW Australian School of Business Research Paper No. 2012-IRRC-01.

Hull, D. (2012) *Learning Regions in Australia – The Case for Collaborative Infrastructure Outside Metropolitan Centres - The Pilbara Region as a possible case study*, UNSW Australian School of Business Research Paper No. 2012-IRRC-02.

Hull, D. (2012) *Winning the skills battle and losing the knowledge war in the Railways* Reflections on changing culture in a complex system and the impact on learning and development, UNSW Australian School of Business Research Paper No. 2012-IRRC-03.

## **RESEARCH SUPERVISION CARRIED OUT BY THE CENTRE ON BEHALF OF ACADEMIC UNITS**

### **Thesis supervision by IRRC Associates with no other UNSW Affiliation**

#### **Honours Completion**

Professor Raja Junankar (IRRC) provided joint supervision with Associate Professor Peter Kriesler 9IRRC and Economics

Anthony de Rosa: Waste Land: An Investigation Into the Output Costs of Australian Labour Underutilisation from 1978-2012

School of Social Science, Faculty of Arts and Social Sciences, UNSW

#### **Ph D Completion and submission:**

Anne Junor and Professor Ralph Hall (both retired Adjuncts and IRRC Associates) - joint Supervision

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

Submitted September 2012 Conferred June 2013

Anne Junor provided joint supervision with Associate Professor Julie Cogin (School of Management)

Janis Wardrop: When is Institutional Change Not Change? Australian Corporate Governance Reporting Practices as Institutional Maintenance Work

Conferred December 2013

Anne Junor provided joint supervision with Professor Janet Chan (Law)

Rabeatul Husna binti Abdull Rahman: The Impact of Human Resource Practices on the Retention of Knowledge Workers in Malaysia

Submitted September 2012 Conferred April 2013

## **DATES OF AND ATTENDANCE AT MEETINGS OF THE CENTRE'S STEERING COMMITTEE 2012**

**20 March 2012** Present: Professor Roger Simnett (Associate Dean Research; Chair), Professor Michael Quinlan, Professor Chris Jackson, Professor Daryll Hull, Associate Professor Julie Cogin, Associate Professor Peter Kriesler, Associate Professor Anne Junor (minutes)

**3 November 2012.** Present: Professor Roger Simnett (Associate Dean Research; Chair, Professor Chris Jackson Professor Daryll Hull, Associate Professor Peter Sheldon, Associate Professor Anne Junor