

AIRAANZ 2014

28th Association of Industrial Relations Academics of Australia and New Zealand Conference

Presenter Abstracts

Abeer Alfarran, Donna Buttigieg and Pauline Stanton **Employing Saudi Arabian Women in MNCs**

This paper focuses on the employment of women in MNCs operating in Saudi Arabia. Saudi has one of the lowest participation rates of women in the world. The paper explores the institutional context in Saudi and explores the legal and cultural barriers encountered by companies in the recruitment and retention of women, and the difficulties women face in securing and maintaining work in the private sector.

This paper uses qualitative methods and a case study approach to explore gender employment issues in the workplace in two MNCs. In depth interviews were conducted with Saudi management representatives and employed women in the two organisations. The paper draws on institutional, international human resource management, cross-cultural and discrimination theories and applies them in the Saudi context.

The study found political, economic, legal and cultural barriers that restrict women from participation in the workplace. From the employer's perspective, although the new government policy of Nitaqat encourages the employment of Saudis with penalties for non compliance, there are a number of workplace compliance issues in regard to the employment of women. These include gender separation, issues around women overseeing men and cultural rules over guardianship of women. From the women's perspective, they experienced differential pay and treatment, family responsibilities, limited career paths and marginalisation from decision making. However, some women prefer gender-segregated workplaces and did not recognise legal barriers to their employment only cultural ones. The managerial participants considered that women's lack of competencies, poor English fluency and workplace preferences were influential in their ability to compete for jobs

Danaë Anderson & Rupert Tipples **Are vulnerable workers really protected in New Zealand?**

Increasing migration to New Zealand is indicative of globalisation's influence on working arrangements and employment conditions. One subset of vulnerable workers are migrants. Migrants are over-represented in sectors with high accident rates, obtain work from ethnic community connections or labour contractors, and often have language difficulties. Initially we explore who are vulnerable workers using Sargeant's 2009 framework and conclude that vulnerable worker protection is largely rhetoric not reality. Then we ask three questions: What are the existing protections for New Zealand's vulnerable workers? Secondly, why do these mechanisms not work effectively? Finally, what can be done to improve the protection of vulnerable workers?

New Zealand vulnerable workers are protected by the state through public policy, and by collective labour actions. However, legislation, monitoring, and enforcement have had limited utility. Recent amendments acknowledge new features of vulnerability, but on their own are recognised as insufficient to ensure public compliance. As a result of down-sizing in the public sector and budget constraints there is also a lack of inspectors to investigate cases. Moreover, many insecure and precarious workers will not lay complaints because of their employment vulnerability.

Most additional protections are likely in the short term to come from collective worker initiatives. These are illustrated through case studies of new radical trade unions such as Unite and First's Union Network of Migrants, with a focus on membership ethnicity and new organisational devices such as social media, communication campaigns and leadership development. Such features are contrasted with a non-union but demonstratively successful collective, the Filipino Dairy Workers in New Zealand (Inc.) of Ashburton in dairy farming and of the role of the Canterbury Indonesian Society (Inc.) in the 'rescue' and repatriation of the Indonesian crew of the Oyang 75.

Jim Arrowsmith and Jane Parker **Redundancy provision in the context of global financial crisis: a cross-national study of New Zealand, Australia and South Pacific Island nations**

The global financial crisis unleashed a wave of public austerity and private-sector rationalization across many sectors and countries. This was manifested in large-scale job losses, through 'voluntary' or forced redundancies. The rationale for and conduct of lay-offs are framed by international labour standards, notably ILO Convention 158 and its recommendation on Termination of Employment. These serve as a benchmark for national regulations, which are introduced on both efficiency and equity grounds. The former seeks to minimize the disruption associated with rationalization, thereby expediting the overall process, and the latter recognizes to some extent workers' 'property rights' in the job. The two objectives are not always compatible, and the position of trade unions concerning redundancy (whose rights are also usually recognized in international and domestic legislation) is often made more difficult as a result.

This paper is based on an ILO-commissioned report and assesses national redundancy provisions in New Zealand,

Australia and South Pacific island nations. The research question concerns the efficacy of regulatory approaches to redundancy in different national contexts. Its research method is analysis of publically-available material and documents provided by the ILO and national governments by request. The paper observes a number of deficiencies in redundancy protection, including in implementation and enforcement, which applies particularly to regulating the informal economy and ensuring the protection of vulnerable workers. This is an issue for developed as well as developing countries. Implications are considered in terms of the ILO's 'decent work' agenda and for conceptualizing employment regulation in the field of redundancy protection.

Janis Bailey, Carolyn Troup and Glenda Stratchan

Part-time work and advancement: A study of professional staff in Australian universities

Most research on part-time work concludes that it offers women little chance to maintain and progress a career (Dex and Bukodi 2012). One focus of gender equity policies has been the creation of part-time work which can be classified as 'good' or 'retention' jobs, that is those jobs which are usually created as a result of a worker requesting a reduction in hours and which allow workers to move between full-time and part-time hours at their request. This paper examines whether 'good' part-time jobs can deliver career advancement through an examination of one industry and group of workers, professional staff in Australian universities. It addresses the question: Does a period in part-time work hinder a women's career progression compared to women who only work full-time? The paper uses data from the 2011 Work and Careers in Australian Universities survey with 10,924 professional staff responses. A series of questions obtained information about an individual's working history from their first university appointment to their current level, indicating the full- and part-time years spent at each level. Over one third of the women respondents (38 %) currently, or had in the past, worked part-time. Our study reveals mixed findings. Moving between part-time and full-time work does not generally impede career advancement. Part-time work stalls career advancement compared to working full-time, but this brake is reduced if a woman transitions back to full-time work. However, women who had only worked part-time were more likely to be at lower levels and mostly fixed term.

Dex, S. and Bukodi, E. (2012) The effects of part-time work on women's occupational mobility in Britain: evidence from the 1958 birth cohort study. *National Institute Economic Review*, 222, R20–R36.

Donna Baines and Tamara Daly

The state of nonprofit care work: Convergence under austerity?

The nonprofit social services prides itself on its unique commitment to social justice, community participation and a non-market ethos. Though professional discretion and autonomy have been curtailed under managerialism, reducing opportunities to pursue social justice, some managers, Boards of Directors and front-line workers still embrace this ethos while noting that it is increasingly displaced by the mantra of 'quality of care'. Social justice have less commonly been part of the discourse in other parts of the care work sector in Canada, especially those involving health services and institutional care where the quality of care work discourse dominates. Drawing on two different sets of qualitative interview data (in each of nonprofit long term care and nonprofit social services in Canada), this paper asks the following questions:

- 1) Is there an erosion of the social justice ethic and if so, does this erosion reduce the differences between kinds of care work, particularly in nonprofit social services and long term care?
- 2) Does the erosion of the social justice discourse undermine a public care ethos or are there other discourses that keep it alive (such as quality of care)?
- 3) Do these processes reduce obstacles (such as agency-wide and staff resistance) to the privatization of care, thereby reshaping care work to be more fully compatible with the market priorities that characterize prolonged austerity?

Though a distinct convergence is noted, significant differences remain and the concluding section theorizes the links between the relative autonomy of each work force and the capacity to think and act outside of managerialised metrics and dictates.

Marian Baird, Ludo McFerran and Ingrid Wright

An Equality Bargaining Breakthrough: Paid Domestic Violence Leave

In 2010 the first clauses providing paid leave and other entitlements to victims of domestic violence were included in union negotiated enterprise agreements registered with the Australian Fair Work Commission. By mid 2013, over one hundred enterprise agreements in Australia included such a clause. Applying a model of 'equality bargaining' (after Dickens, 1998) the paper presents a case study of the development and negotiation of one of the first domestic violence clauses providing paid leave in the world. The clause was negotiated between a union and a local council authority. For confidentiality reasons they are referred to as The Union and The Council. The analysis finds key facilitators of equality bargaining in this case were the contributions from external forces, the availability of a 'model clause' and the commitment of The Union's representatives. Of lesser significance, but still apparent, was the bargaining relationship and the reputation of the parties. Contrary to the findings in other research, neither the decentralised bargaining framework nor the absence of a supportive legislative framework was an impediment to successful bargaining of the domestic violence clause in this case.

Ruth Ballardie and Richard Gough

Negotiating nurse identities through the entanglements of Lean QI, audit culture and work intensification: Nurses experiences of 'Lean Ward' projects.

This paper explores the development of ward level lean teams with nurses in a medical and a surgical ward in a major hospital, using interview-based data and the examination of key documents. This lean program draws on the rhetoric of both patient care and of efficiency to enrol nurses in ward-based projects that aim to both improving patients care and increasing the efficiency of nurses' work, with the explicit expectation of increasing direct care time with patients. While initiated as a top-down process, the project attempted a bottom-up approach, and was also linked to existing audit demands. Key aspects of nurses experience of the implementation of lean at a ward level is discussed in relation to the specific characteristics of the wards and of the work, and values, of nurses within them, with project resource inadequacy central to the outcomes. A key finding was that while nurses identify with aspirations to improve patient safety, and some found value in using lean tools, these are compromised by the structure and increasing intensity of nurses' work (itself related to government health reforms that mandate high bed occupancy rates and maximising patient flow). This impacts on how anytime savings made through the project was ultimately used. Ironically, already high work intensity undermines attempts to increase efficiency. The broader implications of this is discussed by drawing on Adler's (2012) engagement with Labour Process Theory in developing the concept of ambivalent bureaucracy, and by expanding on his related comments regarding sociological and psychological ambivalence.

Nikola Balnave and Alison Barnes

Campaigning in a Changing Environment

The long anticipated election of a conservative federal government has raised the spectre of changes to the laws that govern the employment relationship which, coupled with ongoing problems of low union density, present a difficult environment for the Australian union movement. This paper explores how peak union bodies have prepared themselves (or not) for potential changes to the industrial landscape. Drawing on interviews, the paper examines the campaigning tactics developed in the lead-up to the 2013 federal election and its immediate aftermath such as the reinvigoration of local community groups first established during the your rights at work campaign. It provides some preliminary conclusions about the strengths and weaknesses of these tactics as one method of responding to the changing environment.

Larissa Bamberry and Cathy Brigden

Low paid bargaining: the evidence so far

One of the new facilitative provisions included in the Fair Work Act 2009 regarding collective bargaining was s.243, the low paid bargaining stream. It was designed to provide for 'low-paid' workers with little or no previous history of collective bargaining to enter into bargaining for a multi-employer agreement. To date, two cases have been concluded, but with quite different outcomes. The first, brought by United Voice and the Australian Workers Union on behalf of aged care workers, was a qualified success. In contrast, the second case, the Australian Nursing Federation's (ANF) application for a low paid authorisation for practice nurses (working in medical practices) was unsuccessful. This paper explores the reasons for the dismissal of the ANF's application, including the assessment that practice nurses were not low paid, and the 'manageability' of multi-enterprise bargaining compared to enterprise based bargaining. We examine the ANF's case, the employers' response and reaction, and key elements of the decision. Drawing on recent collective bargaining scholarship, we identify some preliminary conclusions about the challenges for incorporation of multi-enterprise bargaining, the challenges for trade unions in meeting the 'public interest' test, and what this decision may mean for employer-employee power relations in the sector.

Alison Barnes, Sasha Holley and Lucy Taksa

Permanent insecurity: The relationship between labour hire workers and permanent employees in the aviation industry

This paper explores how the use of labour hire arrangements has threatened the employment security of permanent workers who have traditionally enjoyed more secure forms of employment. A case study of labour hire workers and permanent employees working as ground crew in the aviation industry highlights the diminishing gap between what was traditionally thought to be secure and insecure work. The case study suggests that management has used the spectre of labour hire to undermine income security and career path opportunities across the board, leaving permanent employees feeling vulnerable and uncertain about their future job security and their potential to earn a sustainable wage. Thus labour hire and secure workers now experience similar threats, as they compete against each other for overtime shifts and promotions. This serves to undermine workplace cohesion. The implication of this strategy is that management may reduce labour costs in the short term by using labour hire, yet they fundamentally undermine goodwill within the enterprise, which can have long term effects.

Ruth Barton

'A Question of Lock-in: Trade Unions as Development Actors' Ruth Barton, Centre for Sustainable Organisations and Work

The North West Coast of Tasmania, has in the last 80 years industrialised and then deindustrialised. Like many regional areas it now sits in the periphery of the Australian economy and the margins of the global economy. Locality acts in uneven and contested ways and much has been made of capitals' ability to roam the world in contrast to the relatively immobile nature of workers. However place has multiple identities and these can be a source of richness or of conflict. A place comprises a set of social relations which come together at a particular point. However at times these social relationships can become solidified and appear as a form of cognitive lock-in where the way that people think about the labour markets and their place in it becomes fixed (Hudson, 2005). This lock-in can extend to functional, cognitive and political aspects and place a region onto a pre-determined trajectory. This concept will be examined in terms of conceptualisations about trade unions, labour and community and their place and role in Burnie's regeneration viewed through the prism of debates over the demolition of the former pulp and paper mill buildings and examine the space this leaves for unions to participate in regeneration activities.

Timothy Bartram, Ruth Ballardie, Pauline Stanton, Sandra Leggat, Greg Bamber and Amrik Sohal
Institutions and institutional actors in healthcare

This paper investigates the influence of the healthcare institutional context on organisations and the key actors within two case study organisations in Australia and Canada during the process of workplace innovation and transformation. In particular we focus on management and clinicians in two large tertiary public hospitals during the introduction of Lean Management and Six Sigma in two Emergency Departments. We utilise Institutional Work (IW) theory which we place in a traditional employment relations paradigm of industrial actors. We focus on actor promotion, engagement or resistance to change and how actors create, maintain or disrupt the institutions in which they work. In healthcare sector the professions (particularly the medical professionals) are extremely powerful and research has demonstrated that they exert considerable influence on the adoption of workplace innovations (Adler and Kwon, 2013).

We examine these complex relationships using a multi-level approach to unpack the different perspectives of three levels of actors: Institutional context (including government officials, professional associations and union officials), the organisation (different levels of hospital management, clinical and disciplinary groups) and the workplace level (emergency department). We examine the enabling and constraining factors and their impact on workplace innovation and transformation, their impact on workplace employment relations and its subsequent effect on their perceptions of the quality of patient care. Our research questions are:

What role do boundaries, practice, boundary work, and practice work play in creating, maintaining and disrupting institutions? What is the role of the employment relations actors in creating, maintaining and disrupting institutions?

Huat Bin (Andy Ang) and Erling Rasmussen
An analysis of flexible working practices in New Zealand

Recent research has shown that the introduction of flexible working options for employees can impact positively on their perceptions of job quality, particularly long-term opportunities for development and progression. There can also be negative outcomes since most of the flexible working options in New Zealand are decided through workplace negotiations between employers and employees and this opens for a considerable amount of employer-driven flexibility. While legislation provides some constraints on flexible working options in order to protect employees there has also been introduced a legislative provision of requesting flexible working arrangements in 2007 (the Employment Relations Amendment Act) as a response to calls for greater workplace flexibility and greater work choices for employees.

This paper highlights the trends in the flexible working practices amongst New Zealand organizations as reported by the human resource managers. The research findings are based on 142 questionnaires from the 2011-2012 Cranet survey which covers organisations with 1 or more employees. The findings show that the traditional flexible working practices (such as shift work, overtime, part time work, weekend hours and flexi-time) were regularly used by the responding organisations. However, the more 'fancy forms' of flexible working practices such as teleworking, job sharing and homebased work - were only used in a minority of responding organisations. The study concludes by discussing the implications of the findings for the practice of human resource management.

Stephen Blumenfeld
Back to the Future—An Assessment of the Employment Relations Act 2000, as (greatly) amended

The next New Zealand general election will be held no later than December 6th 2014, with the possibility of further amendments to New Zealand's employment law being mooted in Parliament shortly thereafter. While it might seem surprising that employment law would have salience as an election issue in New Zealand more than 14 years since the Employment Relations Act was first enacted, the regulation of employment relations in New Zealand has nevertheless been a movable feast since enactment of the Employment Contracts Act nearly a quarter century ago. In fact, when changes in the Employment Relations Amendment Act 2013 are incorporated into the legislation, the ERA will have been amended and printed in twenty-five versions since first being enacted in October 2000.

This paper places the Employment Relations Act 2000 in its broader historical and policy context, showing its genesis in the Employment Contracts Act 1991. It assesses recent amendments to the ERA as well as other proposed changes to New Zealand's employment legislation, in light of the original object of the 2000 Act: "to build productive employment relationships through the promotion of good faith in all aspects of the employment environment and of the employment relationship". To that end, any advancement towards balancing of relative bargaining power between employers and employees represents improvement in employment relations. This paper argues that, in considering any further amendments to the country's employment legislation, New Zealand's Parliament should focus their efforts on making genuine improvements to employment relations, rather than on gaining preference from self-interested segments of the electorate.

Paul Blyton and Jean Jenkins

Time Banks and Dead Horses: The Manipulation of Working Time and the Realities of Power in Indian Garment Factories

In this paper we take as our case the practice of 'time-banking' as found in the ready-made garment factories of Bangalore, in the southern state of Karnataka, India.

Qualitative research with garment workers and their representatives was undertaken in two separate periods of fieldwork in 2009 and 2012 respectively. Semi-structured and unstructured interviewing was the main method employed.

We found striking similarities between present day employer practices and their manipulation of workers' hours in creating a relationship of time-*debt* between individuals and their workplace, and those noted in Britain (under the title of 'dead horse') in the mid-twentieth century (Cunnison, 1966). We conclude that industrialisation without strong unionisation or well-enforced regulation (see Berg et al, 2004) leaves today's workers in a less favourable position vis-à-vis their supervisors than that occupied by their historical counterparts in the 1950s and 1960s in mature industrial settings. We contend that our findings have wider significance for low skilled, socio-economically disadvantaged workers, particularly where the pressures of global recession and capital flight further disadvantage labour's perception of its capacity to resist exploitative working practices.

