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Industrial Relations Research Centre Annual Report 2012

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Annual Report 2012

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KEY FACTS

The Industrial Relations Research Centre (IRRC), founded in 1980, is a grouping of research associates and administrative staff from inside and outside UNSW, who collaborate to conduct and publicise research that contributes to policy and practice in fields such as the regulation of labour standards, workplace health and safety, and workforce development.

The IRRC produces The Economic and Labour Relations Review (ELRR), a journal which in 2012 was in its 23rd year, was published four times a year and gained its first JCR impact factor rating.

Our mission

The aim of the IRRC is to promote research on work, labour markets and industrial relations that will contribute to productive and fair work arrangements.

Our values

We are committed to:

- Sponsoring rigorous, independent, evidence-based research that is creative and original
- Acting in the public interest, through ethical research, open communication and accountability.

Objectives for 2012

Our objectives in 2012 were to

- Promote better understanding of labour markets and industrial relations
- Promote safe, engaged, productive and fair workplaces
- Encourage the recognition, development and utilisation of skills
- Continue to build the impact of The Economic and Labour Relations Review
- Engage with industry, community and government in the production and dissemination of research
- Build our working relationships and international outreach
- Help to develop emerging scholars.

Governance

PRESIDING FACULTY

Australian School of Business, UNSW

CHAIR: Professor Roger Simnett, Associate Dean Research, Australian School of Business

DIRECTOR:

Professor David Walters, Cardiff
Professor Andrew Watterson, Stirling
Professor Charles Woolfson, Linkoping, Sweden
Dr Ee-Kheng Ang, Massey University, New Zealand
Dr Alison Barnes, Marketing and Management, Macquarie
Dr Ruth Barton, Management, RMIT
Dr Soheyra Gholamshahi, NGO sector
Dr Neil Hart, Economics, UWS
Dr In Jun, Yeungnam, Republic of Korea
Dr Louise Thornthwaite, Marketing and Management, Macquarie

Professional and Technical Staff

Ms Margaret Wallace. Casual Project Officer: ELRR development strategy (establishment of ScholarOne submission site), Research Assistant, editorial and marketing.

Ms Rosslyn O Grady. Part-time Administrative Assistant, financial management, records, minutes, correspondence, publicity – IRRC and ELRR

Mr Jason Antony. Part time editorial coordinator, ELRR, also seconded as Office Manager to the Transport and Logistics Centre

Ms Terry O Callaghan. Casual/Volunteer – financial, editorial and administrative work.

Dr Doug Fraser, Part-time Research Assistant engaged jointly by the IRRC and the School of Management , on LP110100335, The Future of Aircraft Maintenance in Australia, and on LP110200888 Recognising the Skill in Jobs Traditionally Considered Unskilled.

Consultants

The following provided a mix of pro bono and consultancy work on the Building Professional Skills project:

- Ms Philippa Hall, formerly of the New Zealand Department of Labour and member of the IRRC Advisory Comm[(1102008si)5(ce)13()tprovof

THE & (1 7 5 (1 1 6) PERFORMANCE IN RELATION TO ITS OBJECTIVES FOR 2012

Achievements: Fair Work

In 2012, the work of the IRRC clearly made a difference to pay and employment equity:

