Industrial Relations Research Centre

Annual Report 2013
### Annual Report 2013

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IRRC 2013 Annual Report
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 2013 was in its 24th year, and was published four times a year. It gained its first JCR impact factor rating in 2012.

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 2013
Our objectives in 2013 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 in 2013

PRESIDING FACULTY
Australian School of Business, UNSW
CHAIR: Professor Roger Simnett, Associate Dean Research, Australian School of Business/
Professor Michael Walpole, Acting Associate Dean Research, Australian School of Business
DIRECTOR: Professor Michael Quinlan
DEPUTY DIRECTOR: Associate Professor Anne Junor

STEERING COMMITTEE
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 Elisabetta Magnani, School of Economics, Australian School of Business, 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 (no meetings held in 2013)
Chair: Professor Lucy Taksa, Head, Department of Business, Macquarie University
Ms Juliet Bourke, Partner, Deloitte Australia
Mr John Cairns, Deputy Director General, Human Resources Services, Queensland Health
Ms Philippa Hall, Pay Equity Consultant, Equal Opportunity for Women in the Workplace Agency
Emeritus Professor Geoffrey Harcourt, Economics, UNSW
Mr Tim Harcourt, J.W. Nevile Fellow in Economics, UNSW
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
The Honourable Lance Wright QC
**Associates and Administrative Staff 2013**

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 many 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 office:

Emeritus Professor P.N. (Raja) Junankar, UWS, IZA  
Professor John Lodewijks  
Associate Professor Jocelyn Pixley  
Associate Professor Craig Freedman  
Associate Professor Anne Junor  
Dr Neil Hart  

The IRRC has a profound debt of gratitude to these unpaid adjunct staff, who make a major contribution by providing mentorship and media work and acting as executive editors, editorial committee members and book review editor of *ELRR*.

Located in Australian School of Business, UNSW

Professor Michael Quinlan, School of Management, Director IRRC  
Professor Nick Wailes, Director MBT Program  
Associate Professor Ian Hampson, School of Management  
Associate Professor Peter Kriesler, School of Economics  
Associate Professor Elisabetta Magnani, School of Economics  
Associate Professor Peter Sheldon, School of Management  
Dr Louise Fitzgerald, School of Management  
Dr Douglas Fraser, School of Management  
Dr Bernard Gan, School of Management  
Dr Sarah Gregson, School of Management  
Dr David Morgan, School of Management  
Dr Carol Royal, School of Management  
Dr Kyoung-Hee Yu, School of Management  
Dr Tracy Wilcox, 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

Located in other UNSW Faculties

Emeritus Professor Ralph Hall, Arts and Social Sciences  
Dr Carol Russell, Faculty of Engineering

External Associates/Visitors

Professor Peter Fairbrother, RMIT, Australia  
Professor Daryll Hull, Director Transport and Logistics Centre; also at Macquarie  
Professor Lucy Taksa, Macquarie University, Australia  
Professor David Walters, Cardiff University, Wales
Professor Sam Whimster, London Metropolitan University, England
Professor Charles Woolfson, Linkoping University, Sweden
Dr Ee-Kheng Ang, Massey University, New Zealand
Dr Alison Barnes, Macquarie University, Australia
Dr Ruth Barton, RMIT, Australia
Dr Celia Briar, formerly Massey and NZ Department of Labour
Dr In Jun, Yeungnam University, Republic of Korea
Dr Alan Morris, UTS, Australia
Dr Louise Thornthwaite, Macquarie University, Australia
Dr Elsa Underhill, Deakin University, Australia
Dr Shaun Wilson, Macquarie University, Australia

Professional and Technical Staff
Ms Margaret Wallace. Casual Project Officer: ELRR development strategy, 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 Administrative Assistant.
Ms Terry O’Callaghan. Casual/Volunteer – financial, editorial and administrative work.

Research Assistants
Ms Margaret Wallace, Part-time Research Assistant, working on LP110200888 Recognising the Skill in Jobs Traditionally Considered Unskilled..
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. Also worked on the South-Western Sydney Manufacturing and Engineering Skills Taskforce survey.
Dr Tanya Carney 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
In 2013, the following provided a mix of pro bono and consultancy work on the Building Professional Skills project:
- Ms Philippa Hall, formerly Director of the Pay and Employment Equity Unit, New Zealand Department of Labour and pay equity consultant to Australian Workplace Gender Equality Agency the member of the IRRC Advisory Committee
- Dr Celia Briar, IRRC Associate, formerly of Massey University and the NZ Department of Labour
- Ms Dianne Fruin, freelance HR Consultant, formerly with Sydney Water and NSW Department of Premier and Cabinet.
THE CENTRE’S PERFORMANCE IN RELATION TO ITS OBJECTIVES FOR 2013

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

Achievements:

- In 2013 the IRRC, through *The Economic and Labour Relations Review*, published refereed articles and book reviews designed to promote an understanding of labour markets/economics. Full details of this appear under objective 4 below.

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 three 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. The Death at Work- Improving Support for Families Project is a world first study to pinpoint ways to improve support for partners and families following work-related tragedies. The third ARC grant examines how precarious employment affects health, and testing a model in this regard.