The paper's empirical value lies in the insight it offers to worker experience in a buyer driven value chain, where the feminisation of the labour force and the low socio-economic status of women provide a context for the dynamics of workplace relations. Theoretically, the paper highlights the significance of the socio-economic and regulatory context for control and resistance in the twenty-first century labour market.

Mark Bray and Leslee Spiess

From bargaining structures to labour regulation: Describing complex patterns of rule making in industrial relations

There is now a rich body of literature using the construct of 'bargaining structure' to analyse the complex processes by which decisions are made in industrial relations and the rules of the employment relationship are created and enforced. Despite the many strengths of this literature, we argue in this paper that it has delivered only a partial analysis of key elements of industrial relations and its flaws have become more obvious with major changes in the practice of industrial relations. The term 'bargaining structure' and its theoretical development originated in the analysis of collective bargaining, and as unions have declined and as collective bargaining has become an increasingly less common method of determining wages and working conditions, so the limitations of the concept have grown. In this context, this paper will review the bargaining structures literature, applauding its many strengths and exposing its weaknesses, with the aim of offering an alternative framework couched in terms of 'labour regulation'. Succinctly, this paper argues that changes to the way the employment relationship is managed has meant that our understanding of bargaining structures is, at best, incomplete. To improve our understanding, it is argued that the notion of bargaining structures needs to be replaced by the broader, more holistic notion of labour regulation.

Kaye Broadbent, Glenda Strachan and Carolyn Troup

Research staff in Australian universities: A growing and insecure workforce

In the past twenty years Australian universities have been transformed by the creation of a unified higher education system; increasing student numbers; the decline in government funding; and the ageing and increased insecurity of the workforce as the employment of academics on permanent appointments declines. During this same time period the number of research staff has increased more than other sections of the academic workforce but research on their employment characteristics, career aspirations or career supports is limited. This paper addresses the question of what is the extent of insecure employment among research staff in Australian universities and what are the characteristics of employment? And what is the impact of insecure employment on research careers and employment conditions? The paper combines data gained from the Work and Careers in Australian Universities survey conducted in 2011 across 19 Australian universities with 8393 academic staff respondents with qualitative interviews of research staff at one research intensive university. The survey revealed that 35 per cent of academic

staff are employed with research as their sole or major activity, and 84 per cent of this group are employed on fixed term contracts. The overwhelming majority work from one contract of one to three years duration to the next, and are employed at the equivalent levels of tutor and lecturer. Borrowing from Reich, Gordon and Edwards (1973) this paper identifies that, resembling low paid industries, the highly qualified and professionalised Australian university labour market is segmented into permanent and insecure work.

Kerry Brown and John Burgess

Agreement Making in the Public Sector: Institutional Isomorphism or Fit-for-Purpose?

Public sector agreement making for wages and commissions has shifted its focus to broader concerns about the flexibility and non-wage considerations for employees (Waterhouse and Brown, 2006). However, it is unclear how much flexibility and individualised treatment of wage negotiations has occurred in the public sector. Institutional isomorphism, being the opposite of flexibility and individuality, suggests that it is more likely that organisations replicate rather than innovate (DiMaggio and Powell 1991). As such, this research analyses, through a process of content analysis, 41 agreements developed for the Queensland Public Sector, for the time period between February 2003 to September 2013 (which includes original and any revised versions), in order to understand the variation and flexibility, if at all present, within the public sector.

This research contributes to understanding the ongoing practice of public sector agreement making. It seeks to determine the extent of workplace flexibility and individualisation in certified agreements across a range of settings in the Queensland public sector.

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Kenneth Cafferkey, Fiona Edgar, Brian Harney and Tony Dundon

Ideological orientation and foci of employee commitment

Employee commitment can have significant impact on workplace engagement, trust, knowledge sharing, and ultimately organisational performance. There is growing recognition of some of the complexities that surround the concept of commitment. Recent research has drawn attention to the various foci of commitment. These range from commitment to individual development implied by so called boundaryless careers through to commitment to one's profession. This paper wrestles with this complexity by drawing upon a survey of 316 Irish workers to examine their key foci of commitment. Three interesting observations emerge. First two-thirds of our sample report personal career development as the factor they are most committed to. Second, the workgroup is ranked higher by our respondents than is the organisation as a primary focus for their commitment and, third unions receive very little endorsement as a focus for commitment from our sample. These results suggest the importance of delving further into the concept of commitment and in particular, moving beyond organizational commitment as the key referent point.

Anna Chapman and Beth Gaze

Are the Adverse Action Provisions in the Fair Work Act Providing Adequate Protection?

This paper examines the adverse action provisions in Part 3-1 of the Fair Work Act 2009 (Cth) and asks whether this framework is providing adequate protection for claimants. Part 3-1 provides workers with access to a remedy where they have been subjected to adverse treatment, including discrimination, because of an attribute. The protected attributes are industrial activities, workplace rights, and a ground such as race, sex or disability. Although case decisions under these protections introduced in 2009 took some time to emerge, litigation is now producing a steady flow of decisions of the Federal Circuit Court, Federal Court, and also of the High Court. This paper examines the decisions to date, to argue that the provisions are not in fact providing adequate protection for claimants. The authors suggest this reflects a number of dynamics, including the enduring strength of the industrial tradition with its breadwinner normative worker, and the ongoing marginalisation of discrimination and equality concerns within the industrial framework.

This paper will be drawn from Gaze and Chapman, ARC Grant, 'Reshaping employment discrimination law: towards substantive equality at work?' (DP110101076).

Sara Charlesworth, Fiona Macdonald and Somayeh Parvazian

Decent Work and Gender Equality: What do cross-national decent work indicators offer in better understanding gender (in) equality in Australia?

In 1999, the International Labour Organisation (ILO) set out its decent work agenda as a way of enhancing opportunities for women and men to obtain productive work in conditions of freedom, equality, security and human dignity. In 2009, the ILO declared that gender equality was 'at the heart' of decent work and has included sex-disaggregated data in the development of a set of indicators used to measure and assess progress on decent work

at the national level. However, to date the main ILO effort and focus in the collection and analysis of comprehensive decent work national indicators has been on emerging economies. In this paper, drawing on key decent work indicators and international datasets, we develop country-specific decent work profiles for Australia, Canada, the Netherlands and the United Kingdom. These profiles go well beyond the more common measures used to assess progress to gender equality, such as the gender pay gap and employment participation, to include decent working time and adequate income indicators. We explore what these profiles illuminate and what they obscure about the gender (in)equality 'problems' in each country. We then focus on the Australian case in cross national comparison to draw out what might be included in an integrated policy analysis of the prospects for decent work and gender equality in Australia.

Sara Charlesworth, Donna Baines and Ian Cunningham

'If I had a family, there is no way that I could afford to work here': Juggling paid and unpaid care work in community services

There is now a substantial literature that problematises the devaluation of paid care work as a consequence of its connection with the unpaid caring work women have traditionally performed. However there has been little research examining the links between paid and unpaid care responsibilities of front line care workers. Drawing on interview and other data from three large community services agencies in Australia, New Zealand and Scotland, this paper explores how care workers in different agency and national contexts negotiate their current and future unpaid care responsibilities at work. We argue that the low pay and lean work organisation in community services help construct paid care workers as essentially 'careless', unencumbered with family or community responsibilities, with diverse effects for different groups of workers. For younger workers the unrelenting demands of service provision and low pay make any long term commitment to working in community services unrealistic, while many female workers experience significant stress as they bend their unpaid care responsibilities to the demands of their paid work. However male workers, less likely to have primary caring responsibilities, appear both less troubled by the prioritising of paid over unpaid care work and less likely to self-exploit for the job. At the same time, there is a widespread acceptance that the work/family juggle is a personal responsibility rather than a structural problem, caused by the demands of increasingly 'greedy' organisations. The failure by many community services agencies to acknowledge and accommodate their workers' unpaid care responsibilities has consequences not only for individual workers but also for meeting increasing demands for formal care.

Bill Cochfrane and Gemma Piercy

Industry Training: The black sheep of tertiary education

This research describes the key public policy changes in New Zealand industry training since the election of the National-led government in 2008. These changes are contrasted with the policies of the Labour-led government in the early 2000s. Based on this comparison we argue that the likely policy trajectory for industry training could be one of two scenarios; one which resembles the benign neglect of the 1990's, or one where industry training is undermined through the continued withdrawal of government funding and support. In order to explore these arguments further we examine participation rates in industry training 2009-2012 and draw on findings from a small number of interviews conducted with key informants from the union movement and industry training organisations. Overall we conclude that regardless of which scenario prevails, the post-2008 changes to industry training policy framework greatly reduces the capacity of skill levels to augment productivity within the New Zealand economy.

Bill Cochrane and Gemma Piercy

Industry Training: The poor cousin and black sheep of tertiary education

This research describes the key public policy changes in New Zealand industry training since the election of the National-led government in 2008. These changes are contrasted with the policies of the Labour-led government in the early 2000s. Based on this comparison we argue that the likely policy trajectory for industry training could be one of two scenarios; one which resembles the benign neglect of the 1990's, or one where industry training is undermined through the continued withdrawal of government funding and support. In order to explore these arguments further we examine participation rates in industry training 2009-2012 and draw on findings from a small number of interviews conducted with key informants from the union movement and industry training organisations. Overall we conclude that regardless of which scenario prevails, the post-2008 changes to industry training policy framework greatly reduces the capacity of skill levels to augment productivity within the New Zealand economy.

Amanda Coles

'Creative Class Politics: film & television unions in Ontario's creative economy'

The creative economy is usually presented as a viable, and desirable, economic development strategy for a post-industrial economy. In doing so, it normalizes prominent features of labour markets and employment relations based on a non-standard employment relationship; one that in its core characteristics is based on employment and income insecurity, excessive overtime, contract, freelance or self-employment, exclusionary networks, and where risk is both individualized and devolved from the employer to the worker. This paper examines the role that the film and television unions in Ontario, Canada play in supporting, contesting and re-imagining the concept of creative economy as policy actors. The argument is that the discursive and associational strategies the unions use as policy actors have a significant impact on the degree to which cultural *labour* problems are understood as cultural *policy* problems. The research shows two main issues arise when unions enter into industry associations that rely on the logic of the creative economy as their primary messaging strategy. First, in valorizing the economic and employment impact of the film and television production sector, creative economy arguments silence the articulation of systemic labour market and work model issues that are produced by the very policies they are trying to influence. Second, as a neoliberal construct, the creative economy privileges business in its policy networks. Consequently, the specific role that unions play in sustaining industry associations is obscured, and in doing so, unions *per se* gain little power or recognition as key stakeholders within policy networks.

Rae Cooper, Bradon Ellem and Chris Wright
Unions and the Making of Public Policy

How have Australian unions attempted to influence public policy development since the beginning of the Accord in 1983? In answering this question, we pay particular attention to industrial relations policy itself, for example in relation to minimum wages and bargaining structures, but we also analyse broader issues such as economic development and equity. We draw on two bodies of work: Hyman on union identity and political science scholarship on interest groups and social movements. Hyman shows how 'market', 'class' and 'society' shape unions, and we argue that unions' orientation to each is reflected in distinct union policy agendas. Political scientists recognise that unions do not have the natural advantages available to business groups to influence the policy process in capitalist economies and must rely on political opportunity structures to promote their interests. Union methods might range from constructing shared ideologies or policy agendas with governing parties or the bureaucracy or forging various coalitions with other social actors. We identify three union strategies which reflect unions' status as policy 'insiders' or 'outsiders' since 1983. In three very different periods, the Hawke-Keating, Howard, and Rudd-Gillard governments, we see, respectively, an experiment with corporatism, exclusion from policy making and then a period where unions were neither in the tent nor out, that is, neither properly thought of as insiders or outsiders. It is unlikely that the insider approach will be appropriate or practical in the near future. It is also unclear whether unions are sufficiently coordinated to pursue an outsider approach.

Natasha Cortis and Christine Eastman
Job control in the context of austerity: evidence from Australia's human service workforce

This paper explores trends in job control among frontline human service workers, including health and welfare practitioners, educators, and others who deliver face-to-face services to help meet recipients' daily needs, and develop capabilities. Workers in these occupations generally require high levels of autonomy and discretion, to respond constructively to complex, often unpredictable needs of individuals, and to buffer the emotional demands that come from working with children and sick, elderly, or vulnerable populations. In recent years however, shifting management priorities across the human services have been expected to threaten frontline workers' capacity to exercise autonomy or control over their work. Management technologies introduced to monitor and enhance efficiency, effectiveness and accountability, have been argued, for example, to intensify scrutiny over frontline practice; standardise and routinise complex processes; and deskill practitioners.

To explore these debates, we contribute new empirical data about trends in job control among frontline human service workers. Drawing data from the Household, Income and Labour Dynamics in Australia (HILDA) Survey, we use a validated measure that captures employees' perceptions of their control over how and when they do their work, and what happens on their job. Multivariate analysis suggests that between 2003 and 2010, levels of control among key groups of human service workers either fell, or failed to keep pace with increases experienced in the broader workforce. We discuss these trends in the context of debates about the effects of managerialism in the human services, and challenges in securing the future provision of good quality care.

Ian Cunningham
Austerity, purchaser – provider relations and the degradation of voluntary sector

Outsourcing to voluntary organisations has been implemented through the application of New Public Management (NPM) (Evans and Shields, 2002). Analysis of employment outcomes from this agenda have been framed within debates around the influence of 'non-employers' (Marchington, 2005, et al) in inter-organisational relations. The fate of employees has been largely dependent on the nature of the purchaser/provider relationship (Cunningham, 2008).

The greater the resource dependency on dominant purchases, the more likely there will be reductions in organisational autonomy, poorer employment conditions, workforce insecurity and employment status, and tensions between staff and management (Cunningham, 2008; Rubery and Urwin, 2011). UK purchaser - provider

relationships are being further tested under austerity measures. The 'Big Society' is integral to deficit reduction, placing emphasis on the voluntary sector to reduce public expenditure through more cost effective user-centred services that will have significant implications for employee relations among providers in England (Bach, 2012). In Scotland's devolved administration, there are claims of no appetite for similar public service retrenchment (Danson and Whittam, 2011). Through a qualitative study of relations between two Scottish local authorities and two medium-sized voluntary providers, the paper explores the following:

How are purchaser – provider relations changing employment relations in an era of austerity?

What are the implications for employees and their attitudes to work?

The paper finds that austerity and public service retrenchment in the devolved Scottish administration is driven by the powerful purchasers pursuing an aggressive NPM agenda of user choice undermining the financial security of providers and their employment conditions.

Tamara Daly, Pat Armstrong and Ruth Lowndes

Liminality in Ontario's long-term care homes: private companions in the space "betwixt and between formal / informal regulation and care work"

Nursing, personal care, food and cleaning are publicly funded in Ontario's long-term care (LTC) homes, but understaffing usually renders all but the most basic of personal preferences superfluous. This individualization of responsibility for care has more families providing more care and opting for privately-paid companion care. With direct payment of companions becoming a growing but largely invisible facet of care, exploring companion's roles is important. The LTC Act (2007) legislates training and screening rules for care staff and volunteers but not for a third category of "family, friends and persons of importance". Though remunerated and commonly performing the same work as paid staff, companions are lumped into the latter informal category. Companions' right to work is accepted by management due to wording in the resident's bill of rights, which stipulates that every resident can meet privately with family, friends or persons of importance. Unions and staff accept it due to understaffing and the extent to which it is "help", though it can negatively affect work organization. Whereas the Act obligates homes ensure staff and volunteers are screened for qualifications, training and criminal history, there is no obligation to screen companions. Using a 5 site rapid ethnographic study in LTChomes (i.e. observations, documents, and key informant interviews (n = 143)), this paper examines the space between formal / informal regulation and care work; it asks who does what in a given space, and with what consequences for residents, staff, management, and companions and for the state's funding and regulatory roles.

Jimmy Donaghey, Niall Cullinane, Tony Dundon, Tony Dobbins and Eugene Hickland

Employee choice of voice

Much of the employee voice literature has focussed on how, when and over what issues management provide channels for worker voice. However, within the literature, how voice regimes are shaped has lacked much theoretical focus, with an often deterministic role assumed for management and little analysis of power relations. The most detailed theoretical model proposed is that offered by Willman, Gomez and Bryson (WGB) in their "Buy, make, hedge or no voice" framework, based in transaction cost economics and explores how the outcomes attached to voice regimes are based on economic utility (eg, Willman et al, 2006). In this paper, the WGB framework is presented and examined in the light of empirical evidence drawn from a study investigating voice regimes in sixteen case study organisations across twenty four workplaces. While acknowledging the logic of the model, the evidence supports a greater role for employee shaping of voice regimes than the WGB model acknowledges. In particular, the evidence presented indicates that while management do have a strong influence on determining voice structures, the response of workers, and their agents, whether union or non-union representatives, plays an important role in the efficacy of voice within these structures. The paper concludes by presenting a conceptualisation of how employees shape voice regimes based around workers "accepting", "adjusting", "acquiescing" or "abandoning" the voice mechanisms offered by management.

