

Industrial Relations Research Centre

Annual Report 2014

January - December

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Governance in 2014

Presiding faculty: Australian School of Business, UNSW (UNSW Business School)

Chair: Professor Roger Simnett,

Located In Australian School of Business/UNSW Business School, UNSW
Professor Michael Quinlan, School of Management, Director IRRC
Professor Nick Wailes, Director MBT Program
Associate Professor Ian Hampson, School of Management
Associate Professor Peter Kriesler, School of Economics
Associate Professor Elisabetta Magnani, School of Economics
Associate Professor Peter Sheldon, School of Management
Dr Louise Fitzgerald, School of Management/Education Development Unit

The Centre's performance in relation to its objectives for 2014

Names in bold type are those of IRRC Associates or Visitors who worked in the Centre or on projects with Centre Associates.

Objective 1. Promoting better understanding of labour markets and industrial relations

Achievements:

In 2014 the IRRC, through *The Economic and Labour Relations Review*, and individual IRRC Associates, published refereed articles, conference and seminar papers, book chapters, book reviews and media briefings designed to promote an understanding of labour markets and industrial relations, at the local, regional and global level. Further details appear under objective 4 below.

Selected publications are listed alphabetically by author following those of the Director,

1. **Quinlan M** and Bohle P (2014) Re-invigorating industrial relations as a field of study: Changes at work, substantive working conditions and the case of OHS, *New Zealand Journal of Employment Relations* 38(3): 1-24 (working conditions as the basis of IR).
- 2.

11. Sommers J, **Wolfson C** and Juska A (2014) Austerity as a global prescription and

Queensland: Final Report. http://cfmeu.com.au/sites/cfmeu.com.au/files/downloads/%5Bfield_download_state-raw%5D/%5Bfield_download_type-raw%5D/qldminesafetyreport0314.pdf.

9. **Gregson, S, Hampson, I, Fraser, D. Junor, A., Quinlan, M** and Williamson, SA, (2014) Supply chains, maintenance and safety in the Australian airline industry. Paper presented to the Journal of Industrial Relations symposium on Supply chains, HRM Practices and Labour Standards. UTS, Sydney 10 February

Additionally,

1. **D Walters, M Quinlan,** K Lippel, K. and R Johnstone (2014) organised an International Symposium on *Governance, Change and the Work Environment*, at

A Junor wrote a submission, circulated in different forums in 2014, and used in discussions with State Government, around the Badgerys Creek airport proposal. The submission made the case for an aviation aerospace employment hub centred on the new airport, and designed to capitalize on local capability in a high-unemployment part of Sydney.

A Junor and **I Hampson** were invited by the University of Sydney Job Quality Research

Dr David Morgan
Professor Michael O'Donnell
Associate Professor Jocelyn Pixle

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

The IRRC continued to contribute to UNSW objectives of engagement with industry, community and government, both through the role of the Director as a prominent community spokesperson on health and safety issues, and through the work of Associates in building strong, ongoing working relationships at the local, national and international level.

1. **M Quinlan** in 2014 was appointed to the Board of MATES in Construction — a federation of independent industry based organisations in Queensland, New South Wales, South Australia and Western Australia, established to implement the

disseminating the results of their survey of local employers regarding regional skill and workforce development requirements, they attended Task Force and other regional business network meetings and were able to undertake site inspections of advanced manufacturing processes. The Taskforce included representative members of:

- South Western Sydney Institute of TAFE,
- State Training Services,
- Manufacturing Skills Australia
- The Australia Industry Group
- The NSW Business Chamber
- Macarthur Workplace Learning
- Business Enterprise Centres

A number of advanced manufacturers, including from the aerospace industry.

10. In 2014 the IRRC was approached, through the Business School UNSW Canberra, by a large NGO to undertake a project using the Spotlight tool in a new approaches to skill identification in job analysis and position description writing. **A Junior** and **T Wilcox** conducted interviews with over 90 staff, gaining a unique insight into the operational aspects of a leading NGO, including spending several days on-site at a long day care centre. This large-scale generated codified job skills data and 'heatmaps' allowing the matching of 'soft' skills to job titles and resulted in a clarification of some classification descriptors relativities, PDs and roles. The project was the fifth Spotlight project undertaken and the research findings contribute to a now very substantial data base of 'soft skill' profiles in a wide range of industries – health, community services, education, clerical/admin work, professional services,

Objective 6. Building our working relationships and international outreach

In 2014 the IRRC continued to build working relationships inside UNSW, with colleagues in other Australian universities and internationally.