- Professor Quinlan had been engaged by the New Zealand Department of Labour to conduct an international comparison of mine safety regulation. In 2013 Professor Quinlan served in the Expert Reference Group to support implementation of the recommendations from the Royal Commission of Inquiry into the Pike River mining tragedy.

- Professors Michael Quinlan and David Walters (Cardiff and IRRC), with Professor Katherine Lippel, University of Ottawa, were successful applicants for a University of Ottawa grant for a three-country study led by Professor Lippel, of the regulatory effectiveness of workers compensation and workplace health and safety legislation. As a result, Dr Elsa Underhill, from Deakin University, and a participant in the project, joined the IRRC as a Visitor.

- Professor Quinlan gained publication of three journal articles and a book chapter on aspects of workplace safety (see publication list on Precarious and hazardous work: the health and safety of merchant seamen 1815-1935 in the A* journal *Social History* 38(3).

- With IRRC Associates Sarah Gregson and Ian Hampson, Professor Quinlan had published an article in the international journal *Safety Science* 57 entitled ‘Outsourcing and offshoring aircraft maintenance in the US: Implications for safety’;

- Professor Michael Quinlan was the international advisor/expert for the preparation of a report prepared for the European Agency for Health and Safety at Work. He and Professor David Walters were among the three authors of the report entitled *Analysis of the Determinants of Occupational Health and Safety in a Selection of EU Member States*. Luxembourg, 2013.

- Professor Quinlan also co-authored a report for the ILO on ways to improve working conditions in SMEs.

- Professor Quinlan produced a strategy paper for Safework Australia: *Supply chains and networks*. Safework Australia, Canberra.

In September 2013 Professor Michael Quinlan submitted an expert witness statement in The Transport Workers Union safe rates case before the Road Safety Remuneration Tribunal (RTO2013/1).

**Achievements: Engagement and Productivity**

In 2013 the IRRC continued to pursue its mission of providing research-backed output that makes a practical difference in workplaces:

- In January 2013 the IRRC successfully tendered to the Australian Workforce and Productivity Agency for selection as a preferred provider.

- From March to September Professor Raja Junankar undertook a research consultancy, ‘Employment and Productivity, Phase 2’, with the International Labour Organisation. This project was designed to establish that productivity is not best achieved at the expense of employment security.

- Professor Junankar was a Special Guest invited to the Launch of the Economic and Social Commission for Asia Pacific Survey 2013, United Nations Information Centre, 18th April, Canberra.


- IRRC Associates Anne Junor, Ian Hampson, David Morgan and Celia Briar continued to work on the Project entitled Building Professional Skills: Recognising and Developing the Value Created by the Professional and Technical Workforce in the 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. The project gained further funding for the construction of an interactive website for the recognition and development of non-technical skills during 2013-4.


**Achievements: Fair Work**

In 2013, the work of the IRRC clearly made a difference to pay and employment equity:

- In 2013, the Australian Workplace Gender Equality Agency continued to provide links to the IRRC Spotlight tools in its online Gender Equality training package.

- Associate Professors Ian Hampson and Anne Junor were featured in the UNSW publication, 10 Innovations that changed our world, for their research leading to a toolkit for identifying under-recognised skills, used in a landmark equal remuneration case in 2012. This evidence contributed to the workplace arbiter recommending pay rises of between 19% and 45% to 150,000 social and community services workers, the vast majority of them low-paid women. It was the ‘first step in addressing the historical undervaluing of community sector workers’ according the ACOSS’s chief executive, Cassandra Goldie.

- The Skills recognition methodology of A. Junor and I. Hampson, particularly its use for equal remuneration, was rated B as having (‘very considerable impact’) in the 2012/13 ATN/G08 Excellence in Research Innovation trial - ‘The adoption of research has produced significant impact in terms of the social, economic, environmental, and/or cultural benefits for the wider community, regionally within Australia, nationally or internationally’.
• IRRC Associate Shaun Wilson co-edited a Special Issue of The Economic and Labour Relations Review (Volume 24-3), on Precarious work: Economic, sociological and political perspectives. This covered youth and migrant employment issues, and gained good media coverage, especially for an article on Indian workers on 457 Visas.

• Tanya Carney and Anne Junor presented a paper entitled ‘Wanted! Flexibility and security: Finding a package of terms and conditions that work for employed mothers’, at the Fifth International Community, Work and Family Conference, University of Sydney, 15-19 July.

Objective 3. To encourage the recognition, development and utilisation of skills

In 2013, skill and workforce development were key themes of the research conducted on a day-to-day basis in the IRRC

Achievements

• Spotlight Tool for recognising and developing service skills:
  The website www.spotlightworkskills.com, first built 2012 by IRRC Associate, Dr Celia Briar, with New Zealand and international versions, continued to operate in 2013 using funds transferred from the Judith Miller Grant to the New Zealand Council of Social Service.
  The original skills recognition toolkit continued to be accessible via a link on the IRRC website.

• Linkage Grant The Future of Aircraft Maintenance in Australia: Workforce Capability, Aviation Safety and industry development (LP110100335)
  One aspect of work in this project in 2013 involved mapping changes to the licensing and training system for aircraft maintenance engineers, experiences of deskilling, and changing patterns of skill utilisation.

