

THE UNIVERSITY OF
NEW SOUTH WALES



ANNUAL REPORT 2010

**INDUSTRIAL
RELATIONS
RESEARCH
CENTRE**

**Australian School of
Business**

**UNSW Sydney NSW 2052
Australia**

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EXECUTIVE SUMMARY

The IRRC had its 30th birthday in 2010. It currently has:

- a Management Committee of seven,
- an Advisory Committee of ten, and
- forty Associates, mostly located in UNSW Schools across four faculties, but also including research collaborators from other universities in Australia and overseas, and academically-qualified researchers/publishers who are technical and professional staff members or not at present institutionally attached.

Its most significant activities during 2010 include:

1. Developing and consolidating relationships with industry and policy bodies, including an ongoing research relationship with the Transport and Logistics Centre;
2. Applying for, and securing, ARC Linkage grants in the fields of safety and skill;
3. Providing a platform for the Spotlight skills recognition tool which is gaining growing international recognition;
4. Winning the tender for a large skills development project to be carried out in 2011-2012 for the UNSW's Office of the Executive Director, Finance and Operations;
5. Building the IRRC's outreach through the Visitor program, seminars, the organization of international conference streams, and media work;
6. Providing government reports to inquiries on safety, and expert witness statements to Fair Work Australia, and contributing expertise to a Standards Australia Working Party ;
7. Contributing to the UNSW community through research supervision, securing a donation (the Judith Miller Fund), and developing a SSRN (Social Science Research Network) uploading facility for Centre Associates and members of the School of Organisation and Management;
8. With the Centre for Applied Economic Research (CAER), publishing *The Economic and Labour Relations Review*, (*ELRR*) and working to enhance its publication frequency, quality and circulation;
9. Engagement, with funding support from the Australian School of Business, of marketing consultant Margaret Wallace, to develop a strategic plan for the upgrading of *The Economic and Labour Relations Review*;
10. Providing an avenue for facilitating, and reporting to DEEWR, publication of academic articles by research Associates whose only university affiliation is via the IRRC, whether because they are classed as general staff, or whether they are in transition, retirement or search for academic appointment;
11. Support for conference co-publication and attendance by such Associates, including international conference participation;
12. A thorough-going conversation, involving the Management and Advisory Committees on the role of the IRRC, based on an environmental scan.

Publications by IRRC Associates during 2010 are listed in this report. Some of the publications were produced through Schools within UNSW or other universities and are listed to indicate the research breadth of Associates. A growing number, however, are the outcome of IRRC-based research, or the research of Associates whose main or only academic affiliation is with the IRRC.

The Centre remains on a sound financial footing, as shown by the 2010 financial statement in this report. The Centre gratefully acknowledges the goodwill, and financial administrative support and advice provided by the Australian School of Business and the School of Organisation and Management, the collaboration on *ELRR* provided by the Schools of Economics and Social Science and International Studies and the Social Policy Research Centre.

The IRRC's Management and Advisory Committees held a total of five meetings during the year, and in December 2010 reviewed the Centre's strategic directions.

Particular thanks go to the Transport and Logistics Centre, as this collaboration provides the backbone of the Centre's administrative staffing, and to the eminent people on the external Advisory Committee, to whom the Centre looks for strategic direction.

1. DIRECTOR'S REPORT

1.1 IRRC History and Focus

The Industrial Relations Research Centre (IRRC) of the University of New South Wales is the oldest research centre of its type in Australia having been established by Professor John Niland in 1980, with the aid of a Federal Government General Development Grant.

The IRRC was originally established to:

- (i) provide focus for and to stimulate research into industrial relations, human resource management and organisational studies;
- (ii) facilitate publication of research results and their application to enhance industrial relations practice, human resource management and organisational innovation
- (iii) sponsor projects in applied research – the results of which are designed to inform public debate and policy making.

By fostering interdisciplinary links among scholars and by working with public and private sector organisations, the Centre seeks to influence community attitudes, government strategies and legislation in Australia and NSW. It supports and promotes research activities and outcomes and enhances the University's reputation as a leading research institution.

Its distinctiveness rests firstly, in its focus on providing scholarly expertise that can be applied to the practicalities of regulatory change and workplace innovation, and secondly, in its orientation towards worker wellbeing, labour standards and the management of intangible assets, ranging from skills to the cultural heritage associated with industry. The Centre has a growing focus on three fields within the transport industry - safety, non-standard employment and skill.

The Industrial Relations Research Centre's overarching goal continued to be to apply scholarly expertise to analysing the impacts of regulatory change and workplace innovation from a perspective of worker wellbeing, labour rights, diversity and equity and the management of intangible assets, including the conservation and interpretation of industrial heritage.

The Centre's focus and activities in 2010 were on maintaining cross-disciplinary and cross-institutional research and community service links and activities, bringing together academics across schools, faculties and universities, nationally and internationally, in the fields of:

- Occupational health and safety
- Industrial relations system changes and their impacts
- Skills recognition and development, particularly in the service sector and in the transport industry
- Precarious employment
- Gender pay equity
- Workplace diversity
- Labour history
- Sustainable workforce management

The IRRC maintained and extended its local and international research linkages, through Associates' national and overseas conference attendance, the Visiting Scholars program and collaborations in developing new funded research projects.

1.2 IRRC Operations and Administration in 2010

The Centre is self-sufficient and independent. Although it has considerable membership overlap with the School of Organisation and Management and has a close working relationship with the Centre for Applied Economic Research, the IRRC also draws its Associates from other parts of the university and from universities and organizations in Australia and overseas.

At the UNSW, the IRRC has rooms in the Quadrangle Building, provided by the Australian School of Business. This includes office space for staff and a Visitor, and shared access to two meeting rooms, one equipped with electronic facilities.

Professor Michael Quinlan accepted appointment as Director, in 2009 and remained in the position during 2010, with Associate Professor Anne Junor continuing as Deputy Director.

Professor Steve Frenkel joined the Management Committee in his role as Head of the School of Organisation and Management and during 2010, was succeeded by the new Head of School, Professor Julie Cugin.

The new Advisory Committee, formed in 2009, and consisting of senior academics from outside UNSW as well as leading IR, HR and Management practitioners from the field, continued in its role during 2010. To provide continuity, Professor Lucy Taksa, the former Director, accepted the position of Chair of the Advisory Committee, and remains in that role.

During 2010, the IRRC remained on a sound operational and financial footing. This was largely a result of an ongoing collaborative research arrangement, with the Transport and Logistics Centre (TALC), aimed at building capability in the Transport and Logistics industry. This arrangement, which commenced in 2008, is based on a contract managed through the Grants Management Office of UNSW, and gives the IRRC a presence in the Sydney CBD.

The Director of TALC, Dr Daryll Hull, is a Visiting Professor at the IRRC and a member of its Management Committee. In 2010 he worked with Centre Associates in preparatory and exploratory work, leading towards the objective of grant-funded project(s). He also contributed a discussion paper on strategic directions for the IRRC.

TALC and the IRRC share an Administrative Officer, Mr Jason Antony who also undertakes the editorial, desktop work and distribution of *The Economic and Labour Relations Review (ELRR)*, working with its four Executive Editors, all of whom are IRRC Associates. In addition the Centre employs casual staff for special projects.

During 2010, a grant from the Australian School of Business allowed the casual engagement of Margaret Wallace, whose background is in arts administration and as a marketing academic, to work on a strategic plan for the development of *ELRR*.

1.3 Highlights of 2010

From the directions and activities outlined in this Annual Report three are singled out as reflecting the directions set in the 2008 University Review and the 2009 School/Faculty Review:

- Relations with industry and external engagement;
- Participation in, and fostering of, a network of scholars engaged in the conduct and publication of quality, relevant research; and
- Ongoing clarification of role and focus.

1.3.1 Relations with Industry and External Engagement

In 2010 the IRRC as an entity, and individuals linked to the Centre -

- Maintained and expanded research collaborations and partnerships with industry;
- Engaged with the community through:
 - *pro bono* expert advice, consultancy work, and community take up of research products;
 - dissemination of research outcomes through seminars and media work ,
 - co-publication and development of the journal *The Economic and Labour Relations Review*;
- Sought and acted on industry advice through its Advisory Committee; and
- Contributed to the wider academic community through work on a range of books and journals.