Within UNSW and with colleagues at other Australian Universities

1. In 2014, the IRRC continued its annual role in supporting the Australian Society of Heterodox Economists by providing administrative support to its Annual Conference:
2. In 2014 **P. Sheldon** trained UNSW's Model United Nations Society in negotiation skills before they flew overseas to compete in the USA and Korea

International relations

1. On 25 February 2015, **P. Sheldon** managed part of the program of a visit by a Chinese delegation with a view to relationship building in developing green skills. In organising the School of Management, segment of the visit, he developed a portfolio of research-based information, including on the regeneration of former mining areas. **A. Junor** assisted with the collation of the information and with the greeting and follow-up.
2. Professor **M Quinlan** in 2014 began an ongoing partnership with scholars from the Universities of Ottawa and Cardiff, in order to develop a research agenda around the relationship between governance workplace health and safety in the context of change in the work environment. Past and present IRRC Visitors, Professors K Lippel and D Walters, and **Dr E Underhill**, are participants in the project. An international colloquium in Cardiff in June 2014 will be discussed under Objective 7 as an example of an initiative in the development of emerging scholars.
3. External IRRC scholar professor **Mark Harcourt** visited from Waikato University in December 2014.
4. IRRC Honorary and Visiting Scholars, Professor **J Pixley**