• Linkage Grant Recognising the Skill in Jobs Traditionally Considered Unskilled (LP1102200888)
  In 2013 this project moved into its data analysis and validation phase. The researchers analysed case study data, compiled reports and participated in forums with industry, skill council and training provider representatives.

• Building Professional Skills – UNSW Division of Finance and Operations. This project moved into its validation stage, on the basis of which implementation tools were developed.

• SW Sydney Manufacturing and Engineering Skills Taskforce - survey work was carried out by Doug Fraser and Anne Junor pro bono to ascertain employer skill requirements and deployment. This worked was planned as a pilot to a larger scale study of manufacturing and skill utilisation in the region.

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 2013. It is a refereed journal with a focus on contemporary issues, developments and policy-making in the fields of economics and labour relations. 2013 marked the beginning of the ELRR’s publication by SAGE UK, a move designed to raise the journal’s international profile and increase its readership through SAGE’s global online marketing resources. During 2013, four issues were published:

• ELRR 24 (1) focused on the aftermath of the global financial crisis, and included articles on the US budgetary system, the role of central banks, exchange rates and the macroeconomy in the context of the financial crisis.
• ELRR 24 (2) was a festschrift in honour of the distinguished Australian labour market economist Professor John Nevile

• Precarious employment continued to be a particular focus of IRRC work: IRRC Associate Dr Shaun Wilson (with Dr Norbert Ebert) was joint guest editor for ELRR 24 (3) on the sociological impacts of precarious employment. This issue was based on a symposium on precarious work held by the Department of Sociology at Macquarie University in September 2012.

The ELRR continued its international focus with issue 24 (4), a symposium on the East Asian Developmental State, guest edited by Professors Michael O'Donnell and Mark Turner.

In addition, SAGE published Editors’ Choice Online, collections of articles designed to highlight the journal’s most noteworthy manuscripts. The themed collections covered the following topics: climate change and environmental economics (10 articles), precarious employment (14 articles) and privatization (7 articles). The ELRR also benefits from SAGE’s Online First facility, by which forthcoming articles are published online before they appear in print. SAGE’s ELRR website provides information about the journal to subscribers and authors, and offers readers the opportunity to sign up for email alerts and RSS feeds.

The following IRRC associates and board members supported the ELRR as editors or members of the Editorial Committee or International Advisory Board:

  Professor Michael Quinlan
  Associate Professor Anne Junor
  Associate Professor Elisabetta Magnani
  Professor Michael O'Donnell
  Associate Professor Peter Kriesler
  Associate Professor Peter Sheldon
  Professor Lucy Taksa
  Emeritus Professor Geoffrey Harcourt
  Tim Harcourt
  Professor Michael Hess,
  Professor Michael O'Donnell
  Professor Michael Quinlan
  Associate Professor Ian Hampson
  Dr Sarah Gregson
  Dr Neil Hart
  Dr David Morgan
  Dr Alan Morris
  Dr Jocelyn Pixley
  Dr Shaun Wilson
  Professor Peter Fairbrother
  Professor Charles Woolfson

IRRC staff continued to provide administrative support to the journal.

**ELRR Achievements**

• The ELRR website [http://www.elrr.unsw.edu.au](http://www.elrr.unsw.edu.au) was maintained as a guide to subscribing and submitting articles, and linked to the SAGE UK website.

• Following 2012 approval by Thomson Reuters of ELRR for inclusion in the Social Sciences Citation Index and Current Contents, the journal received its first impact factor rating of 0.130 in 2013. This rating was based on citations of articles published in 2011, before the journal raised its international profile via commercial web-based publication.
• The Australian School of Business continued to provide an annual grant of £8,000 to support the development of the journal’s international profile with the assistance of SAGE UK.

• ELRR continued to receive the mentorship and active editorial support of distinguished Post-Keynesian and labour market economists including Professor G.C. Harcourt and JW Nevile. Dr Norbert Ebert joined the journal as a Book Review Editor, and Emeritus Professor Russell Lansbury joined the International Advisory Board.

• ELRR content continued to be diverse and topical. There were 89 original submissions via ScholarOne in 2013, with 60% from Australia. The rejection rate was 29% for 2013 submissions in ScholarOne. A small number of additional submissions were processed outside ScholarOne. The number of submissions received in 2013 was substantially greater than that for 2012 (55 in that year, plus 11 book reviews). In addition, because one of the four issues was a Festschrift for Professor John Nevile, a number of articles was processed outside ScholarOne and not included in this count.

• In April 2013, Anne Junor joined editors of other leading journals to give a presentation on behalf of ELRR at the International Labour and Employment Relations Association Asian Regional Congress.

• In 2013, the IRRC received £1,084.59 in royalties from the publisher Sage. Under the terms of the contract, this represents 10% of earnings from the journal. Whilst it will take time to rebuild the subscription base following the transition to commercial publication, Sage were pleased enough to place ELRR in their premier collection for 2014. This should further boost distribution.

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

Collaborations
The IRRC was engaged in four main research projects in 2013 that resulted in the building of strong, ongoing working relationships.

1) 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 Licensed 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.

