

# Keynote speakers

## Hon.Vui Mark Gosche

The Honourable Mark Gosche has a wealth of political, union and community organisation experience. He was First elected to union role aged 18 years, and during the first part of his working life was active in unions including 15 years (1981 – 1996) as Organiser, Assistant Secretary and then National Secretary of Service & Food Workers Union (Life Member) and was Founder director of 3 Union health centres employing doctors, nurses and administration staff in Otahuhu, Otara and West Auckland which provided primary health care to over 20,000 people.

He was a Labour list MP from 1996- 1999, and Labour MP for Maungakiekie 1999-2008. During this period he was a cabinet minister (1999 – 2003) and also was the Select committee chair 5 years (2003-2008) – Transport and Industrial Relations Committee. Since retiring from parliament for family reasons, he has worked in local and central government and tertiary education on contract projects, was the National Manager & Chief Advisor Strategic Relationships in the Auckland Office of the Ministry of Pacific Island Affairs(2010-2014) and is currently CEO Vaka Tautua – Pacific Community Health (Mental Health and Disability support) Provider with 36 staff.

The Hon Mark Gosche was born and raised in South Auckland by his Samoan / German father and NZ mother of English heritage. He is now married with 3 children and 5 grandchildren and received the Samoan matai title of Vui Seinafolava in 2007 from the village of Lano Savaii.

## “Work, unions, politics and community ...”

Mark will draw on his personal journey as a NZ born Samoan who grew up in South Auckland with the normal expectations of a new immigrant father at a time when few Pacific people were in NZ. His experience in the workforce drew him to work as a fulltime union official at age 25. He then led the largest private sector union whose membership was largely female with a high proportion of Pacific workers. The union was highly influential in the Labour Party at a time of significant economic reform. This led to his election into parliament and in 1999 he became the first person of Pacific descent to serve as a cabinet Minister. Mark will use his experience in these roles and his current work in the community health sector to discuss the role Pacific workers have played during his lifetime and how they will feature in future years as they begin to make up a much higher proportion of the NZ workforce.

## Dr Cybèle Locke

Cybèle Locke is a New Zealand history lecturer at Victoria University of Wellington, New Zealand. Primarily Cybèle is an oral historian who analyses the different social meanings people draw from group solidarities and the campaigns people waged to address inequalities. She wrote *Workers in the Margins: Union Radicals in Post-War New Zealand*, published by Bridget Williams Books in 2012, which explores how working-class unionists (including the organised unemployed) negotiated neoliberalism, deindustrialisation and welfare retrenchment during New Zealand's third depression. She is currently working on a biography of Auckland trade unionist and communist Bill Andersen. Forthcoming works include 'Solidarity Across the 'Colour' Line? Maori Representation in the *Maoriland Worker*, 1910–1914', *New Zealand Journal of History*, Vol. 48, no. 2, 2014 and 'Rebel Girls and Pram-Pushing Scab-Hunters: Waihi 'Scarlet Runners', 1912', *Labour History*, no. 107, November 2014.

### Whatever happened to “an injustice to one is an injustice to all”?

Union cultures were transformed during the 1970s and 1980s by increasing numbers of Maori, Pacific Island and women workers who entered the paid workforce during the post-World War Two boom. Women made up nearly 29% of New Zealand's total union membership in 1969, but this was not reflected in union activism until the late 1970s. Maori land rights, anti-colonialism and the women's movement were the contexts for demands that the union movement take

sexism and racism in the workforce more seriously: “An injustice to one is an injustice to all” was the slogan of the Hui A Nga Kaimahi o Aotearoa, held in 1986 to discuss whether Maori workers should establish their own national trade union organisation. As a result, new mechanisms were designed to give representation to Maori, Pacific Island and women workers at local, regional and national union levels inside the New Zealand Council of Trade Unions as it formed. Trade unions such as the Caretakers and Cleaners' Union and the Hotel and Hospital Workers' Union, where large numbers of Maori and Pacific Island women were active, successfully drew on strike action to gain wage increases in their national award agreements during this time.

However, Maori, Pacific Island and women workers were populous in industries made most vulnerable to pay cuts, casualisation and unemployment when the fourth Labour government began to restructure the economy in 1984; ex-trade unionists now joined unemployed workers' unions and advocated for justice from outside the labour market. The real blow for Maori, Pacific Island and women workers came when the arbitration system that protected trade unions was dismantled, partially in 1987 with the Employment Relations Act, and then fully in 1991 with the Employment Contracts Act. Women workers – prevalent in small scattered worksites (offices, shops and restaurants) across the country – relied on compulsory arbitration and compulsory membership to maintain wages and conditions in their collective agreements. This paper investigates how the Caretakers and Cleaners' and the Hotel and Hospital Workers' unions weathered the loss of the arbitration system in the early 1990s.

# Indigenous Cultural Trends and Movements in NZ Academic Research Panel

## Panel Chair

### Dr. Lynette Reid (Ngati Porou)

*Director Higher Education & Senior Lecturer, School of Education, Faculty of Culture & Society*

Lynette Reid is Ngati Porou and Ngati Konohi. She was recently appointed to a new senior management position in the School of Education as Director of Higher Education. In this role she is responsible for the management, development and continued improvement of postgraduate programmes in the School of Education. Lynette has a PhD which focused on cultural values and their influence on career processes for Maori. She teaches career theory, counselling and research. Her main areas of research are indigenous models and practices within the career development and education field. She is also interested in organisational career management and the convergence with career counselling models and theories. Lynette is a professional member of the Career Development Association of NZ.

## Panel Members:

### Betty Ofe-Grant

Betty is in her second year of a doctoral programme with the Department of Management and International Business. Born in New Zealand, Betty is of Samoan, Chinese and English descent and is multilingual. Prior to undertaking academic studies, Betty worked in the NZ public and private sectors, with a focus in Human Resources. In her spare time, Betty is an artist and sculptor.

### Dara Kelly

Dara Kelly is from the Leq'á:mel First Nation, and is a PhD student in the Department of Management at The University of Auckland Business School. She completed her Master of Commerce on the topic of Māori ancestral leadership, and is her PhD research is entitled, Understanding the Impact of Economic Unfreedom on Traditional Ngāpuhi and Stó:lō Coast Salish Gift Economies: Illuminating Indigenous Economies using Amartya Sen's Theory of Capabilities. In addition to her studies, Dara is a Research Assistant at The University of Auckland Business School working on projects with the Mira Szász Research Centre for Māori and Pacific Economic Development.

## Mariaelena Huambachano

Mariaelena A. Huambachano is a PhD candidate at The University of Auckland in the School of Management and International Business in Auckland - New Zealand. Huambachano's PhD research topic is entitled: Food Security: Indigenous Knowledge a Key for Preserving Food. She has published in international journals such as The International Journal of Cultural, Social and Environmental Sustainability, and in the Food Studies: An Interdisciplinary Journal. Huambachano's research interests are in the areas of sustainable development, Indigenous knowledge, corporate sustainability, climate change and countries' heritage.

## Sisikula Sisifa

Sisikula Sisifa is from Nuku'alofa Tongatapu and is a doctoral candidate in the Department of Management and International Business at the University of Auckland. She holds a Masters of Management (Hons) from Massey University. Sisikula's research interests lie in Pacific research methodologies, project management and development. More specifically, her PhD research focuses on the management practices used in development projects implemented in Tonga.

## Nimbus Staniland

Nimbus Staniland (Ngāi Tūhoe, Ngāti Awa) was awarded a Vice-Chancellors Scholarship from AUT University in 2013 to pursue a PhD in the School of Management. Her thesis will explore methods of enhancing meaningful engagement between Māori as business academics and New Zealand university business schools. Nimbus also holds a BA and BBus (1st Class Hons) in Psychology and Human Resource Management from AUT University and has served as an executive member of Te Aukaha: Māori Association of Social Science since 2012. Her research interests are in the areas of Māori and indigenous careers, diversity and workforce learning and development.

# Programme

TUESDAY 3 FEBRUARY 2015				
8.00am	Registration Opens			
9.00am	Conference Opening & Mihi Whakataua			
10.00am	<b>Morning Tea</b>			
Concurrent Session 1	<b>General Stream: ER and Legislation</b>	<b>Stream 12: Developing Sustainability Strategies</b>	<b>Stream 11: Health &amp; Safety of Vulnerable Workers</b>	<b>Stream 10: All in the Family: Dialectic Tensions within the Pacific Hospitality Workplace</b>
10.30am - 12.30pm	Chair: Peter Skilling	Chair: Ray Markey	Chair: Michael Quinlan	Chair: Shelagh Mooney
	124. <i>Déjà vu all over again: The national government's reforms to collective bargaining in New Zealand under the Employment Relations Act</i> <u>Stephen Blumenfeld</u>	Panel Discussion: 166. <i>Developing Sustainability Strategies in the context of Climate Change</i>  <b>Panel Members:</b> David Peetz, Ray Markey, Georgina Murray, Suzanne Young & Katrina Skellern	5. <i>Can line managers influence construction worker health?</i>  <u>Keith Townsend</u> , Rebecca Loudoun & Katherine Markwell	95. <i>'Is it your boss that makes you quit?'-- Gender differences in hospitality front-line employees' turnover intentions</i>  <u>Pola Qi Wang</u>
	77. <i>HR policies and Australian employment law: Interactions between private ordering and public norms</i>  <u>Anna Chapman</u> & Susan Ainsworth		63. <i>FIFO employment: Dangerous and deadly?</i>  <u>Al Rainnie &amp; John Burgess</u>	137. <i>Job dissatisfaction and burnout in the New Zealand restaurant industry: The mitigating impact of psycho-social factors</i>  <u>Lindsay Neill &amp; Lawrence Powell</u>
	163. <i>Time out or the end of an era? Assessing the Abbott government's IR reform agenda</i>  <u>Andrew Stuart</u>	162. <i>Motivating and mobilising stakeholder reshaping of corporate climate behaviour: a conceptual framework</i>  David Peetz, Ray Markey, Suzanne Young & Georgina Murray	72. <i>Regulating for undocumented immigrant workers in the United States and Australia</i>  <u>Stephen Clibborn</u>	133. <i>Welcome to Melbourne: International students and precarious work in cafes, restaurants and takeaway food services</i>  <u>Iain Campbell</u> , Martine Boese & Joo-cheong Tham

**TUESDAY 3 FEBRUARY 2015 (Continued)**

	68. <i>The persistence of non-market coordination in the liberal market economies: A critique of the liberal convergence thesis</i>  Colm McLaughlin & Chris F. Wright	33. <i>Green jobs Illawarra – regional transitions in a low carbon economy</i>  Katrina Skellern	81. <i>Managing employment vulnerability during occupational rehabilitation</i>  Richard Cooney	119. <i>Embracing hotel complexity by setting employees free to make wise decisions: If only it were that easy</i>  Warren Goodsir, Erling Rasmussen & Coral Ingley
			82. <i>The implications of legislative changes to workers' compensation in New South Wales</i>  Louise Thornthwaite, Ray Markey, Sasha Holley & Sharron O'Neill	
12.30pm	<b>Lunch</b>			
Concurrent Session 2 1.30pm - 3.00pm	<b>Stream 3: Work &amp; ER in Health Care</b> Chair: Stephen Teo	<b>Stream 12: Developing Sustainability Strategies</b> Chair: TBC	<b>Stream 11: Health &amp; Safety of Vulnerable Workers</b> Chair: Charles Woolfson	<b>General Stream: Work Time/ Hours</b> Chair: Barbara Myers
	88. <i>The juxtaposition of nursing autonomy and health care policy in nursing care delivery</i>  Clare Harvey, Clare Buckley, Rachel Forrest, Jennifer Roberts, Judy Serle, Alannah Meyer & Shona Thompson	13. <i>Employee participation and carbon emission reduction in Australian workplaces</i>  Ray Markey, Joseph McIvor & Chris F. Wright	117. <i>Power, politics, complexity and cost: Picking winners and losers in workers' compensation reform</i>  Sharron O'Neill, Sasha Holley, Louise Thornthwaite & Ray Markey	41. <i>Couple work hours, work schedules, non-work time quality and subjective time pressure</i>  Lyn Craig & Judith Brown
	89. <i>Job design in UK healthcare organisations: Evidence from WERS 2013</i>  Marcus Ho, Stephen Teo & Sam Short	91. <i>Employee involvement in CSR: From bystanders to change agents</i>  Suzanne Young, Timothy Majoribanks, Geoffrey Durden, Fiona Sutherland & Swati Nagpal	152. <i>The control of occupational hazards: the role of technology, management and labour in the production of a safety culture</i>  Felicity Lamm, Andy Ang, Nadine McDonnell & Jing Bingjiang	50. <i>Job-sharing and professional employees: Intended and unintended consequences</i>  Sue Williamson, Rae Cooper & Marian Baird

TUESDAY 3 FEBRUARY 2015 (Continued)				
	<p>94. <i>Presenteeism and missing nurse care: Nurses sick but at work</i></p> <p><u>Clare Buckley</u>, Eileen Willis &amp; Clare Harvey</p>	<p>159. <i>Identifying attributes of successful sustainable transitions for traditional manufacturing industry across regions in Australia</i></p> <p><u>Katrina Skellern</u>, Ray Markey &amp; Louise Thorntwaite</p>	<p>170. <i>What is the evidence for inequities in vulnerable workers' utilisation of New Zealand Workers compensation services, and what could be done about it?</i></p> <p><u>John Wren</u></p>	<p>64. <i>Towards an understanding of contemporary changes to working time in Australia</i></p> <p>Gemma Carey, Jane Dixon &amp; <u>John Burgess</u></p>
	<p>102. <i>The careers of caregivers</i></p> <p>Katherine Ravenswood, <u>Marcus Ho</u>, Kate Shacklock, Marilyn Clarke &amp; Stephen Teo</p>		<p>57. <i>Austerity, safety failure and neoliberalism: a tale of Baltic sorrow</i></p> <p><u>Charles Woolfson</u> &amp; Arunas Juska</p>	
3.00pm	<b>Afternoon Tea</b>			
Concurrent Session 3 3.30pm - 5.30pm	<p><b>Stream 3: Work &amp; ER in Health Care</b></p> <p>Chair: Marcus Ho</p>	<p><b>Stream 10: All in the Family: Dialectic Tensions within the Pacific Hospitality Workplace</b></p> <p>Chair: Lindsay Neill &amp; Larry Powell</p>	<p><b>General Stream: Gender &amp; Diversity</b></p> <p>Chair: Judith Pringle</p>	<p><b>General Stream: Skills &amp; Training</b></p> <p>Chair: Cathy Brigden</p>
	<p>71. <i>Work intensification as missed care.</i></p> <p><u>Eileen Willis</u>, Patti Hamilton, Julie Henderson, Leah Couzner, Ian Blackman, Luisa Toffoli, Elizabeth Abery &amp; Claire Verrall</p>	<p>69. <i>The New Intelligentsia? An Analysis of Cafe Jobs in Australia</i></p> <p><u>Angela Knox</u></p>	<p>66. <i>Gender equality disclosure requirements: what can New Zealand learn from Australia</i></p> <p><u>Amanda Reilly</u></p>	<p>109. <i>Technological changes, employment relations and mining communities: Comparisons of Australia, Canada and Sweden</i></p> <p><u>Bradon Ellem</u>, Russell Lansbury, Jan Johansson &amp; Anil Verma</p>
	<p>14. <i>The employment relationship needs to build nurses' trust through better communication and fulfilment of obligations</i></p> <p><u>John Rodwell</u> &amp; Julia Ellershaw</p>	<p>116. <i>The Cinderella makeover: New Zealand hotels as an 'industry' versus New Zealand hotels as 'work'</i></p> <p><u>David Williamson</u>, Candice Harris, Erling Rasmussen &amp; Katherine Ravenswood</p>	<p>160. <i>Achieving gender pay equity: recent legal developments in Australia and New Zealand</i></p> <p><u>Lisa Heap</u> &amp; Peter Cranney</p>	<p>84. <i>The subversive craftsman: Producing quality despite control</i></p> <p>Dale Tweedie &amp; <u>Sasha Holley</u></p>

**TUESDAY 3 FEBRUARY 2015 (Continued)**

	<p>22. <i>High performance HRM in healthcare: Barriers to implementation</i></p> <p>Keith Townsend, <u>Ashlea Kellner</u> &amp; Adrian Wilkinson</p>	<p>135. <i>The 'Gaze' of hospitality employability</i></p> <p><u>Lindsay Neill</u>, Charles Johnson &amp; Erwin Losekoot</p>	<p>155. <i>Affirmative action and employment programs for indigenous Australians</i></p> <p><u>Anne Daly</u> &amp; Tesfaye Gebremedhin</p>	<p>55. <i>The service work of animals: using 'A dog's life' to develop a theory about labour value</i></p> <p><u>Janet Sayers</u></p>
	<p>25. <i>Leaning healthcare with limited resources: constructing work intensification in a Canadian public hospital</i></p> <p>Richard Gough &amp; <u>Ruth Ballardie</u></p>	<p>115. <i>Exploitation of International Students in the New Zealand Hospitality Industry, an exploration of related theories and literature</i></p> <p><u>Lothar Brandt</u></p>	<p>60. <i>Managing diversity in the South Pacific region</i></p> <p>Katherine Ravenswood, Stéphane Le Queux, Erica French, Glenda Strachan &amp; <u>John Burgess</u></p>	<p>24. <i>The role of unpaid work and internships in expanding the foundation of 'employability' for professional graduates</i></p> <p><u>Paula McDonald</u> &amp; Deanna Grant-Smith</p>
		<p>136. <i>Are you a member of my 'family'? How age, gender, ethnicity and class influence social connectivity in the New Zealand hospitality workplace</i></p> <p><u>Shelagh Mooney</u>, Irene Ryan &amp; Candice Harris</p>		<p>123. <i>A re-assessment of employer-funded training in New Zealand: Who benefits and who does not?</i></p> <p><u>Stephen Blumenfeld</u> &amp; Ashish Malik</p>
5.30pm - 7.30pm	<p><b>Welcome Reception and Presidential Address</b></p>			



**WEDNESDAY 4 FEBRUARY 2015**

7.00am	Postgraduate Networking Breakfast (RSVP required)				
Concurrent Session 4	Stream 4: Underpaid, Unpaid, Unseen and Unhappy: Care Work in the Context of Constraint	Stream 6: The Low Paid and the Living Wage	Stream 9: Contemporary Labour Internationalism: Theory and Practice	Stream 1: Gender, Recession and the Transformation of Work	
9.00am - 10.30am	Chair: Tamara Daly	Chair: Peter Prowse	Chair: Michelle Ford & Michael Gillan	Chair: Kate Sang	
	40. <i>Controlled care: Care and control in long term care work</i>  <u>Donna Baines</u>	34. <i>What is a living wage?</i>  <u>Stuart Carr, Jane Parker &amp; James Arrowsmith</u>	86. <i>Geographies of labour in the Asia-Pacific liquefied natural gas industry</i>  <u>Shannon O'Keeffe &amp; Bradon Ellem</u>	21. <i>Men doing 'women's work'? Gender essentialism and low skilled men's integration into non-traditional occupations in Australia</i>  <u>Megan Moskos</u>	
	114. <i>Gender, migration and decent work in aged care: The Australian case</i>  <u>Sara Charlesworth &amp; Somayeh Parvazian</u>	167. <i>A living wage or a living income – looking backwards and forwards at the Australian Minimum Wage</i>  <u>Rob Bray</u>	90. <i>Global unions and their institutional articulation with trade unions in Asia</i>  <u>Michele Ford &amp; Michael Gillan</u>	10. <i>Understanding gender and in-work poverty: A research agenda</i>  Maha Hafez Ahmed, James Richards, <u>Kate Sang</u> , Laura Galloway & Mike Danson	
	120. <i>The personalisation of social care: Presenting new challenges for fairness and decency at work?</i>  <u>Fiona Macdonald &amp; Sara Charlesworth</u>	37. <i>The living wage in the UK – an analysis of the GMB campaign</i>  <u>Ray Fells &amp; Peter Prowse</u>	51. <i>Labour internationalisation from the Global South: Rethinking SIGTUR and the challenges ahead</i>  <u>Bruno Dobrusin</u>	12. <i>Restructuring gender relations in regional labour markets</i>  <u>Larissa Bamberry</u>	
	141. <i>Social policy, care and migration to Australia: Lock-step or out of step?</i>  <u>Elizabeth Adamson, Deborah Brennan &amp; Natasha Cortis</u>	62. <i>Why isn't Australia experiencing a 'living wage' campaign?</i>  <u>Ray Fells</u>	47. <i>Global unions, local power: The new spirit of transnational labor organizing</i>  <u>Jamie K. McCallum</u>		

**WEDNESDAY 4 FEBRUARY 2015 (Continued)**

10.30am	<b>Morning Tea</b>				
11.00am	Plenary Session: Keynote Speaker Dr Cybèle Locke				
12.00pm	<b>Lunch</b>				
12.30pm - 1.30pm	<b>Optional Session:</b> <i>134. Australian Workplace Relations Study - opportunities and learnings' - presented by Vito Brancaleone, Fair Work Commission</i>				
Concurrent Session 5	<b>Stream 4: Underpaid, Unpaid, Unseen and Unhappy: Care Work in the Context of Constraint</b>	<b>Stream 6: The Low Paid and the Living Wage</b>	<b>Stream 9: Contemporary Labour Internationalism: Theory and Practice</b>	<b>Stream 1: Gender, Recession and the Transformation of Work</b>	<b>General Stream: Migration/Immigration</b>
1.30pm - 3.00pm	Chair: Donna Baines	Chair: Peter Prowse	Chair: Michelle Ford & Michael Gillan	Chair: James Richards	Chair: Sarah Kaine
	<i>113. Employment standards and their enforcement in Australia: Successes and challenges in aged care</i>	<i>75. The low paid workforce and the prospects for an Australian living wage</i>	<i>Roundtable Discussion: The Practice of Contemporary Trade Union Aid and Labour Internationalism</i>	<i>76. Women's work in the public, private and not-for-profit sectors: Does sector matter to job quality and work-life balance?</i>	<i>65. Austerity, labour market segmentation and migration: A case study from neoliberal Lithuania</i>
	<u>Sara Charlesworth</u> & John Howe	<u>Joshua Healy</u>	<u>Panel members:</u> Mark Davis, International Transport Workers' Federation Ross Wilson, Chair, Unions Aotearoa International Development Trust (UnionAID) Wim Conklin, Project Officer, APHEDA- Union Aid Abroad	<u>Natasha Cortis</u> & Abigail Powell	<u>Arunas Juska</u> & <u>Charles Woolfson</u>
	<i>129. Lean cuisine: kitchens, contracting and long-term care</i>	<i>96. Constructing labour through the living wage: Goldmine or gold diggers?</i>		<i>146. Trade union responses to the fragmentation of paid care work</i>	<i>108. Why do employers recruit skilled immigrants? The role of industry institutions in shaping employer demand in Australia</i>
	<u>Tamara Daly</u> , Pat Armstrong & Ruth Lowndes	<u>Julie Douglas</u> & Candice Harris		<u>Fiona Macdonald</u> & Karen Douglas	<u>Chris F. Wright</u>

WEDNESDAY 4 FEBRUARY 2015 (Continued)					
		97. <i>Addressing low pay and the working poor: Structures of argumentation in elite and public discourse</i> <u>Peter Skilling</u>		143. <i>Precarious work and reproductive insecurity among prime-aged professional workers</i> <u>Sharni Chan</u>	35. <i>The partial incorporation of Singapore's Foreign Workers</i> <u>Chris Leggett</u> & <u>Stéphane Le Queux</u>
		103. <i>Setting the New Zealand living wage: Complexities and practicalities</i> <u>Peter King</u>			
3.00pm	<b>Afternoon Tea</b>				
Concurrent Session 6 3.30pm - 5.30pm	<b>Stream 8: Workplace Cooperation in Australia and New Zealand</b> Chair: Johanna Macneil	<b>Stream 6: The Low Paid and the Living Wage</b> Chair: Jane Parker	<b>General Stream: Organisations &amp; Work</b> Chair: Roy Smollan	<b>General Stream: Gender &amp; Work</b> Chair: Kate Sang	<b>General Stream: Teachers &amp; Schools</b> Chair: Chris F. Wright
	131. <i>Industrial democracy in a cold climate</i> <u>Helen Delaney</u> & <u>Nigel Haworth</u>	104. <i>Living on a prayer? A literature review on the Living Wage</i> <u>Josiah Koloamatangi</u> , Jane Parker, Stuart Carr, James Arrowsmith, Paul Watters & Lindsay Eastgate	122. <i>'Model employment'? Job quality in the New Zealand public services</i> <u>Noelle Donnelly</u> , Stephen Blumenfeld, Geoff Plimmer, Jane Bryson & Bill Ryan	175. <i>'All I'm asking for is a little respect...when I come home'. Tipping points and transitions in older women's careers</i> <u>Barbara Myers</u>	73. <i>Teachers and teaching: Reconciling logics and the labour process?</i> <u>Scott Fitzgerald</u> , Alistair Rainnie, Karolina Parding, Susan McGrath-Champ & Anna Jansson
	148. <i>Conflict resolution in New Zealand schools</i> <u>Gaye Greenwood</u> & <u>Erling Rasmussen</u>	<u>Panel:</u> Annie Newman, NZ Service & Food Workers' Union James Arrowsmith Further Members TBC	59. <i>'I like things where you have to think': Challenging and interesting work for civil engineers</i> <u>Kim Ball</u> , Glenda J. Strachan & Anne Christie	53. <i>Highways and byways – the legal careers of men and women</i> <u>Marian Baird</u>	111. <i>Teachers' work in public and private contexts: Initial insights</i> <u>Karolina Parding</u> , Susan McGrath-Champ, Scott Fitzgerald & Alistair Rainnie

