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The School of Business, UNSW Canberra, is an internationally accredited business school with a strong research focus in the areas of governance, strategic decision-making, policy implementation and management, logistics, diversity, and business systems modelling. Our interdisciplinary research approach is essential for the study of business issues in a changing and uncertain world. It draws together the diverse backgrounds of our academics, many of whom have achieved international recognition for their research in economics, logistics, leadership, public policy, public-
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and safety and project management.

Their expertise informs our key research areas: Public Service Management, Sustainment & Network Collaboration, Diversity, Korean Studies, and Industrial Relations.



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Professor Deborah Blackman is a member of the Public Service Research Group in the School of Business, and Head of School at UNSW Canberra. Her research interests include Public Sector Policy Implementation, Systems Level Change, Employee Performance Management, Organisational Learning and Organisational Effectiveness. Deborah researches knowledge transfer in a range of applied, real world contexts. Her primary interest is using philosophical and systems explanations to understand why things do not work when theory implies that they should. Current research projects include: new ways of working; identifying and mapping hidden value in a system; the value of secondments; and understanding the impact of system complexity on effective long-term crisis recovery. She recently co-edited the Handbook on Performance Management in the Public Sector, published by Edward Elgar.



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A/Prof Sharron O'Neill is Deputy Head of School (Research), a member of the Public Service Research Group and Associate Professor of Accounting in the School of Business at UNSW Canberra. Sharron's research examines the design, measurement and reporting of performance measures for operational decision-making, governance and accountability. Her funded research collaborations with Government, business, professional & industry associations and academia examine work health and safety (WHS) performance measurement and reporting.
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academic journals in the accounting, safety and management disciplines; industry research reports; media; and invited keynote and conference presentations at academic and industry conferences in Australia and Internationally.



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The PSRG partners with organisational clients to produce new insights into effective public service implementation and evaluation. The PSRG specialise in Public Service Management research, working alongside public service organisations to produce new insights in areas spanning Capability, Ethics, Inclusion and Complex Systems.



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% R E ¼ P M E X I H K V S Y T [M X L M R X L I 9 2 7 ; ' E R F I V V E ... W 7 G L S S P S J & Y W M R I W education and community engagement activities aim to help organisations, and Government agencies (including the Australian Defence Force, the Commonwealth, and state and territory K S Z I V R Q I R X W H M W G S Z I V H I ¼ R I V I ¼ R I Y R H I V W X E R H E R H Y R T E G O X L I managing their supply chain and demand chain-relevant strategic capabilities.

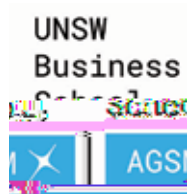
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The Industrial Relations Research Group (IRRG) is a grouping of scholars, associates and visiting researchers from inside and outside UNSW, who collaborate to generate, conduct and publicise research that promotes innovative and ethical practices in workplaces, and contributes to effective regulation of labour standards.

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Looking for effective new approaches to tackle unknown, rapidly changing, systemic or tough challenges and thrive? The Academy of Adaptive Leadership at UNSW is an exciting new initiative created through the powerful collaboration of UNSW Canberra and AGSM. The Academy features the best of international and local adaptive leadership scholars and practitioners to make progress on the challenges and opportunities of all sectors of contemporary society. The Academy partners with Harvard Kennedy School founders of adaptive leadership, Ron Heifetz, Marty Linsky and Farayi Chipungu and the Kansas Leadership Center, alongside Adaptive Leadership Australia and renowned Australian contributors to the Harvard faculty team and founders of the Australian Adaptive Leadership Institute, Maxime Fern and Dr Michael Johnstone. The Academy offers the competitive edge of unique wraparound research, education and application services that positively

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Capability Systems Centre aspires to be a world-leading academic centre and trusted partner for Government and Industry in the area of Capability development, including all aspects related to Capability lifecycle (design, acquisition, sustainment), and optimized towards critical and high-investment public policy areas (including Defence, national security, emerging technologies, and critical supply chains).