As part of this project, a mapping and survey was carried out of Maintenance, Repair and Overhaul organisations (MROs) in Australia. This resulted in ongoing communication with several MRO organisations.

2) 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 Industry Partners and other contacts across a range of industries. These included:
   - Manufacturing Skills Australia
• Service Skills Australia,
• Construction and Property Services Industry Skills Council
• United Voice

In addition, they consulted with the Council of Textile and Fashion Industries of Australia, the Textile Clothing and Footwear Industry Association, the Textile Clothing and Footwear Union of Australia, Building Services Contractors Association of Australia, Tourism and Hospitality Industry Advisory Committee, Restaurant and Catering Association and Public and private Registered Training Organisations providing programs for the TCF, Cleaning, and Hospitality industries.

In November 2013, working with colleagues Professors Erica and Andy Smith from Federation University, interim research results were presented for validation to a series of Industry Forums, resulting in the construction of a large network of ongoing contacts particularly in the area of Training Package development, review and delivery.

3) 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, 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 2013, through a process of iterative consultation and rollout, an interactive website and Handbook were developed to allow the incorporation of the Building Professional Skills framework and toolkit into ongoing practice in the Division, in the fields of position description writing, recruitment and selection, performance development and learning and development.

4) In 2013 the IRRC continued its work for the Southwest Sydney Manufacturing and Engineering Skills Task Force. This involved working with Regional Development Australia (RDA) Parramatta to
• Attend Taskforce meetings
• Map and survey local manufacturing and engineering employers. regarding regional skill and workforce development requirements.
• Attend and present at breakfast briefings for local employers.

The survey was rolled out in 2 of the region’s 5 LGAs, with the remainder to be covered in 2014 as mailing lists were compiled. Interim results were reported back to the Taskforce, which included representative members of:
• South Western Sydney Institute of TAFE,
• State Training Services,
• Manufacturing Skills Australia
• The Australia Industry Group
• The NSW Business Chamber,
• Business Enterprise Centres
• A number of advanced manufacturers, including from the aerospace industry.

A team of IRRC Associates participated—Anne Junor, and Dr Doug Fraser worked on the survey, whilst Professor Raja Junankar, Associate Professors Peter Sheldon and Elisabetta Magnani and Dr Tanya Carney, carried out background research on the relation between local manufacturing supply chains and global value networks. One aim was to develop an application for a 2015 Discovery grant.

This project, which overlapped with the aircraft maintenance project, resulted in close links to the Sydney Aerospace and Defence Interest Group.
Outreach initiatives

- *Contribution to disseminating symposium papers:*
- ELRR 24 (3) was based on a symposium on precarious employment held at Macquarie University in September 2012.
- ELRR 24(4) was based on papers first developed for a workshop in Vietnam, funded by the Korean Government. Professor Chung-Sok Suh and Dr Seung-Ho Kwon of the Korean Research Institute at UNSW, Professor Michael O’Donnell (UNSW Canberra) and Professor Mark Turner (University of Canberra) worked with authors to make the papers publication-ready.
- *Contribution to the Australian Society of Heterodox Economists Conference:*
- The Conference of the Society of Heterodox Economists took place at UNSW Campus 2-3 December 2013, and the IRRC staff provided administrative support..

Objective 6. Build our working relationships and international outreach

In 2013 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:

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<th>Faculty</th>
<th>School/ Centre</th>
<th>Contribution/Collaboration</th>
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<td>Australian School of Business</td>
<td>Faculty – level support</td>
<td>IRRC Steering Committee Funding support- <em>ELRR</em> Tim Harcourt JW Nevile Fellow - ELRR and IRRC Advisory Committee</td>
</tr>
<tr>
<td>School of Management</td>
<td>IRRC Steering Committee Research Chief Investigators; Associates PhD thesis co-supervision with Professor Julie Cogin Executive Editors/Editorial Committee <em>ELRR</em></td>
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</tr>
<tr>
<td>School of Economics</td>
<td>IRRC Steering and Advisory Committees; Mentorship; Associates <em>ELRR</em> Executive Editors, Editorial Committee</td>
<td></td>
</tr>
<tr>
<td>Centre for Applied Economic Research</td>
<td><em>ELRR</em> Executive Editors and Editorial Committee Society of Heterodox Economists conference</td>
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</tr>
<tr>
<td>School of Information Systems and Management</td>
<td>IRRC Steering Committee</td>
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<tr>
<td>Korean Research Institute</td>
<td>KRI Management Committee Research collaboration; Publication of <em>ELRR</em> 24/(4) Issue on the East Asian Developmental State</td>
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<tr>
<td>Faculty of Arts &amp; Social Sciences</td>
<td>School of Social Science</td>
<td>IRRC Associates and <em>ELRR</em> Executive Editors, Editorial Committee – Professor Michael Johnson, PhD thesis co-supervision with Prof R. Hall</td>
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<td>UNSW Canberra</td>
<td>School of Business</td>
<td>Steering Committee; Associates Funding support and editorial committee - <em>ELRR</em> Research collaboration</td>
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<td>Faculty of Law</td>
<td>School of Law</td>
<td>PhD thesis joint supervision with Professor Janet Chan External advisor – LLM thesis – Anne Junor</td>
</tr>
<tr>
<td>Faculty of Engineering</td>
<td>Schools of Aviation; Mechanical &amp; Manufacturing Engineering</td>
<td>Research collaboration with Professor Ann Williamson &amp; Dr Erik von Voorthuysen – ARC Linkage Grant</td>
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## EXTERNAL RELATIONSHIPS