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Tony Dundon, Tony Dobbins, Eugene Hickland, Niall Cullinane and Jimmy Donaghey

The 'Lose-Lose' reality of regulated employee involvement and participation in Liberal Economies

This paper will examine the regulatory context for Employee Involvement and Participation (EIP) in the Liberal Market Economies (LMEs) of the United Kingdom (UK) and Republic of Ireland (RoI). The data utilises several qualitative case studies to assess the extent of workplace collaboration and participation arising from transnational European regulations for worker voice. The cases are drawn from both sides of the Irish border (Northern Ireland, UK; Republic of Ireland, RoI) and include union and non-union companies in different industry sectors. The paper will argue, using Leibenstein's (1982) theoretical lens of the prisons dilemma, that such a regulatory approach has resulted in mutual 'losses' rather than mutual gains for employers, employees, unions, and the state. The paper will first contextualize the ICE Directive within the different historical pathways of (voluntarist) liberal market economies (LMEs) and coordinated market economies (CMEs), and then review the main elements of employee voice regulations. The paper argues that, when viewed through the analytical lens of the prisoner's

dilemma, transposition of employee participation rights within the distinctively voluntarist regimes of the UK and RoI has meant that the state and employers have redistributed insufficient power to employees or their respective unions. Therefore, the regulations are an inefficient means of ensuring equitable information and consultation for all parties. It is then argued that for sustainable mutual gains to be realised, deeper and more robust legal regulation is required than hitherto provided by the transposed European employee voice rights in the UK and RoI.

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Julie Douglas

Living Wage for workers: the construction of support and opposition through the media

The media wields substantial influence in its ability to construct stakeholder's positions on issues. As New Zealand society and businesses come to terms with the on-going effects of a low wage economy, the living wage concept and current campaign offers one effort to counter this. Although the campaign has already had a number of successes with local bodies and businesses there is on-going resistance to improving the lot of the working poor.

There is a history of mainstream conservative media overshadowing merits and principles of social justice campaigns, eg Greenham Common in UK and anti-nuclear movement in NZ. In spite of the significant increase in media exposure through advances in social media channels, print media remains a corner stone in New Zealand's traditional promotion of issues. This project seeks to ascertain the on-going influence media has on this important social issue – the Living Wage Campaign.

The identification of attitudes that prevail within stakeholder groups with regard to the living wage concept and the Living Wage Campaign in New Zealand may also shed light on the barriers (real or perceived) which prevent employers considering the adoption of a living wage in their organisations.

The research aims to provide a critical lens on the Living Wage Campaign. Fairclough's (1993) three-dimensional model for Critical Discourse Analysis (CDA) will be used to capture and critique the discourses from the media and key stakeholders. This model involves analysis of: (1) the text; (2) discursive practice; and (3) socio cultural practice. The first stage will be reported on here.

Brandon Ellem

Varieties of Mining: Iron Ore in the Pilbara and Northern Sweden

What are the differences and similarities between industrial relations in Australian and Swedish iron ore mining, how can they be explained and what can be learnt from them? Answering these questions casts some doubt on the merits the 'varieties of capitalism' school. In contrast, Peck and Theodore's concept of 'variegated capitalism' invites a multi-scaled geography of comparison: examining iron ore mining in local sites, in this case, the Pilbara and Kiruna, not simply focussing on national political-economy. These local socio-spatial settings are similar: northern Sweden is, like the Pilbara, physically isolated, with a harsh climate; it is a single-industry region where mining displaced indigenous modes of production. However, production is different: the main mine at Kiruna is underground, not an open-cut, with work carried out by local, not fly-in-fly-out, labour. At first sight, differences – the Swedish industry is fully unionised, privileges consultation, has a value-add production process and is state-owned – seem predictable in terms of national contexts. Considered as places of reproduction, not simply as industry, local configurations around 'community' are also different, with the Kiruna workforce thoroughly locally embedded. However, there are also similarities and deeper complexities. In both cases, managers speak of the industry in terms of lean production, automation and logistics. Yet, masculinist divisions of labour and cultures persist. Nor is the nature of unionism straightforward: in the Pilbara, density is under 5 per cent, even less than national norms; in Kiruna, unionists refer to the problems that incorporation has brought. Two matters stand out for further investigation: the bearing of local geographies on mining's industrial relations and questions for vibrant union strategy in both places.

Peter Fairbrother

'Rethinking Trade Unionism: Questions of power'

Trade unions face challenges in an increasingly global world. Much of the analysis of unions in the current period, reflected in the relatively long standing debates about union renewal, focuses on union organisation and union capacities. While opening up critical questions about union capacities and the process of capacity building, the focus of this paper is on unions as institutions, operating in complex settings, able to draw on power resources in different ways. The argument is that we must develop an analysis of trade unionism that considers the processes of capacity building in the context of the socio-political arrangements in which they operate. To explore these themes I examine unions in specific regions, addressing global questions, such as inward investment, transition to a low carbon economy, and the associated uncertainties about employment. Drawing on extensive research, I propose a reconsideration of theories about unions, addressing organisation, capacities and purpose.

Hailey Feilo, Felicity Lamm and Tyron Laurenson

Occupational health and safety (OHS) of Pacific Island workers: a cultural perspective

The occupational health and safety (OHS) of Pacific Island workers is at the centre of a number of intersecting issues. The steady growth of the Pacific Island community in New Zealand, the concentration of Pacific Island workers in precarious, poor paid, laborious, and hazardous employment and the often vulnerable position in which many Pacific Island workers find themselves are of concern. Research also shows that Pacific Island workers, including those originating from the Pacific Islands, are over-represented in the work-related injury and fatality rates. In the paper we report on preliminary findings from a recent New Zealand-located study on the working conditions and in particular the occupational health and safety experiences of Pacific Island workers. We argue that in order to undertake research on Pacific Island workers, it is necessary to adopt a culturally sensitive methodology, namely talanoa to overcome the many challenges associated with this type of research. That is, the study and its findings are gathered and analyzed through a Pacific Island lens. As we have incorporated a Pacific Island perspective in this study, it is necessary to first outline some of the cultural aspects of these peoples and provide examples. Finally, we offer suggestions that may go some way to reducing the high rates of Pacific Island work-related injuries and fatalities.

Ray Fells

Workplace relations and enterprise bargaining in Local Government (WA)

This paper offers a preliminary examination of how the formal workplace relations system operates away from the spotlight of high profile industry sectors such as mining or construction. The local government sector has a long history of union involvement, a wide range of occupations and complex organisational priorities, being in public services but not the public sector. In addition local government in WA operates within both the State and Federal industrial relations systems.

The experiences of a metropolitan council and a rural shire are compared. Data was collected through interviews of participants on both sides of the negotiating table. The focus in each case is on how they negotiated their enterprise agreements but these negotiations are understood in the wider context of their management – employee/union relations.

The case studies show two different ways of working within the formal system. Workplace relations at the metropolitan council have been turned around after a history of contentious relations between management and unions. The shire, in contrast, shows the typical characteristics of a small employer with the industry award rather than the unions providing the context within which informal paternalistic workplace relations are managed. The cases also show the challenges facing unions who operate within a non-manufacturing sector with members spread across a large number of relatively small employers (and in this case with the added problem of distance).

The paper concludes with some general observations on the operation of the formal workplace relations systems to complement other more legally-focused analyses.

Michael Fletcher

Where are the unemployed? - unemployment, benefit receipt and the welfare reforms

An unusual feature of recent labour market statistics has been the divergence between the number of people recorded in the HLFS as unemployed and the number receiving the unemployment benefit or its replacement Jobseeker Support. Although the two measures record different things, until the mid-2000s the number of people on the unemployment benefit has tracked the number recorded as unemployed in the HLFS survey within a margin of 15 percent or so. Since then, and through the most recent recession a large discrepancy has arisen between the two figures. At the end of June 2013 there were 48,438 recipients of the unemployment benefit (MSD Fact sheets-UB) compared with 153,000 people recorded in the HLFS as unemployed in the June 2013 quarter. Preliminary work suggests there are a multiple factors contributing to the difference (including the relatively higher impact of the recent recession on women) but it appears that there remains a sizeable unexplained component. One possibility is that welfare policy is playing a role. The Government's welfare reform package has the stated

objectives of "ensuring sustainable paid work is the goal for as many beneficiaries as possible" (Minister of Finance and Minister for Social Development, 2011) and MSD and Treasury have estimated that the reforms "could result in a drop in welfare by 28,000 – 46,000 over a 4-5 year period" (Minister for Social Development, 2011). It is possible that stricter benefit conditionality, changes to enrolment and re-enrolment practices and other elements of the reforms are contributing to a decline in the number of welfare recipients not matched by a decline in the official HLFS measure of unemployment.

This paper will use disaggregated HLFS data to investigate changes in employment and unemployment for population sub-groups, comparing outcomes since the GFC with those of earlier recessions. It will then draw on what is known about patterns of welfare receipt, especially Unemployment Benefit/Jobseeker Support to consider the extent to which welfare policy and the welfare reforms may be contributing to a divergence between benefit receipt and officially-measured unemployment. Two hypotheses in particular will be considered. First, that the welfare reforms per se (along with earlier policies such as Future Focus) are leading to situations where people who are entitled to a benefit are not receiving one and second, that the rise in two-earner households is resulting in growing numbers of unemployed people being ineligible for support in a welfare system based on family income.

Barry Foster, Erling Rasmussen and Deidre Farr

NZ Employment Relations: Employer attitudes and their ability to facilitate a high skill, high wage economy

In recent decade there have been a dramatic shift towards individualised and workplace base employment relations in New Zealand. While researchers have canvassed several explanatory factors to explain this shift this paper focuses on the role played by employers. It draws on several surveys that we have conducted of employer attitudes and behaviours with an emphasis on attitudes towards collective bargaining and recent legislative changes. Although many employers seek more employer determined flexibility it is unclear whether employers apply such flexibility opportunities in their own workplaces and whether such application leads to the development of the 'positive employment relationships' stipulated by the Employment Relations Act.

With the continuous issue of unsatisfactory productivity growth, the second part of the paper deals with theoretical and empirical issues associated with the rise in employer determined flexibility and how this may or may not facilitate a high skill, high wage economy. The paper draws on our previous criticisms of negative productive tendencies associated workplace-based and individualised employment relations. This position is contrasted with an overview of recent employer suggestions of how to lift productivity growth in New Zealand workplaces. In particular, these employer proposals are compared to recent changes in public policy.

Heather Fraser

Toughen up princess: contradictory scripts for women about care in times of welfare austerity

How are Australian women being affected by welfare austerity? How are the lines between private, public and non/profit care shifting? What are the implications for how women are 'meant' to express care as public welfare clients, case managers and personal care workers? I respond to these questions with reference to three qualitative, narrative feminist studies I have co/authored about women, love, care and helping alliances. I conclude that, 1) welfare austerity is an anathema to the respectful kinds of love and care preferred by diverse groups of women; 2) the potential constraints and costs of women providing and receiving love and care within this tough love context need to be better recognised; and 3) that process-oriented, helping alliances can be of practical and psychological use to women involved in public welfare, especially those stigmatised, but cannot ignore critical questions about power and control in, but also beyond, interpersonal relations.

Betty Frino

"Organisational level drivers of employee engagement – an integrative review of the literature"

Engagement is an emergent and growing concept that has captured the attention of HR scholars in a significant way in recent years. Several writers and studies postulate its many benefits, however employee engagement has conjured up as many questions as it has provided answers since its evolution in the 1990s. A large portion of scholarly research on engagement has been fixated on identifying the drivers of engagement. While several drivers have been identified in the research, many have not been empirically tested. More so, they are scattered throughout a large literature base straddling numerous academic disciplines. As a result, the findings lack any cohesion or synthesis. When the drivers have been empirically tested, the focus has been on individual factors with little consideration of the wider organisational context.

There is now growing recognition that employee engagement is a collective activity, a product of context and not just of personal traits. This paper conducts an integrative review of the literature across the various academic disciplines, exploring all research that identifies and tests organisational level antecedents of engagement. In particular, it seeks to determine the extent of influence of the quality of work environment (QWE) on engagement. The integration of findings will be used to provide a foundation for future theory building, research, and practice.

Researchers and practitioners intent on gaining a greater understanding of and creating higher levels of engagement in organisations will also find this review useful, potentially identifying antecedents within their organisation to better equip their strategies.

Victor Gekaro, Darryn Snell and Yvonne Joyce

An Ageing workforce and its implications for skills and labour supply: the case of Australia's Transport and Logistics Industry

This paper examines the phenomenon of ageing workforces with specific reference to the Transport and Logistics Industry in Australia. Whereas the problem of ageing populations is experienced in many economies, both developing and developed, it is thought to be more evident in the latter, particularly with regard to its implications for labour supply and economic development. The OECD has long identified population ageing as one of the most important challenges for its members as it projects acceleration over the next 50 years. In Australia, the combination of economic stability, reduced birth-rates and an ageing population, in recent years, is predicted to exert immense pressure on the supply of labour. However, not all sectors of the economy experience the problem of ageing workforces equally. In this regard, the Transport and Logistics sector represents one which experiences the combined effect of an increasingly aged workforce, low attractiveness to younger workers and low workforce retention. Based on a detailed occupational analysis of Australian Bureau of Statistics (ABS) and National Centre for Vocational Education Research (NCVER) data, we examine the nature and extent of the problem, and its implications for skills and labour supply.

Laura Good and Rae Cooper

Employee voice, silence and coping: Retail and hospitality workers and customer-perpetrated sexual

harassment at work

This paper examines the way in which 'employee voice' operates for employees responding to sexual harassment by customers at work. Through a qualitative study of the experiences of Sydney-based university students employed in retail and hospitality, it investigates whether employees exercise voice, what happens in the absence of voice, the outcomes are of the responses employed and, it explains why particular strategies are used by employees. This research is important for a number of reasons, including the contribution it makes to the voice / silence literature and, at a more practical level, to building understanding of the potential barriers to eliminate sexual harassment in the workplace. It finds that some employees exercise informal voice, which has a limited impact because of the power differentials between employees and managers. Other employees do not exercise any form of voice at all, but instead, use informal coping strategies, which this paper coins as 'buffering'. The exercise of voice is found to be constrained by contextual factors, including working conditions, social norms and the nature of sexual harassment as a workplace problem.

Melissa Goodman and Gemma Piercy

Avoidance and Resistance: Checkout girls dealing with managerial prerogative

Supermarkets in New Zealand play an important role in the labour market. They offer employment opportunities for young people entering the labour market for the first time, for women re-entering the labour market after having families, and for workers with low levels of qualifications. Supermarkets can offer these opportunities because, like other parts of the service sector, the work is considered to be of low skill and the labour easily replaceable. While it is possible to obtain secure part-time work with regular shifts, most supermarket employees are casual (precarious) workers with flexible shifts and low levels of pay. The purpose of this paper is to explore the different work histories of two young women employed in New Zealand supermarkets. One left the supermarket system as soon as she gained year's work experience, the other persevered and tried to empower colleagues in order to make a positive difference.

The paper explores the different strategies these two workers put in place to cope, resist, capitulate and escape the forces of capitalism within the context of supermarkets. The intention of this paper is not to be representative, instead it provides narrative knowledge and in-depth understanding of ways workers can negotiate power structures in the workplace. The stories demonstrate that few solutions are available to precarious workers dealing with the negative consequences of managerial prerogative. We argue that this is particularly true when workplace practices are set up to reinforce rather than challenge the behaviour of managers.

Miles Goodwin and Glenda Maconachie

Minimum Labour Standards' Enforcement in Australia: A Conceptual Model

A substantial enforcement literature exists in the politics/government, socio-legal, occupational health and safety, criminology, and economics disciplines. Arguably, the most important element of that literature is the premise that regulatory agencies do not operate in a vacuum, insulated from broader society. Further, the agency's environment is posited as of paramount importance, with a range of influential environmental factors identified (economic, political, broader policy debates, media, social and moral contexts, legislative design, legal culture, and business behaviour to name a few).

The resulting complex network of relationships within and between these influences and the agency makes concise examination of enforcement agency operations in an holistic manner extremely difficult. These constraints are overcome here through the development of a conceptual model incorporating the various themes advanced in the literature. The model allows easier conceptualisation of the elaborate interrelationships involved in a regulatory enforcement system. The framework adapts Easton's (1965) input-output approach to analysis of political life, and Craig's (1975) structural-functional approach to industrial relations systems. Unique aspects of the employment relationship resulted in a modified regulatory analytical framework, allowing analysis of minimum labour standards' regulatory enforcement systems in Australia. The modification recognises the imbalance of power in the employment relationship, and incorporates the role of trade unions in enforcing minimum labour standards.

Adopting a systems based framework for the analysis of regulatory enforcement is not unproblematic, especially in respect of industrial relations enforcement. However, the regulatory enforcement framework presented here has been developed primarily for its classificatory strengths, allowing the holistic examination of regulatory enforcement agency operations.

Damian Grimshaw, Jill Rubery, Maya Bacache and Laszlo Neumann

Procurement of public services in Europe: the varying influences of employment segmentation, organisational forms and labour market institutions in five countries

This paper draws on an EU-funded comparative study of five European countries (UK, France, Germany, Sweden, Hungary) of procurement in local government services to explore the labour market, industrial relations, legal and institutional influences on the forms and extent of externalisation of public services. The standard debate on public procurement argues that outsourcing to the private sector provides opportunities to lower pay costs and reduce engagement with trade unions. This study extends the debate in two ways. First the countries studied include cases where public/private gaps are less pronounced or even negligible or reversed. Second, it extends the range

of institutional factors influencing procurement in two main ways. First procurement practices are found to be responsive to labour market rules, particularly relating to employment transfer and to legal minima and social clauses in procurement contracts. Although these rules are shaped by European law, their interpretation and meanings vary across countries. Second we reconceptualise procurement not as a dichotomous public/private choice but as a choice across a spectrum of both organisational forms and employment statuses. This spectrum is particularly complex and rich in countries (Germany, France, Hungary) where distinctions between public and private law influence choice of organisational forms and distinctions between public and private employee status influence strategies to segment the public services labour force. This extension of the framework suggests that fragmenting of public services is neither an inevitable or universal trend but can be slowed and reshaped through institutional rules and practices that smooth out lines of segmentation.