- x Research by IRRC Associates Anne Junor and Ian Hampson was chosen for inclusion in 16 case studies forwarded by UNSW to the ATN/Go8 Trial of Assessment of Research Impact as best demonstrating the benefits of research to 'end-users'. In this trial participating universities were able to submit up to four impact case studies in each of four areas (Defence, Economic Development, Society and Environment). The IRRC research was chosen as one of four case studies in the area of Impact on Society.
- x The research, conducted with IRRC Associate Dr Celia Briar, was cited as evidence in the first Equal Remuneration Case in the Fair Work Court. This case resulted in pay increases of 23% to 45% to be made to 150,000 Social and Community Services workers in annual instalments to 2021. In July 2012 the Commonwealth set aside \$3 billion to help fund these increases. The Full Bench judgment drew on two sets of evidence provided by the IRRC. The first was the use of the Spotlight skills analysis methodology, published on the IRRC website and previously developed by a team including Junor and Hampson. This provided evidence of the use of skills which the Full Bench accepted were undervalued because of gender and community sector employment. The second set of evidence was a quantification of exactly how much of the undervaluation was attributable to gender at each salary grade. This quantification, produced by IRRC Associates Junor and Briar, was accepted by the Full Bench.
- x In 2012, the Australian Workplace Gender Equality Agency provided links to the IRRC Spotlight tools in its online Gender Equality training package.
- x Evidence of take-up also emerged, for example by United Voice research staff in relation to care work, and in an approach by the NZ Council of Trade Unions in preparation for the Community Services Equal Pay case.
- x In 2012, Standards Australia published its standard on Gender-Inclusive Job Evaluation and Grading AS 5376-2012, produced by a working group led by IRRC Advisory Committee member Philippa Hall. Anne Junor was a member of the working group, along with the Australian Human Resources Institute, professional services firms, and employer and employee organisations. .

Objective 3. Encouraging the recognition, development and utilisation of skills

In 2012, skill and workforce development were key themes of the research conducted on a day-to-day basis in the IRRC, and of our research collaboration with the Transport and Logistics Centre.

Achievements

- x A report, Better Description and Classification of Jobs in Awards : A Spotlight Project was transmitted to the Workplace Gender Equality Agency and lodged with an ISBN in the National Library. It was based on 2011 research conducted in the IRRC into the relationship between skills in use, skills listed in Training Packages and Modern Award classifications in the following industries/occupations: laboratory technician, printing, food processing, finance, and clerical.
- x IRRC Associate Ian Hampson also applied the Spotlight conceptualisation of under-recognised work process skills to an analysis of lean production in a paper „Skills and Control in the Toyota Production System . presented at the International Labour Process Conference in Stockholm. In March

- x Further uses of the Spotlight Tool for recognising and developing service skills included the ongoing use of the Judith Miller Grant, made to the IRRC, in order to fund the website www.spotlightworkskills.com. This website was built by IRRC Associate, Dr Celia Briar in New Zealand and international versions of the Spotlight toolkit are available on the IRRC website. In 2012, funding for the operation of the site was transferred to NZCOSS and the tool was used in preparing evidence for community services pay bargaining in New Zealand.
- x The Building Professional Skills project for the Division of Finance and Operations resulted in a comprehensive Mid Year Progress Report and subsequent Summary Report to DFO Managers, as well as monthly progress reports to the Project Steering Group (Senior Managers), the Project Working Group (a cross-functional reference group within DFO) and periodic reports to Divisional Forums.
- x As part of a Linkage Project exploring the future of aircraft maintenance in Australia, Ian Hampson undertook a detailed study of the complex and shifting relationship between licensing and training, and reported this to a Reference Group of Partner Organisations as Occasional Paper 8 (2012) 'Misalignments in the Reformed System of Training and Licensing of Aircraft Maintenance Engineers'.
- x Analysis of perceptions of skill in low-paid service jobs – waiters, chefs, cleaners – at the level of policy and training and employment relations practice was undertaken. This was as part of a Linkage Project involving the IRRC, the University of Ballarat, United Voice, Manufacturing Skills Australia and Service Skills Australia. A report of findings was provided to Partner Organisations in August.
- x Professor Daryll Hull consulted with the IRRC regarding a major initiative undertaken through the Transport and Logistics Centre – the development of a National Maritime Industry Workforce Development Plan.
- x Professor Hull's IRRC Working Paper, 'Winning the skills battle and losing the knowledge war in the Railways: Reflections on changing culture in a complex system and the impact on learning and development', published in SSRN, received 116 views and 14 downloads.