**WEDNESDAY 4 FEBRUARY 2015 (Continued)**

	<p>130. <i>'The leadership thing': The role of key individuals in the transition to cooperative union-management relations</i></p> <p><u>Mark Bray</u> &amp; <u>Johanna Macneil</u></p>		<p>58. <i>Survey of work and wellbeing in the New Zealand tertiary education sector</i></p> <p><u>Tim Bentley</u>, Keith Macky, Laurie McLeod &amp; Stephen Teo</p>	<p>110. <i>Gender equality in Business Schools in 'elite' UK universities</i></p> <p><u>Geraldine Healy</u>, Natalia Nollenberger &amp; Almudena Sevilla</p>	<p>101. <i>What makes early career teachers tick?</i></p> <p><u>Christina Howe</u></p>
	<p>112. <i>Towards compromise: Explaining Cooperative transformations in union-management relations</i></p> <p><u>Mark Bray</u> &amp; <u>Johanna Macneil</u></p>		<p>92. <i>Sarcasm is the 'lowest' form of wit</i></p> <p><u>Janet Sayers</u></p>	<p>161. <i>'Employers of choice for women'? Gender and academic pay loadings in Australian universities</i></p> <p>Janis Bailey, David Peetz, Glenda Strachan &amp; Gillian Whitehouse</p>	<p>150. <i>Understanding changed governance and regulation: Working conditions of NSW teachers and principals in times of neoliberalism and marketization</i></p> <p><u>Mihajla Gavin</u></p>
	<p>158. <i>Workplace participation for what? How industrial democracy could address social inequality in New Zealand</i></p> <p><u>Helen Delaney</u> &amp; Nigel Haworth</p>		<p>6. <i>Employee voice pathways: From motivation to outcomes</i></p> <p><u>Keith Townsend</u>, Adrian Wilkinson &amp; Tony Dundon</p>	<p>142. <i>Sexualised labour: 'Skimpy' barmaids, body politics and the work place</i></p> <p><u>Robin Mayes</u>, Barbara Pini &amp; Kate Boyer</p>	<p>165. <i>Teachers' responses to parental engagement in schooling in an academically selective public high school</i></p> <p><u>Meghan Stacey</u></p>
	<p>147. <i>Facilitation of collective bargaining conflicts in New Zealand</i></p> <p><u>Judith Scott</u> &amp; Erling Rasmussen</p>		<p>173. <i>Deconstructing organisational resilience</i></p> <p><u>Kate van Heugten</u></p>		<p>149. <i>Teachers' working conditions in relation to the teaching profession</i></p> <p><u>Therese Sehlstedt</u></p>
5.30pm – 7.00pm	<b>Networking Function – all welcome, but RSVP required for catering purposes</b>				

THURSDAY 5 FEBRUARY 2015				
7.00am	<b>"Young Women, Work and Collectivism" Breakfast:</b> Limited numbers, RSVP required			
Concurrent Session 7 9.00am - 10.30am	<b>Stream 5: Research Methods in Industrial Relations: Time for a Reassessment</b>  Chair: Keith Townsend	<b>Stream 7: Employment and Employment Regulation in the Pacific</b>  Chair: Jane Parker	<b>General Stream: Unions</b>  Chair: Sue Williamson	<b>General Stream: Precarious Work</b>  Chair: Felicity Lamm
	125. <i>Indicators of job quality in New Zealand public services</i>  <u>Stephen Blumenfeld</u> , Noelle Donnelly, Geoff Plimmer, Jane Bryson & Bill Ryan	145. <i>They've been framed: Employment regulation in Pacific Island Countries</i>  <u>Jane Parker</u> & James Arrowsmith	85. <i>Labour as scapegoat: The political geography of control on resources projects</i>  <u>Bradon Ellem</u> & Shannon O'Keeffe	156. <i>Universities as purveyors of insecure work: A comparative study of Australia and England</i>  Kaye Broadbent & <u>Geraldine Healy</u>
	100. <i>Narrative analysis: Unpacking Indian footwear homeworkers' story</i>  <u>Annie Delaney</u> , Ruth Ballardie & Selvi Kannan	126. <i>Pacific paradise? Not a gay old time for all</i>  <u>Julie Douglas</u>	15. <i>Trade unions as employment facilitators for disabled employees: The case of the UK's Transport Salaried Staffs' Association Neurodiversity Project</i>  <u>James Richards</u> & Kate Sang	169. <i>Determination of labour contract duration: What if it's not only macroeconomic factors?</i>  <u>Patrice Jalette</u> , Frédéric Lauzon Duguay & Mélanie Laroché
	140. <i>He Puna Hou: Creating space for indigenous perspectives in university business schools and the implications for the discipline of Employment Relations</i>  <u>Nimbus Staniland</u>	87. <i>Employment relations in New Caledonia: Overview and focus on indigenous labour activism</i>  <u>Stéphane Le Queux</u> & <u>Stéphanie Graff</u>	39. <i>Unravelling the barriers women face in participating in Indian trade unions</i>  <u>Rashmi Maini</u>	49. <i>Social security systems and sustainable development in China</i>  <u>Wei Cai</u> & <u>Yanzhu Xu</u>
		19. <i>Describing Australian industrial relations practices: Collective agreement-making as an alternative to collective bargaining</i>  <u>Kurt Walpole</u>	67. <i>Unions, regulation and strategy in the post-award era</i>  <u>Sarah Kaine</u> & <u>Cathy Brigden</u>	

**THURSDAY 5 FEBRUARY 2015 (Continued)**

10.30am	<b>Morning Tea</b>		
11.00am	<b>Plenary Session</b> 1. Keynote Speaker Mark Gosche 2. Indigenous Cultural Trends and Movements in NZ Academic Research Chair: Lynette Reid Panel: Mariaelena Huambachano, Betty Ofe-Grant, Dara Kelly, Nimbus Staniland & Sisikula Sisifa		
1.15pm	<b>Lunch</b>		
Concurrent Session 8 2.20pm - 4.00pm	<b>Stream 5: Research Methods in Industrial Relations: Time for a Reassessment</b>  <b>Chair: Rebecca Loudoun</b>	<b>Stream 7: Employment and Employment Regulation in the Pacific</b>  <b>Chair: James Arrowsmith</b>	<b>General Stream: Collective Bargaining</b>  <b>Chair: David Williamson</b>
	<i>56. Are there fewer qualitative papers published these days? An analysis of organisational and workplace research publications in high ranking journals</i>  <u>Keith Townsend &amp; Mark Sauders</u>	<i>32. Flexicurity can survive the crisis: Evidence from Vietnam</i>  Thin Vu & <u>Chris Nyland</u>	<i>9. Links between job roles, qualifications and pay in 100 manufacturing agreements</i>  Damian Oliver & <u>Kurt Walpole</u>
	<i>83. Power, industrial relations and intersectionality</i>  <u>Katherine Ravenswood &amp; Cathy Brigden</u>	<i>80. Flexibility requests and outcomes in Australia: Some things have changed, most stays the same</i>  <u>Natalie Skinner &amp; Barbara Pocock</u>	<i>38. Enterprise bargaining in the Australian public service: Fostering employee engagement or increasing mistrust?</i>  Michael O'Donnell, Joshua Shingles & <u>Sue Williamson</u>
	<i>45. Researching secretive internet phenomena: Netnographic methods and employees blogs</i>  <u>James Richards</u>	<i>27. Employment relations in French Polynesia</i>  <u>Stéphane Le Queux</u>	<i>99. Facilitating flexibility and satisfaction: The comparative role of statutory collective and individual agreements in Australia</i>  <u>Graham Evans</u>

THURSDAY 5 FEBRUARY 2015 <i>(Continued)</i>			
	<p>74: <i>Give Quants a Chance: Making the case for quantitative analysis in an exploration of intersectionality and unequal pay</i></p> <p><u>Carol Woodhams</u></p>	<p>172. <i>Modernising labour laws and institutions in the Pacific Island countries</i></p> <p><u>Anne Boyd</u> &amp; <u>Sivendra Michael</u></p>	<p>127. <i>The structure of collective contracting in China</i></p> <p>Ziheng Liu, Shaobo Sun &amp; <u>Mark Bray</u></p>
4.00 - 5.00pm	<b>AGM with afternoon tea</b>		
<b>7.00pm til late</b>	<b>Workshop Dinner</b> : Auckland Fishmarket, Wynyard Quarter Ticket by purchase		

# Abstracts

## 05: CAN LINE MANAGERS INFLUENCE CONSTRUCTION WORKER HEALTH?

*Keith Townsend, Rebecca Loudoun & Katherine Markwell  
Griffith University*

Public health is of increasing importance with mainstream media and government-funded programs a common occurrence. Within the broader community, the subset of construction workers – a male dominated workforce – display less healthy lifestyles and less health promoting behavior, thus increasing their risk of disease, injury, and death both within and outside the workplace. This paper draws on a sample of more than 50 construction workers and their managers to ask the question – can line managers influence construction worker health? The paper draws on education theory, specifically, ‘hidden curriculum’ to focus on dietary and consumption habits of these workers.

*Concurrent Session 1*

## 06: EMPLOYEE VOICE PATHWAYS: FROM MOTIVATION TO OUTCOMES

*Keith Townsend, Adrian Wilkinson & Tony Dundon*

Employee voice is a significant area of research from industrial relations scholars but also in the realms of human resource management and organisational behaviour. This paper examines the broad ‘voice’ literature including an article that raises the idea of ‘employee voice pathways’. We develop this notion of

employee voice pathways further and provide a conceptual model of the idea as well as outlining areas for a future research agenda.

*Concurrent Session 6*

## 09: LINKS BETWEEN JOB ROLES, QUALIFICATIONS AND PAY IN 100 MANUFACTURING AGREEMENTS

*Damian Oliver & Kurt Walpole  
The University of Sydney*

This paper examines job classifications in enterprise agreements from the manufacturing industry, focusing on the connections between job classifications, formal qualifications and pay. It follows earlier research that found that the strength and frequency of such linkages vary considerably between modern awards, and the manufacturing industry awards have some of the strongest connections. This analysis is based on a representative sample of 100 agreements made under the Fair Work Act between 2010 and 2013. The findings indicate that linkages between formal qualifications and job classification structures are weaker and much less common in enterprise agreements than in relevant modern awards. However, the overall effects of enterprise bargaining on incentives to employee skill acquisition are complex. When qualifications are mentioned in enterprise agreements, the relevant wage relativities are found to be much more substantial than in modern awards. Connections between qualifications and classifications are more common in AMWU agreements and agreements where the Manufacturing and Associated Industries Award is the underlying award.

*Concurrent Session 8*



## 10: UNDERSTANDING GENDER AND IN-WORK POVERTY: A RESEARCH AGENDA

*Maha Hafez Ahmed, Sadat Academy for Management Sciences*

*James Richards, Katherine J C Sang, Laura Galloway, & Mike Danson, School of Management and Languages, Heriot Watt University, Edinburgh*

Initiatives such as the minimum wage, and efforts to move people off social security benefits into employment, are based on an assumption that poverty is alleviated through paid work. Evidence suggests that this cannot be assumed (Newman, 2011) with certain demographic groups are at greater risk of in-work poverty, including older women (Milbourne and Doheny, 2012) and disabled people (Yeo and Moore, 2003). Further, the impact of in-work poverty fluctuates across the lifecycle. This paper explores in-work poverty through a review of the academic and grey literature from the UK, Australia and New Zealand. The academic literature reveals that in-work poverty is gendered through the household division of labour and occupational segregation. Further, in-work poverty is persistent, through reliance on precarious and part time work, and lack of access to social and cultural capital. The majority of the extant academic literature relies on large scale surveys to understand the relationship between demographic variables and poverty. The lived experiences of those in employment and at or below the poverty line remain under examined and theorised. Some exceptions include individual case studies of poverty and employment (e.g poverty.ac.uk). Where demographic characteristics are considered in the extant literature, they are examined in isolation, rather than adopting an intersectional lens. This paper sets

out a research agenda for the study of poverty which draws on methods which can reveal the lived experiences of those who live and work in poverty.

*Concurrent Session 4*

## 12: RESTRUCTURING GENDER RELATIONS IN REGIONAL LABOUR MARKETS

*Larissa Bamberry, Centre for Sustainable Organisations and Work, RMIT University*

This paper explores the impact of structural change in regional labour markets, and the implications for gender segregation. The examination is achieved by comparing three regions and placing regional experiences within broader national trends. The reference is to the Latrobe and Geelong regions of Victoria and North Western region of Tasmania, Australia. The argument is that each of the regions has experienced distinctive patterns of growth and decline in employment generally and within key industry sectors. Despite women's increasing participation and the strong growth in women's employment in each of the regions, structural change has not significantly reduced the gender segregation of the labour market and in some cases has reinforced pre-existing gender segregation. Restructuring has also had minimal impact on the relative earnings of women. These findings have implications for policy approaches to developing sustainable regions by addressing gender inequality.

*Concurrent Session 4*

### 13: EMPLOYEE PARTICIPATION AND CARBON EMISSION REDUCTION IN AUSTRALIAN WORKPLACES

*Raymond Markey & Joseph McIvor, Centre for Workforce Futures, Macquarie University*

*Chris F. Wright, Work and Organisational Studies, University of Sydney*

This paper addresses a research gap on the role of employee participation in motivating workplace climate change mitigation activities. Drawing upon a survey of 682 Australian employers and an analysis of 1280 enterprise agreements, we find strong associations between organisational activities for the reduction of carbon emissions and employee participation in motivating, developing and/ or implementing these measures. Engagement with emissions reduction at the workplace level is more likely where employee participation has a substantive role involving deeper and wider influence in organisational decision-making. This is especially the case when a range of approaches, including collective bargaining through trade unions, are utilised. Reflecting extant research on employee participation, the present study confirms the importance of the concepts of depth and scope in evaluating the extent to which employee participation is substantive, and that different forms of participation have mutually reinforcing impacts over workplace decisions to reduce carbon emissions. The findings presented suggest that the form of participation may be less important than the way in which it is implemented and the degree of substantive influence which employees have in practice.

*Concurrent Session 2*

### 14: THE EMPLOYMENT RELATIONSHIP NEEDS TO BUILD NURSES' TRUST THROUGH BETTER COMMUNICATION AND FULFILLMENT OF OBLIGATIONS

*John Rodwell, Swinburne University of Technology  
Julia Ellershaw, Deakin University*

This study examines employee perceptions of the contemporary employment relationship in terms of the components of the psychological contract (i.e. obligations, fulfillment and breach) and their impact on the employee outcomes of job satisfaction, intent to quit and organizational commitment, as well as the mediating roles of psychological contract violation and trust. Structural equation modeling of responses from 459 Australian nurses revealed that breach and fulfillment have direct and mediated effects on the outcomes, whereas obligations had no impact. Violation partially mediated the relationship between breach and job satisfaction and intent to quit, while trust partially mediated the relationship between fulfillment and organizational commitment, and breach and organizational commitment. Negative experiences (i.e. breaches) were related to both increased feelings of violation and decreased feelings of trust. In contrast, positive experiences (i.e. fulfillment) increased trust but did not significantly reduce feelings of violation. These findings highlight the need to improve communication with employees to minimize the negative effects of breach and maximize the positive effects of fulfillment. Further, trust, being future oriented, is highlighted as a key mechanism of psychological contracts. A credit worthiness model of psychological contract processes is therefore proposed, where organizations need to establish a good credit record, through fulfillment, for employees to trust them and reciprocate with commitment.

*Concurrent Session 3*

## 15: TRADE UNIONS AS EMPLOYMENT FACILITATORS FOR DISABLED EMPLOYEES: THE CASE OF THE UK'S TRANSPORT SALARIED STAFFS' ASSOCIATION NEURODIVERSITY PROJECT

*James Richards & Kate Sang  
Heriot-Watt University*

The paper contributes to debates on trade unions as employment facilitators for disabled employees and adds to current knowledge of and insights to trade union disability practices (e.g. Bennett, 2010; Foster and Fosh, 2010; Jones 2013). This is achieved through an analysis of a trade union project, funded by the UK government's Union Learning Fund, and designed to facilitate employment for neurologically impaired employees working in the UK transport industry. Little attention has been given in the HRM literature to an analysis of trade unions as facilitators for disabled employees, especially in the case of employees impaired by dyslexia, dyscalculia, dyspraxia, ADHD and Asperger syndrome. Using primary data gathered from a range of trade union stakeholders, including lay trade union members, neurologically impaired employees, employee representatives and trade union organisers, the paper provides in-depth insights into trade union involvement in disability practices. The main findings suggest trade unions, even in times of declining memberships, ongoing employer resistance and government intervention in employment relations, retain a capacity to provide both traditional/collective and specialised/individualised employment facilitation for disabled employees. However, this capacity is threatened by the likely withdrawal of important government funding for projects that can play a critical role in the facilitation of employment for disabled

employees. The findings also have wider relevance as Australian and New Zealand trade unions face similar challenges of widening their appeal, yet at the same time continue to experience loss of memberships and government support.

*Concurrent Session 7*

## 19: DESCRIBING AUSTRALIAN INDUSTRIAL RELATIONS PRACTICES: COLLECTIVE AGREEMENT-MAKING AS AN ALTERNATIVE TO COLLECTIVE BARGAINING

*Kurt Walpole, University of Sydney*

Policies promoting enterprise bargaining in Australia are often associated with collective bargaining. However, collective bargaining does not accurately describe a range of enterprise bargaining activity and some Australian researchers have instead used the term collective agreement-making. The Fair Work Act 2009 signifies a substantial consolidation of enterprise bargaining practices by instituting a single collective agreement-making process, which this paper examines through formalistic legal analysis. Existing references to collective agreement-making emphasise the importance of recognising points of difference from collective bargaining, but have not yet produced an extensive synthesised understanding of what collective agreement-making describes. This paper contributes to our understanding of collective agreement-making processes by exploring two important dimensions of variation: how employees are represented, and the conduct of bargaining meetings. This reveals that collective agreement-making under the Fair Work Act's procedures are highly contingent,

creating considerable uncertainty whether there will even be employee representation; will representation be union-based, non-union or self-representation; and, if agreement is reached through bargaining or only through employee acquiescence in a voting procedure.

*Concurrent Session 7*

## 21: MEN DOING 'WOMEN'S WORK'? GENDER ESSENTIALISM AND LOW SKILLED MEN'S INTEGRATION INTO NON-TRADITIONAL OCCUPATIONS IN AUSTRALIA

*Dr Megan Moskos, Flinders University*

Major transformations in the gender division of labour have been occurring in most industrialised countries. Strong employment growth in 'female jobs' and higher rates of employment for women are the foremost among these changes. An overall decline in men's participation in the labour market is another. To date, most studies of occupational sex segregation, and its inverse, occupational sex integration, have focused on women's experience of work and the labour market. In contrast, this paper uses the results from detailed case study of four strategically chosen female dominated occupations to understand the processes that operate to entice or positively impact on men's willingness and ability to enter occupations that are normatively regarded as female. Findings indicate a number of factors operate on both the supply and demand sides of the labour market to facilitate men's integration into 'feminine' occupations. Gender essentialism is central to many of these. Importantly however, the processes, while facilitating men's integration into gender

atypical jobs, in the main actually reinforce male gender essentialism and result in gender segmentation within female dominated occupations. The paper concludes by discussing the implication the findings have for existing theorising about occupational integration.

*Concurrent Session 4*

## 22: HIGH PERFORMANCE HRM IN HEALTHCARE: BARRIERS TO IMPLEMENTATION

*Keith Townsend, Ashlea Kellner & Adrian Wilkinson  
Centre for Work, Organisation and Wellbeing,  
Griffith University*

Effective people management is critical in hospitals. However, this sector has often been cited as one which falls behind in the management of its human resources. To improve labour effectiveness, some hospitals have begun to shift from the traditional personnel management approach to a high performance HRM system. This paper documents the managerial experience of such a transition through a case study of an Australian hospital over two time periods. The findings indicate there are three critical barriers to change that can challenge a smooth transition to the high performance model: fragmented HRM systems; lack of managerial training and development; and ineffective two-way communication. This paper presents managers' experiences of the implementation issues associated with a significant HRM transformation, the organization's response to these problems, and the outcome of the intervention.

*Concurrent Session 3*

## 24: THE ROLE OF UNPAID WORK AND INTERNSHIPS IN EXPANDING THE FOUNDATION OF 'EMPLOYABILITY' FOR PROFESSIONAL GRADUATES

*Paula McDonald & Deanna Grant-Smith,  
Queensland University of Technology*

In the context of an ever more precarious graduate labour market, young people are increasingly seeking relevant workplace exposure through unpaid work. Ubiquitous in the creative professions, anecdotal evidence suggests unpaid work may be becoming more commonplace in other fields. Yet the contours of this shift, and its causes and implications, have received relatively little empirical attention. This study explored unpaid work through the lens of 'employability'; a term with significant currency in public rhetoric, employer agendas, and educational policy. Employability denotes the ability to gain/maintain employment following post-school education, and through transitions across employers and job-roles.

This study examined how converging phenomena associated with employability, such as 'credential-creep', shape young people's decisions to participate in unpaid work, and how this is practised. Interviews with final year built-environment students attending two Australian universities revealed frequent, and in some cases, extensive and/or illegal engagement in unpaid work (including internships/volunteering). For young people themselves however, unpaid work was an inevitable means through which to acquire professional networks and capacities. The data further revealed that some young people funded personal insurances associated with unpaid work and/or paid for the services of firms that specialise in recruitment for unpaid

internships. Overall, the study illustrates complex patterns of opportunities and challenges that are created for and by young people in gaining relevant work exposure; some of which challenge accepted wisdom around employability. Additionally, the study raises thorny questions for university work-integrated learning programs and industrial relations regulation as it affects the employment of young people.

*Concurrent Session 3*

## 25: 'LEANING' HEALTHCARE WITH LIMITED RESOURCES: CONSTRUCTING WORK INTENSIFICATION IN A CANADIAN PUBLIC HOSPITAL

*Richard Gough and Ruth Ballardie,  
Victoria University*

Lean-based improvements are widely adopted by public healthcare to improve efficiency in a context of increasing patient demand and constrained funding. This is accompanied by using targets to monitor quality and efficiency, with patient flows through Emergency Departments a critical site of surveillance. This longitudinal qualitative case study of a Canadian hospital examined clinical staffs' experiences of a Lean process improvement project aimed at increasing patient flow. The project focussed on ED, and then extended to the medical wards. Repeat interviews were conducted over two years with senior managers, doctors, nurses, job delegates and improvement leads. Using a labour process perspective, the findings of increased work intensity for clinical staff, and nurses' job stress, are examined in relation to implementing Lean in resource-constrained environments. The ED project did initially decrease patient

treatment times, but perversely this increased ED access block since patients could not flow onto medical wards which lacked sufficient inpatient beds. The build-up of patients waiting in ED for inpatient beds reduced the capacity of ED doctors to see new patients and stretched nursing resources, resulting in formal patient safety complaints. Extending an unresourced lean project to the medical wards met with little success, rather it increased nurses' resentment of Lean. Nurses were acutely aware that the key was the lack of inpatient beds and community care places. Despite the rhetoric that 'Lean' improvements would enable nurses to spend more time with patients, the interaction with limited hospital and community resources, and province level constraints regarding infrastructure and funding, resulted in work intensification for clinical staff.

*Concurrent Session 3*

## 27: EMPLOYMENT RELATIONS IN FRENCH POLYNESIA

*Stéphane Le Queux, James Cook University*

Based on two rounds of fieldwork, 2011 and 2014, this article provides an overview of employment relations in French Polynesia. The research aimed at filling a gap since nothing was to be found on Polynesia in either the English or French speaking industrial relations literature. After introducing the Polynesian context, we examine the labour market, employee' and employers' associations and the institutions of labour regulation. Further discussions include existing challenges and future prospects, in particular in relation to the 2014 Government Plan to relaunch the economy and to the issue of foreign direct investments.