1.3.2 Research Collaborations and Industry Partnerships

- The **Transport and Logistics Centre (TALC)** continued its research collaboration with the IRRC, based on a staff-sharing arrangement valued at \$60,000 p.a. plus GST.
- Following an earlier approach to the IRRC from the aircraft maintenance sector, the IRRC Director and Deputy Director worked with two IRRC Associates and TALC Director Professor Daryll Hull to put together a partnership and apply for an **Australian Research Council (ARC) Linkage Grant** to investigate the future viability of the aircraft maintenance and workforce in Australia.
 - ARC Linkage Grant LP110100335 *The Future of Aircraft Maintenance in Australia: Workforce Capability, Aviation Safety and Industry Development* was awarded in November 2010 for 2011-2013 and is valued at \$226,000, matching a similar cash and in-kind industry contribution.
 - Researchers are Professor Michael Quinlan, Associate Professor Ian Hampson and Dr Sarah Gregson (Organisation and Management and IRRC), Professor Ann Williamson (Aviation, UNSW), Professor Garry Barrett (Economics, Sydney), Associate Professor Anne Junor (IRRC) and Dr Erik van Voorthuysen (Mechanical and Manufacturing Engineering, UNSW).
 - Industry Partners are employer bodies AMROBA (Aviation Maintenance and Repair Organisation Business Association) and Australian Aerospace; unions ALAEA, AMWU, TWU, FAAA, and training bodies Manufacturing Skills Australia and TAFE NSW.
 - The research will analyse the feasibility of retaining and building aircraft maintenance capability in Australia, including some heavy (base) maintenance capacity. It will do so by mapping labour supply and demand, workforce skill development, the relationship between aviation safety outsourcing/offshoring, and the potential for aerospace and related manufacturing industry development in Australia.
 - Research on maintenance errors and airline HRM is being brought together for the first time.
- In November 2010, IRRC Associate Ian Hampson and Deputy Director Anne Junor were invited to join Professors Erica Smith and Andrew Smith of Ballarat University in a Linkage Grant application for a project on *Recognising the Skill in Jobs Traditionally Considered Unskilled*. Industry Partners were Manufacturing Skills Australia, Service Skills Australia and United Voice.
- Individual Associates of the IRRC were also successful in gaining ARC Linkage grants, although this research is not based in the Centre.

1.3.3 Community Engagement through Pro Bono Work, Consultancy and Research Take-Up

The IRRC is recognised in the academic and practitioner community in the following areas;

- Safety, particularly in transport and mining;
- Skills development, recognition and retention, particularly in relation to equity and diversity and transport.

Safety and Health

IRRC Director Professor Michael Quinlan was actively involved in policy and outreach work at a national and international level, on safety and health in and related to the workplace..

- On 16 February IRRC and TALC jointly hosted a seminar on Truckers Turnover and Accidents: Links to Cognitive Skills, Economic Preferences and Strategic Behaviour. This major seminar featured local and international speakers and examined the role of cognitive skills and personality as predictors of accidents.
- On 13 July, Professor Michael Quinlan, provided a report for *Knowledge@ASB* on the consequences of unused leave.
- Director Professor Michael Quinlan gave the Keynote Address at the NZ Ergonomics Society Conference, Nelson, New Zealand, in November 2010
- Professor Quinlan gave a paper, *Organisational Influences of Truck-Driver Health: Reviewing the Evidence*, at the International Conference on Commercial Driver Health and Wellness November
- Following the Pike River mine disaster in New Zealand, Director Professor Michael Quinlan was asked to provide a report.
- The Linkage project, *The Future of Aircraft Maintenance in Australia: Workforce Capability, Aviation Safety and Industry Development*, led by Professor Michael Quinlan, includes a study of the safety implications of outsourcing and offshoring.
- Also in November 2010, Professor Quinlan was notified of the success of an ARC Grant in which he is a Chief Investigator at the University of Sydney - *Caring for the Carers: Occupational Health and Safety in Homecare*.
- On 1 December, Professor Michael Quinlan provided a segment in the ABC 7.30 Report on the outsourcing of the monitoring coal dust in mines.

Skill

In addition to *pro bono* work and consultancy work done by IRRC Associates, the IRRC in 2010 attracted attention as the new 'home' of the New Zealand Department of Labour's 2009 publication, *Spotlight: A Skills Recognition Tool*. This suite of HR tools, based on a job analysis and individual/group skills audit tool, was derived from work undertaken in the New Zealand public administration, health and education sectors in 2006-2008 in the by a research team led by IRRC Associates Anne Junor and Ian Hampson.

- The Spotlight suite of products was made freely available through the IRRC website.
- In 2010 IRRC Associate Dr Celia Briar worked on a web- based version of the Spotlight tool, drawing on trials carried out in 2009 with Conor Twyford in the Community Sector. The web-hosting was funded by the Judith Miller Research Grant of \$15,000, secured through the IRRC.
- The Spotlight Toolkit has been incorporated into a NZ Unitec course for NGO Managers; and has been taken-up in NZ and several Pacific islands.
- In early 2010, The Spotlight taxonomy was cited in some detail in a commissioned paper and presentation by Prof David. Finegold, prepared for a US National Academies National Research Council inquiry into 21st Century Competencies. This inquiry was conducted via the Hewlett Foundation (a process equivalent to an Australian White Paper inquiry). In their report and presentation Prof Finegold and Spencer-Notabartolo describe the Spotlight project as 'one

of the best projects of this kind', noting the value to HR professionals of being able to 'unpack, at various levels, the skills often simply called communication, prioritising or problem-solving'.

- Deputy Director Anne Junor gave a presentation on the Spotlight framework to the full staff of the Equal Opportunity for Women in the Workplace Agency on 1 April.
- In 2010, the Australian Services Union invited Anne Junor to provide an expert witness statement for the landmark application for Equal Remuneration Orders for Social and Community Service workers. This involved using the Spotlight framework to analyse the work process skills used by five employee witnesses, and then giving evidence and undergoing cross-examination
- Resulting from the Spotlight work, Anne Junor was invited to join a development committee to work on a Gender Inclusive Job Evaluation Standard for Australia, modelled on the New Zealand standard. The project is sponsored by the Equal Opportunities for Women Agency, and was initiated by IRRC Associate Philippa Hall.
- In September Deputy Director Anne Junor convened a Round-Table between LHMU (United Voice) and NSW TAFE Industry Skills Unit on skills recognition and training for back of house staff in 4.5 star hotels.
- In December 2010, on the basis of the Spotlight skills analysis toolkit, the Division of the Executive Director Finance and Operations invited Associate Professor Hampson to tender for a large project to build and recognize the professional (non-technical) skills of EDFO staff. The tendering team included Anne Junor, IRRC Associates Philippa Hall and Dr Celia Briar who had commissioned Spotlight and worked on it in New Zealand, and Dr David Morgan.

Industrial Relations, Labour History and Building the IRRC's Asia-Pacific Focus

During 2010, active IRRC member, Associate Professor Peter Sheldon worked hard to link the IRRC into a wider community of scholarship and publication in the fields of IR and Labour History. His networking activities were of great benefit in maintaining the profile of the IRRC. During 2010, Peter held a range of editorial positions across four journals: *Economic and Labour Relations Review*, *Eurasian Business Review*, *International Journal of Business Studies*, and *Labour History*.

As part of his work in ensuring the ongoing contribution of the IRRC to the community of IR and labour history scholars, alongside his more traditional academic publications, Associate Professor Sheldon contributed an extended obituary for Professor Jim Hagan: Bradon Ellem and Peter Sheldon (2010), 'Jim Hagan and Apprentice Historians', *Labour History*, 98, May, pp. 231-236. Partly as a result of Peter's efforts, *ELRR* and *Labour History* developed a built a strong cooperative relationship during the ERA process and in mutual distribution of publicity.

In helping to ensure a continuing focus on the Asia Pacific employment relations, 2010 was pivotal in Peter's organising, editing and writing for his 2011 co-edited book, *China's Changing Workplace: Dynamism, diversity and disparity* (Routledge, London). In 2010 Michael Quinlan and Peter Sheldon began organising the July 2011 Special Issue on 'Minimum Labour Standards and their Enforcement' for *Economic and Labour Relations Review*.

As well, he contributed to processes of academic-practitioner engagement, most notably through his invited participation in the combined academic-practitioner workshop: 'Impact of Good Faith Bargaining Rules on Employment Strategy', at the Faculty of Law, University of Sydney, 10 December 2010. His own presentation at the workshop was 'Good Faith Bargaining Rules in the Context of Negotiation Theory'.

As part of the IRRC's networking with labour historians, Dr Sarah Gregson arranged for Anne Junor to present a talk on the history of Pay Equity in Australia to the Sydney Labour History Group Sarah and Anne are collaborating on an archival study of this topic.

2. IRRC STRUCTURE AND GOVERNANCE

The IRRC's Director and Deputy Director report to a Management Committee who receive guidance from members of an Advisory Committee.

2.1 Management Committee

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

2.2 Advisory Committee

- **Chair:** Professor Lucy Taksa, Head, Department of Business, Macquarie University
- Ms Juliet Bourke, Partner, Aequus Partners
- Mr John Cairns, Deputy Director General, Human Resource Services, Queensland Health
- Ms Philippa Hall, Pay Equity Consultant, Equal Opportunity for Women in the Workplace Agency
- Emeritus Professor Geoffrey Harcourt, Fellow, Jesus College Cambridge, Emeritus Professor of Economics, UNSW
- Mr Tim Harcourt, Chief Economist, Australian Trade Commission
- 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
- His Honour Lance Wright QC.

2.3 Vision, Mission and Values

The Vision, Mission and Values statements, produced in 2004, continue to inform IRRC operations, activities and projects.