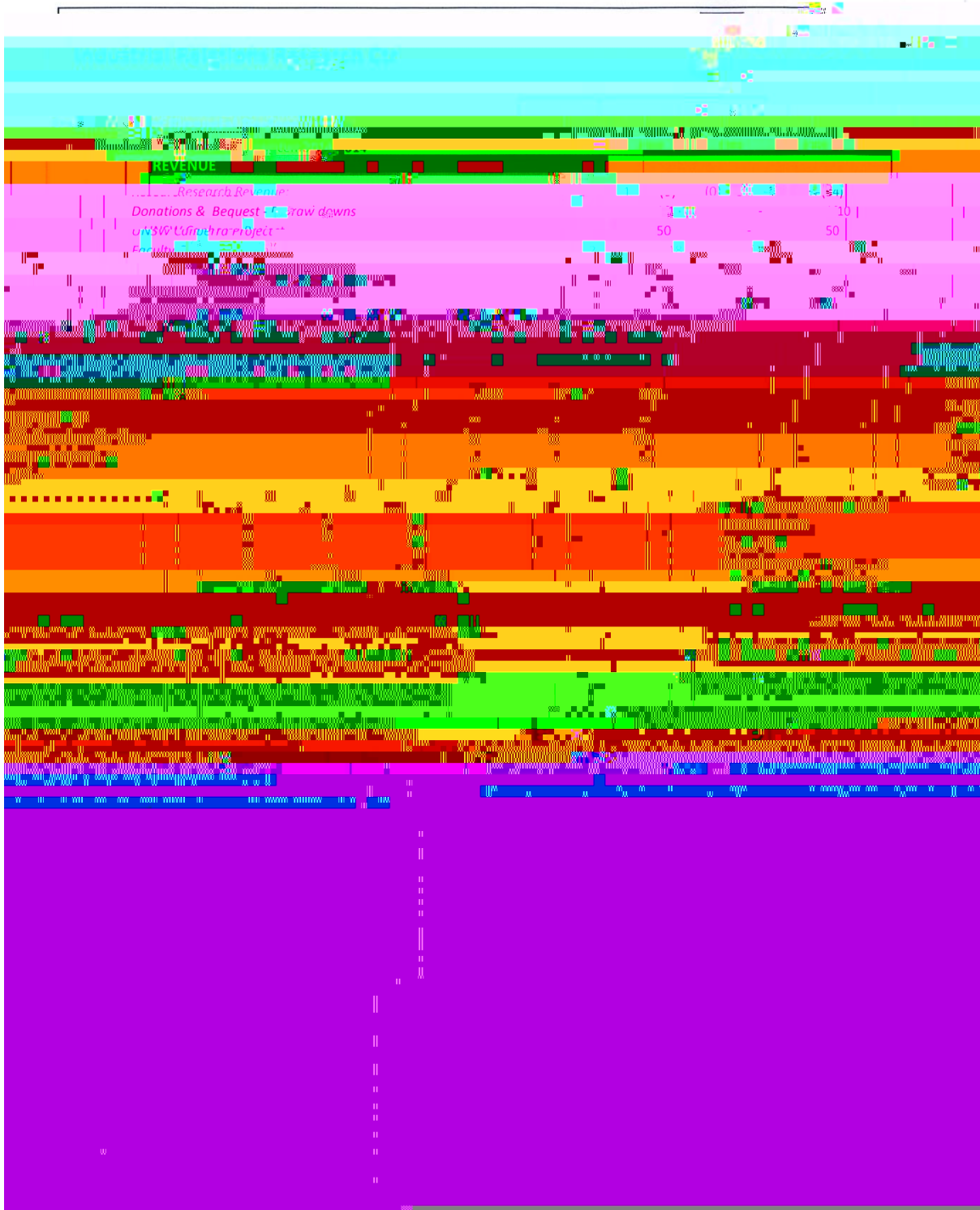
Objective 7 Help

8. *Network with overseas researchers in terms of collaborative projects and arranging at least two presentations/visits at the centre.*

Two visitors in 2014: Professor **Charles Woolfson** (Linköping) and Professor Mark Harcourt (Waikato)

Presentation (see Item 6 above)

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





Not included:

- (1) Work on components of LP110100335 excluded as funds lodged in a School-based account.
- (2) Work on those aspects of Building Professional Skills project funded through a School-based account.

Shown as contributions by the Australian School of Business:

- (1) Private donations through a Donat account and transferred into a mirror account
- (2) Transfer of funds between internal accounts to support collaborations among School of Business UNSW Canberra, KRI and IRRC

Further notes:

- (1) Because the end-of-calendar year cut-off occurs while funds are still being collected and accounts paid for the SHE Conference, which is held in the first week of December, the annual IRRC balance sheet does not reflect incomplete Conference transactions
- (2) The 2014 balance does not reflect \$22,500 due in 2015 on completion of the NGO job analysis project.

FUNDING SOURCES

<p>Australian School of Business Grants to <i>The Economic and Labour Relations Review</i></p> <p>Note: some ASB funding is income from the SHE Conference, for which the IRRRC provides administrative backup</p> <p>School of Business UNSW Canberra</p>	2013-2017	£UK 8,000 pa in 2013-2017 as part of contract with SAGE.	Strategic planning and marketing <i>ELRR</i> . <i>ELRR</i> copy-editor and typesetter.
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Salaries – Imputed time spent on IRRC Work by Associates located in Schools or at other Institutions, 2014

Staff Members	Work and Time Donated	Value of Contribution
<i>UNSW Business School</i>		
Professor Michael Walpole. Professor James Morley Associate Dean Research	Steering Committee and advisory work	\$15,000
Tim Harcourt	<i>ELRR</i> editorial work	
Faculty administrative support	Research advice, HR support, Accounting assistance	
<i>School of Management</i>		
Professor Christopher Jackson	Steering Committee work	\$25,000
Professor Michael Quinlan, Director	Centre management and <i>ELRR</i> editorial work ¹	
Associate Professor Peter Sheldon	Centre steering committee and <i>ELRR</i> editorial committee work;	
Dr David Morgan	<i>ELRR</i> Book Review editor	

Associat

Hampson I (2014d) The Aviation Safety Regulation Review and its implications for Aircraft Maintenance in Australia. Working Paper: The Future of Aircraft Maintenance in Australia July 2014.

Hampson I and **Fraser D** (2014) Now we've admired the problem ... What next? Presentation to ALAEA National Conference, Melbourne, September.

Hampson I, Fraser D, Junor A, Quinlan M and **Gregson S** (2014) *Aviation Safety Regulation Review: Submission*, <http://www.infrastructure.gov.au/aviation/asrr/submissions/index.aspx>.

Fraser D, Hampson I, Junor A, Quinlan M, Gregson S, Barrett G, Williamson A, Erik van Voorthuysen E (2014) The Future of Aircraft Maintenance: Aviation Safety, Workforce Capability and Industry Development. Draft Interim Report for Consultation with Partner Organisations. December.

The research was heavily cited in McNab D (2014) Qantas reaching point of no return. *Aviation Business National*, 1 June.