Objective 4. Continue to build the impact of ***The Economic and Labour Relations Review***

The Economic and Labour Relations Review was the major publishing activity of the IRRC in 2012. It is a refereed journal with a focus on contemporary issues, developments and policy-making in the fields of economics and labour relations.

Achievements

- x In 2012, Volume 23 was published in four issues, an increase on the three issues of 2011 and the two issues per year of Volumes 1-21.
- x The ELRR website <http://www.elrr.unsw.edu.au> was maintained as a guide to subscribing and submitting articles.
- x In 2012 the ELRR was abstracted and indexed through Ulrichsweb and Scopus and

x In 2012, following a two-year assessment, Thomson Reuters approved ELRR for

Associate Professor Ian Hampson, were in ongoing regular communication with most Partner Organisations:

- Aerospace Australia
- The Aircraft Maintenance, Repair and Overhaul Business Association
- The Association of Licenced Aircraft Maintenance Engineers in Australia
- The Australian Manufacturing Workers Union
- Manufacturing Skills Australia
- TAFE NSW
- The Transport and Logistics Centre
- The Transport Workers Union

As well, a wider network of contacts was built, both in Australia and internationally, particularly in Sweden.

Through the Linkage Project, Recognising the Skill in Jobs Traditionally seen as Unskilled(LP110200888), Assocaite Professors Hampson and Junor further cemented their working relationship with Manufacturing Skills Australia

- x Public seminar:
On 24 July, cementing an earlier association, Professor Stephen Burks from the University of Minnesota, Morris, returned to present a seminar paper, „The Effects of Obstructive Sleep Apnea (OSA) on Driver Accident Risk and Driver Health and Health Care Costs at a Large US Trucking Firm . This attracted a wide audience from outside ASB. The seminar was publicised through ASB Media in an article headed „New research: falling asleep at the wheel (19/07/2012)
- x Contribution to colloquium in honour of Professor JW Nevile.
This one-day Colloquium, held on 10 October (Professor Nevile's 80th birthday), was organised by Tim Harcourt . It honoured the major influence of Emeritus Professor John Nevile on economy theory and policy.. Professor Nevile was instrumental in founding ELRR in 1990, and is currently serving on its Editorial Committee. Articles based on colloquium presentations by leading economists and social policy

Objective 6. Build our working relationships and international outreach

In 2012 the IRRRC continued to build working relationships inside UNSW, with colleagues in other Australian universities and internationally. These are summarised in the tables below.

RELATIONSHIPS WITHIN UNSW:

Faculty	School/ Centre	Contribution/Collaboration
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EXTERNAL RELATIONSHIPS

University	School/ Centre	Collaboration
University of Sydney	Economics	Professor M.Quinlan. A/Professors I. Hampson, S. Gregson & A. Junor with Prof G. Barrett – Linkage Project
Macquarie University	Marketing & Management Sociology	Professor L. Taksa Chair Advisory Committee, ELRR Editorial Committee Professor Jocelyn Pixley, IRRRC Associate – ARC DP13 application
University of Ballarat	School of Education	Professors E and A Smith – Linkage Project collaboration with A/Professors Ian Hampson & Anne Junor

THE & (1 7 5 (1 0) OBJECTIVES FOR 2013-2015

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

	2012	2011
	\$	\$

FUNDING SOURCES

Australian School of Business

Australian School of Business Grants to <i>The Economic and Labour Relations Review</i>	2011-12 2013-2017	\$10,000 in 2012 Forward commitment of £UK 8,000 pa in 2013-2017 as part of contract with SAGE. First payment made in November 2012.	Strategic planning and marketing ELRR – upgrade, ScholarOne contract and initial contract negotiation with SAGE. ELRR copy-editor and typesetter.
School of Business UNSW Canberra	2012	\$10,000 in 2012	Used to help fund operational staffing of ELRR and to undertake preparatory work on South Western Sydney manufacturing workforce development needs.