VISION

To generate and publicise multidisciplinary research that promotes innovative and ethical practices in the workplace and contributes to effective regulation.

MISSION STATEMENT

To be a leading source of authoritative analysis, and to influence policy and practice in the fields of employment and management in the Asia-Pacific region.

VALUES

INTERDISCIPLINARITY

The IRRC supports both qualitative and quantitative research, and aims to bring together insights from a range of disciplinary fields.

PARTNERSHIP

The IRRC collaborates with other UNSW Research Centres, with researchers at other universities, and with industry, government, unions and community organisations in order to initiate, fund and disseminate research.

SCHOLARSHIP

The IRRC promotes high standards of scholarship, undertakes research training and acts as a community resource for authoritative comment on employment, work, management and organisational change.

EQUITY, DIVERSITY AND SOCIAL JUSTICE

Through its members, projects and educational activities the IRRC promotes equity and social justice in the work place.

ETHICS

The IRRC is committed to high ethical standards of in research and promotes ethical management policies and practices.

INNOVATION

The IRRC encourages innovative methods of research and research training, fosters the quest for novel funding sources, and sponsors publications that encourage innovative workplace practices.

SUSTAINABILITY

The IRRC promotes research in sustainable employment practices and seeks to foster research training in order to develop a new generation of competent researchers

PRACTICALITY

The IRRC supports research that has direct practical application.

OUTREACH

IRRC members seek to reach a wide audience of practitioners and policy-makers in order to promote progressive workplace practices.

2.4 IRRC Management and Advisory Committee Meetings 2010

Three Management Committee meetings were held in 2010, and the decisions of these meetings are included in APPENDIX 1.

Two Advisory Committee meetings were held, and their decisions are summarized in APPENDIX 2. The second Advisory Committee meeting (December 2010) considered a major discussion paper by Daryll Hull, 'Strategic Directions – Industrial Relations Research Centre, UNSW'.

3. IRRC ASSOCIATES 2010

Dr Alison Barnes University of Western Sydney. Research interests: call centres work process, skill, resistance, union strategy.

Dr Ruth Barton (RMIT). Research interests: public sector management and transport/communication privatization.

Associate Professor Hazel Bateman Economics/Actuarial Studies, UNSW. Member of *ELRR* Editorial Committee, Director of Centre for Pensions and Superannuation. Research interests: superannuation choices, individual decision making and superannuation literacy, retirement income adequacy and policy design, retirement benefits and the governance, regulation and performance of superannuation and pension funds.

Dr Celia Briar, Human Rights Commission/Workplace Wellbeing, NZ. Research interests: health, safety, pay equity, precarious employment.

Dr Dubravka Cecez-Kecmanovic, Head, School of Information Systems and Management. Research interests: Critical IS research, Sensemaking theory of knowledge and knowledge management in organisations, Computer mediated communication, IS-organisation coevolution and autopoiesis, Web-based collaborative, learning and teaching and Information systems discipline, research and education.

Associate Professor Julie Cogin, Head, School of Organisation and Management. Research interests: Strategic human resource management and firm performance, harassment and bullying in the workplace and Expatriate selection/cross-border managers.

Dr Denise Faifua, School of Business, ADFA. Research in a range of HRM fields.

Professor Peter Fairbrother RMIT. Research interests: global political economy, global trade unionism, politics and trade unionism, sector restructuring and decomposition – steel, public services, ports and logistics and workplace and union learning and training.

Dr Diane Fieldes. Research interests: labour history and equal pay.

Dr Doug Fraser, ADFA. Research interests: deskilling patterns and the links between skill and productivity. Dr Fraser worked on a project, begun in April 2010, on the national productivity contribution of transport and logistics skills. The School of Organisation and Management funded Dr Fraser to work in the IRRC (0.8 RA salary until February 2011 February 2011, for the purposes of sole-author publication from thesis, and publication collaboration with I. Hampson and A. Junor.

Dr Craig Freedman, Visiting Fellow. Research interests: Japanese economy and labour market; automobile industry.

Dr Soheyla Gholamshahi (Community sector). Research interests: gender and ethnicity.

Dr Sarah Gregson. Research interests: labour historian, oral history interviews, diversity management, racism, Australian conservatism and management studies, safety issues relating to the IRRC's aircraft maintenance skills project.

Dr Dimitria Groutsis (Work and Organisation Studies, Sydney). Research interests: migrant women's work.

Professor Ralph Hall, Social Sciences and International Studies. Research interests: Research design and methods in the social sciences; theory and practice of program evaluation; higher education issues including performance measurement, quality, student perceptions of their university experience, evaluation of teaching.

Associate Professor Ian Hampson Research interests: skill policy and training systems from an international perspective. Has provided theoretical underpinnings, and led publications, based on IRRC projects such as the New Zealand skills recognition study. He is developing new fields such as a feasibility study of retaining aircraft maintenance skills in Australia.

Professor Michael Hess, Head of School of Business, Australian Defence Force Academy (ADFA) – research interests include Asia-Pacific employment relations.

Professor Daryll Hull, Director, Transport and Logistics Centre.

Dr In Jun (Yeungnam University). Research interests: employer organisations and industrial relations in Korea.

Associate Professor Anne Junor. Research interests: labour market segmentation; skill and precarity/flexibility; workplace impacts of public management change; pay equity; skill recognition.

Dr Sunghoon Kim. -Research interests: strategic and international/ comparative HRM.

Dr Youngok Kim . Research interests: internationalisation, MNE and subsidiary performance ; International HR; Korean business and management.

Associate Professor Peter Kriesler, Economics UNSW, Deputy Director, Centre for Applied Economic Research. Research interests include history of economic thought, heterodox economics, the Australian economy, labour economics, impacts of globalisation and economic perspectives on human rights.

Dr Sam Kovacevic (UNSW/Monash University). Research interests: interlocking directorships and executive remuneration.

Dr Joanna Michalak (University of Lodz). Research interests: management and leadership.

Dr David Morgan. Researches in organisational studies and professionalism, and has been working with Dr Hampson on a theory of skills decomposition.

Dr Alan Morris. Research interests: housing policy, social policy, housing for older people, neighbourhoods; poverty, human rights; South Africa.

Dr Loretta O'Donnell. Uses qualitative methodologies to research corporate sustainability and human capital analysis in knowledge-intensive environments, including the biotechnology industry.

Professor Michael O'Donnell, Professor of Human Resource Management, ADFA. Research interests include public sector, performance management, high performance work systems.

Professor Michael Quinlan, IRRC Management Committee member, and IRRC Director, is a labour historian and theorist of precarious employment, who has had a strong policy impact in Australia through his work on migrant labour and OHS regulation, most recently in the transport industry.

Dr Ann Reich, Senior Lecturer, Communication & Learning Group Core Member, Centre for Research in Learning and Change, University of Technology Sydney.

Professor Joellen Riley (Law, Sydney), is also a member of the Editorial Committee of *The Economic and Labour Relations Review*. Research interests include Employment contract law, Labour law and Intersections of commercial, corporate and intellectual property law with employment and labour law.

Dr Carol Royal. Research interests: corporate sustainability and HRM in professional services organizations and has developed an approach to tracing links between human capital management and corporate performance.

Dr Carol Russell Learning and Teaching Fellow, Faculty of Engineering . Research interests are in the fields of tertiary learning and teaching.

Associate Professor Peter Sheldon researches in industrial relations and is on the Editorial Committee of *ELRR*. Associate Professor Sheldon has been responsible for the IRRC's role in public and scholarly debate over the emergence of a new national IR system, and for visits by distinguished colleagues from the Universities of Milan and BiCocca Milan.

Professor Lucy Taksa, Head of School of Business, Macquarie University, is a labour historian and diversity management theorist. Research interests include labour heritage policy, the role of migrant women, , diffusion of scientific management in Australia, and anti-discrimination practice.

Dr Louise Thornthwaite (Law). Research interests: IR, HR, employer associations, discrimination law and employment law.

Professor Charles Woolfson, on *ELRR* Editorial Committee. Research interests include labour standards, labour inspection, working environment, trade unions, industrial relations, labour migration, racism and xenophobia viewed within a framework of wider political economy and EU and national regulatory regimes; recent empirical studies have been on the new EU Member States in the context of European integration.

Dr Kyong-Hee Yu researches in the field of institutional and organisational change, with implications for work and employment, pursuing three streams; institutional change in the American labour movement; changes in the professions; and immigration and work. She convenes the Work and Employment Relations Forum seminars with Dr Sarah Gregson.

Dr Nina Vishnevskaya, Centre for Labour Market Studies, Higher School of Economics, State University Moscow.

Janis Wardrop is researching voluntary corporate governance reporting codes as an instance of institutional change in systems of regulatory capitalism.

Dr Tracy Wilcox was the author of an early IRRC monograph. She researches in the fields of sustainability and social accountability, with a particular focus on the ethical implications of human resource management practices.