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

Funding details

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

Outputs

Junor A, Hampson I, Smith E and Smith A. (2014) Views of skill in low-wage jobs: Australian security guards and cleaners. Paper presented at Work, Employment and Human Resources: The Redistribution of Social and Economic Power?, Refereed stream, 28th Annual Conference of the Association of Industrial Relations Academics of Australian and New Zealand, Melbourne, 5-7 February.

Smith E, Smith A, **Hampson I** and **Junor A** (2014) What do senior figures in Australian VET and industrial relations think about the concept of skill in work? Paper presented at Informing Changes in VET Policy and Practice: The Central Role of Research, 17 Annual AVETRA Conference, Surfers Paradise, 22-24 April.

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

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

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

Outputs

Beta Release Website – *Building Professional Skills* www.bps.unsw.edu.au and Handbook (231 pp)

Spotlight Framework; questionnaire and skills profiling tool

Tools - How to improve a position description; How to recruit for professional skills;

How to develop performance; How to lead learning and development

Resources – Including Professional skill clusters; UNSW behavioural competencies and Spotlight skills; Spotlight skills in action – Building a stronger professional culture; Fostering respect and dignity at work; Effective communication
Research Report; What staff said
Forms and templates.

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

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

Output

Junor A and Fraser D (2014) South West Sydney Manufacturing and Engineering Task Force Skills Survey 2013 Progress Report 18 November.

5) Judith Miller Grant

Private donor –grant processed through IRRIC

2009 until fund exhausted

\$15,000 in total expended in 2010 until funds exhausted (likely to be 2015)

NZCOSS has returned the balance of the funds to the IRRIC to fund the website www.spotlightworkskills.com Additionally \$5,000 has been

PUBLICATIONS 2014

Arranged alphabetically by IRRC author (asterisk confirms refereeing)

Books

1. **Quinlan M** (2014) *Ten Pathways to Death and Disaster: Learning from Fatal Incidents in Mines and Other High Hazard Workplaces*. The Federation Press, Sydney NSW.

Book chapters

1. **Quinlan M** and Bohle P (2014) Overstretched and unreciprocated commitment: reviewing research on the occupational health and safety effects of downsizing and job

14.

3. **Hampson I** and **Gregson S** (2014) Licensing and the labour process in Australian aircraft maintenance: deskilling by stealth. Paper presented to the International Labour Process Conference, Rutgers University New Jersey, 18–20 March.
4. **Junor A, Hampson I, Smith E** and **Smith A.** (2014) Views of skill in low-wage jobs: Australian security guards and cleaners. Paper presented at Work, Employment and Human Resources: The Redistribution of Social and Economic Power?, Refereed stream, 28th Annual Conference of the Association of Industrial Relations Academics of Australian and New Zealand, Melbourne, 5-7 February.
5. **Smith E, Smith A., Hampson I** and **Junor A** (2014) What do senior figures in Australian VET and industrial relations think about the concept of skill in work? Paper presented at Informing Changes in VET Policy and Practice: The Central Role of Research, 17 Annual AVETRA Conference, Surfers Paradise, 22-24 April.
6. **Sheldon P** (2014) 'Unions, mutual benefit systems and the welfare state: The Anglophone world's experience', Conference on *Representation*, FNP-CISL (National Pensioners; Federation – Confederation of Trade Unions in Italy), Rome, 7-8 May, 2014 (in Italian).

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

1. **Junankar PNR** (2014) Is there a trade-off between employment and productivity?"

6. Shonchoy AS & **Junankar PNR** (2014) The informal labour market in India : transitory or permanent employment for migrants? IZA Discussion Paper 7587, Institute for the Study of Labor (IZA). Available: <https://ideas.repec.org/p/iza/izadps/dp7587.html>
7. Shonchoy AS & **Junankar PNR** (2014) The informal labour market in India : transitory or permanent employment for migrants? IDE Discussion Papers 461, Institute of Developing Economies, Japan External Trade Organization (JETRO). Available: <https://ideas.repec.org/p/jet/dpaper/dpaper461.html>
8. **Junankar PNR** (2014) The Impact of the Global Financial Crisis on Youth Labour Markets. IZA Discussion Paper 8400. Available: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2492427
9. **Junankar PNR** and Jayanthakumaran Muhunthan, 2014. Reassessing Labour Market Reforms: A Critique.