Kate Grosser

How might Corporate Social Responsibility theory and practice inform critical research on gender equality in the workplace?

Gender equality is a key issue in the redistribution of economic and social power. Feminist scholars have addressed gender workplace issues from a variety of theoretical perspectives, however, the rapidly expanding field of Corporate Social Responsibility (CSR) research is not often discussed in this context. My paper addresses the question of how CSR theory and practice might inform research on gender equality in the workplace.

Feminist organization studies researchers have tended to view CSR as instrumental, discretionary, and, at best perhaps, irrelevant to advancing gender equality in organizations, beyond a limited women in management perspective (Acker, 1998). One of the main purposes of my paper, therefore, is to outline ways in which the essentially contested field of CSR now extends beyond these confines. CSR has developed from a corporate centred to a corporate focused area of research, addressing issues of accountability, regulatory pluralism, and societal governance. New standards and norms for corporate responsibility are emerging and becoming institutionalized. My paper explores the relevance of these developments to advancing feminist agendas (Gherardi, 1995).

Meanwhile, the emerging literature on gender and CSR mostly lacks explicit reference to feminist theory, and is rather uncritical in nature, focussing on the business case. In this paper I argue that the new UN Guiding Principles (GPs) on Business and Human Rights offer the potential to ground the debate about gender equality and business within a human rights framework. While primarily a conceptual paper, I draw upon my work experience with the UN of integrating gender perspectives in to the GPs. I conclude by outlining a research agenda for further critical feminist research on CSR and gender equality in the workplace.

Nigel Haworth

The New Zealand Productivity Nightmare

In September 2013, New Zealand's Productivity Commission published a sobering report on the continuing labour productivity problem faced by New Zealand. It is one in a series of reports over the past decade and more that highlight this challenge. It is akin to the nightmare in which one is striving to reach something, but the goal recedes every time success appears near. New Zealand has undergone three decades of structural adjustment, broken only by an interlude of Labour-led governments between 1999 and 2008, yet the recent report concludes with:

".....(an) overall finding of a generally poor productivity performance – both at the economy-wide and industry levels – (underscoring) the need for New Zealand's policy environment to be strongly supportive of productivity growth and for firms to have a clear focus on improving productivity."

This paper reviews the report's findings, and situates them in the context of previous assessments of productivity performance in New Zealand. It then assesses the legislative changes in employment relations since the beginning of structural adjustment (1984) in the light of, first, their expressed intentions around productivity, and, second, their impact. Related initiatives to promote improved productivity are also discussed.

The paper concludes with a schematic approach to an alternative policy-driven framework for improved productivity, predicated on the rejection of a structural adjustment model and on the adoption of an ILO-style employment-driven policy package.

Sasha Holley, Ray Markey, Sharron O'Neill and Louise Thornthwaite

The Impact on Workers of Changes to NSW Workers' Compensation Scheme

In June 2012 the Workers' Compensation Legislation Amendment Act 2012 (NSW) significantly and controversially revised access to compensation for journey claims, restricted the thresholds for entitlements and bolstered return to work regulations (Unions NSW, 2013). The policy change was intended to stimulate employer focus on prevention, return employees to work more quickly, reduce insurance premiums and improve the financial viability of the system (Joint Select Committee on the NSW Workers Compensation Scheme, 2012). However, in many cases the 2012 legislation has further restricted workers' access to compensation.

Approximately 100,000 workplace injuries occur each year in NSW, with 70 per cent of those being minor injuries that require less than five days rehabilitation; usually only medical claims are made for these injuries through the workers' compensation system (Garling, 2013: 4). This leaves 30,000 workers who are more seriously injured in the workplace each year in NSW and claim workers' compensation for those injuries (Garling, 2013: 5). The paper explores the impact on these workers of the changes in legislation as far as the data allows.

Yenhuang Chen and Jie Hu

Reshoring, services, wages and Unemployment

As globalization proceeds, it is easy to offshore labor-intensive processes of manufacturing production or even relocate the manufacturing of final products from developed countries to developing countries. Hence, fears have been expressed as to a threat from offshoring particularly to unskilled labor in developed countries either in the form of real wage or of higher levels of unemployment. A special report in the Economist (January 19, 2013) points out that offshoring in its traditional sense, in search of cheaper labor anywhere on the globe, is maturing, tailing off and to some extent being re-versed. Many American firms now realize that they went too far in sending work abroad and need to bring some of it home again, a process inelegantly termed "reshoring". Well-known companies such as Google, General Electric, Caterpillar and Ford Motor Company are bringing some of their production back to America or adding new capacity there. The shift of jobs back to developed countries is an encouraging sign that the flow of jobs need not be one-way.

Will reshoring be beneficial to unskilled labor in developed countries?

This article investigates the impacts of reshoring from the viewpoint of developed countries. We set up a two-industry model by explicitly incorporating services which play the key role in international fragmentation as pointed out by Jones and Kierzkowski (1990). Specially, we consider a framework of multistage production in which the stages of production in the manufacturing industry between countries are determined endogenously, as in Kohler (2004) and Dixit and Grossman (1982). In our model the intermediate inputs of manufacturing industry are made with unskilled labor and specialized services in which there are increasing returns with monopolistic competition. To analyze the issue of unemployment, we consider the types of unemployment induced by fair wage, proposed by Akerlof and Yellen (1990). The purpose of this article is to investigate impacts of international reshoring (processes of production are transferred back to developed countries from developing countries) upon labor markets, in particular on wages and levels of unemployment of unskilled labor in developed countries. The role of specialized services (increasing returns and elasticity of demand for services) and types of manufacturing processes relocated will be highlighted.

Anna Ilsoe and Jonas Felbo-Kolding

Is there a Danish model in retail? Labour-management cooperation and its effects on recruitment and retention

The Danish model has been highlighted for its high union density, high coverage of collective agreements and high presence of local shop stewards (Due et al. 1993). However, the number of jobs is decreasing in some of the best organised private sectors, including manufacturing, whereas jobs are created in less well organized private sectors like the service industries (Dansk Erhverv 2009). The move from manufacturing to service challenges the survival of the Danish model, if a Danish model is not developed in services.

This paper examines if and how the Danish model is reproduced at local level in the retail industry. Danish retail, is - in spite of high agreement coverage - characterized by low union density and limited shop steward presence. However, it is an open question if the informal, daily cooperation between managers and employees resembles the close cooperation we find in manufacturing. Empirically, the paper draws on an explorative investigation of how local managers and employees in Danish retail cooperate (and negotiate) on working time and further training, and what effect this has on the recruitment and retention of employees. The study includes in-depth case studies at six retail stores and interviews with a number of managers and employees at different levels.

Results are analysed and discussed in relation to theories on decentralization of collective bargaining (Due et al. 1993; Traxler 1995), employee participation (Knudsen 1995) and political economy (Katz and Darbishire 2000; Hall & Soskice 2001). If we find elements of the Danish model in retail, can we explain this by agreement coverage (vertical reproduction) or normative effects (horizontal reproduction)? Results are compared with similar studies conducted in Norway and Australia, which represents a coordinated and a liberal market economy, respectively (Price 2011; Alsos & Olberg 2012; Nergaard 2012). Do results indicate sector specific

Patrice Jalette, Jacques Belanger, Christian Levesque and Gregor Murray

How spatial fragmentation is achieved? The impact of global value chain, country of origin, organisational capabilities and industrial relations on offshoring

In the last decades, multinational companies (MNCs) have extended their value chains beyond national and organizational frontiers and continuously relocated jobs and production activities along these global production networks. Like other OECD countries (OECD 2007) and no doubt accentuated by its integration into the North American Free Trade Agreement, Canada has experienced an important increase in outsourcing and offshoring in manufacturing and services. It has been argued that this trend has had no overall significant effect on employment, since losses have been compensated by gains (Baldwin and Gu 2008; Morissette and Johnson 2007). However, such macro-economic analysis yields little insight into the actual dynamics of job and production relocation. Our own survey of MNC subsidiaries in Canada (see below) shows that more than one third of the MNCs increased relocation of jobs and activities outside Canada in the 5 years period preceding the survey. This subsidiary-level

data points to more complex dynamics as regards the transfer of jobs and activities within the global value chains of MNCs.

Our aim in this paper is to open this black box in order to analyze the differences between subsidiaries of MNCs operating in Canada that did relocate jobs and activities abroad and those that did not. While the literature tends to focus on the contextual factors that facilitate relocation such as trade liberalization and capital flows, technological development, lower transportation costs and access to skilled labour in low-wage countries (Berger, 2006), altogether less is known about the influence of social dynamics and institutions and of global value chain configurations on decisions to transfer jobs and activities from one location to another within the firm's global value chain (Jalette forthcoming).

This paper integrates four lines of analysis which are often seen as distinct in the literature (Bélanger et al 2013): country of origin, global value chains, industrial relations and subsidiary capabilities. First, according to the country-of-origin thesis, organizational policies are shaped by a range of social and institutional factors in the country of origin of the MNC (Almond 2011a). Some evidence from France shows that domestically owned firms relocate less than foreign owned firms, especially when the target location is in a developed country (Aubert & Sillard 2005). This finding suggests that forms of "corporate patriotism" may be at play in such transfers.

Second, the global value chain perspective seems crucial given that these transfers involve an assessment of where it is best to concentrate different types of activities and jobs given the resources the MNC can draw in order to do so (Bélanger et al 2013). Among the possible influences on relocation decisions are the subsidiary position in its global value chains and the resources available to the subsidiary. These can be analyzed using the types of activities undertaken (eg. manufacturing, R&D), the downward/upward integration in the value chain, the access to alternative production sites located in low-wage countries and/or producing similar products, acting as a supplier for other companies, the level of product standardisation, the concentration of special skills, the availability and quality of suppliers (Gereffi, Humphrey & Sturgeon 2005; Rutherford & Holmes 2008; Almond 2011b; Jalette 2011; Bélanger et al 2013).

Third, while recent work has looked at the effects of global value chain configuration (Lakhani, Kuruvilla & Avgar 2013), outsourcing and relocation (Flecker & Meil 2010) on employment system and outcomes, we examine the reverse relationship by looking at the impact of industrial relations on relocation. The option of relocation abroad arguably adds an important tool to the arsenal of strategies and tactics that employers can use to pressure workers and their trade unions into concessions on wages, working conditions and work organization in order to avoid relocation (Walton, Cutcher-Gershenfeld & McKersie 2000). Jalette's study (2011) in Canada also shows that a positive managerial approach towards unions (eg. trust in union representatives, information sharing, union involvement in decisions) reduces the probability that a threat to relocate will actually be carried out – a finding that highlights the importance of local industrial relations as a determinant of relocation.

Finally, the study of MNCs as socio-political organizations presents organizational capabilities as a "key pillar for subsidiaries to gain space for decision-making within the MNC" (Bélanger et al, 2013:312). These capabilities for collaborative action with the MNC, the local economy, suppliers and the workforce (Kristensen & Zeitlin 2005) can be seen as social resources for the subsidiary to influence important decisions taken by the headquarter, including those regarding relocation of actual activities and jobs. Bélanger et al (2013) show that discretion on employment relations policies is higher in subsidiaries which exhibit high management capabilities, strong ties within local contexts and networks and weak links within the MNC. Drawing on Ramirez and Rainbird (2010), we expect that the degree to which subsidiaries are embedded into the national social institutional system (eg. local alliances and networks of technical and knowledge institutions) can lead to the upgrading of their capabilities and, consequently prevent relocation.

This research draws upon data collected during an extensive survey of MNC subsidiaries operating in Canada. The unique feature of our approach is the attempt to link detailed analysis of the HR and employment relations practices of MNC subsidiaries with their insertion into the global value chain of parent MNCs, their embeddedness in local institutional arrangements and the particular capabilities of the subsidiaries. Our survey targeted the most senior HR/employment relations manager ultimately responsible for the subsidiary's activities in Canada. The comprehensive survey population included all the Canadian-controlled or foreign-controlled MNCs having at least 500 employees worldwide, with a minimum of 100 employees in Canada and a minimum of 100 employees in other countries. Overall, we received 208 completed and valid questionnaires (164 from foreign-controlled and 44 from Canadian-controlled subsidiaries), for a 15% response rate. The data collected provided a good representation of the population of MNC subsidiaries in Canada (Bélanger et al 2013).

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Belinda Johnson

Over-dressed and under-secured: Women's experiences of casual employment conditions in designer fashion retail work

It is well documented that the Australian retail sector employs large numbers of young women, has high levels of casual employment, and high rates of staff turnover. This paper explores the experiences and perspectives of those employed in retail on precarious 'casual' work arrangements, looking specifically at women working in designer fashion boutiques in inner Melbourne. It considers how high casualisation in this sector has shaped the industrial practices of one group of workers. To date, in this in-progress study, 14 in-depth qualitative interviews have been undertaken with retail workers employed casually in designer fashion boutiques. Auto-ethnographic work has also been carried out by the author. By looking at a specific group of situated workers a more complex picture of casualisation is uncovered that recognises how this practice of flexibility shapes simultaneously beneficial and disadvantageous circumstances for some workers. Participant perspectives suggest that casual employment arrangements reflect worker priorities but also negatively affect industrial practices. The qualities of fluidity associated with casual employment appear to have become acculturated in employment negotiation practices. Most participants indicated a strong preference for being employed casually for a range of practical and conceptual reasons. However, perceptions of power and agency shape how individual workers were able to broker the conditions of their casual employment with flexibility for workers ranging markedly.

Maree Keating, Annie Delaney and Rosaria Burchielli

Surviving inequality for low paid women workers: using the 'Total Social Organisation of Labour' to deepen understanding

Miriam Glucksmann (1990; 2000; 2009) developed the concept of 'total social organisation of labour' (TSOL) as a framework to explore the continuities and discontinuities of women's work. Situated clearly within feminist thinking and ways of knowing, TSOL provides a relational approach for conceptualising labour, focusing on the 'interconnectedness of all institutions and activities ... at a particular historical conjuncture' (2000:20).

Under current global conditions, it is important to document women's context-specific strategies for surviving and organising as workers. We are interested in women's responses to the declining conditions of low-paid work, recognising that the possibilities for collective organising are influenced by inter-related contextual factors. While emerging research suggests similarities amongst groups of low-paid women across various forms of employment, it is logical to expect differences in the experiences and perceptions of long term informal workers who are just beginning to organise around their labour, and workers who have recently moved into casual forms of employment after a long-term experience of union organising in formal employment.

This paper uses the TSOL framework to make sense of the experiences of women in various types of low-paid work, focussing on groups of workers whose experiences are not commonly examined together. By applying the TSOL framework, we explore some commonalities between marginalised and low-paid groups of women in different industries, occupations and forms of employment. In doing so we contribute to feminist dialogue in relation to low-paid women's working lives and their experiences of agency under changing global conditions of work.

Debra King, Sven Svensson and Zhang Wei

Not always a quick fix: The impact of employing temporary agency workers on retention in the aged care workforce

Aged care policy and organisational strategy often focuses on finding creative opportunities to enhance recruitment and improve workforce retention within a context of financial constraint. However, the relationship between these

two approaches is rarely analysed to ensure that they are complementary rather than contradictory. For example, the use of temporary agency workers (TAW) can offset recruitment pressure placed on employers caused by high vacancy rates and skill shortages. However, existing research suggests that the use of TAWs can have negative effects on the directly employed workforce. We use data from the 2012 Australian aged care workforce census and survey to investigate the impact of using TAWs on the directly employed aged care workforce. Focusing on the residential (long-term) aged care sector, the results indicate that while the use of TAWs does increase intentions to leave, the impact is different for high skill and low skill occupations. For nurses, there was no significant impact, whereas for personal care workers intention to leave increased by more than 20 per cent. Further investigation shows that, for personal care workers, this increase in intention to leave was the result of the impact of TAWs on specific aspects of job satisfaction and work conditions. The findings demonstrate the need to consider recruitment and retention strategies in tandem and to monitor the consequences on the broader aged care workforce.

Keywords: aged care; temporary agency workers; recruitment; retention

Vassil Kirov

Low wage work in Europe: is it possible to improve the quality of work in the 'anchored' services? The Redistribution of Economic and Social Power?

Recently the European Union adopted the Europe 2020 strategy, consisting of three mutually reinforcing objectives – smart, sustainable, and inclusive growth. Among other this strategy emphasises the need for increasing labour market participation with more and better jobs as essential elements of Europe's socioeconomic model (European Commission 2011). But what is the extent to which jobs are better in many service sectors across Europe? Recent evidence suggest that still about a half of the newly created jobs could be characterised with still problematic configurations producing various forms of precariousness, low-wage work, problems of social inclusion, etc. In the context of the increasing role of the provision of services for overall employment in Europe, there is a need to investigate if jobs are becoming better and, if not, then how this could be achieved. The objective of the proposed paper is to investigate the role of social partners (and especially trade unions) in 'anchored' services (such as contract catering, office cleaning, waste collection, etc.) in number of European countries in the context of different employment and IR regimes. The starting assumption was that stakeholders could act and produce concrete outcomes to improve quality of work even in sectors with problematic configurations. The findings presented in the paper are mainly results of the analysis of stakeholder policies and case studies from the European comparative project WALQING (www.walqing.eu).

Felicity Lamm, Danae Anderson, Clare George and Nadine McDonnell

NZ Employment Relations: New Zealand's Occupational Health and Safety Reforms: A blueprint for health and safety at work?