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<th>School/ Centre</th>
<th>Collaboration</th>
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<td>University of Sydney</td>
<td>Economics</td>
<td>Professor M. Quinlan. A/Professors I. Hampson, S. Gregson &amp; A. Junor with Prof G. Barrett – Linkage Project</td>
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<tr>
<td>Macquarie University</td>
<td>Marketing &amp; Management Sociology</td>
<td>Professor L. Taksa Chair Advisory Committee, ELRR Editorial Committee</td>
</tr>
<tr>
<td>University of Ballarat</td>
<td>School of Education</td>
<td>Professors E and A Smith – Linkage Project collaboration with A/Professors Ian Hampson &amp; Anne Junor</td>
</tr>
<tr>
<td>Royal Melbourne Institute of Technology</td>
<td>School of Management</td>
<td>Professor P. Fairbrother ELRR Advisory Committee</td>
</tr>
<tr>
<td>Australian National University</td>
<td>Crawford School of Public Policy</td>
<td>Dr A. Nevile ELRR Editorial Committee</td>
</tr>
<tr>
<td>Curtin University</td>
<td>Dept of Economics and Finance; Women in Social &amp; Economic Research</td>
<td>Associate Professor Siobhan Austen – ELRR Editorial Committee</td>
</tr>
<tr>
<td>Lincoln University</td>
<td>Economics</td>
<td>Professor Paul Dalziel - ELRR Editorial Committee</td>
</tr>
<tr>
<td>University of Ottawa</td>
<td>Canada Research Chair on Occupational Health and Safety Law, Ottawa</td>
<td>Professor M. Quinlan with Professor Katherine Lippel – safety research</td>
</tr>
<tr>
<td>Cardiff University</td>
<td>School of Social Sciences</td>
<td>Professor David Walters - collaboration with Professor Michael Quinlan - safety research; seafarers</td>
</tr>
<tr>
<td>Linköping University</td>
<td>REMESO, Labour Studies</td>
<td>Professor Charles Woolfson - ELRR Advisory Committee and IRRC Associate</td>
</tr>
</tbody>
</table>

### Highlights

**Associates Resident in the IRRC:** The Centre hosted 6 Visiting Associates, who made an invaluable contribution to the Centre’s work:

- Meritus 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. During 2013 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 also participated in collaboration with the Southwestern Sydney Manufacturing and Engineering Task Force. He provides the IRRC with a profile in The Ideas page of RePEc, (Federal Reserve Bank of St Louis). He also provided research supervision for an Honours student in the School of Economics, and for a PhD student in Arts.

- 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 Geoff Harcourt (Economics) and Professor Sam Whimster of London Metropolitan University to prepare a research proposal.

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

- Associate Professor Anne Junor, who when not working on grant-funded research, served as Editor in Chief of ELRR and oversaw the day to day management of staff and finances
Dr Neil Hart, who published an important book on economist Alfred Marshall and worked hard as _ELRR_ book review editor to mobilise a growing number of important contributions.

Dr Celia Briar, who worked pro bono on the Building Professional Skills website.

In late 2013, Professor John Lodewijks, formerly from Economics at UNSW and then UWS, was invited to join the IRRC, effective from 2014. Professor Lodewijks has played an active role on _ELRR_, including as a Guest Editor.

**Mentorships**

Professor Michael Quinlan, Emeritus Professor GC Harcourt, Emeritus Professor JW Nevile Professor Raja Junankar and Professor P. Kriesler continued to provide 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, resulting in subsequent submission to _ELRR_ and publication in 24 (4).

Anne Junor mentored a PhD student in presenting to a major international conference, the Community, Work and Family Conference, Sydney, July, and in turning the presentation into an article submitted in late 2013 to an A-ranked journal.

Ian Hampson and Anne Junor engaged Dr Doug Fraser, 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.

Anne Junor and Doug Fraser provided a formally agreed 2 week mentorship, working on the aircraft maintenance MRO survey, to Kerry Barlow, Project Coordinator, Industry Skills Unit, Meadowbank TAFE. Ms Barlow provided further assistance analysing apprentice statistics, fulfilling the TAFE NSW in-kind contribution agreement with the ARC for this Linkage grant.

**Donation of Royalties**

In 2013 Associate Professor Peter Sheldon continued to donate to the IRRC the value ($2000) of royalties on 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 IRRC, the following outcomes would be sought:

- 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 refereed 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 IRRC Director until December 2015 (at least)
- Associate Professor Junor will serve as Deputy Director until December 2014 (at least).
- Associate 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.