The Centre's values include:

- Excellence: striving for exceptional outcomes in all what we do
- Integrity: always doing the right thing
- Better together: connecting locally and globally with our partners, stakeholders, colleagues, and community to achieve better outcomes



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– 4 V S J I W W S V) Q Q E 7 T E V O W, Rector, UNSW Canberra
– % W W S G M E X I 4 V S J I W W, Deputy Head of School (Research), P
School of Business, UNSW Canberra
- T Q 6 I W I E V G L T M X G L I W T V I W I R X I V W M R F S P H
(V ' E X L I V M R I (I I R Gendered Victimization and the Dark Side of Human Behaviour
in Work Contexts
(V % H V M E R & E ^ F E Y I V W The Behaviour and Performance of International Organisations:
Strategy, Policy, and Alignment
4 V S J I W W S V , I P I R D O A C O S M A R W S A R Are disability services safer?
(V . S ' L E R Professor Deborah Blackman, Dr Fiona Buick, Professor Jean Hartley
(The Open University, UK), Dr Nicky Miller (The Open University, UK),
Boundaries: Reshaping academic-practitioner research partnerships for success
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government procurements
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– (V (I R R M W) P W I, ESG Chair - Global and Executive Director Sustainability,
Safety and Health, Multiplex Australasia
- T Q 6 I W I E V G L T M X G L I W T V I W I R X I V W M R F S P H
(V : E R I W W E 1 G A / P r o f S n e x Connor, A/Prof Christina Scott-Young (RMIT
University), Dr Jessica Borg (Melbourne University), Dr Penelope Berges
and social equity in project management
4 V S J I W W S V 1 E W W M Q M E n P r i E s R o s D e c i s i o n - M a k i n g P a n d E v a l u a t i o n s
(V 4 I R I P S T I & I V K I R The effects of government policy on workplace cultures and
community outcomes. Childcare policies during COVID, and the impact on the Family Day
Care sector
1 V % Q M V , S W W I M A s s o c i a t e P r o f e s s o r Omar Hussain, Dr Ripon Chakraborty,
Dr Elnaz Irannezhad, Dr Morteza Saber
Developing an Intelligent Supply Chain Risk
Management Framework in Australian Maritime Ports
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Equality and Flexible Working in the Public Sector
% W W S G M E X I 4 V S J I W W, P r o f e s s o r C h e n W a n S i n (F l i n d e r s U n i v e r s i t y) :
Reforming the ADF's culture – how to achieve change despite resistance

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Professor Emma Sparks is an experienced leader within education and Defence, having worked across the two sectors for over twenty years. Before joining UNSW Canberra, Emma was Professor of Systems Engineering and Portfolio Delivery. She is passionate about innovative educational practice underpinned by research, having led the development of Level 7 apprenticeships within Engineering academic base, she has a track record in strategic planning, managing change, building teams, networking, and engagement internally and externally. Her University council and externally as a governing board member for the International Council for Systems Engineering BKCASE project and a member of the core team that developed the 2035 Systems Engineering vision.

Having worked within government and alongside the military for many years, she is used to navigating and negotiating the unique challenges of delivering education and research to Defence stakeholders and is exceptionally well placed to identify and push forward opportunities in this domain underpinned by data and analysis, including successful partnerships with overseas institutions. Emma is driven by the desire to build relationships at all levels of organisations, valuing people's input and helping to develop people to achieve personal goals and those of the organisation. She is a Senior Fellow of the Higher Education Academy and, in 2018, was awarded Top 50 Women in Engineering (Telegraph awards).

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Dr Dennis Else is ESG Chair – Global and Executive Director Sustainability, Safety and Health at Multiplex Australasia, leading Multiplex's safety and sustainability strategies with the aim of building a sustainable and long-term business. He is a strong advocate for the synergies between sustainability, productivity and quality to create innovative and inspiring homes and workplaces.

Dennis was elected as an Industry Sa/a, e is used a membeLownisation. e sea(d

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Dr Adrian Robert Bazbauers is a Senior Lecturer in International Public Sector Management in the School of Business, UNSW Canberra. Adrian's research focuses on organisational and institutional analyses of international organisations. He is particularly interested in development

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Dr Catherine Deen is a Senior Lecturer in HR and Organisation Behaviour at the School of Business, University of New South Wales Canberra. As an organisational behaviour researcher, Catherine has a growing reputation for scholarship in the area of gendered victimisation at work including focus areas such as workrelated intimate partner aggression and sexual harassment. Catherine also studies dark leadership and the vocational experiences of vulnerable workers. Catherine's work has been published in top management journals including Journal of Management, Journal of Organizational Behavior, Journal of Vocational Behavior, The Leadership Quarterly, and Journal of Career Assessment.