The Royal Commission of Inquiry into the explosions that occurred at Pike River Coal Mine killing 29 miners in 2010 and the recent report issued by the Independent Taskforce on Workplace Health and Safety which outlined a long list failings, have drawn attention to the fact that New Zealand's Occupational Health and Safety (OHS) has been woefully inadequate on a number of levels. These and other recent events have meant that OHS has received significant public attention. In response to the overwhelming demand for major reforms in OHS, the current National Coalition Government has introduced a raft of initiatives aimed at reducing New Zealand's high rate of work-related fatalities, injuries and illnesses, as outlined in the document, Working Safer: a blueprint for health and safety at work (August, 2013). The OHS reforms focus on four key areas: an overhaul of the law; the creation of a new separate department (WorkSafe New Zealand); a focus on high risk areas; and a stronger emphasis on occupational harm and hazardous substances.

The introduction of the OHS reforms, however, must be seen as part of a number of post-2008 changes to New Zealand's employment law and accident compensation regulations. In particular, these changes to employment law and accident compensation regulations may not necessarily be compatible with the proposed OHS reforms. For example, the 90-day Probationary Period Clause to the Employment Relations Act allows employers to discharge any employee without cause during the first 90 days of their employment. That is, a worker injured in the first few months on a new job can be dismissed without cause. Moreover, the proliferation of sweated-labour practices in industries such as forestry and trucking, and the growth in the number of workers in non-standard, precarious work will work against any benefits the planned reforms may have.

In the paper, we not only examine the OHS reforms but also place these reforms in context of other employment relations changes. We also argue that these OHS reforms could be undermined unless consideration is given to other influencing factors, such as the erosion of collective bargaining, barriers to employee engagement and changes in the composition of the workforce, etc. Finally, we look across to Australia where other comparable reforms have taken place and from which New Zealand has taken its inspiration in order to ascertain medium- and long-term benefits and potential issues.

Russell Lansbury, Marian Baird and Sonya Kim

After the GFC: the Impact on Employment Practices in Two Global Banking Subsidiaries

This paper examines the impact of the GFC on employment practices in the Australian subsidiaries of two global investment banks. There are several different competing explanations of how employment relations practices are

diffused across global corporations. One emphasizes the importance of the country of origin and the national business system in which global companies are embedded. A second explanation focuses on the nature of the industry in which the global company operates. A third view focuses on the relative power relationship between headquarters and the subsidiary. Our study found all three explanations relevant to varying degrees.

We examined two major investment banks with subsidiaries in Australia: the American owned Citi Australia and the British-based HSBC. Both banks underwent major restructuring after the GFC which involved major reductions in their global workforce. Our study involved extensive interviews with management at both the subsidiary and global headquarters to investigate how the changes were introduced and impacted on employment practices in the banks' Australian operations.

The study revealed that since the GFC the global headquarters of each bank have sought to exercise greater control over employment practices in their Australian subsidiaries but regional offices have also become more influential. Pressures to cut costs have resulted not only in the reduction of employment but also in the transfer of jobs and functions to lower cost locations. Citigroup took faster and more extensive reforms which impacted greatly on Citi Australia, with subsequent employment consequences, although HSBC has followed a similar approach, albeit more gradually.

Chelsea Lemon and Gemma Piercy

Dancing through a Performance Management Investigation

This project investigated the potential application of different performance management systems for dance teachers. The purpose of this project was to review different systems and consult with dance teachers in order to provide recommendations on the development of a performance management system for a dance studio located in the Waikato region of New Zealand. The following research questions were developed to achieve this aim:

- What are some important features of performance management systems that need to be considered in order to develop recommendations for Jazz Unlimited?
- What do Jazz Unlimited Senior Dance Teachers consider to be effective elements of a performance management system for Jazz Unlimited?
- What are some of the challenges/limitations that need to be considered in the development of performance management recommendations for Jazz Unlimited?

In order to explore these research questions in depth, as well as ensure relevancy and to increase the dance teachers acceptance of a performance management system, a qualitative modified Participatory Action Research approach was utilised. Information was gathered from Jazz Unlimited Senior Teachers', through a focus group and observer-as-participant observations. The findings were then analysed through thematic analysis.

This research concluded that the performance management system needed to be applied with a contingency approach in order to meet the varied needs of the organisation and teacher. In order to ensure this occurs further recommendations highlighted the importance of using a feedback-oriented performance system that utilised a variety of performance management approaches.

John Lewer and Shaun Ryan

Counting firm closures in Australia and their implications for industrial relations and human resource management

Firm closures, their processes and outcomes have been variously studied by researchers from a number of disciplines. For instance, economists are interested in the displaced workers' post separation employment experiences and in analysing the relationships between closures and factors such as the business cycle, mergers and acquisitions, 'offshoring' to low labour cost economies and trade liberalisation policies. Industrial relations (IR) and human resource management (HRM) researchers have studied closures as trade union avoidance strategies and how closures unfold especially as to the impact of IR and HRM interventions on the firm's performance during the closedown period from the announcement until the final day. Also, most developed economies, including Australia, impose regulations which seek to limit employers' prerogative over closure decisions particularly by mandating notification and consultation requirements with the workforce and its representatives. Against this context, this paper has three major purposes. First, although what constitutes a business closure may appear

Straight forward, the initial section this paper explores the concept particularly by drawing on the definitional approaches used amongst the OECD members. The second section of the paper discusses the application of this approach in a joint research project undertaken by the University of Newcastle and Deakin University which identified and surveyed medium to large firms (100 plus employees) in Australia which had closed part of their operations since the year 2000 and which were still on-going. The final section sets out the theoretical and practice implications of the findings for industrial relations and human resource management.

Ziheng Liu and Johanna Macneil

Evaluating the Effects of Soft Regulation on Workplace Gender Equity in Male-Dominated industries: The Case of OneSteel

This paper evaluates the performance of OneSteel's endeavours to increase gender equity in its workforce during the period 2002 – 2012. These measures were undertaken during a time frame that coincided with Government efforts to improve the representation of women in large organisations through the use of 'soft' regulation, in

particular, through self-reporting and benchmarking. We examine OneSteel's (now Arrium's) performance over the last 11 years against several benchmarks using publicly available data from the Equal Opportunity for Women in the Workplace Agency (EOWA now WGEA) reports. Although the fact that OneSteel operates in a traditionally male-dominated industry presents particular challenges for improving gender equity, OneSteel has improved its gender equity over time and performs well in comparison to similar organisations in Australia and other developed countries. However, the overall percentage of women in the OneSteel workforce is only 12 per cent, and much lower in the operator/shopfloor occupational groups. We conclude that, while organisational initiatives can clearly make a difference, institutional, work-related and other barriers may limit the extent of future gender equity improvements that organisations like OneSteel can implement.

Fiona Macdonald

Power and control in the franchise: blurring organisational boundaries and reshaping work relations

Self-employment within franchised firms has been described as 'controlled' self-employment and concerns have been raised about the vulnerability of some workers in this type of arrangement in which a proportion of business turnover is paid by the franchisee to the franchisor irrespective of profit (Felstead 1993; Muehlberger 2005). In Australia franchise firms now operate in a wide range of services, including in many traditionally low-paid occupations and in government-funded services such as aged and disability care. This paper examines the extent and nature of franchising in services industries in Australia, drawing on secondary sources and on primary research into household and business services franchises. It explores the ways in which the franchise arrangement impacts on working conditions and incomes of self-employed franchisees. In the light of this the paper considers the adequacy of conventional conceptual approaches to the franchise relationship.

Robyn May, Glenda Strachan, Kaye Broadbent

The reluctant managers of academe. How the casualization of academic work impacts upon continuing academic staff.

A large proportion of the teaching in Australian universities is now performed by staff on casual (hourly paid) contracts rather than permanent staff. The rapid casualisation of academic work has an impact on the nature of academic work and the permanent academic staff yet this has received little attention in the literature. A small number of studies have examined the 'phantom HR' role associated with the supervision and management of casual academic staff by academics (Coates & Goedegebuure, 2010:16-21, also see Lazarsfeld Jensen & Morgan 2009) and the effects on academic workload. This paper examines the implications of casualisation for continuing academic staff, drawing on both qualitative and quantitative data. Segmented labour market theory is used to ask: what are the implications of the requirement to manage and supervise casual academic staff for continuing academic staff, and how is this reshaping academic work?

The data reported upon has been gathered for research that forms part of an ARC Linkage, Gender and Employment Equity, strategies for advancement in Australian universities. This includes the results of a survey of academic staff, and casual academic staff, at 19 Australian universities, the Work and Careers in Australian Universities Survey 2011 (WCAU), and qualitative data gathered through interviews with 14 academic staff and 22 casual academic staff at two universities.

Analysis of the WCAU survey data shows that the vast majority of teaching and research academic staff have responsibility for the management and supervision of at least two casual academic staff members. Management and supervision tasks typically include recruitment and selection, and may include induction, support and mentoring, and for many academic staff the tasks involve significant administrative work as well as responsibility for teaching quality. The case study interviews find that continuing academic staff in these roles take a variety of approaches, exercising considerable discretion, often without support or training. It is a role that they are neither prepared for, trained for, nor rewarded for. The implications for academic work, for casual academic staff and for teaching quality are significant, and like much of the issues associated with academic casualisation, remain hidden and largely unexamined.

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Robyn Mayes

Migrant Work in the Western Australian Minerals Industry: Gender, Community and Place

According to the Department of Immigration and Citizenship, as at May 2013 the Australian mining industry was responsible for sponsoring 8100 workers on 'Temporary Work (Skilled) (subclass 457) visas.' Close to 60% of these workers resided in Western Australia where they accounted for 20% of the State's total number of subclass 457 visa holders. While there is an emerging body of literature on the use and experience of Fly-in, Fly-out labour in the mining industry there is as yet very little on this particular labour mobility. This paper draws on in-depth

interviews with dependent spouses of such visa holders working and living in Boddington in the south-west of Western Australia in order to examine the everyday experiences of this migration.

Using a labour geography perspective this paper thus addresses a gap in the literature on 'unfree migrant labour' not least in addressing the sphere of reproduction, and the experience of place, but also in terms of the way in which state and corporate processes structure this experience. Findings point not only to substantial social exclusion of these workers and families but also proactive responses.

Ray Markey, Joseph McIvor, Salut Muhidin, Sharron O'Neill, Nick Parr, Louise Thornthwaite and Chris Wright

Towards a national standard for long service leave: The case for portability

Long Service Leave has been a statutory entitlement for workers in Australia through state legislation since the 1950s. While initial legislation required service with one employer to qualify, subsequent provisions have been made for portability of entitlements between employers in industries characterised by high labour mobility, turnover and non-standard working conditions. However, in the modern economy labour mobility and flexibility are seen as not only inevitable but desirable in all industries, and there is subsequently a decreasing access to long service leave even as the working lives of Australians are being extended. This article examines whether portability of long service leave needs to be expanded across the Australian economy generally through a national standard. It discusses the historical rationale for long service leave and an assessment of how this rationale is evolving with changes in working conditions and the economy. This leads to a discussion of the potential benefits (and costs) of a national portable long service leave scheme. Finally, the best means of implementing such a scheme are discussed.

Paul McGrath and Stephane Le Queux

At the other end of the chalk divide: a survey of sessional academics in a regional Australian University

The shift of Higher Education into a business model has led to an increasing use of a casual so-called 'sessional' workforce, thus creating a two-tiered internal labour market in academe. Current estimates place casual teaching positions at just above fifty per cent of the total Australian academic workforce, far beyond the national casual employment average. Further research suggests that up to eighty per cent of first year subjects are taught by sessional staff. Long opposed to a drift away from standard academic employment, the National Tertiary Education Union is now advocating the establishment of permanent teaching positions, with supposedly limited scope for research and professional development. While setting the discussion in the broader context of the commodification and marketization of knowledge, managerialism and the subsequent restructuring of the 'industry', this presentation aims at presenting the preliminary results of a survey of sessional academics working in two campuses, North and Far North Queensland. Replicating a research design developed by colleagues from the University of Newcastle, the survey focuses on aspects of the academics' working life and career aspirations. Data (n=102) tend to indicate that while they overall report satisfaction from their teaching, those who contemplate an academic career worry about their future prospects in the academe. The final discussion will address the issue of deskilling in the light of on-going changes in the labour process within Higher Education.

Matt Nichol

The Commodification of Labour in Professional Baseball

The regulation of labour in Major League Baseball (United States), Nippon Professional Baseball League (Japan) and the Australian Baseball League (Australia) is dominated by a system of internal regulation that involves recruitment of workers through player drafts, trades, free agency and a system of contracting procedures. The result in each league is a labour system that restricts labour mobility and effectively provides ownership control over a contracted worker for a designated number of years. However, due to the restrictive nature of baseball's internal system of labour control, there is potential for conflict with external (state) regulation, especially laws which seek to promote freedom of trade and competition.

This paper will draw on regulatory theory and labour law literature to develop a construction of labour mobility in professional baseball. In particular, the paper will consider whether the current systems of internal regulation offend the cornerstone labour law principle that 'labour is not a commodity'. Case law, legislation and international law will be used to provide a practical understanding of this principle and how it applies in relation to baseball.

Annabel Newman

A Just-In-Time Coalition: the Movement for a Living Wage in New Zealand

The Living Wage Movement has emerged in New Zealand as a response to the growth in working poor. In part this can be attributed to the failure of traditional wage-setting mechanisms to ensure there is a way out of poverty but equally it speaks to the challenge faced by unions of mobilising workers to influence the real decision-makers in a complex employment relations environment. The Living Wage Movement seeks a seismic shift in earnings for the lowest paid workers. It also explores a new approach to building power that entails connecting unions, faith-

based religious groups and community organisations in common cause.

The paper draws on the experience of mobilising civil society to influence local government candidates to endorse a Living Wage and a survey of groups participating in the new broad-based coalition for a Living Wage. With a focus on union engagement, early indications suggest openness to working in a broad-based coalition but the skills, time, funds, and attitudinal shifts unions themselves associate with successful coalition-building are largely absent. This paper argues, therefore, that the foundation has been laid for a “just-in-time” coalition to deliver a Living Wage and that, if successful, a new broad-based alliance for social justice capable of rebuilding the power of civil society is possible in New Zealand. Thus, it appears that the Living Wage campaign currently sits on the cusp of success in terms of raising the debate about the working poor but unable as yet to deliver the results to which it aspires.

Stanley Opara, Pauline Stanton and David Fan
Song, Dance and Drama: working life in the performing arts

The performing arts industry is an important contributor to the Australian economy and the Australian identity. However, performing arts companies face a continuous struggle for funding and the short term nature of many artistic projects and endeavours has led to a highly casualised labour force and high levels of job insecurity and low wages. The performing arts workforce is made up of many creative, talented and altruistic individuals who are often highly committed to their work. This paper draws on in depth interviews from key industry informants and data from three case studies of performing arts companies. We explore the challenges of managing human resources in a creative environment. Overall we found that short term contracts, low wages and salaries, lack of formalised training and development opportunities and career paths are key features of the performing arts industry. We found the difficulties of building human capital in often small and dynamic arts organisations included providing career paths, training and development opportunities and succession planning for staff and managers. We found that when HRM policies did exist they tended to be compliance based rather than strategic. We also found that retention in the industry is an issue for organisations as skilled performers often find they can no longer afford to stay in low paid and precarious work. Those that do stay often do so at great personal cost including, housing insecurity, family insecurity and insecurity into retirement. However, despite the personal hardships facing many performers and artistic workers we found an industry that relies on the passion, commitment and shared endeavour of its workforce.

Sarah Oxenbridge, Johanna McNeil, Mark Bray and Andrew Stewart
From dispute resolution to prevention: The role of Acas and the Fair Work Commission in building workplace cooperation

This paper reviews the research literature on conflict management in order to examine the functions of Britain's Advisory, Conciliation and Arbitration Service (Acas) and the Australian Fair Work Commission (FWC). Drawing primarily on publicly-available information, the paper summarises similarities and differences between the two organisations in terms of their remits, functions, governance structures and modes of appointing staff/members. While Acas and the FWC provide similar dispute resolution functions, key differences include the broader range of workplace-level advisory services provided by Acas and its relatively greater degree of independence from Government in appointing staff. The literature also suggests that more proactive, facilitative dispute prevention approaches, which have long been a central part of Acas' activities, are also employed by particular FWC members, but that their use within the FWC is largely discretionary and the result of individual members' style. Building on the work of Forsyth and Smart (2009), the paper evaluates the potential for the FWC to extend the provision of dispute prevention services in putting into effect its new function (recently added to the Fair Work Act) of “promoting cooperative and productive workplace relations and preventing disputes”. As the FWC explores how to develop dispute prevention functions by means of its ‘workplace engagement strategy’, there may be lessons to be learnt from Acas' experience. The paper concludes by considering whether there is scope for the FWC to expand its role in facilitating cooperative workplace relationships by building on its existing organisational capabilities, or whether broader organisational change is required for the FWC to carry out this function.

Somayeh Parvazian and Belinda Chiera
An exploratory analysis of the inter-relationship between women's labour force participation, higher education and social change in Japan

In most developed countries, increased educational attainment for women has reduced the wage differentials between men and women by increasing women's commitment to wage employment along with their lower preponderance in part-time jobs, thus building a more continuous employment history. However, the improvement in educational attainment of women in Japan has not necessarily resulted in women's higher economic participation rates or improvements in their wages. A comparative study of the OECD countries, shows that Japan is noted as an exception to other OECD countries given that in this country the employment rates of tertiary graduate women are similar to, or lower than, the rates of low-educated women. Explanations for this difference are sought within Japan through exploratory factor analysis to identify the inter-relationships between changes in women's higher education participation, labour force participation and earning in terms of potential connections to

other aspects of the national social settings.