<table>
<thead>
<tr>
<th>Industrial Relations Research Centre Statement of Financial Performance for the Year Ended 31 December 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes</td>
</tr>
<tr>
<td>Funds</td>
</tr>
<tr>
<td>Research Revenue</td>
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<tr>
<td>Donations</td>
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<td>Fees</td>
</tr>
<tr>
<td>Strategic Funds</td>
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<tr>
<td>UNSW Internal funding</td>
</tr>
<tr>
<td>Total Funds</td>
</tr>
<tr>
<td>Costs</td>
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<tr>
<td>People Costs</td>
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<tr>
<td>Contract &amp; Consulting Services</td>
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<td>Entertainment</td>
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<td>Consumables</td>
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<tr>
<td>Travel</td>
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<td>Equipment</td>
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<tr>
<td>Other Expenses</td>
</tr>
<tr>
<td>Internal Expense</td>
</tr>
<tr>
<td>Total Costs</td>
</tr>
<tr>
<td>Operating result</td>
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<tr>
<td>Cashflow from Operating Activities</td>
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<tr>
<td>Opening Balance</td>
</tr>
<tr>
<td>Adjustment to closing balance</td>
</tr>
<tr>
<td>Closing Balance</td>
</tr>
</tbody>
</table>

Notes to the Statement of Financial Performance

1. The statement was prepared on a cash basis. As at the end of 2013, there was also an accrued research revenue of $27,926. Therefore, the 2013 research revenue (reported on actual basis) was significantly lower than that of 2012 but the total revenue (taking into account the accruals) was $53,900.

2. In 2013, the Centre received $15,000 research incentive support and internal funding contribution of $29,514 from the "Building Professional Skills" project (compared to contribution of $115,706 in 2012).

3. Decrease in people costs was attributed to reduction in both general and academic salary costs (no contractor engaged to conduct research in 2013).

CONFIRMED TO UNSW LEDGER

Robert Owens
Faculty Finance Manager
Australian School of Business
Date1 July 2014
### FUNDING SOURCES

**Australian School of Business Grants to The Economic and Labour Relations Review**

<table>
<thead>
<tr>
<th>Source</th>
<th>Year</th>
<th>Amount</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013-2017</td>
<td>£UK 8,000 pa in 2013-2017 as part of contract with SAGE.</td>
<td>Strategic planning and marketing ELRR – upgrade, ScholarOne contract and initial contract negotiation with SAGE. ELRR copy-editor and typesetter.</td>
</tr>
<tr>
<td>School of Business UNSW Canberra</td>
<td>2012</td>
<td>$15,000</td>
<td>Used to help fund operational staffing of ELRR and to undertake research on South Western Sydney manufacturing workforce development</td>
</tr>
</tbody>
</table>

### Grants and Consultancies providing direct IRRC funding

<table>
<thead>
<tr>
<th>Grant/Contract</th>
<th>Duration</th>
<th>Amount</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARC Linkage: Recognising the Skill in Jobs Traditionally Considered Unskilled LP110100335</td>
<td>July 2011 to December 2014</td>
<td>Funding of $13,500 pa to IRRC account in 2013 Covered 0.2 RA plus travel.</td>
<td>IRRC Associates I. Hampson and A. Junor are CIs. Partly based on Spotlight methodology developed in IRRC. Funded work of RA Margaret Wallace.</td>
</tr>
</tbody>
</table>

### STATEMENT OF IN-KIND CONTRIBUTIONS

**In Kind Contributions - Volunteer Work by Adjuncts and Administrative Staff**

<table>
<thead>
<tr>
<th>Staff Member</th>
<th>Time Donated</th>
<th>Value of Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Daryll Hull</td>
<td>IRRC Steering and Advisory Committee; research advice</td>
<td>$8,920</td>
</tr>
<tr>
<td>Emeritus Professor Raja Junankar</td>
<td>Full-time</td>
<td>$131,865</td>
</tr>
<tr>
<td>Associate Professor Jocelyn Pixley</td>
<td>Part-time</td>
<td>65,032</td>
</tr>
<tr>
<td>Associate Professor Craig Freeman</td>
<td>Five days</td>
<td>$3,860</td>
</tr>
<tr>
<td>Dr Neil Hart</td>
<td>Two days per week</td>
<td>45,077</td>
</tr>
<tr>
<td>Dr Celia Briar</td>
<td>One month full-time</td>
<td>$10,463</td>
</tr>
<tr>
<td>Associate Professor Anne Junor</td>
<td>Full-time February-December</td>
<td>$131,865</td>
</tr>
<tr>
<td>Ms Terry O’Callaghan</td>
<td>8 hours per week for 10 months</td>
<td>$24,120</td>
</tr>
<tr>
<td><strong>Total in kind</strong></td>
<td></td>
<td><strong>$421,202</strong></td>
</tr>
</tbody>
</table>

**Comments:**
Professor Hull’s collaboration on LP110100335 is not included here. Dr Briar p Ms O’Callaghan devoted their time on a largely voluntary basis.
Salaries – Imputed time spent on IRRC Work by Associates located in Schools or at other Institutions