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Professor Helen Dickinson is Professor of Public Service Research and co-Director of the Public Service Research Group at the School of Business, UNSW Canberra. Helen's expertise is in public services, particularly in relation to topics such as governance, policy implementation and stewardship of 4th industrial revolution technologies. Helen has published nineteen books and over one hundred peer-reviewed journal articles on these topics and is also a frequent commentator within the mainstream media. In 2015 Helen was made a Victorian Fellow of the Institute of Public Administration % Y W X V E P M E E R H M R E [E V H I H E * I P P S [S J X I Social Sciences. In 2021 Helen was named one of Apolitical's Q S W X M R ½ Y I R X M E P E G E H I Q M G W M R K S Z I V R Q worked with a range of different levels of government, community organisations and private organisations in Australia, UK, New Zealand and Europe on research and consultancy programmes.



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Dr Vanessa McDermott is a Senior Lecturer in the School of Business at UNSW, Canberra and convenor of the UNSW Canberra Human Research Ethics Advisory Panel. Vanessa takes a sociological view to investigate decisionmaking in governance and regulatory frameworks. Vanessa's research interests include corporate governance and organisational culture (private and public sector), how organisations communicate and manage behaviour change initiatives and the impact, positively or negatively, on perceptions of organisational legitimacy, accountability, and trust. Vanessa emphasises the importance of understanding how governance frameworks, and the decision-making that underpins them, can increase the risk / compliance burden for those subject to those rules, inadvertently contributing to inequality and poor outcomes for some groups. Vanessa has considered the impact of regulatory responses for worker safety in civil construction, and for athletes subject to anti-doping policies in elite sport, as well as community safety and urban development..



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Mr Amir Hossein Ordibazar is a PhD candidate at the School of Business, University of New South Wales, Canberra. Amir graduated as an Industrial engineer from the University of Tehran and has three years of working experience, which helped him to gain some industrial perspective. Currently, he is researching logistic management using % V X M ¼ G M E P - R X I P P M K I R G I , M W 4 L (X L I W M W J S an intelligent framework to plan supply chain networks and employing a counterfactual explanation model to mitigate risks in maritime ports. He is implementing, testing, and validating the proposed framework on a real case study of an Australian maritime port. The future of his research aims to assist marine supply chain management to improve X L I 1 ¼ G M I R G] E R H T I V J S V Q E R G I S J M R X I V R E X M S W S G M I X] ... W [I P P F I M R K E R H M R H Y W X V M E P T V S ½ chain networks in Australia and globally.

% W W S G M E X I 4 V S J I W W S V (E R S J I P W W S W M 1 S E W W M Q M P M E R S „

Associate Professor Daniel Prior is Associate Professor of Buyer-Supplier Engagement and Director of the Supply Chain Sustainment Research Group in the School of Business at UNSW Canberra. Daniel is also a Visiting Professor at 'VER¼IPH 9RMZIVWMX] 9/ ERH LEW E P W S I n g F l a g a n d c o m p l e x d a t a , R k o s e G e t S o f t a n a l y s i s at the University of Texas at Austin, USA. Between 2017 and (E R M I P [E W 4 V S J I W W S V S J 7 X V E X I K P r o f e s s i o n a l d e v e l o p m e n t C h o r e a University. Prior to this, he was on the faculty in the School of Business at UNSW Canberra. Daniel has worked in industry for companies such as KPMG, Acer Computer Australia and Communications Design and Management. Daniel is active % G G S Y R X 1 E R E K I Q I R X E R H 7 X V E X I K M G 7 E P I W * S V Y Q E X ' V E R ¼ I P H SR E V E R K I S J G S V T S V E X I E R H R S X J S V T V S ¼ X F S E V H W E R H E W a marketing strategy consultant and mentor for industry, particularly in new product development, complex systems implementations and in strategy..

Professor Massimiliano Tani is an applied economist working on human capital, including themes related to education, workforce, and immigration, and he carries out program evaluations. His research is quantitative and visualisation he also teaches at UNSW Canberra's Professional Development Centre. He holds a PhD in Economics from the Australian National University (Canberra, Australia).