Data collected from cross-national data sets compiled by international organizations are analyzed, revealing different factors in the Japanese study compared to the OECD model. While the relationship between variables is different for Japan, the variables are identical. In other words, while the cultural values might slow the speed of change in one country, the direction of change is similar to that of countries where change is experienced more rapidly. It appears that changes relating to gender in education and social life are indeed occurring throughout the OECD countries, albeit at different levels and speeds.

David Peetz, Georgina Murray and Olav Muurlink

135 Union Networks and Power

Developing networks' is often seen as a way forward for unions, and previous research has shown their importance, but little is known or specified about them. We analyse different types of union networks (focusing mainly on intra-union networks but also discussing external solidarity and institutional networks) and how these relate to different dimensions of collectivism. Our empirical method involved a three-stage process of: qualitative focus groups of delegates from three unions; a written survey of delegates undergoing training; and a follow-up telephone survey of those delegates who underwent training.

Our findings include the following. Networks enhanced delegates' power, and more valuable networks enhanced power by greater amounts. A slight majority of (trained) delegates did not see themselves as part of a network, though many had some support. Networks took a variety of forms, and though formal networks tended to produce higher benefits, only a minority were formalised. There was demand for greater help for delegates from several sources inside and outside the workplace, though organisers were the most commonly helpful person for delegates. Time availability, shift patterns and bosses were seen by delegates as major barriers to networking, but major effects on networking arose from: delegate training, organiser mentoring, confidence and opportunities to meet with other delegates and activists including from outside. We conclude that union investment in networking skills and opportunities was likely to help build collective capacity and power.

Robert Perrett

Mentoring for Empowerment: Mentoring, representation and equality in a UK union (PCS)

Research questions

This paper presents empirical findings from a survey of union officials from a UK public sector union (PCS). The survey sought to identify the extent to which informal mentoring of lay officials already occurred within PCS and what benefits this had generated in respect of officials':

- Perception of the union and the support it offered
- Level of satisfaction within their union roles
- Ability to deal with conflict or emotional exhaustion

It further sought to identify the extent to which PCS officials would welcome the establishment of a formal union mentoring programme in the future?

Methods used

A questionnaire was distributed to around 8000 PCS union officials through an online survey in 2013. Almost 500 usable responses were received and analysed.

Theoretical focus

Theoretically the paper attempts to link gender proportionality (Kirton and Healy, 2012) and representative democracy (Peetz and Pocock, 2009) with the use of mentoring (van Emmerik, 2004, 2008), as a strategy to provide developmental support for officials as well as a means for female officials to circumvent barriers they face to development.

Major conclusions

The paper concludes that female officials were less likely to find formal PCS support adequate but this was compensated for by informal support, encouragement from colleagues, personal networks and informal mentoring. A large number of officials indicated that a PCS colleague had already acted as an informal mentor to them and it was these particular individuals that indicated the most positive views in respect of feeling adequately supported in their development and had higher levels of both extrinsic and intrinsic satisfaction in their union roles. Furthermore, the vast majority of both male and female officials would welcome the establishment of a new formal PCS mentoring programme.

Brenda Pilott and Nigel Haworth

New Zealand Public Sector: Moving Beyond New Public Management?

The State-Owned Enterprises Act 1987, the State Sector Act 1988 and the Public Finance Act 1989 (together with the Crown Entities Act 2004) established a core public sector configured by corporatization, devolved HR systems, managerialism, contractualism and institutional restructuring. Its results include inter alia increased managerial power (the cult of the manager), reduced institutional knowledge, constrained reward systems, reduced inter and intra-agency cooperation, and a sense of professionalism under assault.

These effects have been compounded in recent years as, since 2008, the government's prioritising of the commitment to get its accounts back into surplus by 2014/15, and the associated policy of 'doing more for less',

has driven a massive number of reviews and restructurings. The PSA has recorded around 500 reviews in the state sector since the end of 2008 while thousands of jobs have been lost.

The PSA, the largest union in the public sector, has suggested that the assailed and fragmented system requires change driven by different imperatives. Such changes would include an integrated workforce approach that can respond to the capability and capacity needs of the state sector system. This would include a career framework, and a common employment framework that provides for common terms and conditions across parts of the system such as the public service. It would also require respect for New Zealand's obligations under the Employment Relations Act and ILO conventions to promote collective bargaining, a commitment to state sector workplaces that are models for the rest of the economy and an empowered workforce that can contribute, through their union, to innovation, continuous improvement. This approach would also involve, for example, stronger incentives and new institutional arrangements to promote whole of government working, new models of contracting to non-state providers that operate on the principle of stewardship within a funding framework that meets reasonable costs and the provision of comparable wages and conditions. It would also support an ethos of public service that reinforces the duty of the public servant to serve the interests of the public and to reflect this – frankly and fearlessly – to government.

This paper develops the union argument for a different approach to state services provision in New Zealand, drawing on the PSA's experience of the post 1984 reforms.

Barbara Pocock, Natalie Skinner, Suzanne Pritchard and Abby Cathcart

'Why workers don't ask: Arguments for stronger rights to request flexibility in Australian workplaces'

Flexible working arrangements have attracted growing attention in workplaces across Australia and many other countries in recent years (Williams 2010). Australia introduced a modest right to request (RTR) flexibility for some groups of workers in 2010, widening the eligibility criteria in 2013. This contribution considers data on who asks for flexibility (both before the enactment of the new right in 2009, and after it in 2013), why, and with what effects on work-life interference. The analysis draws on two large surveys of Australian workers (Pocock et al 2009; Skinner et al 2012).

The analysis provides a four-way categorisation of Australian workers in relation to the pursuit of flexibility (delineating 'content non-requesters', 'successful requesters', 'unsuccessful requesters' and 'discontent non-requesters'). It also provides an estimate of the distribution of the workforce across these categories in Australia, based on survey data. We find that nearly a quarter of Australian workers are 'discontent non-requesters' – a sizeable proportion of workers and nearly double the proportion of 'successful requesters'. This suggests that there is plenty of room for improvement in access to flexibility in Australia.

The contribution also analyses qualitative interviews of twenty-nine 'discontented non-requesters' (that is, those who are not content with current arrangements but who do not ask for flexibility), to consider why some people do not ask for flexibility despite desiring different working arrangements.

We find that getting the flexibility you need matters: those who get what they seek have significantly better work-life outcomes, for example, while those who are refused (or even partially refused, in the case of mothers) suffer significant negative work-life effects. The rate of request making has not increased in the two years since the enactment of a formal RTR. This may reflect the low level of knowledge of the RTR amongst Australia workers. However, our qualitative analysis suggests that other factors are also at work: discontented non-requesters make careful assessments about the nature of their industry and occupation, their local culture and supervisory climate, the likelihood that they will get what they ask for, and the chances that they will be penalised for asking. If their chances of success look dim, or the possibility of penalty – like fewer hours, job loss or no overtime - looms, they do not ask.

Relative to successful requesters, discontented non-requesters lack workplace and labour market power (i.e. are insecure, have few job alternatives, are highly dependent upon their earnings, are geographically tethered to their jobs because of their care responsibilities and dependence upon local services like childcare, lack skill or experience, or lack other attributes that are valued in their workplace or local labour market). Such discontented non-requesters make careful assessments of 'the lie of the land' – the prevailing norms and conditions in their industry, occupation and workplace – and 'lie low' because they assess them as negative. Some 'fly the flag' of an informal request, and if it unfolds smoothly, they proceed to make a larger or more formal request for further change. If they believe that flexibility is unlikely to be granted or be associated with a penalty, they do not make a request. They closely observe what is going on around them, and based on these assessments, make a decision not to ask.

Four factors emerge as particularly powerful in constraining flexibility: entrenched local job, industry or occupational norms; workplace cultures; the practices of individual managers; and fear of reprisals. Our analysis shows that these powerful factors – either alone, or in combination – work against flexibility, and legal rights embedded in industrial regulation (like enterprise agreements) or firm enterprise policies are weak in the face of them. Workplace culture trumps policy or regulation.

Our analysis suggest that those who do not need a RTR have already made their local assessments and are proceeding to find flexibility where they can; a much larger proportion of workers who would like flexibility are not empowered by the existing weak RTR, and the prevailing job, cultural, managerial cultures and practices which constrain them are unlikely to be moved by the existing weak regulation. Instead, a stronger regulatory mechanism that is practically enforced is needed – along with new approaches to management, job design, and industry and occupational norms. Without change on all these fronts – in combination – the Australian labour market's adaption to the flexibility needs of its changing employees is inadequate, exacting unknown penalties on productivity, labour

supply, turnover, personal well-being and the quality of household life. Our analysis suggests these costs are unlikely to be insignificant.

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Abigail Powell and Anna Zhu

Non-standard employment and job satisfaction in Australia

Over one-third of employees in Australia have a non-standard employment arrangement, defined here as either working: evenings or nights; weekends; shift work; irregular schedules; on a casual basis; or from home on a regular basis. Non-standard employment is often associated with inferior employment arrangements, which might be expected to result in lower than average levels of job satisfaction. Job satisfaction is a useful measure of occupational wellbeing and has been linked to organizational performance. This paper uses data from the most recent wave of the Housing, Income and Labour Dynamics in Australia (HILDA) survey to investigate the relationship between job-satisfaction and non-standard employment arrangements. We explore overall job satisfaction, as well as satisfaction with flexibility, hours, pay and the work itself. We find that overall satisfaction is significantly lower among casual employees and those who work evenings, nights or irregular shift patterns, compared to those with 'standard' employment. Shift workers are also less likely than other employees to be satisfied with their hours, but not necessarily with their flexibility or their actual work. Further, employees who have non-standard employment do not differ significantly from other employees in their satisfaction with pay, suggesting they feel adequately financially compensated for their non-standard employment. It concludes that differences in job satisfaction across non-standard employment types may not be related to non-standard employment per se, but other aspects of employment, such as levels of worker autonomy and the extent to which the non-standard nature of work is employer or employee driven.

Robin Price, Bronwyn Ewing, Tom Cooper and Grace Sarra

Developing Sen's capability framework to investigate Indigenous employment transitions

Indigenous Australians face significantly worse quality of life outcomes than non-Indigenous Australians in the areas of education, health and employment. Access to employment is crucial to an individual's potential to achieve what they deem to be a reasonable quality of life. Academic, government, organisations and community groups have identified a series of supply and demand side factors that influence Indigenous people's participation in the labour market. This theoretical paper draws on literature relating to Sen's capability framework, integrates it with the findings from extant studies on Indigenous employment and proposes a detailed framework for the investigation of Indigenous employment outcomes.

Amanda Pyman, Janis Bailey, Robin Price and Andreas Pekarek,

Exploring Young Adult Refugees' Capabilities for Work in Australia: Developing a theoretical framework

Most refugees in Australia are young, with a mean age of 21.8 years (DIMC 2011: 14). These refugees are likely to spend their entire working lives in Australia; therefore obtaining work is a high priority (DIMC 2011; RCOA 2010). Employment and workplace engagement of all refugees, and particularly young adults, is central to their economic security, successful settlement and integration into society (DIMC 2012). Further evidence shows that while new refugees often struggle to resettle, subsequent generations make significant economic, social and civic contributions to Australian society (DIMC 2011). In order to realise the productive potential of young adult refugees in Australia, provide decent work and achieve a resilient and sustainable multicultural society, there is a need to address how young adult refugees' capabilities for work can be enhanced, for the benefit of their own individual well-being and Australia's social and economic fabric.

This paper draws on Sen's (1999) capability approach to develop a theoretical framework for exploring young adult refugees' capabilities for work in Australia. The capability approach is an interdisciplinary framework for the assessment of individual well-being, social arrangements and public policy. The capability approach has been increasingly influential in European Union and international policy debates concerning work and employment relations (Deakin & Wilkinson 2005).

The paper develops a multilayered theoretical framework which will enable the exploration of young adult refugees' capabilities for work empirically and in situ, that is, the framework contextualises capabilities for work through an understanding of the interplay between personal, social and environmental conversion factors. This paper represents the first stage (development of a theoretical framework) of a larger research project which seeks to explore and enhance young adult refugee's capabilities for work in Australia.

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Al Rainnie, Scott Fitzgerald, Lucy Morris and Caleb Goods

Organizational Change in the Not-for-Profit Care Sector: Divergent Trajectories?

From the end of the first decade of the twenty-first century the state of Western Australia has played, via a mining boom, a singular role in the economic fortunes of Australia. Yet, Colin Barnett, Western Australia's current Premier, noted in late July 2013 that "West Australians may be surprised to read that one of the achievements of which [he was] most proud" was his decision to offer "unprecedented support" to WA's not-for-profit sector by means of a commitment of \$604 million in the State Government's Budget (Barnet 2013). Thus, Western Australia provides an interesting case study of the outsourcing of public sector services to the NfP sector. This paper presents and discusses some of the key themes that emerged from a recently completed research project examining one large NfP in Western Australia. Key themes included the recruitment and retention of staff linked to pay and changing funding arrangements and the sector becoming more 'business like'. Although the shifting policy and funding environment within the NfP sector has been argued to have negative consequences, the research findings highlight a degree of agency within which organizations can resist or counterbalance these changes. Efforts to 'swim against the tide' are however reliant upon a number of factors: a strong commitment to vision and mission supported by skilled leadership and adequate resourcing. Significantly, these factors are unlikely to be readily available, particularly for smaller NfPs. This discrepancy in organizational capacity is set to become more conspicuous with the introduction 'Big Society' policies and potential funding cuts by the new Federal Coalition government.

Vanessa Ratten, Suzanne Young, Swati Nagpal and Gordon Boyce

The role of social networks in influencing the development of sustainable entrepreneurship

The changing international economic environment has led to the increased interest of human resource management practitioners looking at an individual's social networks and how they might be able to influence power relationships in the workplace. Social networks are helpful in encouraging people from different industries and labour market segments develop human capital, which can influence the redistribution of power relationships. Sustainability has grown in popularity in recent years due to the growing interest in environmental and social issues. The aim of this paper is to examine how social networks are utilized in small business enterprises labour market in terms of developing sustainability programs. A cross-cultural comparative analysis is undertaken on Australian and United Kingdom small business enterprises sustainability programs utilizing a case study methodology to understand how social power is complementing economic power as a driver of innovation in the small business enterprise sector. The theoretical focus of this paper is sustainable entrepreneurship and the underlying theoretical framework is based on social cognitive theory. Utilising an interdisciplinary perspective from both the human resource management and entrepreneurship literature, the major contribution of this paper is to examine the role of sustainability in work and employment practices in the small business sector. Managerial implications of focusing on sustainability entrepreneurship as a way to encourage labour market interaction in the small business enterprises setting is stated in addition to future research suggestions.

Katherine Ravenswood, Candice Harris and Nimbus Staniland

'Redistributing economic and social power? Representation of working women and war in the New Zealand Women's Weekly'

Since the last war women have taken their place in Parliament side-by-side with the men; have made a success of professions that were formerly closed to them and in many countries have come to the forefront and stayed there...And yet the movement has not had the tremendous effect we expected of it when we fought for our rightful place in a world previously controlled by men' (23/11/1939, p.16)

Cultural memory holds that women were encouraged into work to replace men away serving their country in the Second World War. This paper examines the way in which discourses of women, work and war in the New Zealand Women's Weekly from its inception in 1932 through to 1952 shape social expectations for women's participation in paid work. This period is chosen to provide comparative perspectives on the inter-war years and the 1930s' Depression. This was an important era for women's participation in paid work, given the labour supply and demand issues created by the Second World War and the immediate period after the war when men returned to the workforce. By taking a historical lens, our analysis also raises questions still relevant today about the value of women's participation in the workforce: Is increased women's participation in work recognition of social justice and women's rights to economic independence and the right to work? Or is it a solution to tricky economic situations?

Katherine Ravenswood and Stephen Tao

Employee voice and wellbeing: an investigation of a temporary workforce

There are some well-established links between employee voice and improved employee job satisfaction and wellbeing. However, employee voice research often assumes a permanent workforce, oblivious to the growing significance of a contingent workforce employed on fixed term or temporary contracts. This is a significant gap in research considering that the contingent workforce may not enjoy the same work conditions as permanent employees. We therefore examine the relationship between employee voice and job satisfaction, work-life conflict and employee wellbeing in a contingent workforce. Specifically, we test three aspects of voice (information sharing, influence over tasks and involvement in decision making) and their relationship with employee outcomes. We do this using a sample of 766 non-supervisory, contract and temporary workers from the United Kingdom obtained from the 2011 Workplace Employment Relations Survey (WERS). Mplus, a structural equations modelling software, is used to analyse the path model. Consistent with the hypothesized relationships, the greater information sharing experienced the less work-life conflict was reported by employees. All three voice mechanisms resulted in increased job satisfaction, and employees who reported less work-life conflict also reported improved job satisfaction. Both work-life conflict and job dissatisfaction were found to result in more psychological strain.

Susan Ressia, Glenda Strachan and Janis Bailey

The Complexity of the Job Search Experiences of NESB Skilled Migrants: Looking through an Intersectional Lens

This paper explores the job search experiences of skilled migrants from non-English speaking backgrounds who arrived in Australia between 2004 and 2008. Semi-structured interviews collected the stories of 22 migrants after their arrival, and 12 months later. The research utilises intersectionality theory which acknowledges the need to tease out the intersecting factors of power that create disadvantage within the intertwining complexity of social categories and divisions that creates them (Anthias 2012). The research is underpinned by Anthias's (2012) levels of analysis to examine how social divisions and their associated identity categories (e.g. gender and ethnicity) intersect with broader social systems, such as the labour market, to understand how these shape outcomes and socially locate migrants within lower level occupations. The research identifies that a participant's ethnic background and 'new migrant' status initially complicates employment seeking. However, additional complexities associated with gender roles intersect and force migrating families to prioritise the job search for one spouse, especially where young families are involved. Men were most likely to seek employment ahead of women as a way of handling competing financial and childcare constraints. This reveals that job seeking becomes a gendered process as responsibilities become divided around work and care roles. While it is clear that both genders suffer downward occupational mobility (Ho 2006; Ho & Alcorso 2004) men initially find any type of job to get by and continue to seek professional work. Women, however, tend to gravitate towards insecure forms of work, and are more likely to permanently change occupations.