<table>
<thead>
<tr>
<th>Staff Members</th>
<th>Work and Time Donated</th>
<th>Value of Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Australian School of Business</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professor Roger Simnett, Professor Michael Walpole Associate Dean Research</td>
<td>Steering Committee and advisory work</td>
<td></td>
</tr>
<tr>
<td>Tim Harcourt</td>
<td>ELRR editorial work – JW Nevile Festschrift</td>
<td>$30,000</td>
</tr>
<tr>
<td>Faculty administrative support</td>
<td>Research advice, HR support, Accounting assistance</td>
<td></td>
</tr>
<tr>
<td><strong>School of Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professor Christopher Jackson</td>
<td>Steering Committee work</td>
<td></td>
</tr>
<tr>
<td>Professor Michael Quinlan, Director</td>
<td>Centre management and ELRR editorial work</td>
<td></td>
</tr>
<tr>
<td>Associate Professor Peter Sheldon</td>
<td>Centre steering committee and ELRR editorial committee work;</td>
<td>$92,159</td>
</tr>
<tr>
<td>Dr David Morgan</td>
<td>ELRR Book Review editor</td>
<td></td>
</tr>
<tr>
<td>Associate Professor Ian Hampson</td>
<td>ELRR Editorial Committee Linkage Project 110200888</td>
<td></td>
</tr>
<tr>
<td>Dr Sarah Gregson</td>
<td>ELRR Editorial Committee work</td>
<td></td>
</tr>
<tr>
<td>Dr Tracy Wilcox</td>
<td>Work on CEO Communication research project</td>
<td></td>
</tr>
<tr>
<td><strong>School of Economics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Professor Peter Kriesler</td>
<td>IRRC Steering Committee, ELRR Executive Editor</td>
<td></td>
</tr>
<tr>
<td>Associate Professor Elisabetta Magnani</td>
<td>ELRR editorial and IRRC Committee work; Preparatory work on Discovery application</td>
<td>$31,288</td>
</tr>
<tr>
<td><strong>Other ASB Schools</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professor Dubravka Cecez-Cecmanovic, School of Information Systems, Technology and Management</td>
<td>IRRC Steering Committee</td>
<td>$1,780</td>
</tr>
<tr>
<td>Professor Hazel Bateman, School of Risk &amp; Actuarial Studies</td>
<td>Executive editorial work, ELRR</td>
<td></td>
</tr>
<tr>
<td><strong>School of Business UNSW Canberra</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professor Michael Hess</td>
<td>Steering Committee and ELRR editorial work</td>
<td></td>
</tr>
<tr>
<td>Professor Michael O’Donnell</td>
<td>ELRR editorial work Asia-Pacific Development State workshop for ELRR</td>
<td>$22,000</td>
</tr>
<tr>
<td>Dr Denise Faifua</td>
<td>Editorial work, ELRR</td>
<td></td>
</tr>
<tr>
<td><strong>Total in kind</strong></td>
<td></td>
<td>$180,227</td>
</tr>
</tbody>
</table>

Not included:
(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 School-based account.
(3) Transfer of research incentive funding from UNSW Canberra
Infrastructure and other Resources provided to the Centre

In 2013 the IRRC occupied office space in the Quadrangle Building (Quad 1039). 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 shares the following facilities with the Asia-Pacific Ubiquitous Healthcare Research Centre: a meeting room, printer/photocopier. 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

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

<table>
<thead>
<tr>
<th>Grant/Contract</th>
<th>Duration</th>
<th>Amount</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Located in School of Management but research and oversight of RA work shared between School and IRRC.</td>
<td>May 2011-Dec 2013 (extension to June 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>Lead CI is IRRC Director, CI Junor has only an IRRC affiliation, and 2 other CIs (Hampson &amp; Gregson) have dual School of Management/IRRC affiliation. Other CIs: Prof Ann Williamson Aviation UNSW, Dr Erik von Voorthuysen (Engineering), Professor Gary Barrett (University of Sydney) Partner Organisations: Australian Aerospace, AMROBA, , ALAEA, AMWU, Manufacturing Skills Australia, Transport and Logistics Centre, TAFE NSW, FAAA, TWU,</td>
</tr>
</tbody>
</table>

This grant was managed through the School of Management, but significant work was done on it in the IRRC.

Presentations and consultations occurred with Partners Organisation meetings, with NARTOCOP (the National Aeroskills Recognised Training Organisations Community of Practice), and with the Sydney Aerospace and Defence Interest Group.

In 2013 intensive coding and data analysis took place of the 708 responses to the project’s Wave 1, with major input from RAs Dr Doug Fraser and Tanya Carney. Research Assistant Tanya Carney coded the data and produced descriptive statistics for presentation to Partners.

Close research collaboration with Partner Organisations continued, analyzing primary administrative data, interpreting regulatory changes and their impacts, setting up Wave 2 of the survey of maintenance engineers, mapping surveying Maintenance, Repair and Overhaul organisations and helping analyzing the output from further interviews. A focus group discussion was held in December with aeroskills teaching staff.

Outputs

Published output -


3. Hampson, I, M, Quinlan, D, Fraser and A. Junor (2013) Aircraft Maintenance in Australia: Issues, Prospects and Loose Ends, Invited Address to the Global Aviation Research Network, Macquarie University, Spring St, Sydney, 29 November,


Working Papers for Partner Organisations


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

Funding details – because this funding was managed through the IRRC, the details are listed above see above under FUNDING SOURCES - Grants and Consultancies providing direct IRRC funding

The IRRC was responsible for five of the nine occupations in the study – chefs, waiters, hotel guest service agents, sewing machinists and cleaners. By the start of 2013, the industry, occupational and case study interviews had been completed. The next step, Phase 4 (analysis of the case study findings) was completed during the year, with feedback sought from Partner Organisations. In November Phase 5 Industry Forums were held to seek validation of the results.