*Concurrent Session 8*

## 32: FLEXICURITY CAN SURVIVE THE CRISIS: EVIDENCE FROM VIETNAM

*Thin Vu & Chris Nyland, Monash University*

Flexicurity was endorsed by the European Commission in 2007 but lost support with the onset of the economic crisis that began in 2008. We argue the European experience with flexicurity does not justify universal abandonment of this strategy because it is continuing to be successfully institutionalised in parts of Asia. We build our case by evidencing that Vietnam, a 'socialist-market' country of ninety-one million people, is continuing to construct a 'flexicurity-type' regime. The paper begins by sketching how flexicurity theory has evolved in Europe and Asia respectively and explains why it is that the central research question agitating flexicurity theorists in Europe has become "can flexicurity survive the crisis?" Next, we show that like China the state in Vietnam is continuing to construct the body of labour and social security laws that are required to institutionalise a flexicurity-type strategy within a market economy. As there is commonly a significant divide between nations' labour laws and workplace practices we then proceed to provide quantitative data that evidences there is a good reason to believe there is a positive association between law and what actually happens in Vietnam's firms. Finally, we identify theoretical and practical lessons that can be learned from Vietnam's experience and in so doing extend understanding for why it is that China and Vietnam's continued growth more than twenty years after the 'collapse' of socialism unsettles teleological beliefs that there exists no alternative to capitalism.

*Concurrent Session 8*

### 33: GREEN JOBS ILLAWARRA – REGIONAL TRANSITIONS IN A LOW CARBON ECONOMY

*Katrina Skellern, Centre for Workforce Futures, Macquarie University*

In February 2009, the South Coast Labour Council commissioned a multi-disciplinary team of economists, human geographers, sociologists, educationalists, environmentalists and statisticians from the University of Wollongong to develop a plan for a Green Jobs Strategy. Green Jobs Illawarra was developed by a Project Steering Committee representing community stakeholders and relevant New South Wales Government Departments as a strategic response to three challenges facing the Illawarra region of NSW. First, the impact of climate change policy on a regional economy reliant on steel, coal and heavy manufacturing. Second, the onset of the Global Financial Crisis (GFC) and third, a sluggish economy and the continuing inability of the region to recover from the downturn in the steel industry in the early 1980's and subsequent recessions which resulted in unacceptably high levels of unemployment, particularly for youth. This paper provides a synopsis of this project, the processes of its development and the successes and failures in meeting these key challenges. It also addresses a research gap in identifying key attributes to transition traditional manufacturing regions to take up opportunities in the emerging low carbon, 'green' economy.

The question for the region isn't whether or not to participate in the emerging green economy, for that is already happening. The real question is which parts of that economy should be targeted to ensure that the region is strategically positioned to enable the longer term transformation and development of key industries and to receive the maximum benefits in terms of sustainable jobs for the community.

*Concurrent Session 1*

### 34: WHAT IS A LIVING WAGE?

*Stuart Carr, Jane Parker & James Arrowsmith Massey University*

There should be more to wages than money. The concept of a living wage is defined by quality of life and work life, not merely economic subsistence (e.g. Living Wage Movement Aotearoa New Zealand, 2014). It is subjective and relative, but also wide-ranging, related not just to rates of pay but also to adequate participation in organisational and social life. It thereby permeates into issues of public policy and employment rights enshrined in the International Labour Organisation's (ILO, 2014) concept of "decent work," including job satisfaction and voice, justice, identity and empowerment. Do wages that rise above the legal minimum actually produce these benefits? Current evidence and living wage policy simply ignores the question and sets living wages by fiat. This paper reports the key findings from a preliminary online survey of employees, managers and employers in New Zealand of the linkages between wages and well-being, WagingWell, and integrates competing theories into a single contingency model. Using statistical and qualitative (content) analyses, we explore whether linkages between income and capabilities such as empowerment, justice, identity, job/life satisfaction, and wellbeing, and thus where to set a living wage is contingent on organisational (size of firm), social (family structures), geographical (urban-rural) and temporal (short/long-term) context.

*Concurrent Session 4*

### 35: THE PARTIAL INCORPORATION OF SINGAPORE'S FOREIGN WORKERS

*Chris Leggett & Stephane Le Queux  
James Cook University*

The Singapore government regulates 'non-resident' workers through employment passes and repatriation in economic downturns. 'Non-residents' make up more than a third of Singapore's workforce. Until recently, Singapore's 'non-resident' manual workers have been segregated from mainstream Singapore society, and largely ignored by Singapore's trade unions. However, in late 2012 a group of bus drivers recruited from China, organised an illegal strike, something unknown in Singapore since 1977. Their action exposed to criticism by Singaporeans of the government's reliance on foreign workers. After the strike and subsequent prosecutions and repatriations, some National Trades Union Congress (NTUC) affiliates began to recruit foreign workers into their memberships. This paper reviews the political and social construction of Singapore's workforce, the re-emergence of industrial conflict, and the responses of the Singapore authorities to it. It reflects on the prospects for labour market regulation of partially incorporating foreign workers into its industrial relations system.

*Concurrent Session 5*

### 37: THE LIVING WAGE IN THE UK - AN ANALYSIS OF THE GMB CAMPAIGN

*Peter Prowse, Bradford University School of Management  
Ray Fells, University of Western Australia*

The adoption of a statutory national minimum wage policy in the UK is proving ineffective in resolving the problem of low pay. The emergence Living Wage campaigns in the UK (Wills, 2008), follows similar developments in the US (Luce, 2007) and more recently in New Zealand (Littman, 2014). This paper compares a number of Living Wage campaigns in the United Kingdom with particular reference to the General and Municipal Boilermakers Union (GMB) which recruits members from across low paid occupations. The eleven cases are local government sector and contracted works allied to local government services, drawing on interviews of full time officers, lay representatives and members involved in the campaigns. Nine campaigns were successful two were not. The Union's strategy revealed regional variations and also the limited extent of involvement of social movements in the campaign.

*Concurrent Session 4*

### 38: ENTERPRISE BARGAINING IN THE AUSTRALIAN PUBLIC SERVICE: FOSTERING EMPLOYEE ENGAGEMENT OR INCREASING MISTRUST?

This article explores how enterprise bargaining impacts on employees' psychological contracts in the Australian Public Service (APS), research which will be useful to parties engaged in the 2014 negotiations. Based on two cases,



the authors examine the bargaining parties' expectations, perceptions of whether the negotiations were based on trust and fairness and whether employees considered that their employer fulfilled their obligations. The authors found that managers breached the psychological contract by engaging in bargaining which was not consultative or when employees perceived that the terms and conditions offered were unfair. The authors conclude that the level of communication is a mediating factor between enterprise bargaining and the psychological contract. Additionally, the negotiations highlight the complex layers of the psychological contract within public sector organisations.

*Concurrent Session 8*

### 39: UNRAVELLING THE BARRIERS WOMEN FACE IN PARTICIPATING IN INDIAN TRADE UNIONS

*Rashmi Maini, University of Delhi*

This paper explores the obstacles women face in participating in Indian trade unions and make necessary recommendations aimed at strengthening the women's participation in trade unions. In-depth interviews were conducted for the female trade unionists of two major central trade union organisations namely AITUC and CITU. Women workers (who are members of unions affiliated to AITUC and CITU) were also interviewed to fetch the information regarding the barriers they face in participating in trade unions. 55 respondents (15 office bearers and 40 women workers) were taken in to consideration for the in-depth interview schedule. Content analysis was done to analyse the qualitative data. Results indicate that deep-rooted patriarchal system in union;

domestic responsibilities and lack of child care facilities are the most commonly found barriers in making of women trade unionists. Apart from the above mentioned barriers, other obstacles like stereotyping, lack of awareness on the part of women workers about the benefits of joining trade unions and low self-efficacy have also been uttered by number of women workers however there were no consensus on those barriers.

*Concurrent Session 7*

### 40: CONTROLLED CARE: CARE AND CONTROL IN LONG TERM CARE WORK

*Donna Baines, McMaster University*

Rather than exclusively caring or controlling, Taylor-Gooby (1991) argues that social care professionals reflect the multiple ambiguities of the welfare state in which social justice, equity and care motives intertwined ambivalently with motives of control. Drawing on qualitative interview and participant observation data collected as part of a larger five country research project on long term residential care for the frail elderly (though drawing on data only collected in Canada and the US between 2012-2013), this paper argues that the care-control duet of social care took on a character in the context of tight resources and metrics associated with New Public Management. In order to meet the required metrics, control over workers, work processes and service users is necessarily increased. Our data also show that though technical "care" of people's bodies was generally provided, the elderly were maintained in quiet, largely invisible social neglect. Despite increasingly controlled work environments, workers often resist 'uncaring' by reinserting caring into their work in ways, such as working

overtime or organizing service users, that remain officially 'invisible' in the metrics of the workplace. This paper provides insights into how care and control are experienced by those who provide and receive care on the frontlines of long term care provision under New Public Management and austerity. Further research into care and resistance dynamics would strengthen and extend this study.

*Concurrent Session 4*

## 41: COUPLE WORK HOURS, WORK SCHEDULES, NON-WORK TIME QUALITY AND SUBJECTIVE TIME PRESSURE

*Lyn Craig & Judith Brown,  
University of New South Wales*

Balancing work and family is challenging for both partners in contemporary families (Jacobs & Gerson, 2004), especially given long working hours (Pocock, Skinner, & Williams, 2012) and the growth in nonstandard work schedules (Presser, 2003). Yet little research looks at joint or cross-spousal effects of work demands. How do own and spouses' work arrangements relate to the non-work time quality and subjective time pressure of each partner? Using nationally representative Australian time use data (n=756 matched couples) we run multivariate regression analyses examining relationships between mothers' and fathers' nonstandard work schedules and employment hours and each partner's time spent in i) 'pure' leisure, ii) leisure 'contaminated' by being multitasked with unpaid work, iii) multitasking two forms of unpaid work, and iv) their subjective time pressure. We find that both partners being employed fulltime is associated with mothers, but not fathers, having poorer non-work time quality and higher subjective time pressure.

When fathers work long hours, both mothers and fathers report higher time pressure. Weekend work is associated with less 'pure' leisure for mothers but not fathers and with less 'contaminated' leisure for fathers but not mothers. Overall, results suggest mothers' non-work time quality and subjective time pressure is affected by not only their own but also by their partners' employment, while fathers are impacted by their own work hours.

*Concurrent Session 2*

## 45: RESEARCHING SECRETIVE INTERNET PHENOMENA: NETNOGRAPHICAL METHODS AND EMPLOYEES BLOGS

*James Richards, Heriot-Watt University, Edinburgh*

This paper details the innovative use of qualitative netnographic research methods in order to gain insights into the secretive world of the employee blogger. Employee blogging emerged into the wider public domain circa 2004 with a range of international news stories reporting on employees disciplined for posting views about their jobs, employers and colleagues to new, emergent social networking platforms. Such activities, at the time, were broadly branded in the popular media as causing harm to the employer's reputation (Spencer, 2005), inconsistent with the business mission (Joyce, 2005) and exposing employer brands in a way not possible just a short time ago (Phillips, 2008). As a consequence of growing media and employer attention employee bloggers typically took extensive measures to prevent being "outed" by employers, colleagues, as well as the media in certain high-profile cases. Such actions posed practical and ethical dilemmas for HRM researchers wishing to explore activities of this

kind in more depth and rigour, particular in terms of gaining employee/blogger insights into their online activities. A key aim of this paper is to describe and discuss the realities of researching the secretive world of the employee blogger. The paper, as such, will focus on the activities, measures and experiences of one researcher who “worked from the inside” in order to gain trust from employee bloggers to help map and theorise such activities. Employee blogging activity has declined in recent times and no longer commands the attention of the popular media, yet the methods discussed in this paper remain relevant as employees continue to comment and discuss jobs, employers and colleagues on even more emergent and far more commonly applied social networking platforms, such as Facebook and Twitter (Schoneboom, 2011; Richards, 2012).

*Concurrent Session 8*

## 47: GLOBAL UNIONS, LOCAL POWER: THE NEW SPIRIT OF TRANSNATIONAL LABOR ORGANIZING

*Jamie K. McCallum, Middlebury College*

This paper addresses a new “spirit” of transnational labor activity in the last thirty years—the strategies of workers and their organizations to exert governance over multinational companies. This has happened in a variety of ways, but I address the most recent strategy, global framework agreements. I focus on the interplay between global and national-level priorities, and how they create varied and uneven outcomes within campaigns. The question posed here is simple: How can global unions build local power?

The paper answers this question by comparing different outcomes in a multifaceted campaign of private security guards who work for G4S, one of the most aggressive and controversial campaigns ever waged by a global union federation. The research is based on 50 in-person interviews in nine countries, but specifically compares outcomes among unions in South Africa, India, and the US.

However, this local activity is made only possible because unions were able to govern, or constrain, the power and freedom of their employer at the global level. I therefore view framework agreements not as policy instruments, as is often the case, but as one part of a long-term industrial strategy to discipline large companies. I argue that this new spirit of labor activism, though it contains remnants of an older vision, constitutes a growing tendency in the global labor movement.

*Concurrent Session 4*

## 49: SOCIAL SECURITY SYSTEM AND SUSTAINABLE DEVELOPMENT IN CHINA

*Wei Cia, Deakin University, Melbourne*

*Yanzhu Xu, Swinburne University of Technology*

This article analyzes the research question that the State investments into the social security system in China are far from sufficient and coverage for the workers from rural areas is even worse. It mainly adopts historical analysis, comparative study and doctrinal research methods. It focuses on history and current status of social security system in China, its problems and the serious social problems, like suicides resulting from such problems. This article concludes that to promote sustainable development, the Chinese government should

have much more investment into the social security system, particularly significantly improve the level of coverage for the workers from China's rural areas.

*Concurrent Session 7*

## 50: JOB-SHARING AND PROFESSIONAL EMPLOYEES: INTENDED AND UNINTENDED CONSEQUENCES

*Sue Williamson, UNSW, Canberra*

*Rae Cooper & Marian Baird  
University of Sydney Business School*

Research on the advantages and disadvantages of part-time work has increased substantially in recent years, with a developing strand of this research focussed on part-time employment amongst professional employees. Job-sharing, as a sub-set of part-time work has however received far less scholarly attention, although it is generally seen to have the potential to enable working mothers to both meet their work and family responsibilities and to provide quality flexible or non-standard work. This article specifically examines job-sharing for primary and secondary teachers in one education district in NSW. A case study method was employed, involving interviews with district managers, school principals, teachers and analysis of documentary materials.

The study demonstrates the benefits and challenges of job-sharing for managers and employees. The results also reveal that while job-sharing did assist employees in balancing career and family, there were unintended and less documented consequences. Job-sharing contributed to the increased use of temporary employees, who themselves were locked out of many of the benefits of quality, flexible

employment. The case study highlights a range of challenges for human resource practitioners in managing and developing both permanent and temporary job-sharing staff. The study also identifies competing interests between groups of employees and suggests that part-time work and job-sharing need to be more critically evaluated in terms of providing a quality solution to the need for more flexible work options.

*Concurrent Session 2*

## 51: LABOUR INTERNATIONALISM FROM THE GLOBAL SOUTH: RETHINKING SIGTUR AND THE CHALLENGES AHEAD

*Bruno Dobrusin, University of Buenos Aires-CONICET and Adviser in International Relations of the Argentine Workers' Confederation (CTA)*

The discussion around labour internationalism has centered the focus between the construction of linkages among workers within the same industry or supply chain and the analysis of international organizations such as the International Trade Union Confederation (ITUC) or the World Federation of Trade Unions (WFTU). These debates have brought to the fore the need to address issues of labour's 'global' reach in order to confront the advancing neoliberal model. This paper tackles that debate by analyzing the growth in South-South labour solidarity in recent years, focused on the struggles of progressive labour confederations linked through the Southern Initiative on Globalization and Trade Union Rights (SIGTUR). The paper builds on previous writings on the issue (Dobrusin 2014) and the works of scholars that have addressed the topic (Lambert and Webster 2002), presenting a perspective based on the realities and experiences of the trade

unions from Latin America that participate in this initiative.

The paper intends to debate three central questions regarding labour internationalism today from a South-South perspective: ¿How to organize linkages across borders in different realities, surpassing bureaucratic structures from the North? ¿Can workers of the South through their confederations propose a common struggle that goes beyond rhetorical questions of solidarity? ¿Will the unions within SIGTUR be able to reproduce the local strategy of alliance with social movements at the global level? These questions are addressed based on analyses of the previous experiences within SIGTUR and the strategies utilized by labour movements in South America to build global solidarity that could be reproduced in a South-South format.

*Concurrent Session 4*

## 53: HIGHWAYS AND BYWAYS - THE LEGAL CAREERS OF MEN AND WOMEN

*Marian Baird, University of Sydney, marian.baird@sydney.edu.au*

There is a growing scholarship on professional careers that identifies the persistency of gender gaps in outcomes, from pay to status. This is the case particularly in the legal profession, where scholars have frequently recognised the increasing feminisation of the profession and the need for more female friendly working hours and legal firm structures and cultures (Hull and Nelson, 2000; Walsh 2012). Despite this, there remains a 'rarity of structural reform' (Tomlinson et al. 2013). Using both survey (N=189) and qualitative methods (N=26), this presentation investigates the extent to which

gender explains the differences in career outcomes for a cohort of Sydney University Law School graduates who entered the workforce in 1988. As with other studies (Stake et al 2007; Mattessich and Heilman 1990) the survey results show marked gender differences in family size, pay and employment situation. The interview data show that choice and constraint is apparent in decision-making and agency and is manifested in a range of accommodation, assimilation and withdrawal strategies. Men emerge as mobile, breadwinner pragmatists and the women as somewhat discontented, but accepting, jugglers of career and family. Further, men recognise that structural reform is necessary for women (not men) in, and entering, the profession. These findings suggest that while some change is evident in the legal profession, the solutions remain highly gendered and raise the question of whether same or different policies are needed to equalise outcomes in the legal profession.

*Concurrent Session 6*

## 55: THE SERVICE WORK OF ANIMALS: USING 'A DOG'S LIFE' TO DEVELOP A THEORY ABOUT LABOUR VALUE

*Janet Grace Sayers, School of Management, Massey University (Albany Campus)*

This paper uses work in the disciplines of anthropology (Ingold, 1994; Serpell, 1986), animal rights philosophy (Hribal, 2003; Hribal, 2007; Hribal, 2012) and the pure sciences to discuss a theoretical paradigm being developed for use in a project on the service work of care animals in service settings. The theoretical paradigm is based on Haraway's (2003; 2008) 'dog-writing' and Smuts' (2001) challenge to researchers to develop better theoretical

paradigms which can encapsulate systems of co-created interspecies communication and inter-subjectivity that occur when non-human animals and human-animals work together. In my proposal I seek to articulate an alternative 'onto-epistem-ology' to express the world as a co-relational becoming with animals with specific reference to developing ideas about animal labour value. In this paper I use film footage from the 1981 final of 'A dog's show', an iconic NZ television show which featured shepherds, their dogs, small flocks of sheep, and the NZ farm landscape, where the task was to herd sheep through gates and into pens. My aim is to articulate the communication system operating between sheep/s, man and dog/s so that a general theory can be developed for use in the research project on care animals in institutional settings.

*Concurrent Session 3*

## 56: ARE THERE FEWER QUALITATIVE PAPERS PUBLISHED THESE DAYS? AN ANALYSIS OF ORGANISATIONAL AND WORKPLACE RESEARCH PUBLICATIONS IN HIGH RANKING JOURNALS

*(FULL PAPER)*

*Concurrent Session 8*

## 57: AUSTERITY, SAFETY FAILURE AND NEOLIBERALISM: A TALE OF BALTIC SORROW

*Charles Woolfson, Linköping University*

*Arunas Juska, East Carolina University*

The roof collapse of the Maxima supermarket in Riga, Latvia on November 21, 2013 left 54 dead. The underlying causes of this catastrophic safety failure are examined in the wider context of the neoliberalism in the Baltic states. The paper argues that the current renewed drive towards further reducing the "burden" of regulation on business in order to renew economic growth reinforces unequal risk-burdening in terms of public safety and well-being. The consequences of safety failure are externalized onto the general populace, simultaneously raising issues of the criminalization of corporate harm and largely absent accountability.

*Concurrent Session 2*

## 58: SURVEY OF WORK AND WELLBEING IN THE NEW ZEALAND TERTIARY EDUCATION SECTOR

*Tim Bentley & Laurie McLeod, NZ Work Research Institute, AUT University*

*Keith Macky & Stephen Teo, Department of Management, AUT University*

This paper reports findings from a TEU-commissioned study concerned with the impact of tertiary education sector changes on sector wellbeing (Bentley, McLeod and Teo, 2013). The Survey of Work and Wellbeing in the Tertiary Education Sector surveyed academic and support staff from New Zealand universities, polytechnics, technical institutes and wananga.

Almost 3,000 respondents completed the survey. The findings reported here focus on the wellbeing aspects of the survey. Job security within the sector appears to be on the decline, with nearly half of respondents believing that their job security was worse than when they started working in the sector. Restructuring expectations were high and about one-in-three believed they would be made redundant within the next two years. Job satisfaction ratings were unfavourable when compared to those reported by other New Zealand population groups, with slightly lower satisfaction rates reported by academics than support staff. Of greatest concern for individual health and wellbeing were the relatively high levels of reported job stress and workplace bullying, with job stress reported to be worse since commencing work in the sector by nearly two-thirds of the sample. Workload factors, such as exposure to unmanageable workloads and high work pressure, were found to be important contributors to both workplace stress and bullying. As there is considerable evidence from international and New Zealand research that workplace stress and bullying are major causes of lost-time, ill-health, absenteeism, and reduced productivity (Bentley et al., 2012; Cooper-Thomas et al., 2013; Gardener et al., 2013; O'Driscoll et al., 2011), these psychosocial risks should be the focus of urgent sector initiatives targeting improvements in sector wellbeing.

*Concurrent Session 6*

## 59: 'I LIKE THINGS WHERE YOU HAVE TO THINK': CHALLENGING AND INTERESTING WORK FOR CIVIL ENGINEERS

*Kim Ball, Glenda J. Strachan & Anne Christie, Griffith University*

Challenging and interesting work has been identified as an important part of professional work, especially for engineers (APESMA 2007; Ismail and Ibrahim 2007). Contrary to human capital theory, and in support of human resource management theory, challenging and interesting work provides inexpensive informal employee development and opportunity for learning, which increases work and organisational commitment and reduces turnover (Preenen et al. 2011). The literature recommends that engineers' work should be structured to include interesting, challenging work (Igbaria and Siegel 1992; Mills et al. 2006; Singh et al. 2013) which provides some freedom and autonomy (Igbaria and Siegel 1992). There have been no studies, however, which discuss exactly what challenging and interesting work actually means to engineers. This critical research study asks professional engineers, 'What constitutes challenging and interesting work for you?' Qualitative data from semi-structured interviews with 45 (17 female and 28 male) civil engineers in Australia is analysed to understand what constitutes this sort of work for these professionals. Problem-solving, work variety, learning, and working with stakeholders were the major constituents of challenging and interesting work, with very little difference between female and male respondents. Practical and technical aspects of engineering work and seeing projects to completion provide challenge and interest, while less than 10 percent of engineers identify creativity or autonomy as important.

*Concurrent Session 6*

## 60: MANAGING DIVERSITY IN THE SOUTH PACIFIC REGION

*Katherine Ravenswood, Auckland University of Technology*

*Stéphane Le Queux, James Cook University, Townsville*

*Erica French, Queensland University of Technology, Brisbane*

*Glenda Strachan, Griffith University, Brisbane*

*John Burgess, Curtin University, Perth*

This paper examines the approaches to diversity management, with an emphasis on Women and First Nation communities in the South Pacific, specifically New Zealand (Aotearoa), Australia and two French Pacific Territories, Polynesia and New Caledonia. While all are European settler societies, their colonisation was by France or Britain. The focus of the analysis is on the legislative requirements promoting diversity and equality, organisational programs to promote diversity and equality, and the equity and diversity challenges confronting each of the countries/territories. The paper compares and contrasts the national approaches, and finds that patterns of colonisation, density of indigenous population and economic development, along with legislative heritage have all influenced the way in which equity and diversity is promoted and practiced. The paper focuses on the similarities and differences in approach, and identifies the challenges confronting each jurisdiction.