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William Roche, Paul Teague and Anne Coughlan

Employers, Trade Unions and Concession Bargaining in the Irish Recession

The issue of concession bargaining between employers and unions during the Great Recession has received little attention in the research literature. This paper presents a systematic analysis of the conduct of concession bargaining during the recession in Ireland in the context of three forms of concession bargaining identified in the international literature: integrative concession bargaining, distributive concession bargaining and ultra concession bargaining – each with different but overlapping sets of institutional foundations and implications for employers and trade unions. Drawing on focus groups of managers and union officials and a representative survey of employers, the paper shows that distributive concession bargaining has been the predominant form in the Irish recession. This form of concession bargaining is likely to have few lasting direct effects on employer or union roles in collective bargaining but nevertheless appears likely to have significant indirect implications by threatening the silent marginalization of unions in workplaces.

Suzanne Ryan, Egbert Groen, Julia Connell and John Burgess

Academics as Accidental HR Managers: The Management of Sessional Academic Staff in Australian Universities

Textbooks depict strategic HRM as calculative, forward looking and with an overarching process integrating all HR processes from recruitment to exit. The process is centralised with HR functions applying to all employees via divisions and line managers. Although reality rarely reaches the textbook standard, rarely also does it deviate greatly from it within large organisations. However, Australian universities provide an exception with a highly bifurcated system whereby different standards of HRM services apply to different categories of academic

employment. While traditional strategic HR processes are applied to tenured and contract academics, highly informal and unregulated processes apply to academics employed on a casual basis. As a result of pressure to employ casual academic staff in Australian universities, the academic supervisors become accidental line managers unaware of statutory and organisational requirements regarding the management of staff. Whereas the plight of casual academic employment is well documented (Brown et al., 2006; Coates et al., 2009; Edwards et al., 2010; May et al., 2011; Nadolny and Ryan, 2013; Ryan et al., 2013), the relationship between casual academics and their managers remains unexplored. Using a mixed methods case study approach, our aim is to report on these relationships and their implications for academic work, and within the higher education sector. We find the management of casual academics to be anything but in line with the strategic HR model. On the contrary, it poses a threat to the strategic positioning of universities and potentially undermines basic principles of industrial relations. The paper contributes to debates on the relevance of strategic HRM and the fundamental directions of higher education.

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Yao Shen and Yanbing Mao

Trend of Migration in Chinese Labour Market--with discussion of "Lewis Turning Point"

As one of the largest developing economies in the world, China is regarded as an extreme example of a surplus labour economy. In terms of dual-economics theories, large amount of rural surplus labor force migrated into the urban areas and look for jobs in industrial sectors in the past thirty years. Since the financial crisis in 2008, the Co-existing of vacancy and unemployment increased continuously in the labour market as whole and scarcity of rural workers in urban industries seems to indicate the coming of Lewis Turning Point in China. From perspective of dual-economics theories, we focus studies on the issues whether the Lewis Turning Point arrives and its impact on macroeconomics in China. Within a competitive market economy, it is only when the economy emerges from classical stage of the development process with labour-surplus, and enters the second neo-classical stage that labour becomes scarce and real incomes begin to rise generally. The paper uses the official statistics to analyze and explain migrant wage behavior, to predict the determinants of migration, and to examine the size and trend of potential rural-urban migrants in China. We conclude that while migrant wages have increased in recent years, a considerable pool of relatively unskilled labour is still available in the rural sector. Interprovincial migration responded to expected earnings and local employment opportunities, and rates of return to education and skills have increased significantly. Institutional reasons and segmentation of labour market contribute to existing of rural-urban migration.

Peter Skilling and Julienne Milineaux

Minor Parties and Employment Relations Policy Change: The New Zealand Experience

Employment relations is shaping up as an important point of differentiation between the two major parties (National and Labour) at New Zealand's 2014 general election. Since the country adopted a proportional electoral system in 1996, however, no major party has had a majority in Parliament. Consequently, in order to effect its preferred policy programme, the dominant party has had to rely on the votes of other, smaller parties. Both Labour-led (1999-2008) and National-led governments (2008-current) have, with the aid of minor parties, changed the employment relations landscape when in power. In this paper we consider the important role of minor parties in determining likely changes to ER policy settings after the election. We argue that merely identifying the minor parties' policies is not sufficient to predict policy change or influence. It is necessary also to understand both (a) how minor parties are situated within a broader institutional setting and (b) how their policies fit within a broader political (and electoral) environment.

Muller and Strom (1999) draw a distinction between three distinct motivations of minor political parties: their desire for official office; for policy wins, and for electoral votes. For minor parties, entering into a relationship with a larger party offers their best chance of achieving political voice. This does not guarantee, however, the advancement of its policy agenda, and it may come at the cost of its long-term electoral popularity. In this paper we draw on recent New Zealand experience to develop a model for understanding the likely influence of minor parties on ER policy change in New Zealand after the 2014 election. To be viable, such a model must take into account - at a minimum -

relative party size, the centrality of ER policy to the parties' identities, the degree of similarity between the parties involved, and the personalities of party leaders.

Erica Smith, Andrew Smith, Ian Hampson and Anne Junor

Views of skill in low-wage jobs: Australian security guards and cleaners

This paper reports on a preliminary investigation of under-codified and potentially undervalued skills of security staff and cleaners. It is based on one part of an ARC Linkage Project (LP110200888) undertaken with Service Skills Australia, Manufacturing Skills Australia and United Voice, investigating skills across nine service and manufacturing industries. Following a summary of desk research on skill definitions in relevant Modern Awards and enterprise agreements, cross-referenced to qualifications, the paper outlines views of skills drawn from an analysis of over 50 cross-sectional interviews conducted in 2011-2012. Beginning with senior federal and state policy people, the interviews cascaded through peak employer and employee bodies, industry skills councils and public and private training organizations, to occupational analysis interviews in 4 organizations – two employing security guards, two employing cleaners. In each organization, interviews were provided by a senior manager, a HR manager, a supervisor and 3 workers (some workers providing two separate interviews). To investigate contested definitions of skill, the 'Ways of Seeing' methodology (Smith and Teicher, 2011) was used to compare perceptions of skill indicators such as complexity and discretion. The results were supplemented in some cases by use of a methodology (Hampson and Junor, 2010) for exploring 'work process' skills (Boreham et al., 2002). Despite broad rejection of the concept 'unskilled', contradictory accounts were offered of skilled work processes and perceptions of the occupations' skill levels. The preliminary conclusion is that in both security and cleaning, better skill recognition would support drives for stronger training and career pathing initiatives.

Melissa Slee

The impact of the corporatisation of higher education on employment relations

Since the Dawkins revolution in the late 1980s higher education has experienced a tectonic shift in its political economy from a government funded, centrally co-ordinated system to a corporatized and decentralized system competing in the local and global market for fee paying students and industry investment. The impact of the corporatisation of higher education on issues such as staff morale, university governance, research performance and teaching and learning has been well documented. However, what has been less documented is its impacts on the employment relationship. Today it is hard to imagine the pre-Dawkins era of relative industrial harmony where the employment contract was amicably negotiated between non-union staff associations on each campus with their respective Vice Chancellors. Looking back at the introduction of enterprise bargaining to the higher education sector in the early 1990s, the turbulence, pace and foundational nature of the change in employment relations in the sector appear remarkable. Higher education has undergone a series of rounds of enterprise bargaining and endured successive waves of intervention from the federal government including the Liberal Government's unyielding pursuit of the Higher Education Workplace Relations Requirements (HEWRRs) in 2003. This paper argues that it is not possible to understand the employment relationship in higher education without understanding this fundamental shift in the political economy of the sector. This paper charts the changes to the political economy of higher education and analyses its impacts on employment relations. This is a qualitative analysis focusing on the nature of power in the sector, managerial goals and trade union strategy as the sector has undergone fundamental transformation.

Darryn Snell, Victor Gekaro, Emily Toome and Danielle Miller

Skills Capabilities for an Emerging 'Cleantech Region'; the case of Geelong Region

A number of regions across North America, Europe and Asia are pursuing 'cleantech' industrial pathways to revitalise their economies and capture emerging market opportunities associated with the transition to a low carbon economy. While considerable attention has focused on business innovation and government policymaking in fostering cleantech regional development less attention has been given to the skills, labour and social implications of such initiatives. In this paper we consider initiatives underway in Australia's City of Geelong which aims to secure the region as one of Australia's premier 'cleantech' locations. Drawing upon a regional survey and interview data collected in Geelong, we consider the viability of regional revitalisation through cleantech and the implications for skill and labour capacity. It argues that while the region has the skills and social partnership potential it confronts significant policy and competitive challenges, which will be difficult to overcome.

Glenda Strachan, David Peetz and Carolyn Troup

Discipline, Change and Gender in the Academic Workforce

Dramatic changes in Australian universities, due in part to an increasing participation of women in universities as well as increasing specialisation in roles, have seen a move away from the traditional pathway of a combined teaching and research workload towards greater increasing specialisations in roles. We examine the contemporary academic workforce and ask: what does this mean for women in the sector today; and how do these patterns and their causes vary by discipline?

The data are drawn from the Work and Careers in Australia Survey conducted in 2011, a large scale workforce survey of 19 Australian universities undertaken as part of an ARC Linkage Grant. The overall aim of the project is to advance understanding of existing gender inequalities in Australian universities which remain despite extensive gender equity policies.

In this paper we investigate the nature of academic work by employment structures, nature of academic role, discipline and level. Our survey of 8737 academics shows that women are clustering into specific specialisations within the disciplines, and that this varied employment status means different pathways across the disciplines. Have academic women gained parity with men in the sector, and where are they closest and furthest from achieving parity? We examine where women are making greatest progress and where they are stalled, and find a critical role played by labour segmentation processes within academia, influenced by interactions with external labour markets. We identify the implications for strategies across these specialisations.

Nimbus Staniland

Titiro Hohonu: Exploring alternative career models for Māori as business academics

Although Māori make up 15% of the total population in New Zealand, they are largely underrepresented in mainstream universities, both as students (10%) and as academic staff (4%). For this reason, many New Zealand universities have strategic targets for the appointment of more Māori into academic careers. However, attempts to remedy this situation cannot simply involve encouraging more Māori students to pursue academic pathways, but need to consider how Māori values and aspirations shape their career decisions and enactment. Unfortunately, much of the career literature is based on Western concepts that have limited transferability to indigenous cultures. This paper outlines a research project informed by Kaupapa Māori (KM) methodology which aims to analyse the experiences of Māori as academics in University Business Schools relating to their career enactment (including perceived career agency and definitions of career success) with the aim of identifying alternative career models that would create more meaningful engagement between universities, Māori as academics and their students. KM will be discussed as an appropriate methodology due to its emancipatory aims and its ability to critique dominant discourses and advocate for the advancement and self-determination of Māori.

Pauline Stanton, Timothy Bartram, Gitika Sablok, John Burgess, Brendan Boyle and Anthony McDonnell

Pay, Performance and Reward: evidence from MNC practices in Australia

Performance management consistently appears as a major issue in the HRM literature and regular performance appraisal is seen to be a key element in employee performance management. Research also suggests that PA is often linked to compensation and reward. We would expect that MNCs are likely to be high users of a range of sophisticated and integrated PM practices including reward and compensation for managers and employees. In this paper we explore these issues by focusing on the results of a survey of 171 FOEs in Australia. We identify a range of performance management and remuneration practices utilised by MNCs and compare their utilisation on both managers and the largest occupational group within the company. These practices include regular performance appraisal, forced distribution, 360 degree feedback, Employee Share Ownership Programs, profit sharing, share options and variable performance pay. We carry out a logistical regression of a range of variables identified as significant in the literature. These include sector, country of origin, size, union presence, date of establishment, Greenfield site, SHRM and organisational capability. Our findings suggest that overall MNCs use a wide of a range of sophisticated PMRS practices. Unsurprisingly US firms are high users of a range of PMRS practices and MNCs are more likely to use these practices with managers rather than employees. We also find that there is more extensive use of PMRS where there is low union presence and high use of a range of HRM strategies such as HR shared services and a global HR integration.

Glenda Strachan and Erica French

Equity policies in Australian organisations and their impact on women's participation: A study of three industries

Legislation which promotes the development of organisational policies designed to promote equal employment opportunity (EEO) for women has existed for several decades, with one of its objectives being the increase of women in male dominated senior positions and occupations where women are under-represented. Yet there has been scant analysis of the types of policies used under the banners of EEO and diversity and any relationship to gender equity goals (Verbeek and Groeneveld 2012, 653). This paper asks: What is the range of policies propounded by firms? Are these related statistically to the proportion of women in senior or non-traditional occupations? It uses data in 392 public reports submitted by organisations to the Equal Opportunity for Women in the Workplace Agency between 2003 and 2011 in three industries: transport, construction (both male-dominated), finance (female dominated). A five point typology allows assessment of the type of policies described in organisational reports and allows, using employee statistics, a link to participation of women. Overall, the findings show little or no correlation between the approach used and numbers of women in management or non-traditional occupations, although there are some small industry differences. Work and family balance measures are dominant and while these assist access to employment, they do little to address the disparity in participation between men and women. The construction industry is notable for lack of engagement with EEO programs. Overall, the results suggest that for substantive change to occur, implementation of EEO or diversity measures needs to be more

strategic and proactive.

Verbeek, S. and Groeneveld, S. 2012. Do 'hard' diversity policies increase ethnic minority representation? *Personnel Review*, 41 (5), 647-664.

Kathryn Steel

Injustice and outcomes: a comparative analysis of two major disputes

Injustice is said by Kelly (1998) to be the cornerstone of collective action, but how is it defined and by whom? This paper frames the analysis of two major disputes around the concept of injustice and how and to whom it is attributed for resolution. The comparative method is utilised to analyse two case studies of disputes in the Australian electricity industry which have some commonalities, in order to focus on the possible causes of diversity in dispute outcomes. Data from a range of primary and secondary documentary sources provides the detail of the two case studies. The specific disputes are the 1977 State Electricity Commission of Victoria Latrobe Valley maintenance workers' dispute and the 1984-1986 South East Queensland Electricity Board contract labour dispute. The use of comparative method enables a fuller examination of the determination and attribution of injustice, in relation to the (poor) outcomes of both disputes, which are located within the specific political and industrial context of each dispute. In summary, the paper explores the progress and outcomes of two public sector mobilisations which provoked determined counter-mobilisation from the (state) employer. It concludes that these case studies illustrate the potential critical impact of a lack of awareness and consideration of possible significant employer counter-mobilisation which may follow any decision to mobilise around an injustice which is also a key issue for an employer.

Andrew Stewart, Mark Bray, Johanna Macneil and Sarah Oxenbridge

'Promoting cooperative and productive workplace relations': Understanding the Fair Work Commission's new role in its legal and historical context

The Fair Work Act 2009 has recently been amended to confer a new function on the Fair Work Commission (FWC), that of 'promoting cooperative and productive workplace relations and preventing disputes'. In this paper, we review the background to this change. This includes the decision under the original Fair Work regime to confer this function on the Fair Work Ombudsman rather than on Fair Work Australia (as the FWC was then called), as well as the more recent shift in approach that has occurred under the FWC's second President, Justice Iain Ross.

Now that the change has been formalised, we explore some of its implications for the FWC, in light of the role the institution and its predecessors have historically played in regulating workplace relations. Drawing on relevant labour law and industrial relations literature, we focus on two features of that history. The first concerns the freedom of the FWC to operate as a regulatory agency with a broad array of regulatory techniques and processes, not merely as a quasi-judicial tribunal that is inevitably dealing with a dispute between identified parties. The second is the shift that has occurred over the past 20 years in the work of the federal industrial tribunal, with less emphasis on the resolution of collective disputes and a greater (and more explicit) role in adjudication and norm-setting. We consider in each case what these developments may mean for the FWC's capacity to take on a more proactive role in preventing workplace disputes.

Glenda Strachan and Erica French

Equity policies in Australian organisations and their impact on women's participation: A study of three industries

Legislation which promotes the development of organisational policies designed to promote equal employment opportunity (EEO) for women has existed for several decades, with one of its objectives being the increase of women in male dominated senior positions and occupations where women are under-represented. Yet there has been scant analysis of the types of policies used under the banners of EEO and diversity and any relationship to gender equity goals (Verbeek and Groeneveld 2012, 653). This paper asks: What is the range of policies propounded by firms? Are these related statistically to the proportion of women in senior or non-traditional occupations? It uses data in 392 public reports submitted by organisations to the Equal Opportunity for Women in the Workplace Agency between 2003 and 2011 in three industries: transport, construction (both male-dominated), finance (female dominated). A five point typology allows assessment of the type of policies described in organisational reports and allows, using employee statistics, a link to participation of women. Overall, the findings show little or no correlation between the approach used and numbers of women in management or non-traditional occupations, although there are some small industry differences. Work and family balance measures are dominant and while these assist access to employment, they do little to address the disparity in participation between men and women. The construction industry is notable for lack of engagement with EEO programs. Overall, the results suggest that for substantive change to occur, implementation of EEO or diversity measures needs to be more strategic and proactive.