Grants and Consultancies

Grant/Contract	Duration	Amount	Comment
ARC Linkage: The Future of Aircraft Maintenance in Australia: Workforce Capability LP110100335 Located in School of Management but oversight of RA work shared between School and IRRC.	May 2011- Dec 2013 (extension to June 2014)	ARC contribution \$75,000 in 2011, \$70,000 in 2012, \$80,000 in 2013 Partner Org. Contributions: \$21,130 cash and \$122,739 in-kind in 2011 \$21,130 cash and \$126,564 in-kind in 2012 \$8,740 cash and \$123,569 in-kind in 2013	Funds held in the School of Management but the project is a collaboration of the IRRC, 3 UNSW Schools and Uni of Sydney. Initial approach was to IRRC, lead CI is IRRC Director, CI Junor has only an IRRC affiliation, and 2 other CIs (Hampson & Gregson) have dual School of Management/IRRC affiliation.
ARC Linkage: Recognising the Skill in Jobs Traditionally Considered Unskilled LP110200888 o Located at University of Ballarat o UNSW share lodged in IRRC	July 2011 to December 2014	Funding of \$13,500 pa to IRRC account Covers 0.2 RA plus travel	IRRC Associates I. Hampson and A. Junor are CIs Partly based on Spotlight methodology developed in IRRC Part-funded RA Dr Doug Fraser
Transport and Logistics Centre	2012	\$55,000 – Research collaboration - general \$1500 Partner Organisation cash contribution and \$3034 in-kind contribution to Aircraft Maintenance Linkage Project	Research collaboration across Linkage, Professional Skills and workforce development projects – 3 SSRN publications. – funded deployment of RA/Editorial Coordinator J.Antony
Building Professional Skills ±Division of Executive Director Finance and Operations, UNSW Joint IRRC/School of Management	Apr 2011 to Mar 2013	Total grant: \$396,075 in 2011-12, shared between School of Management & IRRC - IRRC share is:\$111,242 in 2012	release CI Junor from IRRC administrative duties through funding of Admin staff \$88k in 2012) and payment of \$6000 in ScholarOne fees for ELRR

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School of Management continued

Associate Professor Ian Hampson ELRR

DETAILS OF GRANTS, CONSULTANCIES, RESEARCH PROJECTS, PUBLICATIONS AND OTHER SCHOLARLY ACHIEVEMENTS

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

In 2012 this project saw the development of particularly close working relationships with Partner Organisations. A mailing list was compiled by Aerospace Australia, the Aircraft Maintenance Repair and Overhaul Business Association, the AMWU, and the Association of Licensed Aircraft Engineers Australia for the first wave of a panel survey. This elicited 708 responses, with approximately half the respondents volunteering for follow-up interviews or to continue with future survey waves. Research Assistant Tanya Carney coded the data and produced descriptive statistics for presentation to Partners.

Chief Investigator Ian Hampson has heavily engaged in site visits, interviews and meetings with Partner Organisations, mapping the unfolding impact of regulatory changes as they occurred. He developed a theoretical framework, based on the concept of institutional dissonance, to map the disjuncture between regulatory changes, training and future needs, and examined the implications of the offshoring of heavy maintenance, particularly for the General Aviation sector. Sarah Gregson mapped the history of regulation through interviews and archival research

Research Officer Dr Doug Fraser produced a wealth of secondary data analysis, mapping changing patterns of employment in the industry, as well as the labour demand implications of Australian fleet changes. Michael Quinlan continued to map the relationship between maintenance offshoring and safety incidents, delving into US records.

This analysis was presented to the above Partners, and further Partners the Transport and Logistics Centre, Manufacturing Skills Australia, TAFE NSW and the Transport Workers Union.

Selected Output for 2012

Occasional Paper 7: D. Fraser (2012) The Labour Market for Aircraft Maintenance Engineers in Australia.