*Concurrent Session 3*

## 62: WHY ISN'T AUSTRALIA EXPERIENCING A 'LIVING WAGE' CAMPAIGN?

*Ray Fells, University of Western Australia*

In several countries unions and community groups are running campaigns in pursuit of a 'living wage'. There has been no equivalent movement in Australia where the issue of low pay has historically been managed through the formal tribunal system. Currently, the process for addressing the issue of low pay in Australia – the annual wage reviews by the Fair Work Commission – is based on the approach of the Low Pay Commission in the UK. Comparing these two processes and other differences in context the paper briefly examines why there is no 'living wage campaign' in Australia. It finds that a number of institutional and other factors combine to produce wage outcomes that reflect more than just the market clearing rate. The language may have changed, but Justice Higgins' notion of 'frugal comforts' seems alive and well (though no longer in the context of 'a labourer's home of about five persons').

However, should arguments for the removal of a minimum wage translate into public policy then we could anticipate city-based union and community movements in Australia. The Clean Start campaign run by United Voice provides an example of campaigning outside the formal award/agreement system. An examination of this campaign (through interviews and reviews of documents) shows the organisational challenges for a union that seeks to mount such a campaign successfully. The paper provides a starting point for a broader comparative study of living wage campaigns.

*Concurrent Session 4*



## 63: FIFO EMPLOYMENT: DANGEROUS AND DEADLY?

*Al Rainnie, University of Western Australia*

*John Burgess, Curtin University, Perth*

There are around 50,000 FIFO workers employed in the West Australian resources sector. The numbers have increased considerably reflecting the major structural and institutional changes in the resources sector (Rainnie et al, 2014). These include the growing scale of operations, the extensive outsourcing and networking of operations and the shift to on site workforces with extended shift patterns (Manky Bonilla, 2014). Technological developments have meant that resource extraction and processing can now access all corners of the earth and oceans, and large scale machinery, production operations and workforces can be deployed across the globe. With the dramatic shift in workforce and workplace practices there have been several key public policy concerns around the implications of FIFO employment arrangements. First there is the adverse impact on regional development and regional communities, (House of Representatives, 2013). The second issue is the impact of FIFO on employees and their families, including health, lifestyle, social engagement and family relationships (Safety Institute, 2013). Following publicity linking FIFO employment to suicides the Parliament of West Australia launched a public inquiry into FIFO arrangements to examine the links to mental health and the regulatory regime under which it operates (Legislative Assembly of WA, 2014).

FIFO arrangements have been so dramatic and so pervasive in the WA resources sector, the conceptualisation of work, and the legal regulations of employment and the workplace, are lagging the workforce and workplace developments. Drawing on the two public

inquiries the paper examines the links between FIFO employment, employee well-being and employment regulation.

*Concurrent Session 1*

## 64: TOWARDS AN UNDERSTANDING OF CONTEMPORARY CHANGES TO WORKING TIME IN AUSTRALIA

*Gemma Carey, Australian National University  
Canberra*

*Jane Dixon, Australian National University,  
Canberra*

*John Burgess, Curtin University, Perth*

Australians are devoting more time to paid work (Pocock et al., 2012). Working time is about much more than the hours given to it; it is also about “how those hours affect us, and the additional time demands that arise beyond formal hours of work” (Pocock et al., 2012,1). Feeling rushed or ‘pressed’ for time is now a characteristic of the modern Australian workforce (Skinner et al., 2012). Close to 70% of Australian workers feel time pressured at work, while over 50% always feel pressed for time in their working and non-working life (Skinner et al., 2012). This has been coupled with increasing accounts of work ‘intensification’; 40% of Australian workers state that they work at a very high speed for most of their working time (Skinner et al., 2012).

Media and public discourse depicts increasing experiences of time pressure, particularly with regard to working time (Pocock et al., 2012; Schulte, 2014). In the academic literature, these shifts are commonly attributed to labour market deregulation (Skinner et al., 2012). Indeed, product and labour market deregulation has raised many questions about society’s temporal

organization, creating a movement way from 'collectively maintained temporal rhythms towards much more individually focused and organised daily paths' (Breedveld, 1998, 129).

Working time arrangements, and contemporary experiences of time, are shaped by the interrelationships between societal shifts, market deregulation and broader changes in the Australian regulatory and legislative environment. In this paper, we map the complex array of pressures behind the rise of the 'harried worker' phenomena.

*Concurrent Session 2*

## 65: AUSTERITY, LABOUR MARKET SEGMENTATION AND MIGRATION: A CASE STUDY FROM NEOLIBERAL LITHUANIA

*Arunas Juska, East Carolina University*

*Charles Woolfson, Linköping University*

The Great Economic Recession was experienced with particular severity in the peripheral newer European Union member states. Baltic governments introduced programmes of harsh austerity known as 'internal devaluation'. The paper argues that austerity measures have accelerated the fragmentation of the labour market into a differentially advantaged primary (largely public) sector, and an increasingly 'informalized' secondary (largely low-skill manufacturing and services) sector. Taking Baltic Lithuania as a case study, it is suggested that the production of a newly segmented labour market has acted as a major stimulus towards producing among the highest levels of emigration in the European Union and raises questions for societal sustainability in the EU's periphery in an era of austerity.

*Concurrent Session 5*

## 66: GENDER EQUALITY DISCLOSURE REQUIREMENTS: WHAT CAN NEW ZEALAND LEARN FROM AUSTRALIA?

*Amanda Reilly, Victoria University of Wellington*

Progress for New Zealand women in the workforce has stalled. The World Economic Forum's annual Global Gender Gap Report indicates that New Zealand dropped in the global rankings from seventh in 2013 to thirteenth in 2014. The gender pay gap is persistent, women are clustered in lower paid occupations and the top ranks of most sectors are male dominated.

Gender equality information disclosure by employers has an important part to play in improving equality for women. It can contribute to an understanding of barriers to progress as well as highlight successes. It can also improve accountability and commitment to gender equality as the public, shareholders, and employees can monitor progress.

This paper compares New Zealand's statutory gender equality disclosure requirements with those required by Australia's Workplace Gender Equality Act 2012. This comparison is contextualised within an overview of current regulatory theory around disclosure.

It is shown that Australia's equality disclosure requirements are more comprehensive than New Zealand's as well as more in keeping with current regulatory best practice. In New Zealand, only Crown Entities are required to report on gender equality, while in Australia, reporting applies to all employers of more than 100 people. Australian reporting also focuses on outcomes and indicators while New Zealand reporting is largely focused on inputs and processes.

It is concluded that New Zealand is lagging behind Australia in terms of its gender inequality disclosure requirements.

*Concurrent Session 3*

## 67: UNIONS, REGULATION AND STRATEGY IN THE POST-AWARD ERA

*Sarah Kaine, UTS*

*Cathy Brigden, RMIT*

With the onset of enterprise bargaining in the early 1990s and the erosion of the award system, the centrality of unions to the formal regulatory structure of industrial relations (IR) in Australia also diminished. The relative stability of their role and practices in the previous ninety years gave way to an era of uncertainty characterised by frequent regulatory change. Coupled with membership decline and internal restructuring through union amalgamations, this prompted an important reorientation (back) to the workplace, and precipitated different strategic decisions and organising challenges for unions. Attention was directed to different approaches to organising, reflecting international debates contrasting organising and servicing. The election of the Howard government and the onset of the Workplace Relations Act 1996 signalled a significant shift in regulatory emphasis with its statutory individual contracts, reductions in the roles and importance of tribunals and attempts at a unified national system of industrial relations. Coming in the midst of dramatic membership decline, this political and legislative development meant that unions were attempting radical cultural change whilst being confronted with an industrial relations system which had moved away from the

pluralist underpinnings which had ensured their ongoing and central role. The election of the Rudd government in 2007 and the passage of the Fair Work Act 2009 redressed the individualistic shift but did not return unions to that central place in the IR system.

This paper examines the regulatory strategies adopted by some unions in trying to counter those changes. It does so at three levels and in three time periods; the adoption of 'organising' in the late 1990s with its explicit aim of regulating outcomes at the workplace level; attempts to initiate/develop regulatory regimes to supplement existing industrial relations legislation across industries throughout the 2000s and the ongoing efforts of unions to utilise and influence the legal framework nationally.

*Concurrent Session 7*

## 68: THE PERSISTENCE OF NON-MARKET COORDINATION IN THE LIBERAL MARKET ECONOMIES: A CRITIQUE OF THE LIBERAL CONVERGENCE THESIS

*Colm McLaughlin, University College Dublin*

*Chris F. Wright, University of Sydney*

This paper presents an analysis of the reasons for the differences in industrial relations systems of four liberal market economies (LMEs): New Zealand, Australia, the United Kingdom and Ireland. In recent years, all four have moved towards a model of industrial relations regulation focused on the enterprise as the main venue for determining wages and conditions, with state-mandated safety nets replacing unions as the main institution for ensuring that workers are given a basic standard of protection at work. In the context of increasing predictions about greater

liberalisation of labour markets and a trajectory of convergence on an Anglo-American model of industrial relations, the paper addresses the question of why forms of non-market coordination – a feature normally associated with coordinated market economies – persist in some of these LMEs but not others. While interests and institutions influence these outcomes, we utilise comparative politics theories to argue that politics and ideological interests play a more significant role than has hitherto been acknowledged in the comparative industrial relations literature. This approach does not deny the influence of institutions but acknowledges a role for agency. In doing so, it rejects the deterministic and depressing picture painted by proponents of the liberal convergence thesis and suggests that there is cause for optimism for protecting workers' interests and their employment rights going forward. The case analysis draws on previous empirical research the authors have conducted in the four countries, including 110 interviews with government representatives, employers associations and trade unions, as well as secondary sources.

*Concurrent Session 1*

## 69: THE NEW INTELLIGENTSIA ? AN ANALYSIS OF CAFÉ JOBS IN AUSTRALIA

*Angela Knox, University of Sydney*

Overwhelmingly, literature portrays hospitality industry jobs, including café jobs that form the focus of this research, as low paid, tightly controlled and routinized with few opportunities for advancement or increased earnings (e.g. Baum 2007, Bernhardt et al. 2003, Lloyd and Payne 2012, Timo and Davidson 2005). Moreover, such jobs involve minimal

training and low skills (e.g. Lindsay 2005, Lloyd et al. 2013, Wood 1992). In contrast however, preliminary evidence regarding the 'specialty' segment of the US café sector, highlights the emergence of 'coffee intelligentsia', who reject standard 'low road' strategies in favour of 'high road' approaches that improve work outcomes, including employee wages and benefits (Weissman 2008, p. xvi). Against this backdrop, the Australian café sector is experiencing tremendous growth. By 2017, employment in cafés, restaurants and takeaway food is projected to grow by more than any other Australian sector and most of this growth will be in cafés (DEEWR 2013). Yet, in-depth research examining jobs in the burgeoning café sector remains scant. This research uses case studies to examine the nature of the jobs and work performed within the Australian café sector. Results indicate that café jobs are not homogeneous. While 'McJobs' (Ritzer 2010) do exist in standard cafés, the coffee intelligentsia is a significant force in specialty cafés, creating what might be termed 'Maestro Jobs' – specialized jobs offering higher pay, increased employee autonomy, craft-type training and skill development as well as opportunities for career progression. These findings illustrate the changing nature of jobs and skills within the hospitality industry and the implications of these changes are explored.

*Concurrent Session 3*

## 71: WORK INTENSIFICATION AS MISSED CARE

*Eileen Willis, Flinders University*

*Patti Hamilton, Texas Woman's University*

*Julie Henderson, Flinders University*

*Leah Couzner, Flinders University*

*Ian Blackman, Flinders University*

*Luisa Toffoli, University of South Australia*

*Elizabeth Abery, Flinders University*

*Claire Verrall, Flinders University*

Work intensification is assumed to incorporate either longer working hours, or a quickening of the pace or speed of work. In this paper we argue that 'missed care' is a proxy for work intensification or work effort in nursing. Using Kalisch's MISSCARE Survey tool, with modifications to suit the South Australian context we surveyed 389 registered and enrolled nurses between October and December 2012. Survey participants were recruited through the Australian Nursing and Midwifery Federation (SA Branch). The MISSCARE survey tool presents participants with a five point scale where 1 is never omitted care and 5 is always omitted care. Survey findings suggest that the tasks most often missed are ambulation of patients and mouth care. Tasks least likely to be missed are blood glucose monitoring; hand washing; IV/central line care and providing PRN medication within 15 minutes. These findings suggest that when nurses are forced to ration care, priority is given to clinical tasks that will impact on immediate patient outcomes. In identifying the reasons why they missed care, nurses reported that while staffing often appeared adequate, sudden and unexpected rises in patient volume, heavy admissions and discharges, and inadequate numbers of staff or clerical support were key indicators of missed care. These unpredictable events resulted in an increase in work intensity

and pace that was independent of extended working hours or overtime. We argue that one of the outcomes of policies and strategies for increasing productivity and efficiency in health care, is missed care.

*Concurrent Session 3*

## 72: REGULATING FOR UNDOCUMENTED IMMIGRANT WORKERS IN THE UNITED STATES AND AUSTRALIA

*Stephen Clibborn, The University of Sydney*

What is the impact of regulation on undocumented workers' access to decent work? Taking the view that all workers, including those in the informal economy, should be entitled to decent work, and utilising regulation and institutional perspectives, this question is answered by comparing the immigration and employment laws of the United States and Australia. Drawing on extensive interviews with policymakers, employers, workers and their representatives, the realities of undocumented workers are examined. Despite their status in the comparative immigration literature as 'nations of immigrants', the regulatory and geographical contexts relating to undocumented workers in the US and Australia are vastly different. As such, this paper uses a small-N, most different case study approach. In high relief against the background of Australia's well-controlled borders, an estimated 50-100,000 visitors are working after overstaying their visa time limits or contrary to the terms of their otherwise valid visas. Australian migration legislation prohibits this work and recent judgments suggest that employment legislation does not apply to undocumented work as such employment contracts are void for illegality. In contrast, while US immigration laws similarly

prohibit unauthorised work, undocumented workers possess rights almost identical to documented workers under US employment laws. Despite these legal rights, the working realities for undocumented workers in the US are bleak. Exploitation by unscrupulous employers is rife, evident in wage theft and unsafe working conditions, while workers' practical access to justice is illusory. The findings highlight the inadequacy of existing regulatory frameworks and potential avenues for addressing this are explored.

*Concurrent Session 1*

## 73: TEACHERS AND TEACHING: RECONCILING LOGICS AND THE LABOUR PROCESS

*Scott Fitzgerald, Curtin University*

*Al Rainnie, University of Western Australia*

*Karolina Parding, Lulea University*

*Susan McGrath-Champ, University of Sydney*

*Anna Jansson, Lulea University of Technology*

The work of teachers in public schools has changed dramatically producing accusations of deskilling, proletarianisation and deprofessionalisation. Raewyn Connell (2009: 220) commented that 'teaching is a form of labour undertaken in specific workplaces in certain employment relations' and demanded an analysis of the labour process in education. As late as 2012, Carter and Stevenson (2012: 485) were arguing that Labour Process Theory (LPT) was being ignored in contemporary educational sociology. In this paper we seek to connect LPT with the sociology of professions approach to the work of teachers, which has been more dependent on institutional sociology or logics.

We first examine the development of LPT

including the 'cultural turn' which saw forms of Foucauldian analysis focus on unstable and multiple identities rather than the indeterminacy of labour. This approach critiqued early LPT on the basis that it failed to deal adequately with subjectivity – the missing subject debate. However as Marks and Thompson (2010) note, a focus on subjectivity quickly became of focus on identity to the exclusion of everything else. The importance of this is that identity and discourse lies at the heart of the professions/logics literature on teachers.

We then review LPT analysis of teachers' work, principally through engagement with the Bob Carter's work. We then outline the logics approach and examine whether elements of this approach can be incorporated into a basic LPT framework. We conclude by developing some elements which we feel to be absent or understated in the Carter LPT approach.

*Concurrent Session 6*

## 74: GIVE QUANTS A CHANCE: MAKING THE CASE FOR QUANTITATIVE ANALYSIS IN AN EXPLORATION OF INTERSECTIONALITY AND UNEQUAL PAY

*Carol Woodhams, University of Exeter Business School*

This paper demonstrates how a quantitative approach can identify 'unseen'/'invisible' intersectional discrimination with clear policy outcomes. Since Crenshaw (1991), the concept of intersectionality has been influential in helping researchers explore interconnectedness between equality strands. Crenshaw revealed the importance of intersectional discrimination

in her analysis of race and gender in legal contexts, when she observed the multiple ways in which discrimination can be experienced. She called for studies of multiple axes of inequality to explore how gender relations and heteronormative sexuality, class relations and configurations of ethnicity interact in the structural and institutional fabric of society. This perspective had hitherto been marginalized in studies of the impact of single loci of disadvantage (e.g. gender, ethnicity) on employment chances (Browne and Misra, 2003). Since then scholars have opened up space for investigating hitherto invisible or unrecorded experiences of multiple disadvantaged identities (Hannett, 2003). However, the ontology and methodology of “intersectionality” have become the subject of considerable debate (Brown and Misra, 2003; McCall, 2001). On the one hand are approaches that draw on postmodern or social constructionist paradigms using qualitative methods highlighting interactions within a mosaic of difference categories (Puar’s 2005). In contrast our critical realist approach and quantitative methods (based on a single organisation in the private sector  $n = 513,000$ ), shows that there is value in treating identities (gender, ethnicity, disability and age) as “variables” and undertaking a quantitative analysis firstly to expose their relationship with employment outcomes, and secondly to explore how they interrelate to impact on pay.

*Concurrent Session 8*

## 75: THE LOW-PAID WORKFORCE AND THE PROSPECTS FOR AN AUSTRALIAN LIVING WAGE

*Joshua Healy, National Institute of Labour Studies, Flinders University, Australia, Joshua.healy@flinders.edu.au*

The level of the minimum wage has been rising relative to full-time median earnings in several OECD countries over the past decade, yet the Australian National Minimum Wage (NMW) has been losing ground. Should this be a cause for concern? The NMW remains high by international standards and the maintenance of award minimum wage rates moves most of Australia’s lowest-paid even further up the earnings distribution. I explore the current living standards of the low-paid in Australia, using representative national data on individual earnings, household income, and household expenditure. I consider the potential effects of Australia adopting a higher minimum wage, by comparing low-paid workers who are closest to the NMW with those who are slightly better paid. This approach gives an indication of whether raising the Australian wage floor relative to median earnings would be likely to assist greater numbers of the working poor. I find that a higher wage floor would disproportionately benefit women, prime-aged workers, full-time workers, and workers who did not speak English as a first language. However, a higher NMW would not be better-targeted to the working poor; it would instead result in a (small) redistribution of income toward families in the top-half of the distribution. Large across-the-board minimum wage increases are therefore not effective in eliminating hardship or significantly reducing inequality. By comparison, sector-based ‘living wage’ campaigns, following the model of the recent successful pay equity claim for social

and community service workers, have greater potential to remedy the underlying causes of low pay.

*Concurrent Session 5*

## 76: WOMEN'S WORK IN THE PUBLIC, PRIVATE AND NOT-FOR-PROFIT SECTORS: DOES SECTOR MATTER TO JOB QUALITY AND WORK-LIFE BALANCE?

*Natasha Cortis & Abigail Powell,  
University of New South Wales*

This paper takes up the question of whether employment in public, private for-profit or not-for-profit organisations offer women the best opportunities for quality employment and work-life balance. The relationship between organisational context and employment outcomes is particularly important in the female-dominated human service industries (consisting of education, health and social assistance), where women have option to work in public, private or not-for-profit organisations.

Traditionally, public sector organisations have been understood to offer women better career progression and work-life balance, resulting from more comprehensive equity provisions. The highly feminised not-for-profit sector has also been understood to offer better work-life opportunities than the for-profit sector, with flexible scheduling and part time work understood as among the fringe benefits or 'intrinsic rewards' that compensate for the lower salaries on offer. On the other hand, access to work-family benefits may be constrained in the not-for-profit sector by the dominance of small organisations which lack financial resources and dedicated human resource professionals.

We use the Household Income and Labour Dynamics Australia survey (HILDA) Wave 12 (2012) to identify and explore differences in several indicators of job quality for women across the public, private and not-for-profit sectors in contemporary Australia. Our analysis covers pay, work time, entitlements, job security, work-life balance, job demands, control and stress. We find that on some measures the public and non-profit sectors offer better employment opportunities than the private sector, but on many measures the sectors are indistinct, suggesting other features of work are more salient to women's experiences and wellbeing.

*Concurrent Session 5*

## 77: HR POLICIES AND AUSTRALIAN EMPLOYMENT LAW: INTERACTIONS BETWEEN PRIVATE ORDERING AND PUBLIC NORMS

*Anna Chapman, Melbourne Law School,  
University of Melbourne*

*Susan Ainsworth, Faculty of Business and  
Economics, University of Melbourne*

The past 10 years or so has witnessed two interacting developments in Australia: a growth in the adoption of HR policies by organisations, and secondly, an increasing relevance given to such policies in the Australian employment law system. HR policies and procedures relating to, for example, harassment and bullying, the use of IT and social media, and recreational drug and alcohol use, have become relevant in legal claims across a range of areas of individual employment rights, such as unfair dismissal, sexual harassment, discrimination and reasonable accommodation, and bullying. HR policy manuals may be directly enforceable through contract of employment law.



This conference paper will draw on literature, legislation and case law to explore the interactions between private ordering in the form of HR policies and the Australian employment law system. It will highlight important policy considerations in the field, including whether public standards of employment law are being subordinated to private ends, and the role of feedback loops between HR practices and the employment law system.

*Concurrent Session 1*

## 80: FLEXIBILITY REQUESTS AND OUTCOMES IN AUSTRALIA: SOME THINGS HAVE CHANGED, MOST STAYS THE SAME

*Natalie Skinner & Barbara Pocock  
University of South Australia*

This paper presents findings from the 2014 Australian Work + Life Index (AWALI) national survey, with a focus on requests for flexible work arrangements. Comparing AWALI 2009 and 2012, there is little change in patterns of requesting, despite changes to legislation (Fair Work Act 2009, Right to Request (RTR)). There was some evidence of an increase in awareness of the RTR from 2012 to 2014. Nevertheless, only a small minority of workers relied on the RTR to make their request. The majority of requests (64 per cent) were fully accepted; an outcome associated with significantly lower work-life interference. Around 15 per cent of workers did not request as they believe that such arrangements would not be accepted in their job. Implications for policy are discussed, with regard to improving policy effectiveness and uptake.

*Concurrent Session 8*

## 81: MANAGING EMPLOYMENT VULNERABILITY DURING OCCUPATIONAL REHABILITATION

*Richard Cooney, Monash University*

This paper examines the employment vulnerability of workers during occupational rehabilitation following injury in the workplace. This vulnerability exists because whilst employees have a right to work re-entry following injury, the offer of reintegrative work leading to employment continuance remains a largely matter of managerial prerogative.

A strategy of emergent research is followed and six case studies of Australian organizations offering reintegrative work during occupational rehabilitation are reported. The key features of reintegrative work are identified and the significance of the employment relationship for reintegration to the workplace following absence from work is examined. The provision of reintegrative work is of significance for successful occupational rehabilitation but also has implications for the return to employment of other workers suffering a disability.

The concept of reintegrative work is developed in order to identify the limitations of the medical model of occupational rehabilitation and to identify the limitations of employer responsibility for injured workers during occupational rehabilitation.

*Concurrent Session 1*

## 82: THE IMPLICATIONS OF LEGISLATIVE CHANGES TO WORKERS' COMPENSATION IN NEW SOUTH WALES

*Louise Thornthwaite, Ray Markey, Sasha Holley & Sharron O'Neill  
Macquarie University*

In June 2012 the NSW government introduced an array of legislative amendments to the state-based workers' compensation scheme. This has substantially changed workers' entitlements to weekly income benefits payments for medical and related expenses, and lump-sum compensation with amendments having retrospective effect. The Workers' Compensation Legislation Amendment Act 2012 (NSW) considerably altered processes for deciding and appealing workers' current work capacity and workers' rights to paid legal assistance. The legislation also gives insurers the power to unilaterally nullify decisions previously made in the Workers' Compensation Court. This has significant implications not only for workers in NSW, but also those in other Australian jurisdictions. Australian state and territory governments have a history of competing to establish the lowest cost workers' compensation schemes. Purse observes that whenever one Australian jurisdiction has wound back workers' entitlements, to reduce employer premiums, other jurisdictions have sought to follow suit, with government ministers invariably justifying this on grounds that failure to do so would undermine their state's 'competitive position' (Purse, 2011, pp20). Of the three themes currently driving employment law in the industrialised world – social inclusion, competitiveness and citizenship – these legislative changes in NSW represent the subordination of social inclusion and citizenship to competitiveness.