4. GRANTS, CONSULTANCIES AND INDUSTRY PARTNERSHIPS

IRRC involvement as a Centre:

M. Quinlan, A. Williamson (Aviation), G. Barrett (Economics, Sydney), I. Hampson, A. Junor, S. Gregson and E. Von Voorthuysen (Engineering) – Linkage Grant

I. Hampson, D. Morgan and A. Junor, with Associates Philippa Hall and Celia Briar in-December 2010: tendered to the Division of the Executive Director Finance and Operations -for the Building Professional Skills Project (\$396,000 over two years, shared between the IRRC and the School of Organisation and Management

Individual IRRC Associates:

- C. Boedker, J.A. **Cogin**, K. Meagher, J. Mouritsen, **Sheldon** and R. Vidgen, R. (2010). 'Leadership, culture and management practices for high performing workplaces in Australia' prepared on behalf of the Department of Education, Employment and Workplace Relations.
- H. Bateman in 2010 was a Chief Investigator in two ARC Linkage projects: *Reconnecting and Engaging Superannuation Fund Members* and *Developing Sustainable Retirement Policy in a Chinese Province: The Case of Zhejiang*
- In November 2010, M. Quinlan was Chief Investigator in a successful Sydney University based Linkage Grant application - *Caring for the Carers: Occupational Health and Safety in Homecare*
- In November 2010, J. Cogin was Chief Investigator in a successful cross-institutional Linkage application *Multi-Level Analysis of Human Resource Management Systems on Hospital Outcomes*.
- IRRC member and *Economic and Labour Relations Review* Executive Editor Associate Professor Hazel Bateman in 2010 was a Chief Investigator in two ARC Linkage projects: *Reconnecting and Engaging Superannuation Fund Members* and *Developing Sustainable Retirement Policy in a Chinese Province: The Case of Zhejiang*.

5. COMMUNITY SERVICE/OUTREACH/MEDIA WORK

In 2010 the IRRC met its community outreach objectives through a range of activities:

- Production of government reports, appearances before government inquiries;
- Pursuit of new links with Industry Partners and work with existing Industry Partners;
- Public commentary and background briefings to media sources;
- Invited keynote and panel addresses by Centre Associates;
- Commercial activities, including the production of research outcomes in formats accessible to practitioners.

Some specific examples of outreach/community service activities include:

5.1 Expert Witness Work

Deputy Director Anne Junor was one of four Australian academics invited to act as expert witnesses in the Australian Services Union test case application for Equal Remuneration Orders. She interviewed witnesses using the Spotlight Skills Questionnaire in order to prepare a detailed profile of the under-recognised skills used in the following jobs: Community Mental Health Worker; Disability Centre instructor; Special Services Coordinator, Refugee Resource Centre; Manager, Women's Health Centre; Manager, Crisis Accommodation Centre. Such pro bono work contributed to the ongoing research process of validating the Spotlight conceptual framework. The evidence is published on the Fair Work Australia website.

5.2 Media Work

IRRC Associates were regularly called by the Australian School of Business Media Unit or by journalists direct to provide media commentary on topical issues relating to their expertise. A sample includes:

Michael Quinlan , 12 May. Jeff Shaw's legacy <http://safetyatworkblog.com/2010/05/12/professor-michael-quinlan-on-jeff-shaws-legacy>.

Michael Quinlan, 13 July. Leave Up Your Sleeve: Productive or Destructive? *Knowledge@ASB*

Michael Quinlan, 01/12. Comment on a decision by the NSW Labor Government to contract out the monitoring of coal dust in mines, ABC TV 7.30 Report.

Michael Quinlan and Anne Junor, 11 August. Comment on *The Fair Work Act* for Chris Sheedy, *thehardword.com.au*.

Julie Cogin and Alan Fish, 21 September. Cross-border Assignments: How to Pick the Managers Who Won't Be Lost in Translation, *Knowledge@ASB*.

Steve Frenkel and Kyoung-Hee Yu, 16 November. Talent Retention: Why Global Employees are so Footloose, *Knowledge@ASB*

Anne Junor, 13 January. Fair Work Week: A quiet beginning to a new era? ABC's *The Drum* website.

Anne Junor, 1 February. Statement for Busting stress: How to work harder to avoid burnout. *Knowledge@ASB*.

Anne Junor and Ian Hampson, 24 August. Invisible Work: Revealing the Value of Priceless Soft Skills, *Knowledge@ASB*.

Anne Junor December. Interview on long working hours, news.com.

Anne Junor 10. December. Employment sectors with the best wage growth prospects, assistance to Joanna Mather, *Australian Financial Review*.

Loretta O'Donnell, 7 April. Workforce Flexibility: How to be Fit-For-Purpose, *Knowledge@ASB*

Loretta O'Donnell, 6 May. 'Paid to Perform: Remuneration', Interview with Anthony Sibillin, *Business Review Weekly*.

Loretta O'Donnell, 21 September. Adaptive Leadership: Can the One-trick CEO Be Retrained?, *Knowledge@ASB*.

Loretta O'Donnell, 29 November. Change Management: How to Tame the Mature-Age Stampede? *Knowledge@ASB*.

Carol Royal, 15 January. Leave it out, boss, you need a holiday, *Australian Financial Review*.

Tracy Wilcox, 1 June. Post-Crisis Ethics: Shifting Mindsets or Business as Usual? *Knowledge@ASB*.

5.3 Business and Community Forums

Michael Quinlan, November - Keynote Address at the NZ Ergonomics Society Conference, Nelson

Michael Quinlan, November. Conference paper *Organisational Influences of Truck-Driver Health: Reviewing the Evidence*, International Conference on Commercial Driver Health and Wellness

Anne Junor, 1 April. Invited presentation to the Equal Opportunity for Women Agency, 'Work, skill recognition and pay equity'.

Anne Junor, 17 May. Economic analysis of IR law: Then and now, Invited paper to IIR Fair Work Summit, Sydney.

Loretta O'Donnell, 16 June. Invited Presentation, 'Using Change Management to Add Value to Projects', Presentation to the Committee for Engineering Leadership and Management, Sydney

Loretta O'Donnell, 12 August. Invited Paper, 'Beyond the Boardroom and Into the Markets: Using Human Capital and Change Management Insights to Improve Board/Market Dialogue', Benchmarks, Boundaries and Beyond, Change Management Institute National Conference, Sydney

Loretta O'Donnell, 9 September, Panellist, 'Meet the Academic' Indigenous Business Spring Forum, AGSM, Sydney

Loretta O'Donnell, 9 November, Panellist. 'The Mentor's Role', Australian Business Week, Pymble Ladies College, Sydney

Ian Hampson gave an invited address to a conference of the Association of Licensed Aircraft Engineers Australia, The Future of Aircraft Maintenance in Australia, in December.

6. SERVICE TO THE UNIVERSITY

6.1 Judith Miller Fund

This fund, managed through the IRRC in memory of UNSW Alumna and teacher unionist Judith Miller, was administered by UNSW Foundation, to support the on-line dissemination of the Spotlight Skills Recognition Tool. It had two parts:

(a) Prize

\$5,000 (\$1000 per year for 5 years) to be set aside for the Judith Miller Memorial Scholarship for the best Honours thesis proposal in the field of workforce diversity management. Award conditional on proceeding into honours.

(Each cash prize of \$1000 to be given in two amounts at beginning of and midway through Honours year, and recipient to receive a certificate at ASB Awards Night)

To be administered through the School of Organisation and Management.

In 2010 this was awarded to Elizabeth Williams for research on mothers, skill recognition and re-entry to the workforce, extending the Spotlight methodology to investigate systematically the skills developed in household and voluntary community work, and the extent to which HR practitioners recognize these as work- relevant skills. Ms Williams topped the Honours year in the School of Organisation and Management

(b) Judith Miller Research Fund

\$15,000 – administered through the Industrial Relations Research Centre, supported the building of an online version of the Spotlight skills tool, now in increasing use in the non- government community sector. It is now available on the IRRC website.

6.2 Research Training

Whilst most research thesis supervision at UNSW is conducted through Schools, Deputy Direct Anne Junor carried out the following joint supervision from her position in the IRRC:

PhD – a) with Associate Professor Julie Cogin Regulation and corporate governance disclosure by Australian listed Companies 2001-2005- Janis Wardrop

b) with Professor Janet Chan (Arts and Social Science) Retention of Engineers in Malaysian Organisations - Husna Rabeatul

c) with Professor Ralph Hall 'Motherhood vs the 'ideal worker': Systemic discrimination in women's employment' -Tanya Carney

MPhil – with Associate Professor Ian Hampson Innovation and Safety Violation in Aircraft Maintenance - Daniel Norris

Honours – with Associate Professor Ian Hampson - Mature Aged Mothers' Skills and Workforce Re-entry (using Spotlight tool) - Elisabeth Williams.

7. ACADEMIC NETWORKING

7.1 Seminars

Russian Labour Market and Employment Relations

On 9 February, the IRRC organized a seminar presentation by Dr Nina Vishnevskaya on *The Russian Labour Market and Employment Relations: Emerging Issues*.