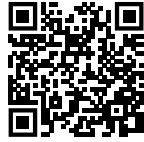
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Associate Professor Sue Williamson specialises in public sector employment relations, focusing on workplace gender equality. For the past three years Sue has examined how managers and public sector employees work from home, and how hybrid teams operate. Other recent research includes analysing the 2023 collective bargaining round in the Australian public service; examining the barriers experienced by senior women public sector leaders; and E R E P] W M R K X L I J Y X Y V I S J ½ I \ M F P I [S V O M R K 8 L I W I T V S N I G X W F Y M P H on Sue's extensive research on workplace gender equality, which includes focusing on the role of managers, identifying barriers to gender equality, and offering solutions on ways forward. Sue publishes extensively on these issues, in both academic and non-academic media. Sue also shares her VIWIEVGL ¼RHMRKW [MHIP] [MXL TVEGXMXMSRIVW 7YI...W VIWIEVGL LEW been recognised internationally, and she is the recipient of an

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I have a passion for creatively serving the public interest as a practitioner-academic. My academic training is in economics and politics and public policy, and my research activities include:

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I focus on building capacity to improve outcomes in the public sector, primarily through human resource management. My research provides suggestions for improving practices and processes to build capacity, with insights into more complex areas that business grapples with (i.e., organisational culture).

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I draw on leadership & development expertise to contribute to improving practice and performance in organisational systems. My work promotes new insights and new perspectives to enable better and different choices for decision-makers around behaviours, relationships and actions. We track the impacts of these with proactive, dynamic indicators that help systems keep moving towards performance.



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My research looks at the use of economics for decision

QEOMRK - EHZMWI KSZIVRQIRXW SR IHY Q&E especially when it comes to the dark side of human behaviour. My expertise on culture can help you understand what is going on in your organisation and why. I can then help you reform your organisation to minimise risks from poor conduct.

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I'm an expert in explaining why people do what they

do, especially when it comes to the dark side of human behaviour. My expertise on culture can help you understand what is going on in your organisation and why. I can then help you reform your organisation to minimise risks from poor conduct.

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Dr Natalie Cujes

I specialise in federal courts litigation, business law, legal risk management, contract law and trade practices. My main research area is the business of federal courts and how to resolve civil disputes brought before them as cost-effectively,

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Dr Caroline Doyle

My research focuses on the development and implementation of policies that have an impact on marginalised communities,

Dr Shibaab Rahman

My research concentrates on Public Leadership and Organisation Theory. My research focuses on understanding social change within organisations. I can help organisations and its leaders to focus on deploying social and cultural resources to overcome resistance and bring out substantive change. For example, my current research explores how enterprising leaders can leverage existing organisational culture, norms, practices

organisations.

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[research.unsw.edu.au/people/dr-shibaab-rahman](#)

Dr Joe Ren

My work explores the relationship between accounting information and public service delivery. My work considers the impact accounting information has on our ability to meet contemporary public, social and environmental challenges.

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[research.unsw.edu.au/people/dr-joe-ren](#)

Associate Professor Jim Rooney

My research concentrates on organisational performance, risk management and governance decision-making systems relevant to global supply chain and social responsibility strategies. My research and prior organisational leadership experience can help business and government organisations to evaluate and enhance supply chain systems and processes with particular focus on organisational governance and risk management. By understanding the interdependencies between individual, organisational and network decision-making processes, I can help organisations navigate the changing dynamics between organisations, governments and society.

Associate Professor Jim Rooney is also co-Director of the Public Service Research Group.

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[research.unsw.edu.au/people/dr-jim-rooney](#)

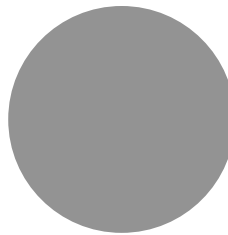
Dr Pankaj Sharma

My research focuses on supply chain optimisation, sustainability and asset maintenance. My work in supply chain optimisation helps businesses to improve

transportation. Firms can optimise resource usage while improving the throughput in their facilities.

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[research.unsw.edu.au/people/dr-pankaj-sharma](#)



Biographies

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My research is focused on the economic theory of decision making under conditions of risk and uncertainty. Business



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My research focuses on employee well-being, employee engagement and the future of work. Combining my academic knowledge, research insights and practical experience in human resource management, in my latest work my colleagues



For further information contact:

School of Business:
WYhZhh5 WY[V#Yj #M]

Public Service Research Group
ehg5 j chl #Yj #M

Supply Chain Sustainment Research Group
WYhZhh5 WY[V#Yj #M]

Industrial Relations Research Group
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Capabilities Systems Centre
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Academy of Adaptive Leadership
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