*Concurrent Session 1*

## 83: POWER, INDUSTRIAL RELATIONS AND INTERSECTIONALITY

*Katherine Ravenswood, Auckland University of Technology*

*Cathy Brigden, RMIT*

For some time there has been often marginalised debate over whether and how gender should be included in IR theory and research. This debate has occurred in a discipline that already has at heart the examination of power, class and vulnerability between workers and managers/owners. Arguably, the axes of class and gender in IR research could benefit from the introduction of intersectionality as a theoretical framework. Intersectionality arises from critical black feminists' theorising of the relationship between race, gender and class (Crenshaw 1989). Key debates currently raging in the field of intersectionality centre around its purpose (e.g. has it been popularised and diluted, see Holvino 2010), and how it can be put into practice in research (Ewington et al. 2014). Indeed much of the literature focuses on debating how intersectionality should be conceived rather than being empirically applied. While it has been described as a 'leading' feminist paradigm, it has had limited impact on work and employment studies, as has recently been discussed by McBride, Hebson and Holgate (2014) in *Work, Employment and Society's* 'Debates and controversies'. They argue that IR research should be at least be intersectionally sensitive and that intersectionality has something to offer the field of IR. However, they point to the difficulties in practice of carrying out intersectional IR research. This paper uses two examples of IR research (a historical study of trade unionism and a contemporary study of aged care) that tries to marry intersectionality

into 'traditional IR' research. In doing so, we consider why we would (or should) use intersectionality, how this would actually work, and does it add anything to our IR research.

*Concurrent Session 8*

## 84: THE SUBVERSIVE CRAFTSMAN: PRODUCING QUALITY DESPITE CONTROL

*Sasha Holley & Dale Tweedie, Macquarie University,*

While sociologists and psychologists have documented various motivations for working, the concept of work as disutility or undesirable retains broad resonance amongst influential philosophers, social theorists and economists. This approach implies that workers will tend to avoid or 'shirk' work unless subjected to management control. Yet theories across these disciplines have sought to retrieve an alternative concept of work as craft, where workers are motivated to work well or be recognised for doing so. On this approach, management control can decrease the quality of the final outputs. This article uses a case study of cleaners in Australia to explore links between these conflicting concepts of work – work as disutility and work as craft – and the politics of workplace control. The craftsmanship evident in this case study highlights ways in which workers derive satisfaction from working well, and how workers subvert employer control to uphold rather than diminish service quality.

*Concurrent Session 3*

## 85: LABOUR AS SCAPEGOAT: THE POLITICAL GEOGRAPHY OF CONTROL ON RESOURCES PROJECTS

*Bradon Ellem, The University of Sydney*

*Shannon O'Keefe, International Transport Workers' Federation*

Chevron's Gorgon gas project of the northwest coast of Australia is the biggest ever resource project in Australia: originally costed at USD37 billion, when work began in 2009, the Gorgon budget is now running at USD54 billion; scheduled to have first gas in 2014, the timing is now in doubt; it may be at least 2016. The project has aroused much media controversy because of these cost over-runs and delays, invariably attributed by employers, business lobby groups and the print media to labour – be that labour law, productivity, workers or unions. These claims have been made without any serious analysis of the nature of 'megaprojects' in general, the contracting networks of which Gorgon is part, or of the industry's work processes (BIS Shrapnel 2013 cf Deloitte 2013a, 2013b). Fewer still locate the industry in its geographical context. All of this should be done to understand the global and local contours of this rapidly growing energy sector as well as to explain why project has aroused such debate. Explaining why the Gorgon project has become so controversial is something of a problem: much commentary focuses on the militancy of the Maritime Union of Australia, yet one estimate puts maritime wages at less than one per cent of the total budget (BIS Shrapnel 2013). Much commentary sheets home delays to worker's indolence but says nothing about the nature of work. In contrast, situating these local arguments in a global context suggests that the arguments are driven by employer concerns with other sites beyond Australia. As

for workers, it is argued here that surveys, focus groups and interviews reporting 'the experience of work at the point of production' (Edwards 2010: 42) suggest that what is at stake is a struggle over control.

*Concurrent Session 7*

## 86: GEOGRAPHIES OF LABOUR IN THE ASIA-PACIFIC LIQUEFIED NATURAL GAS INDUSTRY

*Shannon O'Keefe, International Transport Workers' Federation*

*Bradon Ellem, The University of Sydney*

As the call for papers in the labour internationalism stream points out, much of the literature in the field is concerned with abstracted accounts around globalisation or case studies of campaigns. It might be added that many accounts have a somewhat simplistic reading of geography and that in campaign studies, the campaign itself, not industry, place or contexts, is the analytical point of departure. Drawing on alternative readings of globalisation (Herod 2008: 82-110) geographical scale (Herod and Wright 2012) and global production networks (Rainnie, Herod & McGrath-Champ 2011), provides a different approach to the problem of international unionisation, in this case in the liquefied natural gas (LNG) industry – where the unit of analysis is the sector itself. The development of the belt of LNG sites from the north-west coast of Australia through the Timor Sea and to Papua-New Guinea and beyond is part of a significant transformation of the geography of the industry. The Asia-Pacific is now the fastest growing source of world demand and, increasingly, of production (PWC 2010). Oil and gas have long been held to pose major problems for union organisation

(Woolfson, Foster & Beck 1996; Mitchell 2011) within national regimes, let alone in global spaces. Patterns of unionisation must be understood as inter-related over space whether or not global bodies or labour internationalism are obvious features. Two sites stand out in this respect: the Western Australian operations where the Maritime Union of Australia is predominant and Papua-New Guinea where the International Transport Workers' Federation has made significant advances. The analytical challenge is to understand more fully the LNG sector itself and to assess the relationship between union and non-union sites in that sector.

*Concurrent Session 4*

## 87: EMPLOYMENT RELATIONS IN NEW CALEDONIA: OVERVIEW AND FOCUS ON INDIGENOUS LABOUR ACTIVISM

*Stéphane Le Queux, James Cook University, Australia*

*Stéphanie Graff, Institut des Hautes Études Internationales et du Développement, Geneva*

This presentation has two objectives. The first is to acknowledge that New Caledonia is absent from the English speaking literature in the field of employment relations. To rectify this, we will present an account of the major features of the industrial relations system and address the major issues of the day. Second, we will turn to the politics of the indigenous Kanak people's labour activism. The presentation is informed by two periods of field research, in July 2011 and 2014, including interviews with trade union leaders and a content analysis of data provided by government agencies, as well as on-going participant observation of the Kanak people's struggle for sovereignty (Graff 2012). New

Caledonia has a rich labour history and a strong labour movement which can to a large extent be explained by the prevalence of its mining industry. Besides, there is a militant indigenous movement which for historical reasons intersects with and is channelled through organised labour. In the overall background of the colonial politics of reconciliation – the political platform for a ‘Common Destiny’ – which engulfs employment relations and social dialogue, we will reveal that key issues arising, such as inequalities and employment, often have a political content and, as a consequence, that contention becomes politicised across the racial and social divides of New Caledonia.

*Concurrent Session 7*

## 88: THE JUXTAPOSITION OF NURSING AUTONOMY AND HEALTH CARE POLICY IN NURSING CARE DELIVERY

*Clare Harvey, Clare Buckley, Rachel Forrest, Jennifer Roberts, Judy Searle, Alannah Meyer & Shona Thompson  
Faculty of Health Sciences, Eastern Institute of Technology*

It is known that some hospitals are so short staffed that they are unable provide basic physical, emotional or supportive care (Clarke, 2006). Lower levels of nurse staffing with fewer available resources have affected patient care (de Cordova, Phibbs, Bartel & Stone 2012). This may be directly attributable to the phenomenon of ‘missed care’ (Kalisch, 2009) where nurses are making difficult decisions around what care to provide based on availability of resources rather than patient need.

This report focuses on key findings of a mixed

methods survey conducted to examine the prevalence of missed nursing care in New Zealand alongside the perceptions of nurses about missed nursing care. An electronic version of the MISSCARE Survey tool, developed by Kalisch, Landstrom, & Williams (2009), was used to collect quantitative and qualitative data.

Key findings suggest that methods for predicting staffing requirements are not always supportive of patient acuity. In addition, increasing and competing demands not associated with direct care are impacting on nurses’ time. Nurses’ commentaries suggest an organisational culture that undermines basic nursing care, yet it is well known that it is this care that has a significant impact on health budgets when such omissions result in increased length of stay and patient morbidity. Nurses further indicate that policies such as patient rounding, designed to increase patient satisfaction and reduce risk, merely increase tension between nurses and the organisation, rather than acknowledging nursing autonomy and their ability to manage care as an inherently nursing domain.

*Concurrent Session 2*

## 89: JOB DESIGN IN UK HEALTHCARE ORGANISATIONS: EVIDENCE FROM WERS 2013

*Marcus Ho, Stephen T. T. Teo & Sam Short  
AUT University, Auckland*

The increasing job demands on the nursing profession such as skills shortages, organizational reforms, and increased costs of healthcare has seen an increase in negative work outcomes such as job burnout, high turnover and increased work stress (Hemingway & Smith, 1999; McNeese-Smith

& Nazarey, 2001). This increasing work reality for nurses has focused attention on the job characteristics of nurses in organizations, specifying an interest in the relationship of the job with the psychological wellbeing of nurses (Baba, Tourigny, Wang, Lituchy, & Monserrat, 2013; Bourbonnais, Brisson, Vézina, Masse, & Blanchette, 2005). In this study, we test a model of job design, job characteristics and psychological wellbeing using partial least squares structural equation modelling. We tested this model utilizing the 2013 Workplace employment relations survey (WERS), with a sample of 676 UK nurses (50% response rate) on measures of job design, job enrichment, job quality, job satisfaction and wellbeing. Our results show that job design enhances job enrichment. As job enrichment increases so does job satisfaction which in turn increases psychological wellbeing. Additionally, job quality increased job enrichment and job satisfaction. Thus, job design affects wellbeing through job enrichment and job satisfaction. An important implication from this study is the practical role job design plays in influencing the wellbeing of nurses (Russo & Buonocore, 2012). In addition, the results places the importance of job quality in job enrichment and satisfaction among nurses, indicating the critical role of manager-employee relations and employee involvement back into the spotlight (Clarke & Hill, 2012; Kivimaki et al., 1997).

#### *Concurrent Session 2*

## 90: GLOBAL UNIONS AND THEIR INSTITUTIONAL ARTICULATION WITH TRADE UNIONS IN ASIA

*Michele Ford, Sydney Southeast Asia Centre and University of Sydney*

*Michael Gillan, UWA Business School, The University of Western Australia*

Both leading labour geographers and theorists of transnational activism have noted that there is a weak and underdeveloped understanding of the articulation between global institutions and networks, institutions and social formations at other geographic scales. As Tarrow (2005) has suggested, what is lacking more generally in discussions of globalisation and civil society is recognition of the specificity of 'the mechanisms necessary to confront the concrete experiences that mould discontent into specific grievances against specific targets' and the ability to 'negotiate boundaries' between 'domestic political settings, national governments and international institutions'.

This paper takes up these concerns with regard to the articulation between the Global Union Federations (GUFs) and trade unions in Asia. The GUFs have all grown over the last decade in affiliated unions, members and geographic coverage. However, this formal increase in global representativeness has not necessarily translated into legitimacy and meaningful influence with affiliates or externally. GUFs have coordinated many effective multi-scalar union-building organising and campaign initiatives – something their status as 'global' coordination bodies affords unique opportunities to do. It is also evident that the scope, form and intensity of GUF interventions are defined by their own institutional capacity and limitations (including resource constraints), leading to an uneven and opportunistic implementation of strategies and goals.

This paper analyses the complex interaction between the development, durability and effect of global/regional labour networks and campaigns and the institutionally embedded character of unions and workers at national and sub-national scales. It argues that, in Asia, such an analysis requires deep consideration of varying institutional and political landscapes as well as unions' forms, repertoires of action, understandings of labour internationalism and articulation to the state and politics at geographic resolutions including, but moving beyond, the national scale.

*Concurrent Session 4*

## 91: EMPLOYEE INVOLVEMENT IN CSR: FROM BYSTANDERS TO CHANGE AGENTS

*Suzanne Young, Timothy Marjoribanks, Geoffrey Durden, Fiona Sutherland & Swati Nagpal  
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A number of authors have been critical of Corporate Social Responsibility (CSR) based on its managerialist, and fundamentally instrumental conceptualization (See Cassell & Lee 2011; Denison 1996; Parker 2002; Scherer & Palazzo 2007). Moreover, employees are rarely engaged in the development of CSR strategy, and are seen as recipients of CSR rather than active participants in its delivery (Barker, Ingesoll & Teal 2013; Jones, Marshall & Mitchell 2007; Muthuri, Matten & Moon 2009; Young 2013; Young & Thyl 2009).

Further, CSR is closely linked to cultural change within organisations, particularly in relation to the need for cultural change as a precursor for effective CSR implementation (Grant 2012; Jones, Phelps, Bigley 2007, Maon, Lindgreen & Swaen, 2010). However, there is

a dearth of research into the effect that CSR implementation has on shaping a new set of cultural norms and values.

Thus, the aim of this research is to explore the role employee involvement in CSR activities has on organisational culture.

A qualitative research methodology was adopted, involving a detailed case-study analysis of an Australian wine producer where interviews were held with 20 senior managers. The key driver for CSR within this organisation is the public perception of alcohol as a health and safety risk to society, which forms the basis for employee CSR programs focused on the responsible consumption of alcohol and volunteering.

By drawing on the 'stakeholder culture' continuum developed by Jones, Felps & Bigley (2007), we argue that employee involvement in CSR activities can lead to changes in organisational culture, from self-interest to greater concern for society. Further, we propose that this cultural change has the potential to affect positive change outside organisational boundaries. Through the analysis of employees as central actors in CSR strategy development and implementation, these propositions offer novel insights for practitioners and researchers in moving beyond normative and instrumental views of CSR.

*Concurrent Session 2*

## 92: SARCASM IS THE 'LOWEST' FORM OF WIT

*Janet Grace Sayers, School of Management, Massey University*

Humour is commonly researched in organisations and workplaces as a form of resistance and/or accommodation to the challenges of everyday working life (e.g. Brown & Keegan, 1999; Korczynski, 2011; Taylor & Bain, 2003; Trethewey, 1999; Westwood & Rhodes, 2006). Sarcasm has not been directly addressed in workplace research probably because it is perceived to be 'low' and an aggressive form of humour. However, sarcasm is important to understanding resistance in the workplace as it involves rejection coupled with criticism of discourse one disagrees with. I argue in this paper that workplace humour research privileges the linguistic (e.g. Ackroyd, 2012; Grugulis, 2002) and in doing so has sidelined both the body and the emotions, both of which also matter (Butler, 1993). I focus specifically on sarcasm and identify five key characteristics of sarcasm which emphasize sarcasts' abilities to mobilise all aspects of human performative capacity in ideological criticism, emphasizing sarcasm's embodied and emotional nature (Brant, 2010; Haiman, 1998). I explain how sarcasm radically splits hypocritical organisational actions off from personal 'real' experience of those actions by analysing a sarcastic employee letter.

*Concurrent Session 6*

## 94: PRESENTEEISM AND MISSING NURSING CARE: NURSES SICK BUT AT WORK

*Clare Buckley, Eastern Institute of Technology*

*Eileen Willis, Flinders University of South Australia,*

*Clare Harvey, Eastern Institute of Technology*

Research using Kalisch's (2009) MISSCARE survey, conducted in South Australia (SA) and New Zealand (NZ) measured the prevalence of missed nursing care (MNC), to assess whether incidents were higher in after hours shifts, and to explore those organisational and demographic factors that impacted on MNC. The results from these research studies have been reported separately (Harvey et al., 2014, Willis et al., 2014).

Using current literature on presenteeism, this paper draws on the two trans-Tasman studies to explore the co-relationship of nursing and presenteeism, as the foundation for a PhD study being undertaken by the principle author.

The significant finding showed that more than 70% of respondents presented to work when sick – a phenomenon known as presenteeism (Dew et al., 2005, p. 2273). There was also a significant correlation between presenteeism and increases in MNC (Harvey et al., 2014). The reasons nurses gave for working when sick included not letting the team down, and feeling an obligation to their patients.

Although presenteeism has been linked with decreased productivity (Aronsson and Gustafsson, 2005) the issue of measuring it in nursing is problematic because it involves cognitive and caring work, referred to as emotional labour. This paper suggests MNC represents a way to measure nurses' productivity as, when nursing care is missed,



patient outcomes are poorer (Bittner et al., 2011). In addition, the association of presenteeism with organizational and cultural norms that discourage absenteeism is explored with reference to the history and tradition of nursing exposing a tension between nurses' own needs, and the perceived needs of others.

*Concurrent Session 2*

## 95: "IS IT YOUR BOSS THAT MAKES YOU QUIT?" GENDER DIFFERENCES IN HOSPITALITY FRONT-LINE EMPLOYEES' TURNOVER INTENTIONS

*Pola Qi Wang, AUT University*

This paper explores the impact of leader-member exchange (LMX) relationships and organisational justice on front-line employees' turnover intentions, and compares different reactions between genders. The research uses data from 118 front-line employees in New Zealand hospitality industry. The results reveal a higher quality of LMX relationship in the opposite-sex dyads than same-sex dyads between supervisors and subordinates. The impact of LMX and organisational justice on front-line employees' turnover intentions is higher among men than women, which indicates a higher bearing capability from women regarding workplace issues. Organisational justice has a much higher impact on employees' turnover intentions than LMX for both genders, which makes it crucial for hospitality practitioners to improve the overall workplace environment rather than blaming individual manager's leadership skills to reduce staff turnover.

*Concurrent Session 1*

## 96: CONSTRUCTING LABOUR THROUGH THE LIVING WAGE: GOLDMINE OR GOLD DIGGERS?

*Julie Douglas & Candice Harris, Auckland University of Technology*

As New Zealand society and businesses come to terms with the on-going effects of a low wage economy, the living wage concept offers one strategy to counter this. The Living Wage Movement Aotearoa New Zealand calls on employers in the public and private sectors to strive to pay a living wage as a necessary step in reducing inequality and the working poor.

The aims of this project were to firstly ascertain the portrayal of the living wage through the media from 2012-2014. Secondly, as the employers' voice has been largely silent in early media coverage, we conducted interviews with business owners and/or managers to capture their reactions to the issue and their overall position on the living wage as an influence on wage setting in their firm.

The research uses a critical lens on the Living Wage Campaign and employers' reactions to the concept. Fairclough's (1993) three-dimensional model for Critical Discourse Analysis (CDA) is used to capture and critique the discourse.

Earlier media coverage of the living wage was found to contain generally polarised arguments about the living wage with little in depth articulation of the complexities of the issue. More recently media discourse on the issue has lessened and media coverage in recent months was not found to have been influenced to any great extent by the party policy debates leading up to the general election held in New Zealand in 2014. The identification of attitudes that were found to prevail within the employers groups with regard to the living wage concept

and their organisation's wage setting strategies were found to be strongly shaped by a variety of factors. Still, the media coverage does not seem to have captured the complexity of the employers' personal and business standpoints on the living wage.

*Concurrent Session 5*

## 97: ADDRESSING LOW PAY AND THE WORKING POOR: STRUCTURES OF ARGUMENTATION IN ELITE AND PUBLIC DISCOURSE

*Peter Skilling, Auckland University of Technology*

In New Zealand's 2014 general election, a series of opinion polls demonstrated that the public was greatly concerned about inequality, poverty and "the wealth gap". Other work conducted that year indicated significant support for raising the minimum wage. In the actual election, however, the parties who campaigned most strongly on those issues (Labour, the Greens and Mana) achieved historically horrific results. Clearly, even when such issues are seen as important, other factors remain salient as people make their political choices. This paper offers insights into some of those "other factors". Drawing on survey, interview and focus group work conducted in 2014, and adopting Boltanski and Thévenot's (2006) typology of the 'grammars of justification' employed in public debates, it focuses on the structures of argumentation that elite and lay actors draw on as they advance claims. The paper concludes that New Zealand's pragmatic-positivist political culture privileges arguments that appeal to 'market forces' and the constraints imposed by 'external forces'.

*Concurrent Session 5*

## 99: FACILITATING FLEXIBILITY AND SATISFACTION: THE COMPARATIVE ROLE OF STATUTORY COLLECTIVE AND INDIVIDUAL AGREEMENTS IN AUSTRALIA

*Graham Evans, Macquarie University*

This paper sets out the initial findings of parallel surveys of three employee cohorts of a major Australian financial institution and a representative sample of their managers to assess the relative efficiency of their respective employment modes ie Enterprise Agreement (EA), Australian Workplace Agreement (AWA) or Individual Flexibility Arrangement (IFA) to influence workplace flexibility, job satisfaction and productivity. While the results confirm the research question of collective agreements (EAs) best assisting employees manage their work-life balance, on the issue of job satisfaction with pay and non-pay conditions, statutory individual agreements (SIA) such as AWAs and IFAs appeared to show a slight tendency to disprove the efficiency of collective agreements in this area. More definitive were the results confirming the hypothesis of SIAs being more effective in generating possible productivity outcomes by being more flexible to the needs of their employer.

*Concurrent Session 8*

## 100: NARRATIVE ANALYSIS: UNPACKING INDIAN FOOTWEAR HOMEWORKERS STORY

*Annie Delaney, Ruth Ballardie & Selvi Kannan,  
Victoria University, Melbourne*

Traditionally, women homeworkers in the labour intensive footwear sector have been represented as isolated, marginalized and, hence, difficult to organise collectively (Burchielli et al., 2008). Drawing on fieldwork interviews with informal footwear women homeworkers in Tamil Nadu, India, we discuss the insights gained from using a narrative analysis that attends not just to the content of the interviews, but also to how it is spoken and constituted within particular contexts, by whom, and to which audiences. We demonstrate the value of incorporating the dialogical and performative aspects of oral story telling, which are often overlooked in methods focused on thematic coding. (Riessman, 2008). We address the question: how can narrative analysis deepen our understanding of footwear homeworkers' perspectives of collective agency?

The paper outlines how narrative analysis, in attending to the social dynamics of the interview, demonstrates how the narratives were co-produced as collaborative performances (Langeller & Peterson, 2004). The women's narrative performances manifested a profound collectivity, accentuating how they positioned their lives as central to the social and economic activities of their families and local communities. While the women could clearly articulate those aspects of their lives that they most wanted to be changed, moments of narrative disruption signaled their difficulties in framing themselves as actors in relation to those more powerful economic interests (global firms, their local Indian intermediaries and the

state). These moments were also associated with images of fractured social cohesion and more individualized narratives of relative powerlessness.

We find that these narrative analytics enabled a more nuanced appreciation of the complex social dynamics through which the women fashioned their individual and collective life stories. This provides an enriched understanding of the women's lived experience, and the barriers and opportunities they face to enhance their agency and collective representation.

*Concurrent Session 7*

## 101: WHAT MAKES EARLY CAREER TEACHERS TICK?

*Christina Howe, Curtin Graduate School of  
Business, Curtin University,*

Much has been written about this category of teachers exiting early in their career. This qualitative phenomenological study explores the influences and experiences of Early Career High School Teachers working in the Public Education System in Western Australia (WA). A snowball sampling method was used to select teachers and this paper reports on the data collected from in depth semi structured interviews conducted with eight teachers. Early analysis suggests that whilst teachers discuss broadly similar motives for entering the teaching profession, there are a wide range of influences and experiences that serve to either /or empower and hinder them in establishing themselves in various school environments and school cultures. Further data collection and analysis may provide invaluable insights and a greater understanding towards proposing policies and measures to reducing the exit of early career teachers from the teaching profession.

*Concurrent Session 6*

## 102: THE CAREERS OF CAREGIVERS

*Katherine Ravenswood, AUT University*

*Marcus Ho, AUT University*

*Kate Shacklock, Griffith University*

*Marilyn Clarke, University of Adelaide*

*Stephen Teo, AUT University*

In the residential aged care sector, caregivers, as frontline employees, are thought to have a major impact on the wellbeing and performance of these organizations (Anderson & Hughes, 2010; Stadnyk & Lashewicz, 2011). The growing marketization of aged caring work, distinguished by its low job control, vulnerability and burnout has brought about a focus in the careers of caregivers (Kahn, 1993; Sarti, 2014). Such a premise brings the work experiences and careers of caregivers sharply into focus, specifically the need to understand the demands, coping styles and resilience of caregivers in their work roles. In this study, we report on in-depth interviews with 14 New Zealand caregivers in residential aged care. Utilizing automated leximancer content analysis, our results indicate that caregivers, given the working conditions and challenges they faced, drew on their identification with care work as their primary motivation for resilience and coping in their work experiences. Our findings suggest that the careers of caregivers are predicated on both instrumentality (work, pay and the workplace) and the complexity of relationships in the workplace (caregiving work, managing client families and the social relations among caregivers). Specifically, caregivers in our sample collectively utilise their caregiver identities, personal experiences and work resources to cope with the changing demands of aged residential care. Taken together, the implications from this study suggest that the nature of caregiving work helps shape the

career experiences and resilience of caregivers in critical yet unexpected ways, moving beyond vocational concerns to the boundaries of professionalism (Heyman & Heyman, 2013; Sarti, 2014).