Truckers, Turnover and Accidents: Links to Cognitive Skills, Economic Preferences and Strategic Behaviour

On 16 February 2010, The IRRC and the Transport and Logistics Centre presented a Seminar on *Truckers, Turnover and Accidents: Links to Cognitive Skills, Economic Preferences and Strategic Behaviour*.

The seminar attracted managers from the business community. The presenters were Stephen Burks Associate Professor of Economics and Management and Jon Anderson, Professor of Statistics, both at the University of Minnesota, Morris. They presented the results of empirical studies exploring the relationships among reasoning and contextual awareness skills, turnover, and safe driving.

7.2 Visiting scholars

Dr Nina Vishnevskaya

In February, the IRRC sponsored the visit to the IRRC of Dr Nina Vishnevskaya. Dr Vishnevskaya is a Senior Researcher at the Centre for Labour Market Studies, Higher School of Economics, State University Moscow, and an Associate of the IRRC. She is an expert analyst of labour market trends and emerging models of industrial relations regulation in Russia. The IRRC sponsored the attendance of Dr Vishnevskaya at the AIRAANZ Conference, where she presented a paper on labour market regulation in Russia.

Dr Anne Rein

From February to July, the IRRC hosted a six months' visit by Dr Rein, from UTS. Dr Rein has published in the area of aviation skills formation and training, and was able to provide useful advice to Ian Hampson and Anne Junor in their preparatory work on aircraft maintenance skills.

Dr Celia Briar

In October, Dr Briar, formerly of Lancaster and Massey Universities, and author of books on part time work and women's workplace health and safety, visited to organise the launch of the On-Line version of the Spotlight tool, which she had been trialling in the New Zealand community sector.

Professor Andrew Watterson

An invitation was issued to Professor Watterson, of Stirling University to visit in 2011.

7.3 Organisation of International Conference Streams

AIRAANZ Conference Stream: Skills – Sydney, February

IRRC Associates Ian Hampson, David Morgan and Anne Junor organized a conference stream at the 24th Annual Conference of the Association of Industrial Relations Academics of Australia and New Zealand, in Sydney from February 3-5. It attracted a number of high quality refereed papers, and three were subsequently rewritten for publication in *The Economic and Labour Relations Review*.

International Labour Process Conference Stream - Rutgers State University of NJ, March.

IRRC Associates Ian Hampson and Anne Junor were invited by Professor David Finegold of Rutgers, to work with him and Professors Lorna Unwin and Helen Rainbird to organize a conference stream at the 28th International Labour Process Conference at Rutgers in New Brunswick from 15-17 March. The stream attracted 43 papers, and was very successful.

8. CENTRE PUBLICATIONS AND PUBLICATIONS BY CENTRE ASSOCIATES 2010

8.1 IRRC Monographs and SSRN Online Publication

Between 1990 and 2004, the Centre published 62 monographs and 14 books (by arrangement with Allen and Unwin). The IRRC still receives occasional orders for these and other monographs, but it is not economic to publish further monographs. The Management Committee decided in 2009 to discontinue the Monographs and focus instead on publications through the Centre's SSRN page. In 2010 the Centre finally found the time and resources to start this process.

8.2 *The Economic and Labour Relations Review*

The Economic and Labour Relations Review (ELRR) is jointly produced by the IRRC and the Centre for Applied Economic Research. In 2010 its executive editors were IRRC Director Professor Michael Quinlan (School of Organisation and Management), and Deputy Director Associate Professor Anne Junor, as well as Associate Professor Peter Kriesler and Associate Professor Hazel Bateman (School of Economics). The ELRR's book review editors were Associate Professor Garry Barrett (University of Sydney) and Dr David Morgan (School of Organisation and Management). Three of these four were also Associates of the IRRC.

New members of the editorial committee during 2010 included: Emeritus Professor P.N. (Raja) Junankar, (University of Western Sydney), and Dr Alan Morris (University of NSW). Emeritus Professor John Nevile, (University of NSW), and Emeritus Professor Geoff Harcourt (University of NSW) both previously members of the ELRR's International Advisory Board, moved to the Editorial Committee and the journal is honoured to have the active support of these eminent economists.

In 2010, the ELRR received \$25,000 from the Australian School of Business to upgrade the ELRR's systems and commission a marketing plan aimed at strengthening the academic standing and financial position of the journal, without compromising its orientation. The plan was completed in November 2010 and adopted by the ELRR's editorial committee, for continuing implementation during 2011 and 2012.

In 2010, the ELRR moved from twice-yearly to thrice-yearly publication, starting with Volume 20, Number 2 (July), a symposium 'Is Labour a Commodity?', with guest editors Yanis Varoufakis (University of Athens) and Dimitria Groutsis (University of Sydney). In October 2010, Volume 21 Number 1 was published, containing a symposium, 'Assessing the Fair Work Act'. The guest editors of the symposium were Professor George Lafferty, (University of Western Sydney), and Dr Alison Barnes, (Macquarie University). In December 2010, volume 21 number 2 appeared, based on the symposium 'Innovation, Skills and Training'.

The journal moved steadily towards an enhancement of quality, frequency and distribution, seeking to meet criteria for enhancing its ERA ranking, and attracting a commercial publisher. Negotiations were begun with Thomson Reuters to set up an on-line submission process through ScholarOne.

8.3 Publications By Centre Associates 2010

The following is a selected list of publications by IRRC Associates. For a more complete list, see the authors' publications listed under their School or University

Asterisked items were based on research conducted through the IRRC and/or by-lined to the IRRC in the Research Publications (Respubs) Database. For a minority of IRRC Associates, affiliation with the IRRC is their only academic affiliation, all publications were by-lined to the IRRC and appeared in Respubs, contributing DEEWR points to the university.

Bateman, H. Louviere, J. Thorp, S. Islam, T. and Satchell, S. (2010), 'An Experimental Survey of Investment Decisions for Retirement Savings', *Journal of Consumer Affairs*, 44 (3): 463-81

Bateman, H. and Kingston, G. (2010) 'The Henry Review on Super and Savings', *Australian Economic Review*, 43 (4): 437-48

Bateman, H. and Kingston, G (2010), 'Tax and Super - Unfinished Business', *JASSA*, Issue 4: 49-54.

Bateman, H. (2010), 'Retirement income provision in Australia', in Pension Insurance for Migrant Workers Research Report, Ministry of Human Resources and Social Services: 400-22. (In Chinese)

- Kennan, M. **Cecez-Kecmanovic, D.** and Underwood, J (2010) 'Having a Say: Voices for all the Actors in ANT Research?', *International Journal of Actor Network Theory and Technological Innovation*, 2,(2): 1-21.
- Boell, S.K. and **Cecez-Kecmanovic, D.** (2010) 'Attribute of Information', 16th Americas Conference on Information Systems AMCIS, Peru, 12-15 August.
- Cecez-Kecmanovic, D.** Kennan, M. and Hall, D. (2010) 'Youth Online Participation in Government Decision Making', IADIS e-Democracy, Equity and Social Justice Conference, Freiburg, Germany 26-28 July.
- *Hull, D. West, G .and **Cecez-Kecmanovic, D.** (2010) 'Two Models of E-Democracy: A Case Study of Government Online Engagement with the Community', International Conference on e-Democracy, e-Government and e-Society ICDGS, Paris, France June 28-30.
- Boell, S.K. and **Cecez-Kecmanovic, D.** (2010) 'Literature reviews and the hermeneutic circle', RAILS 6 (Research Applications in Library Science) Seminar – Promoting Research in the Profession, 22 January, CSU Canberra.
- Cogin, J. A.** and Fish, A. J. (2010). Chapter 6 'Individual Value Orientations and the Selection of Suitable Cross-Border Managers' in Emerging Themes in *International Management of Human Resources*, Editor Benson, P, Information Age Publishing. ISBN: 978-1-61735-082-5.
- Cogin, J. A.** and Fish, A.J. (2010). 'Modelling and Predicting the Performance of Cross Border Managers', *Personnel Review*, 39 (4): 432- 447.
- Cogin, J. A.** and Williamson, I. O. (2010). 'Standardize or Customize: The Interactive Effects of HRM, Intra-Firm Attributes and the Environment on MNC Business Unit Performance.' Academy of Management Conference, Montreal, Canada
- Ho, C. and **Cogin, J. A.** (2010) 'Motivations of Bystanders to Intervene during Interpersonal Mistreatment: A Chinese Perspective.' Academy of Management Conference, Montreal, Canada.
- Cogin, J. A.** (2010). 'Sexual Harassment at Work: A Touchy Subject' *The Human Factor Magazine*
- Faifua, D.** (2010). 'Reclaiming an Outsider-Within Space: An Auto-Ethnography', *Tamara Journal*, (2010) Forthcoming. ISSN 1532-555 and ISSN 1545-6420. [Refereed Article]. In Press. December, 2010.
- Faifua, D.** (2010). 'Survival and Freedom in Organisational Life', *IFSAM International Federation of Scholarly Associations of Management*, World Conference 8-10 July, 2010. [Refereed Conference].
- Faifua D.** (2010). 'Social networks, justice perceptions and the unconscious or intuitive attributions of work group members', *IFSAM International Federation of Scholarly Associations of Management*, World Conference 8-10 July, 2010. [Refereed Conference].
- ***Fraser, D.** (2010) Deskillng revisited: New evidence on the skill trajectory of the Australian economy, Paper delivered to the International labour process conference, Rutgers University, New Brunswick, NJ, 15 March.
- Fraser, D.** (2010) 'Deskilling: A new Discourse and some New Evidence', *The Economic and Labour Relations Review*, 21(2): 51-74.
- Fraser, D.** (2010), The Public benefit from Investment in Skill Development in the Transport and Logistics Sector: An Overview of the Evidence, Background Paper prepared for the Transport and Logistics Council, December.
- ***Freedman, C. (2010)** 'Seeds of Destruction: The Decline and Fall of the US Car Industry', *The Economic and Labour Relations Review*, 21(1): 105-126.
- Gregson, S.** (2010) Memorialising Workers: 'reading' a material heritage, Paper presented at AIRAANZ Conference, University of Western Sydney, Sydney, 3-5 February.
- ***Varoufakis, Y and Groutsis, D** (2010) 'Symposium Introduction: The Trouble with Labour', *The Economic and Labour Relations Review*, 20(2): 1-6
- Trau, R. **Groutsis, D** and Hartel, C (2010) 'Composition of Intra-organizational Developmental Network, Context and Developmental Outcomes, *Academy of Management Annual Meeting 2010 - "Dare to Care: Passion and Compassion in Management Practice and Research"*, Montreal, Canada, 10th August.
- Groutsis, D. and Taksa, L.** (2010) 'The Relationship between Equal Employment Opportunity, Affirmative Action and Diversity Management Policies: Lessons from History, *Equity Diversity and Inclusion Conference 2010*, Vienna,, Austria, 16th July.
- Groutsis, D.** and Arnold, P. (2010) 'Medical Elites: Migration, Accreditation & Integration of South African Medical Professionals in Australia, *Equity Diversity and Inclusion Conference 2010*, Vienna, Austria, 16th July.
- ***Hampson, I. and Junior, A.** (2010) 'Putting the Process Back In: Rethinking Service Sector Skill', *Work, Employment and Society*, 24(3): 527-545.
- Cheng, A., **Hampson, I.** and **Junior, A.** (2010) A Matter of Trust: Quality in Competency-Based Assessment in Australia', in A. Barnes, N. Balnave and G. Lafferty (eds), *Work in Progress: Crises, Choices and*