Occasional Paper 8: I. Hampson (2012) Misalignments in the Reformed System of Training and Licensing of Aircraft Maintenance Engineers.

Occasional Paper 9: D. Fraser (2012) The Changing Profile of the Australian Aircraft Fleet: Implications for AME Demand

Hampson, I, Gregson, S. and Junor, A (2012) „Missing in action: Aircraft maintenance in the recent „HRM in the airlines literature. *International Journal of Human Resource Management*, 23(12), 2367-2383.

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

2012 saw the development of valuable information-sharing between the Chief Investigators and three Partner Organisations, providing the researchers with early and timely updates in fast-moving field of training policy, and providing one Partner, United Voice, with access to early dissemination of the Spotlight skills identification methodology in other fields such as care work.

Manufacturing Skills Australia was a Partner in both Linkage projects; this helped build solid networks with MSA and was one factor that led to a further officer from this organisation contacting the IRRC with the prospect of a third field of collaboration – manufacturing and engineering workforce needs in South Western Sydney.

The IRRC was responsible for three of the nine occupations in the study – chefs, waiters and cleaners. In 2012, the project moved from Phase 1 interviews with high-level policy people to Phase 2 interviews with industry skills councils, employer association leaders and senior training providers, and organisations were located who would allow Phase 3 interviews with managers, HR staff, supervisors and workers. By the end of 2012, Ian Hampson and Anne Junor had completed 24 workplace interviews in each of the three occupational areas, including the administering of CI Erica and Andrew Smith's (both from University of Ballarat) 'Ways of Seeing' questionnaire, and the IRRC's 'Spotlight' skills identification instrument, ready for data analysis and validation in 2013.

Output for 2012

Progress Report 2 for Industry Partner Organisations: Australian Research Council (ARC) Linkage program 'Recognising the skill in jobs traditionally considered unskilled', Confidential July 2012.

Progress Report 2- Summary for Boards Project: Recognising the skill in jobs traditionally considered unskilled July, 2012.

The research design, involving comparison of perspectives on skill at cascading levels from senior policy practitioners to workplace employees, made it premature to publish academic papers out of the project until all seven fieldwork phases had been completed. ng 2012.

PUBLICATIONS 2012

Books 2012

Fairbrother, P., O'Brien, J., Junor, A., Riquelme, H. and Williams, G. (2012) *Unions and Globalization: Governments, Management, and the State at Work*, Routledge, London (pre-publication release 2011)

Output from an ARC Discovery Grant - bylined to IRRC

O'Leary P., and Sheldon P. (2012): *Employer Power and Weakness: How the local and the global have shaped the meat industry and its industrial relations*, VURRN Press, Ballarat Australia.

Co-authored by IRRC Associate P. Sheldon; promoted and marketed through IRRC.

Book Chapters 2012

Wilcox, T. (2012) „Embedded moral agency: a MacIntyrean perspective on the HR professional's dilemma S. McKenzie, H. Harris, & G. Wijesinghe (eds) *The Heart of the Good Institution: Virtue Ethics as a Framework for Responsible Management*, Springer.

Produced from PhD thesis supervised by IRRC Associates A Junor and D. Morgan.

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

Thesis supervision by IRRC Associates with no other UNSW Affiliation

Honours Completion

Professor Raja Junankar (IRRC) provided joint supervision with Associate Professor Peter Kriesler 9IRRC and Economics

Anthony de Rosa: Waste Land: An Investigation Into the Output Costs of Australian Labour Underutilisation from 1978-2012

School of Social Science, Faculty of Arts and Social Sciences, UNSW

Ph D Completion and submission:

Anne Junor and Professor Ralph Hall (both retired Adjuncts and IRRC Associates) - joint Supervision

Tanya Carney: Navigating Occupational Norms: Explaining the Employment Mobility Patterns of Australian Mothers

Submitted September 2012 Conferred Ju