*Concurrent Session 2*

## 103: SETTING THE NEW ZEALAND LIVING WAGE: COMPLEXITIES AND PRACTICALITIES

*Peter King, Parallax Research*

The New Zealand Living Wage rate was first calculated in 2013 for the Living Wage Campaign. This paper will describe the process and assumptions used for the original calculation and for the first annual update of the rate in 2014. It will discuss approaches being considered for the review of the rate that is to be conducted over the next four or so years and the differential impacts of the method used to define the living wage level on different household or income and consumption units.

Part one of the paper will explain the two part approach used to calculate the living wage level, assumptions about the target household composition and number of income earners, information sources used, and the process developed to integrate market wage rates, income tax, and government transfers to arrive at the final hourly wage rate definition of the living wage.

Part two of the paper will discuss the options considered for the first annual update of the living wage rate that was completed in 2014 and indicate some of the approaches being considered for the review of the rate, including direct estimation using available sources of information about the actual costs of household expenditure items.

Part three will present the results of equivalence scale based calculations of the differential impacts of the living wage level on different sized income and consumption units. The significance of these differences will be considered in relation to the prevailing rates of government transfers and considerations of intergenerational equity.

#### *Concurrent Session 5*

### 104: LIVING ON A PRAYER? A LITERATURE REVIEW ON THE LIVING WAGE

*Josiah Koloamatangi, Jane Parker, Stuart Carr, James Arrowsmith, Paul Watters & Lindsay Eastgate  
Massey University*

With economies around the world slowly recovering from the effects of the global financial crisis, and given an ever-widening gap between the 'well off' and 'less fortunate' (e.g. Rashbrooke 2013), there have been calls from the lowest paid workers in various industries for employers to offer a 'living wage'. A living wage can be described as that which is necessary to provide a full-time worker with an adequate standard of living and to enable them to fully participate in society. Studies from the United States and the United Kingdom on the effects of a living wage have produced mixed results. In New Zealand, the existing recommended Living Wage rate has been calculated at NZ\$18.80 per hour (Waldegrave and King 2014). The Living Wage Aotearoa New Zealand movement has gained momentum and this paper will review the literature on the living wage, with particular regard for the possible benefits and costs of implementing such an initiative in New Zealand. Despite many employers and commentators voicing concern about the added costs of

a living wage initiative, the evidence also suggests that it can have positive effects in terms of economic growth, unemployment, productivity, staff morale and easing pressure on the welfare system. These overall benefits can in turn help in the fight against poverty. This review will add to the growing body of research into the effectiveness of a living wage, generating key questions for subsequent research and policy development.

#### *Concurrent Session 6*

### 108: WHY DO EMPLOYERS RECRUIT SKILLED IMMIGRANTS? THE ROLE OF INDUSTRY INSTITUTIONS IN SHAPING EMPLOYER DEMAND IN AUSTRALIA

*Dr Chris F. Wright, University of Sydney*

The main objective of the Temporary Work (Skilled) (Subclass 457) Visa is to allow Australian employers to address skills shortages, but whether the scheme is being used for this purpose has recently been the subject of intense debate. While business groups claim that the scheme is fulfilling its stated goal, some trade unions and political leaders allege that employers use the scheme to reduce labour costs and to avoid investing in workforce training. Existing academic research has not resolved this debate. This paper draws upon comparative political economy of immigration scholarship to address the question of why employers recruit skilled visa holders in Australia. A survey of 1602 employers is utilised to address this question through an analysis of the patterns of demand in four industries that are among the largest users of the Subclass 457 visa (construction, hospitality, ICT and

health). While a majority of employers cite addressing skills shortages as a benefit of the scheme, their motivations for using skilled visas differ considerably across industries. These outcomes can be explained by the role of industry-level skilled training and industrial relations institutions, which lead to widely different patterns of skilled labour supply and demand across industries. The paper concludes that industry-level institutions exert a greater influence over employer demand for skilled immigration than has been acknowledged by scholars and policymakers.

*Concurrent Session 5*

## 109: TECHNOLOGICAL CHANGES, EMPLOYMENT RELATIONS AND MINING COMMUNITIES: COMPARISONS OF AUSTRALIA, CANADA AND SWEDEN

*Bradon Ellem, The University of Sydney*

*Russell Lansbury, The University of Sydney*

*Jan Johansson, Lulea Technical University*

*Anil Verma, University of Toronto*

Metaliferous mining is experiencing a new era of technological change which has the potential to transform the industry. This has profound implications for those whose livelihoods depend on mining as well as the communities in which mines are located. Previous research indicates that critical factors in determining the successful implementation of technological change include strategic choices about which new technologies are selected, how changes are negotiated between management and employees, their impact on the nature of work and on surrounding communities. The global metalliferous mining industry is entering a new era of technological change with the

convergence of information technology (IT) and operational technology (OT). These challenges are being addressed in various ways by mining firms in different countries. Our paper will outline a conceptual framework for detailed case studies to be undertaken in Australia, Canada and Sweden. We will combine insights from two separate domains. First, 'socio-technical systems' theory: to analyse changes in the nature of work and employment relations at mine sites. Second, debates around 'variegated capitalism' and 'varieties of capitalism': to examine the influence of national and local factors in relation to the impact of technological changes on the workforce and community in these three countries.

*Concurrent Session 3*

## 110: GENDER EQUALITY IN BUSINESS SCHOOLS OF UK 'ELITE' UNIVERSITIES

*Geraldine Healy, Natalia Nollenberger & Almudena Sevilla*

*Centre for Research in Equality and Diversity, School of Business and Management, Queen Mary University of London*

This paper builds on earlier work identifying the vertical and horizontal segregation in the academic labour market. It investigates the nature of gender segregation in Business Schools in UK elite universities and the consequences with respect to pay and promotion. Using individual level data collected by the Higher Education Statistics Agency, this paper reports and analyses the gender balance in Russell Group UK business schools in terms of participation and salary. Only 34 per cent of academic staff in business schools is females and they receive a salary 19 per cent below the average males' salaries on average. The salary

gap is partially explained by rank: only 17 per cent of professors are females. But even those women who reach senior positions receive, on average, a salary 10 per cent lower than their male counterparts. Further explanations are sought by exploring the importance of school characteristics and of informal systems of pay.

*Concurrent Session 6*

## 111: TEACHERS' WORK IN PUBLIC AND PRIVATE CONTEXTS: INITIAL INSIGHTS

*Karolina Parding, Lulea University of Technology,*

*Susan McGrath-Champ, Sydney University*

*Scott Fitzgerald, Curtin University*

*Alistair Rennie, University of Western Australia*

The daily work and working conditions of teachers reflect the composite effects of historical, social, political and geographical influences within a particular place, along with wider forces at national, supra-national and global levels. Since the latter part of the 20th century, neoliberalising forces have impelled a distinct shift from more heavily state-based educational systems in many western countries to hybridisation and diversity in the funding, governance, administration, and management of schools. Accompanied by a broad change within society of the role of learning and knowledge development from primarily 'humanistic' to more 'instrumental', these changes have reconfigured the prominence of private schools, and ushered in new forms including so-called 'independent public schools', among others.

This paper outlines key shifts in educational contexts in two countries across three jurisdictions (the Australian states of New South Wales and Western Australia, and

Sweden) and explores how teachers are increasingly employed in non-public work organisations. It considers how privatisation of the education arena impacts on the teaching profession and the conditions surrounding it. Drawing illustration from a qualitative pilot study of teachers' working experiences in the lowest socio-economic status schools through the 'middle band' to the most prestigious and affluent, the paper outlines the development of very different skill sets, contrasting job content, employment conditions, job security and professional status that arises according to school and broader context.

*Concurrent Session 6*

## 112: TOWARDS COMPROMISE: EXPLAINING COOPERATIVE TRANSFORMATIONS IN UNION-MANAGEMENT RELATIONS

*Johanna Macneil & Mark Bray*

*The University of Newcastle*

We draw on the work of Edwards, Belanger and others (Edwards, Belanger and Wright 2006; Belanger and Edwards 2007; Nyberg and Sewell 2014) on the bases of workplace compromise to explain two Australian cases where industrial relationships have recently been 'transformed' through cooperation between managers, unions and their members. In both cases, unusually, union density is high and union organisation apparently impregnable, ensuring that labour retained high control throughout; while there has been a positive shift in the developmental concerns of both labour and capital. Explanation focuses partly on structural factors – Edwards et al's conditions promoting compromise – especially extreme market pressures and modest adjustments to institutional regulation.

However, more important have been agency factors: management and unions have radically changed traditional strategies and made a commitment to work together towards a new relationship, facilitated by supportive third parties. Our analysis proposes ways in which the Edwards et al framework can be further developed, particularly in predicting the circumstances in which transformation may be sustainable.

*Concurrent Session 6*

### 113: EMPLOYMENT STANDARDS AND THEIR ENFORCEMENT IN AUSTRALIA: SUCCESSES AND CHALLENGES IN AGED CARE

*Sara Charlesworth, RMIT University*

*John Howe, University of Melbourne*

Over the last seven years, the Fair Work Ombudsman (FWO) and its predecessors have revolutionized regulatory enforcement of employment standards in Australia. Nevertheless, there are areas of the labour market where both employment standards and their enforcement are inadequate. This paper explores the challenges to effective employment standard enforcement in aged care. The nature of the direct care undertaken in aged care has meant that work has been significantly undervalued because of its link with 'women's work'. Further, limited government funding has worked to constrain the improvement of minimum employment standards and provides some pressure on employers to 'read down' existing entitlements. While there has been some important activity by the FWO in residential aged care, in community-based aged care the lack of visibility of this work and of the workers who perform it present a significant enforcement challenge.

*Concurrent Session 5*

### 114: GENDER, MIGRATION AND DECENT WORK IN AGED CARE: THE AUSTRALIAN CASE

*Sara Charlesworth, RMIT University*

*Somayeh Parvazian, University of South Australia*

Migrant workers make up an increasing share of the aged care workforce in Australia, with the majority coming from non-English speaking countries. In countries such as Canada, the United Kingdom and the United States, migrant status is seen to intersect with and contribute to the precarity of aged care work, particularly for temporary and undocumented migrants. Yet despite the importance of migrants in the Australian aged care workforce little attention has been paid to their employment conditions. This paper explores whether and to what extent migrant aged care workers have poorer working conditions than Australian-born workers. We draw on the 2012 National Aged Care Workforce Census and Survey and ask how have the distinctive Australian migration, employment and care regimes intersected in producing the current working conditions of migrant aged care workers and whether any relative disadvantage washes out over time. We briefly consider how changes within each of the three regimes might impact on migrant aged care workers into the future as well as on aged care workers generally.

*Concurrent Session 4*



## 115: THE EXPLOITATION OF INTERNATIONAL STUDENTS IN THE NEW ZEALAND HOSPITALITY INDUSTRY: AN EXPLORATION OF RELATED THEORIES AND LITERATURE

*Lothar Brandt, Hospitality and Tourism, Faculty of Culture and Society, AUT University*

This paper explores the problem of international students in the New Zealand (NZ) hospitality industry, within the larger context of critical theories and literature of culture and the global labour market (O'Brien, 2004). Many international students in hospitality degree programs in NZ seek employment, attempting to apply for available entry-level positions in the hospitality industry, only to find themselves rejected. What work opportunities they can find are often restricted to working for ethnic restaurants and/or ethnic souvenir shops in and around Auckland. Positions within these ethnic operators are mainly ones of exploitation in the sense of 'getting paid under the table', well below the minimum wage (between \$5 - \$11), and of having no access to the protection under current New Zealand employment legislation yet 'encouraged' to work more than the allowed 20-hours per week while on a student visa. Conceptualising the problem theoretically, this paper will focus on the underground economy in the NZ hospitality industry, including the impact of factors such as the political economy, the internationalisation of the informal labour market, and ethnic conflict based on the divisions within ethnic groups - with an emphasis on tracing the social and economic costs for international students, NZ society, and further potential negative effects on our international reputation (Yoshihar, & Venezian, 2013).

*Concurrent Session 3*

## 116: THE CINDERELLA MAKEOVER: NEW ZEALAND HOTELS AS AN 'INDUSTRY' VERSUS NEW ZEALAND HOTELS AS 'WORK'

*David Williamson, Candice Harris, Erling Rasmussen & Katherine Ravenswood  
AUT University*

This paper is part of my PhD, examining the history of employment relations in the hotel sector from 1955 to the present day. The paper aims to meet the "All in the Family" stream's call for historical analysis of employer/labourer tensions within the hospitality industry, just as my PhD aims 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). Data for this paper is sourced from newspaper files, archive materials and extensive interviews with senior members of both the hotel unions and hotel management.

This paper argues there has been remarkable historical developments in the quality of the hotel industry in New Zealand but a striking lack of comparable development in the quality of hotel work. The paper suggests that the Kiwi tourism and hotel industry, despite dubious origins, has been 'made-over' and is now, due to its economic success, a Cinderella welcome at the ball. Hotel workers however, still seem to be down amongst the cinders and grimly awaiting the fairly princess. Questions are raised regarding the impact, on hotel work, of a long established public discourse in New Zealand that conflates service with servility. The paper also considers to what extent international research on marginalised and degraded hospitality work (Baum 2007, McIntosh and Harris, 2012, Zampoukos & Ioannides, 2011) relates to New Zealand-specific examples of hotel work.

*Concurrent Session 3*

## 117: POWER, POLITICS, COMPLEXITY AND COST: PICKING WINNERS AND LOSERS IN WORKERS' COMPENSATION REFORM

*Sharron O'Neill, Sasha Holley, Louise Thornthwaite & Ray Markey*

*Macquarie University, International Governance and Performance Research Centre*

Public sector research has been critical of the increasing managerial focus on efficiency and costs, which can privilege financial performance at the expense of societal objectives (Hood 1983). This study examines the political process through which cost data itself is mobilised to drive public sector reform, specifically, the 2012 reforms to the NSW workers' compensation system. Drawing on Hines (1991), the study examines the extent to which particular cost data was made visible to stakeholders (or not visible), in the political process that determined and justified legislative reform.

The research is located within the broader systems of work health and safety and public health, and data is analysed through the lens of complexity theory. Findings demonstrate how dominant actors selected and presented financial numbers to focus and shape reforms that benefited some stakeholder groups (e.g. cost savings for employers) at the expense of others (e.g. transferring specified medical costs from employers to injured workers). The results revealed how financial evidence that did not support the dominant position was marginalised from public debate and analysis. This raises concerns as to issues of transparency, evidence and objectivity. More importantly, they demonstrate how a poor understanding of the interrelationships and interdependencies that exist within complex public sector systems provide opportunity for partial analysis and

political capture that impacted vulnerable workers and failed to promote the objective of ensuring work health and safety.

*Concurrent Session 2*

## 119: EMBRACING HOTEL COMPLEXITY BY SETTING EMPLOYEES FREE TO MAKE WISE DECISIONS: IF ONLY IT WERE THAT EASY

*Warren Goodsir, Erling Rasmussen & Coral Ingley  
AUT University*

This paper explores how hotel managers balance the competing demands of operating a global hotel brand while localising service offerings and personalising service interactions.

There is increasing acknowledgement that rational decision-making models are not adequate for complex business environments (Nutt & Wilson, 2010; Stacey, 2010). Management complexity is attributed to growing competition, workforce diversification (Vasconcelos & Ramirez, 2011) and interpersonal interactions (Stacey, 2011). Complexity is also a critical issue for service organisations where sophisticated interactions between stakeholders complicate management processes (Lovelock, Patterson, & Walker, 2007).

The introduction to the Handbook of Decision Making (Nutt & Wilson, 2010) claims that as organisations become more complex, managers are expected to choose wisely between uncertain alternatives. Yet, while 'wise choice' is highlighted as necessary, within the 679 pages the word wisdom is only found once. Moreover, The Oxford Handbook of Rationality (Mele & Rawling, 2004) and The Oxford Handbook of Organizational Decision Making (Hodgkinson & Starbuck, 2008b) make no mention of wisdom whatsoever.

This paper helps fill the gap in literature by adopting an Aristotelian perspective to examine how, through the development of *phronèsis*, complexity and uncertainty are managed. Data was sourced through a case study of New Zealand hotels, including 24 interviews with hotel managers, and document analysis. The findings reveal that, while managers recognise the need to localise and personalise service interactions, they lack a framework to implement the necessary focus. By closely examining hotel decision making processes, this paper sheds new light on the neglected intellectual capacity of wise decision making.

*Concurrent Session 1*

## 120: THE PERSONALISATION OF SOCIAL CARE: PRESENTING NEW CHALLENGES FOR FAIRNESS AND DECENCY AT WORK?

*Fiona Macdonald & Sara Charlesworth,  
RMIT University*

Consumer-centred support and individualised funding are key features of Australia's new National Disability Insurance Scheme (NDIS), underpinning the scheme's objectives of greater choice and control for people with disability. The success of this model of support depends on a skilled and responsive workforce able to provide high quality services. This paper examines some of the policy tensions inherent in personalisation model adopted under the NDIS to consider the implications for workforce change and for the quality of work for direct care and support workers. It draws on an analysis of policy documents, interviews with stakeholders and the UK experience of personalisation of adult social care, to focus on the apparent conflict between the provision of decent jobs and flexible responsive disability services.

*Concurrent Session 4*

## 122: 'MODEL EMPLOYMENT'? JOB QUALITY IN THE NEW ZEALAND PUBLIC SERVICES

*Noelle Donnelly, Stephen Blumenfeld, Geoff Plimmer, Jane Bryson, and Bill Ryan*

*Centre for Labour, Employment and Work (CLEW),  
Victoria University of Wellington*

Job quality matters. Advances in the measurement of job quality have largely been driven by increasing recognition of the relationship between productive and decent work, as well as the pervasive costs of poor job quality. While a growing body of research points to the central role of job quality in underpinning economic and social development policies, more critical research indicates that poor job quality result in diminished worker well-being, in-work poverty, gender inequalities and restricted job mobility.

Radical transformations in New Zealand public services over the last two decades have been noted. The early adoption of New Public Management (NPM) under the guise of the State Sector Act 1988, followed by the Employment Contracts Act 1991, significantly altered traditional approaches to the management of employment relationships in public services. Of particular note, under the State Sector Act 1988 employment authority decentralised from the State Services Commission (SSC) to the Chief Executive of government agencies and departments. According to the Public Service Association (PSA), which represents 58,000 workers in New Zealand's central government, this 'brought the state under the same industrial relations regime as private sector workers'. More recent reforms in the shape of Better Public Services (BPS) signal a refocusing of state services on productive, responsive, collaborative outcomes.

While much discussion centres on identifying and defining the current model of 'governance', little attention has focused on the impact and outcomes of public service reforms for public servants and the work they perform.

Set against a background of public sector reforms, this paper explores the nature and heterogeneity of job quality in New Zealand's public services. Drawing on large-scale survey data from 9,635 public servants, this research reports on the organization of work, skills development, job security, access to flexible work, participation and collective interest representation within public service workplaces. In addition, it considers the impact of job quality on worker outcomes, including job satisfaction, general and organizational commitment.

*Concurrent Session 6*

## 123: A RE-ASSESSMENT OF EMPLOYER-FUNDED TRAINING IN NEW ZEALAND: WHO BENEFITS AND WHO DOES NOT?

*Stephen Blumenfeld, Centre for Labour, Employment & Work, Victoria University of Wellington*

*Ashish Malik, Newcastle Business School, University of Newcastle*

This study identifies characteristics of employees who are most likely (or least likely) to participate in employer-funded education or training in New Zealand. It explores variations in the receipt of employer-funded education and training across the country's workforce, identifying which individuals and groups are most likely (or least likely) to receive further education or training provided either by their employer or with their employer's financial

support. Findings from this study highlight differences in opportunities for employer-supported training across various demographic groups of New Zealand workers. Findings are based on data from the Survey of Working Life (SoWL), which was conducted as supplement to Statistic New Zealand's Household Labour Force Survey (HLFS) in the March 2008 quarter and again in the December 2012 quarter. The SoWL gathers a wide range of detailed information about New Zealanders' employment conditions, working arrangements, quality of working life, and job satisfaction, including education and training undertaken by working adults, much of which is funded or sponsored by employers. Findings of this study are helpful in identifying groups of workers amongst which there are low rates of participation in work-based learning as well as unmet needs that programmes to promote skills development could take into account.

*Concurrent Session 3*

## 124: DÉJÀ VU ALL OVER AGAIN: THE NATIONAL GOVERNMENT'S REFORMS TO COLLECTIVE BARGAINING IN NEW ZEALAND UNDER THE EMPLOYMENT RELATIONS ACT 2000

*Stephen Bluemnfeld*

The Employment Relations Amendment Bill has been rushed through Parliament and will take effect on 6 March 2015. Analysis of the likely impact of those reforms is offered in light of the original object of the Employment Relations Act 2000, "to build productive employment relationships through the promotion of 'good faith' in all aspects of the employment environment and of the employment relationship." Viewed in this light, the National

Party's employment law reforms since winning the right to form the government in November 2008, including those made subsequent to the 2014 general election, beg the question of whether those reforms have resulted – or will result, as the case may be – in genuine improvements to employment relations in New Zealand.

*Concurrent Session 1*

## 125: INDICATORS OF JOB QUALITY IN NEW ZEALAND PUBLIC SERVICES

*Stephen Blumenfeld, Noelle Donnelly, Geoff Plimmer, Jane Bryson and Bill Ryan*

*Centre for Labour, Employment and Work (CLEW), Victoria University of Wellington,*

This study estimates a job quality index (JQI) for employees in New Zealand's public services. Despite a growing interest in the concept of job quality in policy circles, there is currently no consensus about how to measure, let alone, how to monitor job quality. Central debates remains rooted in the lack of consensus on the appropriate definition and operationalization of the concept of job quality, what Findlay et al. (2013) refer to as overcoming the 'conceptualization deficit'. To this end, while there is general consensus that job quality is a multi-dimensional concept, and around the need to identify various components of job quality, academics and policy makers remain unable to agree on a single all-encompassing measure and definition. Defining the concept of job quality is a necessary precondition to greater in-depth analysis and understanding of the factors which influence changes in job quality. Development of a standard definition of job quality is also key to developing a comprehensive theory of job quality which is

multi-disciplinary and can drive future empirical and applied cross-national research on job quality.

The determination of characteristics on which to evaluate job quality depends, in large measure, on the level at which job quality is measured or framed. To date, job quality analysis has exploited either large, economy-wide national or cross-national data or micro data derived from surveys of individual workplaces. While both approaches are recognized for their merits, the former is faulted for its inability to shed light on the workplace experiences of workers, and the latter is often criticized for its findings' lack of generalizability. Also, while objective indicators are frequently criticized for neglecting variations in individual worker preferences, subjective indicators of job quality, such as job satisfaction, are commonly perceived as lacking objectivity due to their inability to distinguish aspirational differences among workers. In this paper, we propose a measure of job quality which acknowledges individual worker references while ruling out workers aspirations and, at the same time, accounts for more objective indicators of job quality. Both subjective and objective items are reduced using factor analysis. This job quality index (JQI) is constructed by applying the common factor analysis technique to data derived from a large comprehensive survey of members of the Public Service Association (PSA), the union which represents most employees of Central Government in New Zealand.

*Concurrent Session 7*

## 126: PACIFIC PARADISE? NOT A GAY OLD TIME FOR ALL

*Julie Douglas, Auckland University of Technology*

In our Pacific backyard sexual orientation and gender identity is still an issue of criminal activity for many. New Zealand and Australia have decriminalised male homosexuality, although gender identity politics are a more recent focus of attention. In many Pacific nations a different story is revealed.

The labour relationship between New Zealand and Australia and many nations in the Pacific is very close. Both countries historically brought labour to their shores to work in the factories and fields. Today this still occurs through seasonal worker schemes, general immigration and aid projects. However, workers in their home countries are often not covered by worker safety laws, anti-discrimination laws or human rights legislation.

For queer workers in countries where their very being is deemed illegal the threat of discrimination leads most LGBTI (lesbian, gay, bisexual, transgender, intersex) workers to conceal their sexual orientation or gender identity at work. This can lead to considerable anxiety and thus a loss of productivity. LGBTI workers also tend to gravitate towards industries with a more tolerant working environment where they can be open. This limits their employment options, and constitutes a form of occupational segregation. Given the often narrow range of economic activities in these small nations occupational choices are often further limited.