Continuity, Refereed Proceedings of the 24th Conference of the Association of Industrial Relations Academics of Australia and New Zealand, Sydney, February 3-5.

- *Hampson, I., Junor, A. and Gregson, S.** (2010) The Political Economy and Skills of Aircraft Maintenance: Towards a Research Agenda, Paper Presented at the 28th International Labour Process Conference, Rutgers University NJ, March 15-17.
- *Hampson, I. and Junor, A.** (2010) Contesting Competence: Commencing another Period of Training Reform in Australia, Paper Presented at the 28th International Labour Process Conference, Rutgers University NJ, March 15-17.
- Hess, M.** (2010) 'Who Needs Tasmanian Business and Labour History?', *Tasmanian Historical Studies*, 15, 2010: 1-6.
- Hess, M.** (2010) "'We made a good team ...': Establishing the Federated Liquor and Allied Industries Employees Union in Tasmania', *Tasmanian Historical Studies*, 15: 131-150.
- Hess, M.** and Adams, D. (2010) 'Social Innovation and Why it has Policy Significance', *The Economic and Labour Relations Review*, 21(2): 139-156.
- *Junor, A., Smith, M. and Hampson, I.** (2010) 'A New era? Pay Equity Prospects in Australia following *Making it Fair*' in A. Barnes, N. Balnave and G. Lafferty (eds), *Work in Progress: Crises, Choices and Continuity*, Refereed Proceedings of the 24th Conference of the Association of Industrial Relations Academics of Australia and New Zealand, Sydney, February 3-5.
- Kim, S., Wright P. and Su, Z.** (2010) 'Research on Human Resource Management and Firm Performance in China: A Critical Review', *Asia Pacific Journal of Human Resources*, 48(1): 58-85.
- Kim, Y. And Gao, F.** (2010) 'China, culture, family firms, firm size, HRM formalisation, institution, location, values', *International Journal of Human Resource Management* 21(12), 2095-2119.
- Kim, Y. and Lui, S.** (2010), 'Networks and firm innovation in emerging markets: The case of Korean manufacturing firms', presented at the European International Business Academy conference.
- Kim, Y. and Lui, S.** (2010) 'External network, business group affiliation, and firm innovation: A longitudinal study of Korean firms', presented at the Asia Academy of Management conference
- Kovasevic, S.** (2010) Interlocking Directorates and Director Independence: An Australian Context, Refereed Paper, *Work in Progress: Crises, Choices and Continuity: Proceedings of the 24th AIRAANZ Conference*, Sydney, 3-5 February.
- Kriesler, P. and Harcourt, G.** (2010) 2010. The Influence of Michal Kalecki on Joan Robinson's Approach to Economics,"Discussion Papers 2010-21, School of Economics, The University of New South Wales.
- Gan, K. C., Morgan David E. and Sheldon, P.** (2010) 'For whose sake? The Formation of the Singapore National Employers' Federation' Refereed paper presentation AIRAANZ Conference Proceedings, Sydney, February
- O'Donnell, L. and Royal, C;** (2010) 'The Business Case for Human Capital Metrics' in J. Connell and S. Teo (eds) *Strategic HRM: Contemporary Issues in the Asia Pacific Region*, Tilde/Palgrave Macmillan, Melbourne,
- Jayawardana, A. K. L. and O'Donnell, M.** (2010) 'Social Exchange, Organisational Support and Employee Performance in Sri Lanka's Garment Industry', *South Asian Journal of Management*, 17 (2): 7-28.
- Quinlan, M., Bohle, P. and Lamm, F.** (2010) *Managing Occupational Health and Safety*, Palgrave Macmillan, Australia. ISBN 9781420256079
- Bohle, P., Pitts, C. and Quinlan, M.** (2010) Time to Call it Quits, Contingent Employment and The Safety and Health of Older Workers', *International Journal of Health Services*, 40(1): 23-41.
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- Johnstone, R., **Quinlan, M.** and McNamara, M (2010) Enforcing Upstream: Australian Health and Safety Inspectors and Upstream Duty Holders, National Research Centre for OHS Regulation, Working Paper 77, ANU, Canberra, available: <http://ohs.anu.edu.au/publications/pdf/wp%2077%20-%20R.J.MQ.upstream.pdf>.
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- Russell, C.** & Posada, J.P. (2010) 'Fast and Feral: Diversity, Duplication and Evolution in a University' LMS, full paper accepted for ASCILITE 2010, Sydney.
- ***Russell, C.** & Churches, A. (2010) 'What do we really want to know about spatial visualisation skills among engineering students?' Research paper accepted for Australasian Association for Engineering Education conference 2010, Sydney.
- ***Russell, C.** & Churches, A. (2010). 'Design in Mechanical Engineering: Australian Students' Perceptions and Expectations'. Paper presented at ConnectEd 2010 - 2nd International conference on design education.
- Sheldon, P.**, Bamber, G. and Gan. B. (2010), 'Collective Bargaining: International Developments and Challenges', ch. 20 in R. Blanpain (ed.), *Comparative Labour Law and Industrial Relations in Industrialized Market Economies*, 10th edn, Kluwer Law International, The Netherlands, pp. 609-657.
- Sheldon, P.**, **Morgan, D.** And Gan. B. (2010) 'Governance through Governments: Singapore's Transfer of Public Sector Management 'Software to China through Joint Ventures', ch. 3 in Y. Wang and P. Ramburuth (eds), *Thirty Years of China's Economic Reform: Institutions, Management, Organizations and Foreign Investment*, Nova Science Publishers, Hauppauge NY, pp. 44-64.
- ***Sheldon, P.**, **In Jun** and Jaehoon Rhee (2010), 'Business Groups and Regulatory Institutions. Korea's Chaebols, Cross-Company Shareholding and the East Asian Crisis', *Asian Business and Management*, 9 (4), December, pp. 499-523,
- ***Sheldon, P.** and Yiqiong Li (2010) 'HRM Lives Inside and Outside the Firm: Employers, Skill Shortages and the Local Labour Market in China', *International Journal of Human Resource Management*, 21 (12) October, 2173-2193, To be republished in M.Warner, ed. (2011), *Confucian HRM in Greater China: Theory and Practice*, Routledge (in press).
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- ***Taksa, L.** and **Groutsis, D.** (2010) 'Managing Diverse Commodities: From Factory Fodder to Business Asset', *Economic and Labour Relations Review*, Vol. 20, No. 2.
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- ***Thorntwaite, L.** (2010) , 'A Critical Analysis of the Role Agency Theory Plays in Executive Remuneration', Work in Progress: Crises, Choices and Continuity: Proceedings of the 24th AIRAANZ Conference Sydney, 3 - 5 February 2010 , Refereed papers, College of Business, UWS/AIRAANZ.
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- Wilcox, T.** (2010) Alternative Space and Embedded Moral Agency: the HR Professional's Dilemma, 17th Annual Conference of the Australian Association of Professional and Applied Ethics, Sydney University, 15-17 June 2010.

