



Industrial Relations Research Centre

Annual Report 2014

January - December

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<i>Mission</i>	3

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.

	2014	2013	2012	2011	2010
Research Revenue	1	(0)	2	3	4
Donations & Bequest	5	6	7	8	9
UNSW Canberra Project	10	11	12	13	14
Faculty	15	16	17	18	19
Drawdowns	20	21	22	23	24
Other	25	26	27	28	29
Income	30	31	32	33	34
Expenses	35	36	37	38	39
Net Income	40	41	42	43	44
Reserves	45	46	47	48	49
Other	50	51	52	53	54
Income	55	56	57	58	59
Expenses	60	61	62	63	64
Net Income	65	66	67	68	69
Reserves	70	71	72	73	74
Other	75	76	77	78	79
Income	80	81	82	83	84
Expenses	85	86	87	88	89
Net Income	90	91	92	93	94
Reserves	95	96	97	98	99
Other	100	101	102	103	104
Income	105	106	107	108	109
Expenses	110	111	112	113	114
Net Income	115	116	117	118	119
Reserves	120	121	122	123	124
Other	125	126	127	128	129
Income	130	131	132	133	134
Expenses	135	136	137	138	139
Net Income	140	141	142	143	144
Reserves	145	146	147	148	149
Other	150	151	152	153	154
Income	155	156	157	158	159
Expenses	160	161	162	163	164
Net Income	165	166	167	168	169
Reserves	170	171	172	173	174
Other	175	176	177	178	179
Income	180	181	182	183	184
Expenses	185	186	187	188	189
Net Income	190	191	192	193	194
Reserves	195	196	197	198	199
Other	200	201	202	203	204
Income	205	206	207	208	209
Expenses	210	211	212	213	214
Net Income	215	216	217	218	219
Reserves	220	221	222	223	224
Other	225	226	227	228	229
Income	230	231	232	233	234
Expenses	235	236	237	238	239
Net Income	240	241	242	243	244
Reserves	245	246	247	248	249
Other	250	251	252	253	254
Income	255	256	257	258	259
Expenses	260	261	262	263	264
Net Income	265	266	267	268	269
Reserves	270	271	272	273	274
Other	275	276	277	278	279
Income	280	281	282	283	284
Expenses	285	286	287	288	289
Net Income	290	291	292	293	294
Reserves	295	296	297	298	299
Other	300	301	302	303	304
Income	305	306	307	308	309
Expenses	310	311	312	313	314
Net Income	315	316	317	318	319
Reserves	320	321	322	323	324
Other	325	326	327	328	329
Income	330	331	332	333	334
Expenses	335	336	337	338	339
Net Income	340	341	342	343	344
Reserves	345	346	347	348	349
Other	350	351	352	353	354
Income	355	356	357	358	359
Expenses	360	361	362	363	364
Net Income	365	366	367	368	369
Reserves	370	371	372	373	374
Other	375	376	377	378	379
Income	380	381	382	383	384
Expenses	385	386	387	388	389
Net Income	390	391	392	393	394
Reserves	395	396	397	398	399
Other	400	401	402	403	404
Income	405	406	407	408	409
Expenses	410	411	412	413	414
Net Income	415	416	417	418	419
Reserves	420	421	422	423	424
Other	425	426	427	428	429
Income	430	431	432	433	434
Expenses	435	436	437	438	439
Net Income	440	441	442	443	444
Reserves	445	446	447	448	449
Other	450	451	452	453	454
Income	455	456	457	458	459
Expenses	460	461	462	463	464
Net Income	465	466	467	468	469
Reserves	470	471	472	473	474
Other	475	476	477	478	479
Income	480	481	482	483	484
Expenses	485	486	487	488	489
Net Income	490	491	492	493	494
Reserves	495	496	497	498	499
Other	500	501	502	503	504

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 IRRC

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 IRRC 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.