This presentation will aim to begin the conversation of an area not widely investigated in industrial relations – queer experiences in the workplace in the Pacific. A snapshot of the

current legal situation of LGBTI workers in the Pacific will be presented. The Pacific maybe idyllic as a tourism destination but do we need to be looking closer at the price some pay for that?

*Concurrent Session 7*

## 127: THE STRUCTURE OF COLLECTIVE CONTRACTING IN CHINA

*Ziheng Liu, University of Newcastle*

*Shaobo Sun, Shandong University*

*Mark Bray, University of Newcastle*

Labour law in China has since 1992 permitted, and more recently promoted, 'collective consultation' as a process for the creation of 'collective contracts'. The incidence of collective contracts has increased dramatically, partly as a result of this legal support, but also as a response to rapid economic development, tightening labour markets and growing – if sporadic – strikes and industrial disputes. This paper offers an analysis of this important trend that is novel in three ways. The first is conceptual: we reflect on the meaning of collective contracting, distinguishing it from more conventional concepts of collective bargaining. Second, we suggest a conceptual framework – drawn from the well-established literature on the structure of collective bargaining – for analysing collective contracting in China. Third, by applying this framework to the existing empirical evidence – derived from both publicly available data and published scholarly research – we provide an account of collective contracting in China that is more comprehensive than the existing literature.

*Concurrent Session 8*

## 129: LEAN CUISINE: KITCHENS, CONTRACTING AND LONG-TERM CARE

*Dr. Tamara Daly, Dr. Pat Armstrong & Dr. Ruth Lowndes*

*York University*

This paper explores how paid and unpaid care work is shaped by new public management mechanisms like contracting out and contracting in of food services in residential long-term care facilities (LTCF) for older adults. We argue that unlike with in-house food service models, contracted kitchens exert exceptional control over the flow and rhythm of care work on the units in long-term residential care. This paper draws its data from two rapid ethnographic projects of LTCF, one international and one regional in scope. The studies involved week-long observations in a total of 13 facilities in Canada, United States, Germany and Norway, and draw on field notes and key informant interviews (n = 482).

We ask: in what ways is care work organization affected if the kitchen is contracted out; if it is staffed and run in-house by the facility; if it is run in house sharing food production with other parts of its organization; or, if it is contracted in to prepare meals for other facilities? We consider whether food is prepared in a central kitchen, on the unit, or shipped in; the flexibility or rigidity of the dining schedule; and the decision-latitude of the dining staff to work in a relational or task oriented manner.

We argue that the production and food delivery model in LTCF -- including where, how, and by whom the food is prepared and served -- determines the work organization on the unit, including the timing of care aides' work and flexibility of individual residents' schedules.

*Concurrent Session 5*

## 130: 'THE LEADERSHIP THING': THE ROLE OF KEY INDIVIDUALS IN THE TRANSITION TO COOPERATIVE UNION-MANAGEMENT RELATIONS

*Mark Bray & Johanna Macneil*  
*University of Newcastle*

It has long been observed in the management literature that the successful introduction of major organisational and workplace change requires the commitment and expertise of key individuals who lead or drive the change project. The dynamics of this 'leadership thing', however, are significantly different when the change process is a cooperative one between managers and unions in strongly organised workplaces: the success of the change project in these circumstances requires dual leadership by key individuals on both sides. This paper presents case studies of two Australian organisations in which dual leadership, in the form of the respective CEO/Managing Directors and the Union Secretaries working closely together, contributed significantly to successful cooperative change. Using unusually detailed qualitative data, we illustrate the intra- and inter-party challenges confronting these key individuals and the actions they took to overcome them. While it is vital to contextualise the impact of leadership and recognise the importance of other explanatory factors, there is no doubt that the commitment and initiative of these dual leaders was essential for successful transition in the two cases.

*Concurrent Session 6*

### 131: INDUSTRIAL DEMOCRACY IN A COLD CLIMATE: THE CASE OF WORKPLACE ENGAGEMENT IN A POST-AWARDS NEW ZEALAND

*Nigel Haworth & Helen Delaney  
The University of Auckland*

This paper addresses the demonstrable absence of formal industrial democracy practices in New Zealand's workplaces. It argues that the predominance of the Awards system conditioned both employer and trade union parties to accept a narrow, bargaining view of industrial democracy (akin to that developed by the Webbs). Consequently, other channels for Industrial democracy were weakened or blocked. Moreover, the decline of the Awards system, and its brutal replacement by a regime based on individual agreements, excised from the New Zealand system any opportunity for alternative forms of industrial democracy to take root and thrive. Other factors supporting that excision will be discussed. The case of high performance work systems will be used to illustrate the challenges facing any attempts to promote industrial democracy in New Zealand. Equally, the paper argues that it is in just such developments that the prospects for a high-performing economy lie.

*Concurrent Session 6*

### 133: WELCOME TO MELBOURNE: INTERNATIONAL STUDENTS AND PRECARIOUS WORK IN CAFES, RESTAURANTS AND TAKEAWAY FOOD SERVICES

*Iain Campbell, RMIT University  
Martina Boese, RMIT University  
Joo-cheong Tham, University of Melbourne*

International students are an important group of temporary migrants to Australia. Although usually studied in terms of their experiences in the education sector and in pathways after graduation, they also play an important but neglected role as workers. Most international students engage in paid work during their studies, generally as part-time employees in low-wage, low-skill urban labour markets such as hospitality. This paper draws on background statistics, interviews with employers, employer associations, regulatory bodies and migration agents, and a small program of in-depth interviews with 22 international students with work experience in cafes, restaurants and takeaway food services in Melbourne. It investigates employment relations in the sector and the agency of international students, broadly understood as 'a capacity to make choices and act in the world in pursuit of personal and social interests'. Jobs held by international students are generally precarious, characterised by informal recruitment, high levels of casualization, high turnover, poor wages and working conditions, extensive avoidance of minimum labour standards, and low union density. We describe the main forms of labour agency and argue that agency in this case is shaped by the range of restrictions associated with their residency status and the temporary nature of their work engagements within the context of longer-term migration projects.

*Concurrent Session 1*



## 134: AUSTRALIAN WORKPLACE RELATIONS STUDY - OPPORTUNITIES AND LEARNINGS

*Kim Rusling, Fair Work Commission*

In 2014, the Fair Work Commission undertook the Australian Workplace Relations Study (AWRS).

The AWRS used surveys to collect information about a range of workplace relations matters to produce the first Australia-wide statistical dataset linking employer data with employee data since the 1995 Australian Workplace Industrial Relations Survey. The ability to relate these data greatly enhances the extent of analysis that can be performed compared to separate datasets of these populations.

The AWRS was established in May 2013 and was guided by a steering committee of government agencies and employee and employer representative bodies as well as assistance from the research community. Data was collected between February 2014 and July 2014. Just over 3000 enterprises and almost 8000 employees participated.

The Commission will publish findings from the AWRS in 2015 through various research papers and reports and enable public access to the data via a range of user-driven applications that will cater to varying levels of statistical analysis proficiency.

Ahead of the public release of AWRS data, this presentation will provide an overview of the AWRS and the opportunities for analysis this data can provide. The presentation will also reflect on the challenges of generating robust data on complex workplace relations matters and learnings from the research.

*Optional Session: Day 2*

## 135: THE GAZE OF HOSPITALITY EMPLOYABILITY

*Lindsay Neill, Charles Johnson & Erwin Losekoot  
AUT University, School of Hospitality & Tourism*

Social sciences promote and use various constructs of 'gaze'. The views afforded via 'the gaze' not only provide an insight toward the other, but also mirror the viewer's own perceptions and understandings of the world around them. Over time, many 'gazes', within the social sciences, have become entrenched as way of being, understanding and negotiating the social world. In this regard, Foucault's (1963) physicians gaze, has served not only to illuminate the patient doctor relationship, but has, over time, served to enhance the elevated status of the physician within wider society as both a respected and trusted member of it.

This presentation argues, by examining constructs of the gaze, that various groups, including hospitality workers, are relegated to positions of professional sub-ordination that are not only maintained, but reinforced through passive acceptance of gaze constructs. This position has served to limit the acceptance of hospitality workers as professionals and fuelled the position that hospitality work is 'something people do until something better comes along' or, that hospitality employment is 'something people do while studying at university, waiting to graduate and get a 'real job''. This position starkly contrasts that of the medical physician.

Consequently this presentation promotes the elevation of hospitality workers through an examination of the hospitality gaze and its striking parallels to the gaze of Foucault (1963), a positioning largely ignored within the academy to date.

*Concurrent Session 3*

## 136: ARE YOU A MEMBER OF MY 'FAMILY'? HOW AGE, GENDER, ETHNICITY AND CLASS INFLUENCE SOCIAL CONNECTIVITY IN THE NEW ZEALAND HOSPITALITY WORKPLACE

*Shelagh Mooney, Hospitality and Tourism, Faculty of Culture and Society, AUT University*

*Irene Ryan, Faculty of Business and Law, AUT University*

*Candice Harris, Faculty of Business and Law, AUT University*

In Aotearoa New Zealand (NZ) approximately four of every five people are employed in the service sector (Parker and Arrowsmith, 2012). Regrettably, the status attributed to hospitality employment in NZ is low, due to the perception of low skills and the association with servitude and femininity (Lucas, 2011; McIntosh and Harris, 2012; Zampoukos and Ioannides, 2011), which contribute to high labour turnover (Luo and Milne, 2013; Neill, 2013; Williamson, Harris, and Parker, 2009). This presentation is based on a qualitative NZ study that explored why people build long-term hospitality careers, rather than analysing why they leave. Data from current and past employees was collected and analysed using memory-work and intersectional multi-level analysis. Participants included men and women who had spent an average of 25 years in hospitality careers drawn from a variety of age groups and ethnic backgrounds, who worked in different departments at various hierarchical levels. The findings suggest that social connection is one of four main contributors to career longevity in the sector and workers expressed a sense of being 'insiders' in their own hospitality world (Mooney, 2014). Yet the process of being accepted into the hospitality

'family' is complex and multifactorial. Graduated degrees of inclusion and exclusion based on age, gender, ethnicity and class emerged during the study and despite the statements of solidarity, not all members of the family felt equally valued. Although a sense of individual worth could be negotiated, it was influenced by wider societal and institutional perceptions of the roles that individuals should play in the workplace. The conclusions of the study have implications for human resources management practice within the sector.

*Concurrent Session 3*

## 137: JOB DISSATISFACTION AND BURNOUT IN THE NEW ZEALAND RESTAURANT INDUSTRY: THE MITIGATING IMPACT OF PSYCHO-SOCIAL FACTORS

*Lindsay Neill & Lawrence Powell  
AUT University*

This presentation examines the problem of job dissatisfaction in the NZ restaurant industry, how it is related to chronic employee burnout, and the ways in which various psycho-social factors can potentially act as moderators in this process. Based on correlations with 15 different aspects of job satisfaction (combined into a composite scale) in a 2012 survey of Restaurant Association of New Zealand members, the findings indicate that chronic 'burnout' substantially increases the reported level of job dissatisfaction in most areas of work. It was also found that 'hospitality personality' attributes such as personality type, self-concept, need levels, interpersonal trust, and empathetic vs cynical worldview can have mitigating effects on both levels of burnout and levels of job dissatisfaction.

*Concurrent Session 1*

## 140: HE PUNA HOU: CREATING SPACE FOR INDIGENOUS PERSPECTIVES IN UNIVERSITY BUSINESS SCHOOLS AND THE IMPLICATIONS FOR THE DISCIPLINE OF EMPLOYMENT RELATIONS.

*Nimbus Staniland, AUT University*

As a key site of society's knowledge construction, universities are imbued with an authority to determine what constitutes knowledge of value and what does not. Despite the increasing academic acceptance of various forms of qualitative methodologies to supplement the scientific paradigms that have traditionally reigned supreme, qualitative research approaches are still tainted by critiques of validity and lack of rigour attributed to the subjective and interpretivist nature of the research (McNabb, 2013). Sharing some of these 'questionable' characteristics, yet, at the margins of the ontological and epistemological debate lies a number of emerging indigenous research approaches that have also been struggling for legitimacy in the academy (Smith, 2012). However, in the face of performance-based funding initiatives and international accreditation systems that reward adherence to western models and theories (Almog-Bareket, 2012), the indigenous research movement is gaining momentum in pockets of the academy, both locally and internationally (Mertens et al., 2013). This presentation will discuss an example of an indigenous research approach developed for a doctoral project examining the career experiences and aspirations of indigenous (Māori) business academics working in New Zealand university business schools, concluding with the contributions that an indigenous worldview can present to the discipline of ER. The emancipatory aims of indigenous

methodologies inform this project's attempts to create space for indigenous perspectives within the academy, both through the use of indigenous theories and frameworks, and the explicit research objective of enhancing meaningful engagement between indigenous (Māori) academic faculty and New Zealand university business schools.

*Concurrent Session 7*

## 141: SOCIAL POLICY, CARE AND MIGRATION TO AUSTRALIA: LOCK-STEP OR OUT OF STEP?

*Elizabeth Adamson, Deborah Brennan & Natasha Cortis  
University of New South Wales*

Australia is one of the major migration countries of the world, yet it rarely figures in discussions of migration and care. In key policy domains, however, there are indications of a move away from regulated care provided in formal settings towards more individualised policy settings that put cash or vouchers into the hands of 'consumers'. These arrangements potentially increase household demand for more flexible and affordable care arrangements that a migrant workforce might provide. Submissions to recent inquiries into aged care, disability care, and child care have canvassed the possibility of recruiting migrant care workers, especially for home-based care. This paper asks how such a strategy is positioned in relation to Australia's migration policy which have emphasised 'skilled' labour for regulated employment in organisations.

Drawing on data from submissions to recent Productivity Commission and Senate Committee inquiries into the provision of child care, the paper will use a content analysis approach to examine the ways migration is supported, or not, by stakeholders as a potential

solution to addressing the child care needs of Australian families and as an opportunity for migrant women. Submissions show increasing pressure from employers to add unskilled care occupations to the lists of occupations eligible for employer sponsored temporary skilled migration visas, and to alter visa requirements to increase the supply of temporary migrants available for au-pair and other in-home care work. The examples from the content analysis will highlight how migrant care workers are positioned within broader shifts supporting an individualised and home-based care sector.

*Concurrent Session 4*

## 142: SEXUALISED LABOUR: 'SKIMPY' BARMAIDS, BODY POLITICS AND THE WORK PLACE

*Robyn Mayes, Queensland University of Technology*

*Barbara Pini, Griffith University*

*Kate Boyer, Cardiff University*

The term 'skimpy' describes female bartenders who work in skimpy lingerie or topless, and who may perform additional entertainments for tips. These workers are a feature of many rural mining towns and cities such as, and in particular, Kalgoorlie in Western Australia. Kalgoorlie is widely-known for its gold-rush, frontier-town history; immense contemporary mining operations, in particular the 'super pit' gold mine; and its notorious Hay Street brothels. This presentation, drawing on participant observation and semi-structured interviews with skimpy and 'traditional' female bar tenders in Kalgoorlie, offers insights into this work from the often marginalised perspective of those directly involved. Our analysis of the accounts of work—the performance of

sexualised labour—offered by local bar tenders is examined as a "dynamic inter-relationship between an embodied performance and an encoding and embedding of sexuality in the spaces, places and locations" (Tyler 2012:902) in and through which it occurs. In particular, we examine Kalgoorlie, as location which both informs and is shaped by this labour, along with the organisation of the physical workplace and its management role. In doing so, the paper contributes to a richer understanding of sexualized labour, not least as 'body politics' (Grosz 1995).

*Concurrent Session 6*

## 143: PRECARIOUS WORK AND REPRODUCTIVE INSECURITY AMONG PRIME-AGED PROFESSIONAL WORKERS

*Sharni Chan, Macquarie University*

Precarious work is one of the dominant features of labour markets in advanced capitalist economies. However, while there is now a substantial body of literature documenting the extent of precarious work, most research has focussed on low paid and so-called low skilled workers. By contrast, this paper investigates the everyday lived experience of high-skilled precarious work, using interviews with prime-aged professionals in precarious working arrangements. These workers are not the most precarious of workers, but their experiences shed light on aspects of precarious work that are hidden from influential social theories. By articulating these experiences, the paper not only aims to address oversights in existing social theory, but also to challenge some of the dominant ideological justifications for precarious work. In particular, the paper argues

that precarious work generates a specific kind of reproductive insecurity, which is at odds with ideological justifications of precarious work as meeting the needs of women balancing paid work with unpaid care work.

*Concurrent Session 5*

## 145: THEY'VE BEEN FRAMED: EMPLOYMENT REGULATION IN PACIFIC ISLAND COUNTRIES

*Jane Parker & James Arrowsmith  
Massey University*

In recent years, concerted efforts have been made to introduce or modernise employment regulation in a range of Pacific Island Countries (PICs). This has been driven in large part by the reach of global processes; developments in the shared and specific socio-economic and political conditions of each PIC; and the regulatory foci of national and international agencies. Regulatory endeavours have spanned 'hard' and 'soft' initiatives, from international instruments and legislative and institutional frameworks, through social dialogue and collective bargaining, to local/workplace and voluntary initiatives (Parker, Nemani, Arrowsmith & Bhowmick 2012). Though their emphasis varies from PIC to PIC, they often form an integral part of wider country development plans (e.g. Papua New Guinea Department of National Planning and Monitoring 2010; Kingdom of Tonga Ministry of Finance and National Planning, 2011).

This paper analyses a range of recent empirical studies commissioned by the International Labour Organisation (ILO) of key employment issues (e.g. gender equality, child labour, redundancy, seasonal working) and regulation in PICs. Using a qualitative thematic analysis, it examines for any 'patterning' in the regulatory

choices across the PICs; factors that encourage the adoption of convergent and divergent regulatory responses; and the perceived impacts of these initiatives. It then draws on these findings to develop a comprehensive yet context-sensitive model of employment regulation for PICs and potentially beyond, with the aim of informing academic discussion and policy development.

*Concurrent Session 7*

## 146: TRADE UNION RESPONSES TO THE FRAGMENTATION OF PAID CARE WORK

*Fiona Macdonald, RMIT University  
Karen Douglas, HACSU/RMIT University*

New models of funding and service provision of government-funded social care are transforming labour markets and fragmenting employment in feminised and low-paid care work. The challenges of providing flexible care and providing decent jobs for care workers are significant (Rubery & Urwin 2010). New challenges for decent work in direct care occupations include the introduction of multiple-employer relationships and the relocation of work away from public organisations into private households, a move which reinforces the gendered undervaluation of this work. New insecurities for workers relate to working time, work relationships, workplace safety and income security. Changes in the organisation of work present significant challenges for trade unions, particularly where union organisation and representation strategies have been developed around a traditional industrial model and the standard employment relationship. This paper is concerned with trade union responses to these challenges. It draws on the findings of a small

case study of the trial phase of Australia's new National Disability Insurance Scheme (NDIS) to consider the potential for unions to represent worker interests in individualised care markets including through taking up new forms of unionism which support worker security in multiple jobs or establish coalitions with new stakeholders.

*Concurrent Session 5*

## 147: FACILITATION OF COLLECTIVE BARGAINING CONFLICTS IN NEW ZEALAND

*Judith Scott & Erling Rasmussen*

While collective bargaining coverage and union density have stagnated under the Employment Relations Act 2000 there have been a number of high profile collective bargaining disputes in recent years. As arbitration is not available for collective bargaining resolution under New Zealand employment legislation (except in very limited circumstances) the main conflict resolution avenues have been through mediation or the traditional power struggle through the parties' use of strikes and lockouts (Rasmussen & Greenwood, 2014). In 2004, the Labour-led Government introduced a new provision for facilitation by the Employment Relations Authority in cases where the parties are having serious difficulties in concluding a collective agreement. Facilitation is a two staged process where firstly an Authority Member determines whether their case satisfies the tests in the legislation to allow for facilitation and secondly the actual facilitation process itself.

Since its 2004 introduction, the Employment Relations Authority has provided facilitation services in a number of cases (Scott, 2013). This paper reviews the development of facilitation as

a mechanism for collective bargaining dispute resolution and overviews the various cases of collective bargaining facilitation. On that background, the paper evaluates the outcomes associated with facilitation and considers how facilitation may fit within the overall dispute resolution of collective bargaining and, in particular, its future role following the recent years' amendments of the Employment Relations Act.

*Concurrent Session 6*

## 148: CONFLICT RESOLUTION IN NEW ZEALAND SCHOOLS

*Gaye Greenwood & Erling Rasmussen*  
*Department of Management, Auckland University of Technology*

The New Zealand primary education sector is a highly unionised environment with a wide range of legislative requirements, regulations and processes for the delivery of education to New Zealand children. As such, individual schools would appear – at least at the surface - to fit well with the dispute resolution ethos of the the Employment Relations Act 2000 which advocates that employment relationship problems are resolved as close as possible to the workplace. However, the policy intentions to focus on early resolution through problem solving, interest based negotiation; facilitation and mediation have not been researched in depth and there appears to be fundamental obstacles to obtain effective conflict resolution processes at the level of the workplace/schools. Based on a wider PhD-project, this paper focuses on two specific obstacles. First, there is – as pointed out by the Chief Judge of the Employment Court – a tendency to formalise disputes and seeking resolution through legal channels and exit settlements. Second, the specific institutional set-up of schools doesn't

fit well with the underlying employer-employee understanding of employment relationship problems in the Employment Relations Act 2000. Overall, the findings highlight the special nature of conflict management in schools where the goal of 'mutual trust and confidence in all aspects of the employment environment' (ERA 2000, Objectives) may be vulnerable to the conflicting interests and the complexity of employment relationships in the New Zealand primary education sector.

*Concurrent Session 6*

## 149: TEACHERS' WORKING CONDITIONS IN RELATION TO THE TEACHING PROFESSION

*Therese Sehlstedt, Luleå University of Technology, Sweden*

As a PhD-student I am part of a project on teachers' working conditions. The focus of the project is working conditions in relation to choice, competition, privatisation and marketisation. The context of the study is Sweden. In this presentation I will present an outline of one of the research components; how to quantitatively measure teachers' working conditions in public as well as independent upper secondary schools.

I will discuss what existing quantitative data tells, and from that I will identify gaps and ways of filling these gaps. To identify what quantitative data is lacking and needed, sociology of professions is the theoretical framework applied.

The relevance of this paper, and indeed the entire study/project, lies in that public education in Sweden has become privatised and marketised since the implementation of the Swedish Free School Reform 1992. The growth of private actors has been especially distinct for

upper secondary schools. Research in relation to marketisation and school choice has mainly focused on pupils. Less attention has been given to teachers. Consequently, the working conditions for Swedish teachers need to be examined in this contextual framework.

*Concurrent Session 6*

## 150: UNDERSTANDING CHANGED GOVERNANCE AND REGULATION: WORKING CONDITIONS OF NSW TEACHERS AND PRINCIPALS IN TIMES OF NEOLIBERALISM AND MARKETISATION

*Mihajla Gavin, The University of Sydney*

Public education across the Western world has been significantly affected by neoliberalism, marketisation, competition and choice. While much research has analysed the impact of these forces on student outcomes, this paper investigates effects from an employment relations perspective, particularly on teachers' and principals' working conditions, which has been little considered. It presents qualitative research on the implementation of Local Schools, Local Decisions in New South Wales – a neoliberal policy providing public schools with more authority to determine how to cater to local needs – and its effects on principals' working conditions. It finds that the principal's role and responsibilities are substantially transformed as a result of changed governance and regulation. This empirical research is used as a platform through which to theorise the likely impact upon teachers' working conditions within NSW. It also forms part of an international project that compares changes in teachers' working conditions in Western Australia and Sweden.

*Concurrent Session 6*

## 152: THE CONTROL OF OCCUPATIONAL HAZARDS: THE ROLE OF TECHNOLOGY, MANAGEMENT AND LABOUR IN THE PRODUCTION OF A SAFETY CULTURE.

*Lamm, F., Ang, A., McDonnell, N., & Bingjiang, J. AUT University*

It is argued in this paper that the control of occupational hazards in the workplace can be viewed in terms of the organization's safety culture. The term 'safety culture' was used in the report to describe all aspects of safety management from technical design of processes to the interaction between management and government regulators, (Pidgeon, 1998; Cox, 1998). In essence safety culture consists of shared values (what is important) and beliefs (how things work) that interact with an organisation's structure and control systems to produce behavioural standards (the way we do things round here) (Reason, 2000; Reason, 2000).