Outputs


3. Hampson H (2013) Industry level and case study findings about the occupations of Chef, Waiter and Sewing Machinist ARC Project: Recognising skills in jobs traditionally
considered unskilled. Validation report to Cleaning Industry Forum, Service Skills Australia, Clarence St, Sydney, 14,15 October; 20 November. (3 separate reports)

4. Junor A (2013) Industry level and case study findings about the occupations of Guest Services Agent and Cleaner. ARC Project: Recognising skills in jobs traditionally considered unskilled. Validation report to Cleaning Industry Forum, Service Skills Australia, Clarence St, Sydney, 14 and 15 October (2 separate reports)

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

Funding details – because funding of the final phase of this project was managed through the IRRC, the details are listed above see above under FUNDING SOURCES - Grants and Consultancies providing direct IRRC funding

In 2013, working with consultants and senior managers, the process of building, usability testing and rolling out the Building Professional Skills Toolkit was undertaken.

Outputs

Beta Release Website – Building Professional Skills [www.bps.unsw.edu.au](http://www.bps.unsw.edu.au) and Handbook (231 pp)
- Spotlight Framework; questionnaire and skills profiling tool
- Tools - How to improve a position description; How to recruit for professional skills; How to develop performance; How to lead learning and development
- Resources – Including Professional skill clusters; UNSW behavioural competencies and Spotlight skills; Spotlight skills in action – Building a stronger professional culture; Fostering respect and dignity at work; Effective communication
- Research Report; What staff said
- Forms and templates.

4) Southwestern Sydney Manufacturing and Engineering Task Force (pro bono)

Sydney), South Western Sydney Institute of TAFE, State Training Services, Macarthur Workplace Learning;
Survey of skill utilisation and requirements of manufacturing and engineering employers in Southwestern Sydney.

Output


5) Judith Miller Grant

| Private donor –grant processed through IRRC | 2009- | $15,000 in total expended in 2010 until funds exhausted (likely to be 2015) | The grant continued to fund NZCOS to cover costs of web-hosting of www.spotlightworksills.com
Additionally $5,000 has been provided to the School of Management until exhausted to fund Scholarships for honours research on diversity |

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

UNSW thesis supervision by IRRC Associates with no other UNSW Affiliation

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

2) Associate Professor Anne Junor provided joint supervision with Professor Ralph Hall (Faculty of Arts and Social Sciences):
PhD: Tanya Carney: Navigating occupational norms: Explaining the employment mobility patterns of Australian mothers. Submitted and conferred 2013

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

4) Professor Raja Junankar commenced joint supervision of a PhD student with the Faculty of Arts and Social Sciences, and jointly supervised with Associate Professor Peter Kriesler Economics
PUBLICATIONS 2013

Books 2013

Edited Collections

Book Chapters


Conference Papers 2013


the Baltic Sea Countries: Trends and Prospects, Lithuanian Social Research Centre, the Nordic Council of Ministers Office in Lithuania, the Embassy of Sweden and the Committee on Social Affairs and Labour of the Seimas of the Republic of Lithuania, Grand Chamber of Parliament of Lithuania, Vilnius, Lithuania, 25 April 2013.

Research Reports for International Agencies, Submissions to Governments and Expert Evidence to Courts 2013


Seminar Papers, Keynote Addresses, Panel Papers. Invited Articles and Presentations


52. Hampson, I, M. Quinlan, D. Fraser and A. Junor (2013) Aircraft Maintenance in Australia: Issues, Prospects and Loose Ends, Invited Address to the Global Aviation Research Network, Macquarie University, Spring St, Sydney, 29 November,


Discussion and Working Papers


DATES OF AND ATTENDANCE AT MEETINGS OF THE CENTRE’S STEERING COMMITTEE 2013

5 June 2013
Attendance: Prof R. Simnett, Prof C. Jackson, Prof M. Quinlan, A Prof P. Kriesler, A Prof A. Junor,
Minutes: R O’Grady
Apologies: Prof D. Cecez-Kecmanovic, Prof M. Hess, Prof M. O’Donnell, Prof D. Hull, A/Prof P Sheldon

26th August 2013
Attendance: Prof M Walpole (Chair), Prof C. Jackson, Prof M. Quinlan, A Prof P. Kriesler, A/Prof P Sheldon, Prof A. Junor, Prof D Hull, A/Prof E Magnani,
Minutes: R O’Grady
Apologies: Prof R Simnett, Prof D. Cecez-Kecmanovic, Prof M. Hess, Prof M. O’Donnell.

20th November 2013
Prof M Walpole (Chair), Prof C Jackson, Prof M Quinlan, A Prof P Kriesler, Prof A Junor, A/Prof J Cogin, A/Prof E Magnani,
Minutes: R O’Grady
Apologies: A/Prof P Sheldon, Prof M Hess, Prof M O’Donnell, Prof D Hull