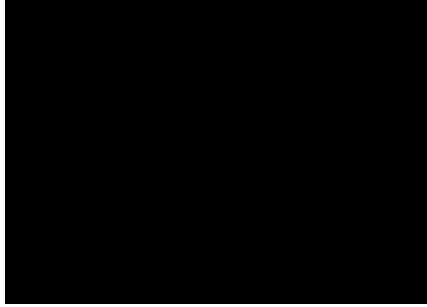


THE UNIVERSITY OF



**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 30<sup>th</sup>



## 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







### **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*

at various levels, the skills often simply called communication, prioritising or problem-

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

## 2. IRRC STRUCTURE AND GOVERNANCE

The IRRC 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,

## **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.

### **3. IRRC ASSOCIATES 2010**

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











## **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**

## **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*













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

	<b>2010</b>	<b>2009</b>
	\$	\$
<b>Income</b>		
External	53,111.74	97,172.20
UNSW Contribution	59,095.60	-
<b>Total Income</b>	<u><b>112,207.34</b></u>	<b>97,172.20</b>
<b>Expenses</b>		
Payroll	107,895.03	62,435.05
Equipment	310.91	-

## **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.

3.

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

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.

#### **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

#### **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 Com

## 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

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

*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.