Despite the effort that went into determining the characteristics of safety culture, occupational health and safety (OHS) researchers have found the term "safety culture" difficult to define. Increasingly when accident investigators found organizations, (rather than individuals), to blame for accidents, they labelled the cause "inadequate safety culture", (Baram, 2007). Moreover, the indiscriminate use of the term safety culture to explain the lack of control of occupational hazards has been heavily criticized (Blewett, 2011). Hopkins (2002) and others argue that safety culture is nebulous concept and thus difficult to use as an instrument to ensure to the safety and health of their workers.

However, we argue that the term, 'safety culture'

can provide useful insights to describe the outcome of an organization's attempts to create healthy and safe work. The term "safety culture" in this paper is used to describe that actions (or inactions) of corporate organization and the use of technology, management and labour over time to produce the dynamic and ephemeral safety culture of the organisation. Using the example of the New Zealand Pike River Coal Mine disaster that occurred in 2010, we show that these three elements – namely technology, management and labour – can shape corporate activity and provide the necessary perspectives of corporate activity, including safety and health. For a safety culture to emerge, consideration must be given all three elements. That is, it is not sufficient to assess safety and health from only one perspective as this will not provide a comprehensive understanding of the organisation's health and safety status. As illustrated in the Pike River Coal Mine disaster, technology, while providing the physical context as well as material barriers to accidents, require well trained labour to operate and effective management to ensure appropriate use and adequate funding for both technology and labour over time. The corporation must make a profit but the drive for efficiency must include the demands of safety and health. Safety culture, viewed as a process of management, labour and technology, becomes a corporate product, constantly changing and requiring continual effort to ensure quality.

*Concurrent Session 2*



## 155: AFFIRMATIVE ACTION AND EMPLOYMENT PROGRAMS FOR INDIGENOUS AUSTRALIANS

*Anne Daly and Tesfaye Gebremedhin*

*Faculty of Business, Government and Law,  
University of Canberra*

Indigenous Australians suffer from high unemployment rates and low employment rates compared to other Australians. According to the 2011 Census, the employment/population ratio for Indigenous people aged 15 years and over was 44.2 per cent compared to 61.7 per cent for other Australians and the unemployment rate was 2.6 times greater (9.1 per cent compared to 3.5 per cent). These differences have been long standing and there has been a long history of government policies and reviews to try to change these outcomes with limited success. The most recent review headed by Andrew Forrest from the Fortescue Metals Group, released in 2014, proposed a comprehensive package of policies aimed at promoting Indigenous employment both in the short and longer term.

This paper presents the evidence on changes in Indigenous employment in the private sector in Australia based on Census data. It looks at the industry and occupational breakdown of this employment. It then considers the potential role of Indigenous employment policies and affirmative action programs in generating employment for Indigenous Australians and reviews the options proposed in the Forrest review. It concludes with some policy options in this complex area.

*Concurrent Session 3*

## 156: UNIVERSITIES AS PURVEYORS OF INSECURE WORK: A COMPARATIVE STUDY OF AUSTRALIA AND ENGLAND

*Kaye Broadbent, Griffith University  
Geraldine Healy, Queen Mary University of London*

Research staff are a growing, group of university staff in Australia and England and universities have become one of the major employers of staff on temporary contracts. This presentation will examine the nature of this casualization, the impact on research staff and institutional efforts to ameliorate its negative impacts and seeks to understand the differences in employment security strategies and experience in the two countries, England and Australia. The focus of this presentation will examine the impact of insecure work on the career development of research staff in particular and ask if employment on a fixed term research contract provides a stepping stone to more permanent employment or traps them in a cycle of insecure employment?

Research methods included document analysis, secondary sources and qualitative interviews with 28 contract research staff in two research intensive universities in Australia and England. Data revealed that for both countries the majority of research staff is employed in research intensive universities and that the overall gender ratio of the research workforce is broadly balanced. The contrasts include the existence of a national policy framework, union strategies on casualization and the provision (by the focus English institution) of bridging funding at the termination of the grant.

Despite universities depending on the production of research, interviews revealed how a contract research position may limit career options and the positive but uneven role of

mentors. Finally, it was evident that there was a differential impact of institutional strategies in seeking to ameliorate the insecurity of such contracts whilst seeking to retain the organisational flexibility.

#### *Concurrent Session 7*

### 158: WORKPLACE PARTICIPATION FOR WHAT? HOW INDUSTRIAL DEMOCRACY COULD ADDRESS SOCIAL INEQUALITY IN NEW ZEALAND

*Helen Delaney & Nigel Haworth  
University of Auckland*

This conceptual paper explores the question, what is the relationship between industrial democracy, workplace participation, and social inequality? Whilst many commentators have raised concerns about the level of increasing income inequality in New Zealand, the role of the workplace in both causing and mitigating this inequality remains under-investigated. In this paper we argue that the defeat of industrial democracy in New Zealand is directly related to the changing fortunes of worker rights and voice. Throughout the twentieth century, scholars advocated for a democratic workplace, in which workers have meaningful control over decisions that matter to them and the organisation. This right challenges managerial power and the unequitable distribution of rewards. Whilst some European nations and organisations successfully implemented and protected forms of industrial democracy, in general it has fallen out of favour both in practice and academic literature. One reason for this is the 'psychologisation' of employment relations, wherein workplace conditions have been individualised and depoliticised to suit a managerial agenda. Another reason is the

shift to market-oriented economic policies in recent decades, which have strengthened the authority and voice of employers, and reduced the power of workers and trade unions. Consequently, some workplaces are marked by increasingly limited collective voice, a greater emphasis on the individual, and greater managerial control. In this context, workplace participation has been diluted, and in its place the notion of employee involvement arose. Supporters claim that employee involvement increases the quality of work life by giving employees more flexibility to organise their work, more influence in decision-making, and more satisfaction by working in teams. Critics argue that such initiatives do not redistribute power or influence from management to workers, and instead may result in employees working longer and harder without increased material rewards. In this paper, we attempt to move beyond this dichotomy in order to discuss the possibilities, challenges, and trade-offs involved in redistributing the concentration of power, voice, and reward in the workplace in order to facilitate greater equality in society.

#### *Concurrent Session 6*

### 159: IDENTIFYING ATTRIBUTES OF SUCCESSFUL SUSTAINABLE TRANSITIONS FOR TRADITIONAL MANUFACTURING INDUSTRY ACROSS REGIONS IN AUSTRALIA

*Katrina Skellern, Professor Ray Markey, Dr Louise Thornthwaite,*

*Centre for Workforce Futures, Macquarie University*

The developed world is witnessing significant challenges as it experiences a changing social, economic and environmental future as a

result of climate change, a shift in economic growth patterns from traditional industrial production to advanced, high-value models and the combined effects on local and regional communities. This acknowledgement has triggered a transition conversation towards a new sustainable trajectory, the problem, however, is that the actualisation of sustainable alternatives struggle to compete with dominant traditional 'growth at all costs' economic ideologies.

Over the last five years, sustainable transitions have been explored within a range of singular studies, frameworks, models and theories but there is limited evidence drawing together these approaches to identify elements and attributes to successful, practical and long lasting transitions.

Firstly, this paper will introduce an interdisciplinary framework 'Attributes of Sustainable Transitions' that extends on four existing conceptual approaches to generate new knowledge in identifying the attributes of successful transitions in manufacturing regions of Australia as well as addressing a gap in the literature. Secondly, this paper will focus on why regions in Australia are important spaces for transitions and have been missing from traditional economic approaches to open up the spatial and relational context of the region towards a new sustainable trajectory. Finally, this paper will offer an Australian perspective on sustainable transitions with global significance and appeal. Much of the research to date has been undertaken outside of Australia and New Zealand where the economic, geographic, political, cultural, environmental and social conditions are considerably different.

*Concurrent Session 2*

## 160: ACHIEIVING GENDER PAY EQUITY: RECENT LEGAL DEVELOPMENTS IN AUSTRALIA AND NEW ZEALAND

*Lisa Heap Australian Catholic University, Institute for Religion, Politics and Society*

*Peter Cranney, Oakley Moran Barristers and Solicitors*

This paper will examine the links between the 2009 Queensland Industrial Relations Commission decision in Queensland Services, Industrial Union of Employees AND Queensland Chamber of Commerce and Industry Limited, Industrial Organisation of Employers and Others ["the SACS" case] and that of the New Zealand Employment Court in the matter Services and Food Workers Union NGA Ringa Tota Inc v Terranova Homes and Care Ltd [2013] NZEmpC157["the Terranova case"].

This paper is prepared by the advocates that appeared on behalf of the Applicants in each of those matters.

The paper explores the way tribunals and courts have responded to the difficult questions around how to adequately overcome systemic undervaluation of care work. Work that has historically and culturally been defined as "women's work."

The paper argues that in both Australia and New Zealand action, including political and community campaigning, to achieve gender pay equity had generally stagnated until the the SACS and Terranova cases.

The SACS case set in chain a mass community movement in Australia that led to the first national pay equity outcome under the Fair Work Act. The Terranova Case has ignited, in New Zealand, a public debate about human rights, gender equality and the need for

legislative mechanisms to achieve both in that country.

The SACS case (and its subsequent Federal counterpart) substantially informed the framing of Terranova case. It is likely that the cases will be linked again as the Court of Appeal of New Zealand in *Terranova Homes & Care Limited* [2014] NZCA 516 has referred the matter of stating general principles identifying appropriate comparators and the issuing of guidance to the parties as to how to adduce evidence of such or issues relating to systemic undervaluation, to the Employment Court for determination.

This paper will examine the options open to the Employment Court in this process and how the Australian experience might be of assistance here. It will argue that the Equal Reuneration Principle (ERP) established by the Queensland Industrial Relations Commission form good starting point from which the New Zealand Employment Court could craft its approach.

*Concurrent Session 3*

## 161: 'EMPLOYERS OF CHOICE FOR WOMEN'? GENDER AND ACADEMIC PAY LOADINGS IN AUSTRALIAN UNIVERSITIES

*Janis Bailey, Griffith University*

*David Peetz, Griffith University*

*Glenda Strachan, Griffith University*

*Gillian Whitehouse, University of Queensland*

An extensive body of research shows that the gender pay gap is widespread and persistent, and that organisations play a key role in generating and perpetuating this gap. In academia, a key component of gender pay inequity is, potentially, 'market', 'merit' and

performance loadings awarded to selected staff. While these systems may be formal (that is, under control by the organisation in some way) they are often not transparent and, indeed, may be highly secretive. These forms of less transparent pay setting are forms of high 'regulation distance', meaning the extent to which the terms of employment of particular workers are (un)regulated (Peetz forthcoming). The gender pay equity literature suggests that gender inequity increases with the degree of regulation distance.

To date, while there are a small number of studies of market and merit loadings in overseas universities (generally conducted at single institutions), we have had no Australian data on this issue. The Work and Careers in Australian Universities (WACAU) study – which includes almost 9000 academic staff (amongst others) at a representative sample of public universities - remedies that deficiency. Our principal research questions are:

1. Is the distribution of performance and/or market loadings in academia in Australia gendered?
2. Where awarded, do the amounts of such loadings vary with gender?

The paper shows that such loadings are indeed highly gendered in their distribution, and thus contributes to the literatures on employment regulation, and meritocracy and gender, in academic careers, with implications for organisational careers more broadly.

*Concurrent Session 6*

## 162: MOTIVATING AND MOBILISING STAKEHOLDER RESHAPING OF CORPORATE CLIMATE BEHAVIOR: A CONCEPTUAL FRAMEWORK

*David Peetz, Griffith University*

*Ray Markey, Macquarie University*

*Suzanne Young, La Trobe University*

*Georgina Murray, Griffith University*

Unions and employees are, amongst other things, stakeholders, in the behavior of corporations, but the ways in which they and other stakeholders can influence corporate behavior on seemingly non-industrial issues – particularly those relating to the climate crisis – are unclear. Other stakeholders include other capitals themselves (in particular, finance capital). We develop a conceptual framework for analyzing the factors that motivate and mobilize effective stakeholder's influence on corporate climate behavior. Underlying this is an interest in a series of issues: the motivations of and influences on stakeholders; whether and how stakeholders seek to influence corporate climate behavior; modes by which stakeholders coordinate and mobilise to influence corporate climate behavior; public policies influences on stakeholder behavior; and facilitators and barriers to stakeholders coordination and mobilization. We develop a framework that looks at both market and non-market outputs, at the decisions of both executives and boards, and which distinguishes influences on motivation (e.g. information; time horizons; scope of concerns; financial risk and returns; reputation; ideology) and influences on mobilization (e.g. recognition of common interest; efficacy; power resources; as well as ideology and the extent of motivation). We also look at various levels of engagement by corporations in climate issues, ranging from

denial or tokenism through passive and active engagement. Our ultimate aim is to theorize and enhance mechanisms by which such stakeholders can actively and beneficially influence climate change behavior by corporations.

*Concurrent Session 1*

## 163: TIME OUT OR THE END OF AN ERA? ASSESSING THE ABBOTT GOVERNMENT'S IR REFORM AGENDA

*Andrew Stewart, University of Adelaide*

For the past three decades, Australian IR practitioners and academics have become used to constant change in the country's systems of labour regulation. While not as dramatic as developments over that period in New Zealand, a stream of legislative amendments has produced regular adjustments to institutions, minimum entitlements and the processes for bargaining and dispute resolution. Yet the first year of a new conservative government has not brought the radical reforms that past experience might have suggested. While the Abbott Government has introduced a number of Bills, many targeted at trade unions, none can be said to disturb the fundamentals of the Fair Work regime created in 2009 by its Labor predecessor. Indeed the Liberal/National Coalition came to power promising to maintain that system, at least pending a major inquiry by the Productivity Commission – an inquiry the government has been reluctant to institute, despite the urgings of business groups keen to revisit the issue of labour market reform. Besides providing an overview of the measures currently before the federal parliament, this presentation considers whether the era of major change to Australian labour regulation

has come to an end – or whether this is just a temporary pause before the next round of major reforms.

#### *Concurrent Session 1*

### 165: TEACHERS' RESPONSES TO PARENTAL ENGAGEMENT IN SCHOOLING IN AN ACADEMICALLY-SELECTIVE PUBLIC HIGH SCHOOL

*Meghan Stacey, University of Sydney*

This paper discusses the nature of teachers' work in relation to parent-school engagement. It draws on findings from a study of the involvement in schooling of a particular group of parents – regular attendees of the Parents' and Citizens' group (P&C) – and teachers' views on and experiences with this involvement. The site of the study was a regional, public, academically selective secondary school in New South Wales, Australia, and the data consisted of a set of semi-structured interviews with seven parents and eight teachers. This paper will concentrate solely on the question of how teachers responded to parental involvement in the school, in order to draw out a discussion of the implications of recent and developing policy initiatives which advocate the decentralization of schooling and aim to 'empower' the local. Some difficulties in parent-teacher interactions are noted, particularly with regards to the nature of parental involvement, and questions about the consumer model of parent engagement in schooling are raised. The study is informed by a growing concern in the international literature with examining the function of middle class advantage—or cultural capital—in the relationship between schools and families (e.g. Lareau, 2003), seeing the site of the study as generally, though not simply,

middle class, and understanding the teachers' experiences working in it accordingly. Thus this paper seeks to contribute to understandings of teachers' work, and its multifaceted and complex nature within a developing market structure of schooling.

#### *Concurrent Session 6*

### 166: DEVELOPING SUSTAINABILITY STRATEGIES IN THE CONTEXT OF CLIMATE CHANGE

*Ray Markey, Centre for Workforce Futures, Macquarie University*

*Suzanne Young, La Trobe Business School,*

*David Peetz, Centre for Work, Organisation & Wellbeing, Griffith University*

*Georgina Murray, School of Humanities, Griffith University*

This panel will embrace discussion focusing on the three interrelated dimensions of sustainability:

- Environmental sustainability,
- Organisational sustainability, and
- Sustainability of the workforce.

Sustainability is arguably the key issue facing the contemporary world of work, in terms of environment, social and governance considerations. Environmentally, climate change and public policy measures to mitigate its impact are likely to have major impacts on organisational sustainability, already impacted by intensified global competition. Other aspects of sustainability namely social and governance factors also are of concern for organisations and even though managing risks is often at the forefront of organisations' concerns, these considerations may also offer opportunities.

Threats and opportunities for organisations also impact on employment relations and working conditions, already affected by increasing pressure from intensified competition. Sustainability of workers, in terms of working conditions and wellbeing, therefore is a major issue.

Addressing environmental sustainability, especially through reducing carbon emissions, will lead to significant shifts in the composition of the labour market through the decline and expansion of different jobs and industries. It is also likely to have an impact on employment relations and job quality. While the growth potential of certain green jobs, skills and industries has been analysed, there is little hard evidence of how this potential is translating into practice at the workplace level. Yet, workplaces generally are one of the greatest sources of carbon emissions, and so it seems reasonable to expect the labour market actors (employers, employees and their representatives) to have an interest in working together in this sphere, which affects productivity, quality of work, and workforce development. Social and governance sustainability are also impacted in terms of occupational health and safety, diversity, union and employee voice, and shareholder and stakeholder dialogue.

This panel will address these issues through discussion (see Abstract Motivating and mobilising stakeholder reshaping of corporate climate behavior: a conceptual framework) plus presentations of 2 papers submitted to the Stream (see Green Jobs Illawarra - regional transitions in a low carbon economy, and, Identifying attributes of successful sustainable transitions for traditional manufacturing industry across regions in Australia).

*Concurrent Session 1*

## 167: A LIVING WAGE OR A LIVING INCOME – LOOKING BACKWARDS AND FORWARDS AT THE AUSTRALIAN MINIMUM WAGE

*J Rob Bray, Research School of Social Sciences, Australian National University*

The Australian Federal Minimum Wage was established as a living wage for a man and his dependent family. Over time the income of this type of family has increasingly been impacted by tax and transfer policies. This is particularly marked in the past 25–30 years. Over this period the minimum wage can be seen as having transitioned from a family wage to that for a single person, with the state taking over the role of providing financially for dependents. This has been accompanied by little growth in the real minimum wage. While the living standards of this type of family reliant upon the minimum wage has increased in line with community changes, that of single persons has not. The scope for this to continue, without potentially adverse consequences, is limited and policy options for the future need to be considered.

*Concurrent Session 4*

## 169: DETERMINATION OF LABOUR CONTRACT DURATION: WHAT IF IT'S NOT ONLY MACROECONOMIC FACTORS?

*Patrice Jalette, Frédéric Lauzon Duguay & Mélanie Laroche, Université de Montréal*

More often than not, labour contract duration has been envisaged in the literature as being solely determined by macroeconomic factors, mainly the economic uncertainty caused by inflation (Christofides & Peng 2010). Directly negotiated between employers and unions

as one element of the labour contract among many others, a contract's duration is also likely to be influenced by industrial relations related issues such as union policy, maturity of the labour-management relationship and mutual trust (Eaton & Verma 2006; Stieber 1959; Bloom & Northrop 1981). While indexation and other wage adjustment clauses have been included in many empirical assessments of the determinants of contract duration, the non-wage content of the contract has generally not been considered, even though different clauses might be linked to its duration. For instance, labour-management committees, accelerated grievance procedures or the contract reopening mechanism might be more prevalent in contracts with a longer duration since these will help the parties adapt the contract to the continuously changing environment and efficiently solve their disputes as they go along, given that collective bargaining will occur less often as the duration of the contract increases. Our research question can be expressed as follows: To what extent are industrial relations factors and the non-wage content of the labour contract linked to its duration? Based mainly on data provided by the Québec Ministry of Labour, the dataset constructed contains information on the whole population of labour contracts signed between 2001 and 2012 and in force on 31 December 2012 in Québec's private sector (N=5291). A multivariate statistical analysis controlling for the influence of different factors will be conducted.

*Concurrent Session 7*

## 170: WHAT IS THE EVIDENCE FOR INEQUITIES IN VULNERABLE WORKERS UTILISATION OF NEW ZEALAND WORKERS COMPENSATION SERVICES, AND WHAT COULD BE DONE ABOUT IT?

*John Wren, Accident Compensation Corporation, Research Unit*

Typically, vulnerable workers are defined in the workplace health and safety literature terms of their employment characteristics. However, this is not the case in the public health literature where vulnerability is defined in terms of health status, which is measured as a health disparity. The question then is, are health services utilised at the levels one would expect given the disparities? If services are not, then an inequity exists. This theoretical and empirical approach has been used to inform a literature review by the author of the evidence for vulnerable population use of injury compensation services in New Zealand. The author concluded that not only does the New Zealand Māori population bear a significantly disproportionate burden of injury in terms of health disparity there is also good evidence that Māori do not access or do not receive the levels of ACC funded injury treatment, rehabilitation and other support services expected given the size of the burden they bear. This represents an inequity in workers compensation service utilisation by Māori compared to non-Māori. Furthermore the available research indicates that many Māori have negative experiences with trying to engage with the New Zealand scheme, and weren't being well served by the scheme.

There is a substantive body of evidence about 'what works for Māori'. There are well founded health based fairness, equity,



and effectiveness arguments to justify the development and implementation of Māori specific service improvement programmes. Effective organisational responses start with acknowledging that 'mainstream approaches' are insufficient.

*Concurrent Session 2*

## 172: MODERNISING LABOUR LAWS AND INSTITUTIONS IN THE PACIFIC ISLAND COUNTRIES

*Anne Boyd, & Sivendra Michael, ILO*

Since late 2010, the ILO Office of Pacific Island Countries has provided technical assistance for labour law reform in Vanuatu, Kiribati, Papua New Guinea and Samoa. More recently this support was extended to Palau, Tonga and Tuvalu in response to growing demand for ILO's technical assistance for labour law reviews.

This paper discusses the drivers of, and national experiences of revising labour legislation and related institutions in a number of Pacific Island countries. The paper presents the ILO's perspective on these efforts based on the engagement of the ILO Office of Pacific Island Countries in these processes. Further, this paper identifies that the underlying challenge for labour law reform is a matter of good governance and concludes that for labour law reform initiatives to be successful, interventions must tackle the issues within a good governance framework and systematically address all elements of the policy cycle.

*Concurrent Session 8*

## 173: DECONSTRUCTING ORGANISATIONAL RESILIENCE

*Kate van Heugten, University of Canterbury*

In the social sciences, the concept of human resilience emerged from the discovery that children who have suffered trauma can still emerge psychologically robust (Werner and Smith, 1977, 1989). More recently, social scientists have come to think of resilience as a process rather than a state, and as a capacity to adapt to difficult circumstances and achieve recovery or even thrive (Manyena 2006, Norris et al. 2008). Internationally, increasingly frequent community disasters threaten global economic and social stability. This, amongst other factors, has led to interest in fostering community and organizational resilience. Social scientists consider the rise in popularity of the idea of resilience with some concern, however (Allen, 2013). Adaptation to trauma and uncertainty, while appearing positive, can and does become associated with suggestions about how we might better cope, rather than seek to change negative circumstances. Research into organisational resilience often focuses on micro-system interactions relating to internal organizational practices, relationships, and leadership styles. Meso-system interactions between organisations, or, for example, between work and the family may be drawn into the equation. It is much rarer for the impacts of policy and laws to be addressed. Macro-system factors such as gender and politics are largely ignored (van Heugten, 2014). This paper draws on data from research into lifelines organisations (see also Nilakant and Walker, 2015), and human service organisations after disasters, to deconstruct the concept of resilience and reveal how this concept can obscure the impact of power and politics in organisations (van Heugten, 2014).

*Concurrent Session 6*

## 175: "ALL I'M ASKING FOR IS A LITTLE RESPECT... WHEN I COME HOME." TIPPING POINTS AND TRANSITION IN OLDER WOMENS' CAREERS.

*Barbara Myers, AUT University*

Evidence suggests there are numbers of older women workers in New Zealand who have exited from a mainstream career to undertake a Self-Initiated Experience (SIE), a period of autonomous travel and work abroad. This study considers a number of older New Zealand women who appear to be challenging the traditional male norm of continuous careers and the neo-liberal expectation of a longer and later working life. Is SIE an escape from the treadmill of organizational life and a linear career pathway? Or is it simply a search for adventure?

Within this paper I ask what are the tipping points that drive older women out of paid employment to undertake SIE and what are their experiences as they transition back into post-SIE employment. I begin by reviewing the relevant literature in careers, life transition and older workers. Drawing on the career stories of three women, I highlight areas of frustration and dissatisfaction in their later working lives. I also explore how these women are refusing to conform to the popular neoliberal discourse of economic rationality, and the rhetoric that older workers are needed to address labour and skill shortages.

Regardless of whether the women have a professional or non-professional career, the stories suggests they are disengaging from paid/formal work structures. Organisations that truly value the contribution of older workers, may do well to take note of their changing needs. At this later life stage these older women are exploring how to live a more values

driven life; and are looking for organisations to be more respectful of their individual contexts.

*Concurrent Session 6*