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9. STATEMENT OF FINANCIAL PERFORMANCE - YEAR ENDED 31ST DECEMBER 2010

	2010 \$	2009 \$
Income		
External	53,111.74	97,172.20
UNSW Contribution	59,095.60	-
Total Income	112,207.34	97,172.20
Expenses		
Payroll	107,895.03	62,435.05
Equipment	310.91	-
Materials & Maintenance	20,602.22	11,328.55
Travel Expenses	0.00	2,564.11
Total Expenses	128,808.16	76,327.71
Operating result	-16,600.82	20,844.49
Surplus(Deficit) Bfwd from Prior Year	58,465.79	37,621.30
Accumulated Funds Surplus(Deficit)	41,864.97	58,465.79

Imputed Value of Work carried out in and for IRRC by Management Committee and Associates

The above table does not include the imputed value of the input to the IRRC by Management Committee and Associates:

- An additional **\$116, 242** can be imputed to the Centre for voluntary work done by Deputy Director in the capacity of Deputy Director and Editor in Chief of ELRR.
- In addition, the time of the Director, Management Committee and voluntary work by Associates has been costed at a total of \$98,000, based on estimates of time ranging from 0.0125 to 0.05 of the week spent on IRRC work.

APPENDIX 1 MANAGEMENT COMMITTEE DECISIONS

MEETING OF MANAGEMENT COMMITTEE 22 JUNE 2010

The meeting was held in the Australian School of Business Boardroom, 12 noon.

Present: Professor Michael Quinlan, Professor Daryl Hull, Associate Professor Peter Kriesler, Associate Professor Peter Sheldon, Dr Anne Junor.

Apologies: Professor Dubravka Cecez-Kecmanovic,

1. Welcome: to new Management Committee member, Associate Professor Julie Cogin.

2 Thanks: Professor Steve Frenkel (retired from the Committee at end 2009) was warmly thanked for his contribution.

3. New membership: The Management Committee accepted the recommendation that Phillipa Hall and Lance Wright be formally invited to the IRRRC Advisory Committee.

4. Financial report and future administrative support

The committee noted that CCH royalties and UWS had been invoiced. The authors of IRRRC publications would be contacted in order to transfer further royalties to the IRRRC, also CAL royalties.

The committee noted the financial reports, and discussed options for avoiding the 15% applied to GI123 (as it is classified as commercial transactions), and the need to recoup the frozen accumulated funds of \$37, 759.04.

It was agreed that the Deputy Director would take steps to transfer the CAER reserves to IRRRC, to locate the 20% HERDC funds attracted by the Judith Miller grant and to investigate separating the funds for ELRR to ascertain whether the journal is self-funding. Possible administrative support for the IRRRC. would be investigated, and details of CAL royalties would be tabled at a future meeting.

5. Exploratory discussion with UNSW Foundation

The committee agreed to explore use of UNSW Foundation for receipt of imminent NTEU funding for UNSW union research.

6. Future relationship with TALC

- The committee agreed that a letter be drafted expressing the IRRRC's profound appreciation of its relationship with TALC.
- Professor Daryll Hull, on behalf of TALC, committed to a one-year renewal of the terms and conditions of the relationship with the IRRRC, currently valued at \$60 000.
- Several research links between the IRRRC and TALC were proposed:
 - Transport Union Federation
 - Collaboration on Emissions Saving Scheme as proposed by TALC.
 - With regards to METL set up by the M.U.A., the possibility of involving Joe Crumlin from the School of Organisation and Management as well as external academics such as Michael Rawling and Sarah Caine was discussed.
 - New additions to the Academic Advisory Committee, specifically John Buchanan and Roy Green, were also recommended.
 - Professor Hull agreed to bring a list of possible areas of interest for research collaborations which will also meet areas of interest for relevant stakeholders. The committee agreed to look into economic modelling and productivity measurement.

MEETING OF MANAGEMENT COMMITTEE 18 AUGUST 2010

Chair: Professor John Piggott

Present: Professor Michael Quinlan (Director), Professor Daryll Hull, Associate Professor Peter Kriesler, Associate Professor Peter Sheldon, Associate Professor Anne Junor.

1. **Apologies:** Professor Dubravka Cecez-Kecmanovic, Associate Professor Julie Cogin
2. **Minutes of 22 June Management Committee** were confirmed

3. **New member:** Mr Paul Ryan to be invited to join the Advisory Committee. Paul Ryan is an alumnus of UNSW and is the Industrial Relations Advisor of the Victorian Transport Association (VTA), whose peak body is the Australian Road Transport Industrial Organisation (ARTIO).

4. **Report on Research Agenda**

The Committee discussed a list of potential Centre projects for 2011-2013, including priority proposals in the following areas:

- Aircraft maintenance and safety
- Maritime workforce skills planning
- OHS supply-chain regulation in transport (fatigue and safety).

The Committee agreed that the Centre would build multi-disciplinary teams for the above projects.

5. **Financial Report**

The following financial reports were noted

- a) *Non-general Fund Projects Status Report – August 2010:*
- b) *Research Funds to July 2010*
- c) *Commercial Activity Funds to July 2010*
- d) *Historical tracking of Outside Earnings/Commercial GI123 fund: Internal revenue carried through from pre-2009:*

The committee agreed to seek funding assistance in order to better manage and upgrade *ELRR*.

6. **Business carried over from 23 June:2010 work and 2009 Annual Report**

A list of activities for 2010 was tabled without discussion.

7. **Other Business**

It was agreed that Associate Professor Craig Freedman be invited to join the IRRC as a Visiting Fellow

MEETING OF MANAGEMENT COMMITTEE 24 NOVEMBER 2010

In attendance: Prof Michael Quinlan (Chair), Prof Daryll Hull, Associate Professor Peter Sheldon, Associate Professor Julie Cogin, Associate Professor Anne Junor (minutes)

Apologies: Professor Dubravka Cecez-Kecmanovic, Associate Professor Peter Kriesler

1. **A vote of thanks was carried** to Professor John Piggott, for his time as former Chair of the Management Committee whilst Associate Dean Research
2. **Minutes of Management Committee Meetings 18 August and 9 November** . The minutes of these meetings were adopted without amendment.
3. **Business Arising - Progress report. The Committee noted progress reports on the following projects:**

3.1 **TALC collaboration:**

- A **one-year research collaboration** , valued at \$60,000 plus GST, and running to the end of June 2011, has been finalised between the Transport and Logistics Centre (TALC) and the IRRC. Other collaborations have included
- **design of a survey of the skills of airport/airline ground staff** for the TWU;
- a TALC project, estimating the **national productivity contribution of transport and logistics skills;**
- TALC 's role as one of 9 Partner Organisations in a **successful 3-year Linkage Grant (aircraft maintenance industry prospects);**

3.2 **Maritime workforce planning –**

3.3 **Fatigue management in transport supply chains**

3.4 **ARC Linkage grant success - National aeroskills , safety and aviation industry development**

Following the award of this grant, IRRC associates met for an initial planning meeting in November. As well as TALC, Partner Organisations include employers (AMROBA, Aust Aerospace), unions (ALAEA, AMWU, TWU, FAAA), skills/training bodies(MSA, TAFE NSW), 3 university schools, 2 universities - 90% of requested funds was received.

3.5 **Collaboration with Aust Defence Force Academy and RMIT colleagues**

- Publication date of June 2011 has been given for Routledge book on workplace relations impacts of new public management in UK and Australia – IRRC Associates Peter Fairbrother (RMIT), Michael O'Donnell (ADFA), Anne Junor & John O'Brien. Two other collaborative projects (transfer of defence skills to the civilian labour market, and CEO management style and skill mapping) are in the early stages

3.6 IRRC Judith Miller Grant (\$15,000)

- The successful Spotlight project was being extended for online use. Spotlight methodology has been used by Anne Junor as part of her expert witness evidence in the ASU Equal Remuneration application to Fair Work Australia.

3.7 Faculty Grants to *Economic and Labour Relations Review*

- The Australian School of Business, on the recommendation of Associate Dean Research Professor Piggott, made available \$25,000 to upgrade ELRR systems and to develop a Marketing Plan for the *Review*. This was completed in November 2010 and work has begun on implementing it.
- In November, Professor Piggott authorized expenditure of a further \$28,000, from 2010 operating funds for work on a subscription drive, to prepare web materials, and to seek a commercial publisher.

4 Planning for 2011

4.1 Possible Public Forum

There was discussion of a proposal to run a public forum in 2011 in conjunction with a call by the *Economic and Labour Relations Review* for papers on the enforcement of minimum labour standards.

4.2 Work arising from Spotlight Project

There was further discussion as to the production of an on-line version and the possibility of using TILIS as a platform.