Verbeek, S. and Groeneveld, S. 2012. Do 'hard' diversity policies increase ethnic minority representation? *Personnel Review*, 41 (5), 647-664.

Shaobo Sun and Mark Bray

The Dynamics of Recent Changes in the Chinese Trade Union Movement

The paper explores the 'top-down' reforms of Chinese trade unions during 2010-2013, particularly as the official trade union movement responds to pressure from important 'bottom-up' factors, such as tight labour markets, increasingly competitive product markets and spontaneously organized workers' representation associations. Using publicly-available data from both the All China Federation of Trade Unions (ACFTU) and unions in three regions (namely, the provinces of Guangdong and Zhejiang and the city of Shanghai), the paper discusses the impact of these bottom-up pressures on three levels of Chinese trade unions. The national ACFTU is changing its main goal from achieving social stability to protecting workers' rights. Its major tasks are to build up excellent 'source participation' (ie. more actively seeking to influence government departments and other authorities in the drafting of laws and regulations) and 'democratic management' within enterprises (ie. increasing the involvement of employees in meetings with management and the provision of information to employees). The regional trade unions are increasingly focusing on protecting the workers' 'interests' (ie. wages and conditions above the minimum) instead of their 'rights' (ie. legal minimum standards). They are also more likely to recognise spontaneously organized workers' representation associations and incorporate them into official activity instead of suppressing them. The workplace unions are taking more proactive measures (like establishing union facilities, staffing call centres, intervening on safety issues) in order to prevent problems and become more comprehensive service organizations for workers. At each level, publicly-available data are also surveyed to assess the effectiveness of these changes. The conclusion summarises these recent trends and poses questions for future research.

Timea Tallodi

The Redistribution of Economic and Social Power via Reconsidering Organisational Procedures: Workplace Mediation in a New Light – A Way to Keep Occupational Stress at Bay?

The literature suggests that workplace mediation can be implemented in order to maintain relationships, contribute to employees' well-being and facilitate a problem-solving organisational culture, which potentially could help keep occupational stress at bay. However, there appears to be a lack of studies that explicitly examine the applicability of workplace mediation in reducing occupational stress. With her background in psychology and law the presenter aims to address this gap by drawing together theoretical and empirical work of occupational health psychology, alternative dispute resolution and organisational behaviour elaborating on the dynamics behind the usefulness of mediation to reduce stress at work. The presentation will also suggest the use of mediation in cases of sickness leave due to stress, which is an infrequently implemented application of workplace mediation in the United Kingdom. Hence, a potential approach will be presented to address this issue being a major interruption in the life of both the individual and the organisation. In order to support this review, the presenter offers insights into her study being carried out at Hull University. This study explores first hand, parties' change experiences in mediation focussing on relationship change. The study uses semi-structured interviews with parties' to workplace mediation and interpretative phenomenological analysis (IPA), a method which reifies lived experiences. The presentation will have practical application to professionals and academics working in a wide arena of organisational, health and conflict resolution disciplines, including experts with an interest in the creation of conflict resilient workplaces and will highlight ways to induce organisational change.

Bill Taylor, Qi Li and Yi Duan

'Resolving disputes in China: short term solutions, long term problems'

As the Chinese industrial relations system develops, a pattern of formalisation and shop floor contingent compromises is forming to resolve escalating disputes at the workplace. Whilst increasing legalism in industrial relations, as in most countries, increased formalisation and professionalization of dispute settlement, the role of shopfloor actors has often been complicated by interplay between various actors involved. On the one side, increasing role of non-governmental actors to assist workers and to the other, informal government organs at grass-roots level, are creating opportunities and pressures on both workers and self-organising labour. The dynamics of the disputes and the government is tending to create barriers for worker advocates or representatives to become genuine representatives of labour or for them to develop self-sustaining collective labour action. This is not arguing that alternative unions are prevented from forming, but that embryonic organisations which might otherwise be legitimised, are being stifled by both professionalization and increasing legalistic basis for disputes and by the rush to solve immediate instances of overt social unrest rather than encourage a framework for shopfloor bargaining. The presentation draws from a funded two year project from City University of Hong Kong nearing completion, to examine whether there is any sign, based on detailed case studies, of a progression from cycles of labour unrest at the workplace level, to bargained agreements between employers and employees which dissipate or regulate such conflicts based on regular renegotiations of agreements. We particularly focused in on the role of third legal advocates organising/ supporting workers.

Discussant: Patrice Jalette, École de relations industrielles, Université de Montréal, Canada and CRIMT - Centre de recherche interuniversitaire sur la mondialisation et le travail

Louise Thornthwaite, Alison Barnes and Nikola Balnave

The implications of social media for work and employment relations

The prolific and rapid embrace of net-based technologies has profound implications for how people communicate and interact. This is affecting the nature of employment relationships and the relationships between employers and employees and their representative organisations. In particular the growth of social media technologies, such as facebook, blogs and twitter, present a range of challenges and opportunities for trade union and employers associations. These include techniques for and approaches to employee voice and resistance, managerial control, and the organising and servicing of trade union and employer association members. This symposium will provide an opportunity for scholars working across diverse issues - voice, resistance, management and union strategy, and HR policy - to discuss the opportunities, challenges, and other implications of social media and other technologies.

Elsa Underhill and Malcolm Rimmer

The grapes of wrath: global migration and work in Australian horticulture

This paper focuses upon government supported Temporary Migrant Worker Programs (TMWP) in Australia designed to remedy labour shortages in horticulture (fruit and vegetable farming) while enriching the working holiday experience of young people from around the world. The sub-class 417 visa scheme which delivers horticultural workers is widely seen as a win-win solution to the labour supply problems of the industry. Furthermore such workers appear to benefit from job search assistance through the National Harvest Labour Information service, and to enjoy employment conditions protected by the Horticulture Award and state occupational health and safety (OHS) laws. However reality is different. First, such documented workers are now often replaced by undocumented workers without valid working visas. Second, horticulture is difficult to regulate leaving all temporary migrant workers – both documented and undocumented - exposed to systematic underemployment, poor employment conditions and excessive OHS risks. There appears to exist a serious disjunction between formal government policy and the actual operation of the horticultural labour market. This policy problem needs to be set in the context of economic changes in horticulture flowing from retailers' increased market power, rising water costs, and foreign competition.

Marie Van den Broeck

HR practices and employment policy formation in subsidiary of multinational companies in Belgium

The growing importance of multinational companies (MNCs) (OECD, 2010), and the impact on institutional and organizational changes have been widely debated in the field of employment and industrial relations. How do MNCs that operate across national borders and, consequently, across established nationally-embedded regulatory frameworks, contribute to redefine employment practices?

In MNCs, international and local influences compete (Brewster, 2007). On the one hand, Parent companies disseminate across countries corporate practices that originate in their country of origin (Ferner, 1997; Ferner and Quintanilla, 1998), but on the other hand, Almonds, Edwards et al. (2005) show that what is at play is not a simple one-sided transfer, and that one has to consider, rather, the interplay between home-country and host-country institutional contexts. These previous studies, however, focus on MNCs in the UK which is typically considered as a liberal market economy (see, for example, Hall and Soskice, 2001), and "creating more permissive condition for central MNC control of practices" (Ferner et al., 2011:484)

Drawing on data from a large-scale representative survey on MNCs in Belgium, my paper addresses the issue of HR practices and employment policy formation, with a special attention to the Belgian host-environment with relatively high constraints in the form of collective employment regulation. Specifically, in my project, I will be looking at the employment standards, the legal framework and national systems of industrial relations, training and education, work and business (Whitley, 1999), in order to discuss more in depth processes of differentiation and integration over different employment areas (e.g. remuneration, performance appraisal, employee representation, training and development).

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Alex Veen

A Western Australian perspective on Employer Responses to the Removal of the Statutory Individual Bargaining Stream: What are the consequences?

This PhD research project aims to answer the question 'what are the consequences of the removal of statutory individual agreements (SIAs) from Australian regulatory employment relations system for those organisations operating in the Western Australian (WA) context that were using them?' The research uses a qualitative approach and the paper will report the findings from 62 in-depth semi-structured interviews conducted with 66 interviewees in the period May 2012 till August 2013. The interviewees were drawn primarily from the resources and support industries in WA, including management, union officials, labour lawyers, and consultants. The consequences are considered in terms of the changes in the substantive and procedural terms of the industrial instruments of organisations that used SIAs, the agreement making processes they went through implementing new arrangements, and the implications for day-to-day workplace practices. The findings help to better understand the strategic choices the organisations have made in response to the removal of the statutory individual bargaining stream. Moreover, the findings will also be considered within the context of regulation theory analysing the regulator's intent and the regulatees' responses.

Soren Voxted

Unheeded innovation

Innovation is normally associated with change on a major scale, primarily in private business organizations. For instance when new technology is introduced in the organization, new products are developed, original ways of organization or new markets are conquered.

In recent years, however, innovation has been interpreted more broadly. Today innovation is seen as an obvious answer to the challenges facing both the private and the public sector. The extensive literature that takes this approach to innovation has developed a new terminology to define who, how and to what purpose innovation is established: 'user-driven innovation', 'social innovation', 'employee-driven innovation' etc.

In contrast to this approach to innovation, this paper introduces another perspective and a new term: unheeded innovation. Through a number of observation studies I have observed numerous small changes and improvements in everyday activities, conceived and implemented by the employees themselves, among them a variety of auxiliary tools, new solutions to problems of inadequate storage facilities, new and more efficient solutions to carrying out quality control etc.

In this paper, for the purpose of providing theoretical foundations for the term 'unheeded innovation', I shall argue that such activities, too, constitute innovation. The study is based on an inductive analysis in which the take-off for the term 'unheeded innovation' and the subsequent theoretical 'zeroing-in' spring from observations in a number of cases.

Bernard Walker

Adaptive Resilience: An Employee-Centric Perspective

Adaptive resilience, defined as flexibility in response during adverse events, is a vital element of organisational survival, recovery and renewal in a post-disaster context. This paper is a study of adaptive resilience using an interpretive qualitative research design. Data were collected through in-depth interview data from 47 respondents in four organisations following a major disaster in New Zealand. The study offers an employee-centric perspective highlighting the nature and importance of employee needs and their management for organisational recovery.

In this study altruism, latency and dynamism characterised employee needs. The study calls study emphasises the need for adaptive resilience, with redefined notions of employee needs, leadership and organisational justice as central components in response and recovery following a disaster. The findings have counterintuitive implications for human resource functions.

Sue Williamson, Stephen Clibborn and Sarah Kaine

Examining the Potential and Limits of the Fair Work Act: A case study of enterprise bargaining

A key aim of the Fair Work Act 2009 (Cth) is to achieve productivity and fairness by placing collective enterprise bargaining at the heart of Australia's workplace relations system. This paper analyses how the legislation performs against its stated aims. While enterprise bargaining figures at the centre of the Fair Work system, limited research has empirically examined how negotiating parties have used the legislated mechanisms. This paper presents a case study of distributive bargaining in the services sector, examining how a relatively strong union negotiated for increased wages and improved conditions for employees under the current system. Despite using a variety of legal avenues and undertaking a range of innovative collective actions over a fifteen month period, the union failed to win any significant gains for employees. Utilising a dynamic view of the legislative bargaining institutions as resources for the parties, the authors find that the union tested the limits of the Fair Work Act. The case study research findings suggest that while the Fair Work Act contains provisions which assist employees to collectively bargain, it also has limitations which employers can use to their advantage in bargaining. The authors question whether the legislation is meeting its creators' original intent. With a newly elected federal government indicating its

intention to review the legislation, this insight into the bargaining limitations of the Fair Work Act is timely.

David Williamson, Candice Harris, Erling Rasmussen and Katherine Ravensood
Historical aspects of the New Zealand Hotel Workers Union; the rise and fall of the “smoker jokers”

This paper is part of a larger PhD, examining the history of employment relations in the hotel sector from 1955 to the present day. The paper covers 1955 to the late 1980's and examines the changes that occurred in and around the Northern Hotel, Hospital, Restaurant & Related Trades Employees' Industrial Union of Workers. This research is an initial attempt to answer calls for historical enquiry into hospitality work from the fields of labour history, service management and hospitality (Korczynski & Macdonald, 2009; Lashley & Morrison, 2000; O'Gorman, 2005; Walton, 2012; Zampoukos & Ioannides, 2011). Data is sourced from newspaper files, union minutes, awards, the union sponsored 'Flashlight Magazine' and Federation of Labour annual reports.

The paper looks at how the hotel sector moved from being strongly unionised (represented by one of New Zealand's largest and most politically influential unions), to the 'poster child' of de-unionised, precarious labour. In doing so the paper asks to what extent does this period reflect Burawoy's (1978, 1979) theory on movement from a 'hegemonic' period of stronger welfare systems and union inputs to a phase of 'hegemonic despotism', where forms of managerial control require labour to make concessions. The paper describes the transformation of the hotel workers union, from a surprisingly conservative, male dominated union (steeped in a smoking and drinking pub culture), to a more reflexive, modern union, which has had to face many challenges in a changing employment relations environment.

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Jonathon Winterton

Limits and possibilities of trade union action to protect vulnerable workers

The ongoing crisis in Europe is promoting a profound restructuring and putting increasing numbers of workers at risk. Trade union strategies to combat job losses appear inadequate to the task and distract attention from policies to promote job friendly growth and competitiveness through training and development for employability and adaptability. What are the limits and possibilities of trade union action in this area and how can contradictions between conflict and collaboration be resolved in seeking solutions to the current transformation?

Europe is in the midst of a wave of restructuring that is undoubtedly the most significant since (and potentially more serious than) the Great Depression of the 1930s. This restructuring is the result of the layered effects of global economic shift, the 2008 financial crisis and the European sovereign debt crisis from 2010, the separate effects of which are impossible to disentangle.

After briefly outlining this current European economic context, this paper reviews traditional trade union strategies in relation to the threat of job losses, drawing upon UK experience in the 1980s and contrasting this with the current round of closures in France. It then considers alternative positive-sum approaches that emphasise issues like job quality and involvement. A fourth section explores the role of training and development in relation both to threatened redundancy and changes in work organisation before finally offering some conclusions on the limits and possibilities of trade union action and the contradictions between conflict and collaboration in seeking solutions to the current transformation.

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Carol Woodhams, Ben Lupton and Marc Cowling

Who are the men in low-status, feminised work? Intersectionality, Vertical Segregation and the Glass Escalator

This paper examines whether men in female-dominated areas of work are disproportionately drawn from disadvantaged groups in the labour market. Whilst there is a rich literature on the experiences of men in such work, and their choice to be there, much less is known about who they are. Using intersectionality as a framework, we theorise that men with disadvantaged identities may be less able to realise their gender advantage and avoid/escape low-status feminised work than other men; and we test this with a quantitative analysis of personnel records for a large UK-based organisation (n=1,134,000). Findings show that not only are ethnic minority and disabled men disproportionately more likely to be found in female-dominated low-status work, but that they are relatively more likely to be so than are their minority-status female counterparts. Ethnic minority (but not disabled) men are also disproportionately more likely to be found in feminised part-time work. Further, both ethnic minority and disabled men are disproportionately less likely than other men to ride the 'glass escalator' to higher-status work. The article concludes that the intersectional effects of gender, ethnicity and disability 'sort' disadvantaged men into lower-status work alongside women, and considers the implications for the study of men in female-dominated occupations, and of intersectionality.

Ning Wu

Work-life balance in small businesses: what matters?

Despite the extensively debated benefits employers and employees may gain from flexible working/family-friendly, increasing evidence reports high levels of work-life conflict at workplaces with work-life balance (WLB) scheme in place. The view that it is up to individual employees to balance their work and family responsibilities increased greatly in Britain in the past decade (Wanrooy et al. 2013), with an even higher uptake in the private sector (77%) than in the public sector (69%).

Given that small businesses accounted for 99.2 per cent of the private sector and a relatively low economic turnover (34.9%) (BIS 2011), the identification of potential factors/constraints to the provision of WLB practices would be of great importance both to the adoption of WLB practices and its potential impact on performance in small businesses.

This analysis uses linked employer-employee data from the 2011 British Workplace Employment Relations Study (WERS 2011) management questionnaire and employee questionnaire. The findings suggest WLB practices are prevalent in small businesses with supportive management attitude towards employee's responsibility outside their work, having union recognition and employing their own HR specialists at workplaces, being part of a franchise chain, as well as in those workplaces with an internal labour market and equal opportunity policy.

The analysis also finds that, contrary to the expectation, employers setting targets for employee job satisfaction are less likely to introduce flexible working/family friendly practices, suggesting the reluctance of introducing WLB practices in fear of perception of unfair treatment from employees who do not fall into the family friendly scheme.

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Serena Yu

The complexity of work-life balance: towards a better understanding

What does it mean to have good work-life balance? Public debate has grown around the importance of work-life balance in contributing to quality of life, yet the debate remains quite narrowly conceived. In particular, 'work' is conceived as negative, especially long hours, and 'life' is centred around caring responsibilities, especially child care. Using Australia at Work survey data on over 4000 individuals, this study considers the factors which determine satisfaction with work-life balance. An ordered probit framework is used to take advantage of a data set is rich in variables capturing objective and subjective measures of the labour contract and workplace characteristics. The results show that while long hours and caring responsibilities do indeed affect work-life balance outcomes, the presence of job insecurity and work intensification have measurably larger effects. The largest effects are associated with those with misfits between their actual and preferred hours, including both those wanting to work fewer and

more hours. Workers with some control over their hours were more likely to express satisfaction with their work-life balance. The analysis encourages a wider interpretation of work-life balance, and has implications for work-life provisions moving beyond targeting women with child caring responsibilities.