1.3 Future work with TALC

The committee noted that if the IRRC decided to tender for the Maritime Workforce Planning Model project, it would need a team leader with a strong background in labour force economics modelling

A comprehensive paper on the contribution of transport sector skills to national productivity has been developed by Dr Fraser (IRRC Associate), and had potential for further application.

Work with TWU on aviation ground staff skills and training is awaiting Ethics approval.

1.4 Research Associates and visitors

Associate Professor Cugin indicated that Dr Fraser will continue to be funded 4 days a week until the end of February 2011. Dr Fraser has prepared a schedule of journal article production that will be by-lined to the IRRC

There was discussion of ways of widening active participation in the IRRC.

Visitors for 2011 include Professor Andrew Watterson, Stirling. And Dr Celia Briar, who is working on Spotlight implementation.

1.5 Public Relations

Work has begun on upgrading the IRRC website. *The Financial Review* will run a story on Spotlight skills to coincide with International Women's Day.

- **Booklet from Annual Report 2009-2010**

There was discussion of the merits of this in 2011, along with a revamped annual report.

2. Strategic Planning – Relationship with Advisory Committee.

Professor Hull tabled a Discussion Paper to be considered at the Advisory Committee meeting on 4 December: it suggested a greater focus on workplace issues, rather than the regulatory issues suggested by the current name, as a way of engaging a wider spectrum of researchers and clients. A logo change, with a W for Workplace at the centre of the IRRC quadrants, was suggested.

7. Financial Report

The committee noted the NVision reports needed to be presented in a clearer format.

APPENDIX 2 ADVISORY COMMITTEE DECISIONS 2010

MEETING OF ADVISORY COMMITTEE 17 SEPTEMBER 2010

Attendance: Prof Lucy Taksa (Macquarie) (Chair), Mr John Cairns (Department of Prime Minister and Cabinet), Ms Philippa Hall (Equal Opportunity for Women in the Workplace Agency), Emeritus Professor Geoff Harcourt (Faculty of Economics UNSW and Jesus College Cambridge), Mr Paul Ryan (Australian Road Transport Industrial Organisation - online), Ms Mairi Steele (Acting Director, Equal Opportunity for Women in the Workplace Agency)

Attendance from Management Committee: Prof Michael Quinlan (Director), Professor Daryll Hull (Transport and Logistics Centre), Associate Professor Anne Junor (Deputy Director)

Apologies: Ms Juliet Bourke (Aequus Partners), Mr Peter Cappie-Wood (Citigroup), Mr Tim Harcourt (Austrade), Mr Mark Morey (Unions NSW), Mr Brett Reed (Transport and Logistics Centre), Justice Lance Wright (Industrial Relations Consultant)

1. New members: The Committee welcomed Philippa Hall, Paul Ryan, Lance Wright

2. Minutes of 4 December 2009 Carried.

3 The Draft Annual Report for 2009

The committee discussed the draft and suggested changes to the format

4. Progress Report: Selected activities undertaken in 2010

a) Renewal of funding base

Renegotiation of funded collaboration with Transport and Logistics Centre

The committee welcomed the funded collaboration with TALC, valued at \$60,000

Other income

Royalties of approximately \$7000 had been received from publication edited by IRRIC Associates P. Sheldon and J. Riley (2008) *Remaking Australian Industrial Relations, CCH, Sydney*. The generosity of A/Prof Sheldon and Prof Riley in donating royalties to IRRIC was welcomed with acclamation.

b) Economic and Labour Relations Review

The committee noted a progress report on publication, and welcomed the \$25,000 Faculty Grant provided by Associate Dean Research Prof John Piggott to expand and upgrade operations of the journal.

c) Management Committee

Changes to the personnel of the management Committee were noted: Professor Steve Frenkel has stepped down from IRRIC and been replaced by Associate Professor Julie Cogin, Head of the School of Organisation and Management,

d) Visitors

The IRRIC has had the following Visitors in 2010:

Dr Nina Vishnevskaya, Feb (Moscow Institute of Higher Studies)

Dr Ann Reich (UTS) – Jan-July

Dr Celia Briar – October – launch of On-Line version of Spotlight tool
Invitation for 2011 – Prof Andrew Watterson, Stirling.

e) New and Renewed Associates

Professor Daryll Hull – appointment at Professorial level confirmed for 3 years

Dr Craig Freedman – Visiting Fellow

IRRIC Associates

The Committee noted the list of current internal and external Associates

f) Research Projects, IRRIC-Linked Publications and Outreach

The committee noted progress reports on achievements by IRRIC associates in the following areas

Transport

Skills

Service work/pay equity/low-paid work

Safety

Public Sector Management

HR/IR – Asia Pacific

5. Strategy Document – Research Priorities 2010-2013

The Advisory Committee expressed willingness to support the IRRIC, and sought clarification of its role

MEETING OF ADVISORY COMMITTEE 8 DECEMBER 2010

Attendance:

Prof M. Quinlan (Director IRRC) (Chair), Emeritus Prof. G. Harcourt, Mr J. Cairns (FAS, Dept Prime Minister and Cabinet), Hon L. Wright QC, Ms J. Bourke (Aequus Partners) Ms P. Hall (Pay Equity Consultant, EOWA), Mr P. Ryan (Senior Industrial Advisor, ARTIO), Mr M. Morey (Deputy Assist Secretary Unions NSW), Mr B. Reed (Transport and Logistics Centre)

From the Management Committee:

Prof. D. Hull (Managing Director, Transport and Logistics Centre), Assoc. Prof. A. Junor (Deputy Director IRRC)

Apologies:

Prof. L. Taksa (Macquarie), Mr P. Cappie-Wood (Head Organisational Development, Asia-Pacific, Citigroup), Mr T. Harcourt (Chief Economist, Austrade), Ms M. Steele (Acting Director, EOWA)

1. Thanks and congratulations

The meeting opened with thanks to members for their support, and a vote of congratulations to Emeritus Professor Geoffrey Harcourt, for his receipt of the Veblen-Commons Award, the highest academic honour awarded annually by the Association of Evolutionary Economics.

Minutes of the meeting of 17 September were adopted.

2. Business arising:

2.1 Discussion:

- a) It was suggested that the format of the Annual Report be changed to better promote the distinctive capabilities, research fields and role of the IRRC.
- b) The financial summary was seen as significantly understating the scale of IRRC activities. It was agreed that an alternative form of accounting was needed.

2.2 A summary of main developments since September 2010, was noted. It included

2.2.1 Relationship between IRRC and TALC

- A *one-year research collaboration*, valued at \$60,000 plus GST
- TALC is now a Partner Organisation in a *successful Linkage Grant (aircraft maintenance industry prospects)*
- A *survey of the skills of airport/airline ground staff* has been designed for the TWU via TALC and is awaiting Ethics approval
- Dr Doug Fraser (ADFA; IRRC Associate) is working until early December on a project, on the *national productivity contribution of transport and logistics skills*.

2.2.2 Progress reports: the committee noted reports on the following:

- *National aeroskills retention: safety and aviation industry development*
- *Maritime workforce planning*
- *OHS- related regulation of transport industry supply chain*
- *Collaboration with IRRC Associates at the Australian Defence Force Academy*
- An IRRC-bylined Routledge book on workplace impacts of 30 years of new public management in UK and Australia (based on an earlier ARC Discovery grant) is now in press. Co-authors P. Fairbrother (RMIT), M. O'Donnell (ADFA), A. Junor & J. O'Brien. A related article for A-ranked *International Journal of HRM* has been accepted.
- A further 2010 Round 2 Linkage Grant application has been submitted in partnership with Professors Erica and Andy Smith, Ballarat, Manufacturing Skills Australia, Service Skills Australia and United Voice. – The project will apply and extend the Spotlight framework.
- Work on a web-based version of the Spotlight Skills Recognition Project is well in train: **www.Spotlightworkskills.com**.
- A submission has been made to undertake a two-year staff development project within UNSW, based on the Spotlight methodology, to be coordinated through the School of Organisation and Management and the IRRC.

2.2.3 IRRC Advisory Committee member Philippa Hall is leading a project with Standards Australia to develop a Gender Inclusive Job Evaluation Standard; IRRC Deputy Director is the academic expert member of the working group.

2.2.4 Exploration of potential and actual sources of faculty and school support

The Advisory Committee was asked to consider opportunities arising from the following aspects of the Centre's operating context

- *Distinguished Visitors Program*
- *Post-doctoral scheme*: an expansion of the availability of post-docs
- *Grouping of Centres into Research Institute(s)* to allow more efficient use of resources.

2.2.5 Faculty Grant to *The Economic and Labour Relations Review (ELRR)*; School grant to engage a Research Associate

- A marketing plan for the *Review* has been almost completed

3. Proposed International Forum on Minimum Labour Standards Enforcement, 2011

The *Economics and Labour Relations Review* has put out a call for papers for a special issue containing an **international symposium on the enforcement of minimum labour standards**. The IRRC Advisory Committee was invited to suggest participants, and consider means of funding high-profile international speakers.