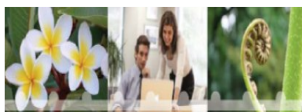


MPOWER: flexible research responses to rapidly- changing circumstances



July-August 2020
Vol. 7, Issue 3

MPOWER



This newsletter was originally scheduled for September but, with a lot of research activity going on, we opted to 'go early'.

In our last newsletter, we asked members to share their experiences of conducting research activity in the Covid-19 context. Dr Andreas Pekarek (University of Melbourne) pointed us to a recent article published by *The Conversation* by Charlene Zietsma (Pennsylvania State University) and colleagues who were forced by the COVID-19 "curveball" to re-think how they could organize an international conference on sustainable organizing - read how they took it online and their evaluation of the experience on pages 9-11.

Also beyond New Zealand's shores, we profile a recent publication from the European Foundation for the Improvement of Living and Working Conditions (Eurofound) on page 17. In this feature, Professor Christian Welz (Senior Research Manager) outlines a working paper on the transposition of EU labour law directives by way of national collective agreements. Readers can also find the link to the working paper on that page. Christian also highlights the most recent entries in the online European Industrial Relations Dictionary on page 18.

Back in the Pacific, Professor Jim Arrowsmith discusses two studies with recent journal publications on page 3. The first discusses employee participation without HRM in a small not-for-profit organisation in New Zealand. The second study considers the political economy of employment regulation in small developing countries in the South Pacific - Nauru, Tonga and Papua New Guinea. Also, MPOWER member Dr Stéphane Le Queux (James Cook University) overviews a new Research Convention (Pacific Fund 2020-22) by James Cook University (Australia) and the French Embassy for research and collaboration between Australia and Polynesia: Smart Islands (page 4). Dr Natalia De Souza and Assoc-Prof. Kaye Thorn's new study on the well-being of women in technology is outlined on page 5.

This issue also notes and congratulates the top students in several HRM and employment relations courses at Massey University. These students recently received MPOWER and Wolters Kluwer awards for their outstanding academic performance at the Massey Business School Academic Excellence Awards evening held in Auckland on 29 July. See pages 14-15 for commentary and a few photos taken at the event.

We include regular items on recent and upcoming events involving MPOWER members, relevant conferences, calls for academic papers, and a selection of recent publications. On page 13, we also introduce Hadas Wittenberg, a new PhD Candidate in the School of Management at Massey University. Hadas is studying how, in the context of knowledge work, the interactions of people's ways of working and situations affect work engagement.

How to join MPOWER

MPOWER aims to connect academics, practitioners & policy makers around applied employment research. Joining the Group is free & simple. Contact us by e-mail: MPOWER@massey.ac.nz to be put on our mailing list. You can also receive information on and early alerts to MPOWER activities via our LinkedIn Group.

MPOWER

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Contact us

If you'd like to advertise an upcoming event, news or important information about your workplace, community group or research project, please email us at:

MPOWER
@massey.ac.nz

Our next issue is due out in October/November 2020.

MPOWER - Upcoming Events/Activities

- ♦ MPOWER study of gender equity in the NZ public service, focusing on management roles, and Māori and Pacific women workers, March 2020-June 2021 (page 3)
- ♦ Research Convention (Pacific Fund 2020-22) by James Cook University (Australia) and the French Embassy for research and collaboration between Australia and Polynesia: Smart Islands, Dr Stéphane Le Queux (JCU) (page 4)
- ♦ New study on well-being of women in technology by Dr Natalia De Souza and Associate Professor Kaye Thorn (page 5)
- ♦ NZ-UK Governance (charities) survey chapter in draft, involving Henley Business School and MPOWER researchers

Recent Activity (June-September 2020)

- ♦ MPOWER Awards at the Massey Business School Achieving Academic Excellence Event, MC Andrew Barney, Massey's Auckland campus (Sir Neill Walters building) 6pm-9.30pm, 29 July (pages 14-15)
- ♦ MPOWER at the (online) *International Labour and Employment Relations Association* Conference (ILERA), Toronto, Canada, 24-27 June
- ♦ Online article 'Living wage research is alive and kicking - and not just about subsistence ...' - recent feature on the *Society for Industrial and Organizational Psychology* website, Profs Stu Carr and Darrin Hodgetts et al., 3 May, <https://www.siop.org/Career-Center/Calls-and-Announcements/ArtMID/19859/ArticleID/1879/Living-Wage-Research-Is-Alive-and-Kicking%E2%80%94and-not-Just-About-Subsistence-A-Rejoinder-to-Reburn-et-al>
- ♦ Covid-19 Remote working employee pulse survey, led by Dr Paula O'Kane (University of Otago), press release available at: https://blogs.otago.ac.nz/futureofwork/files/2020/05/Media-release_WFH_allnames.pdf

For more information, see the MPOWER website or e-mail: MPOWER@massey.ac.nz



MPOWER research news



Plugging research gaps: Not-for-profit and Pacific studies

- by Prof. Jim Arrowsmith

Amongst the most interesting and enjoyable aspects of studying employment relations (ER) and HRM are the scope and relevance of the topics. Employment impacts on almost everyone, and the experience of work is central to quality of life as well as organisational performance. Studying the employment relationship involves attention to aspects such as pay, working time, management style, employee involvement and so on - all fascinating issues that vary enormously by context.

Two neglected contexts have been the subject of recent papers. First, the management of employees and volunteers in small not-for-profit (NFP) organisations has rarely been investigated even though this is now a major and growing sector in most western countries. One might expect such organisations to enjoy a culture of collegiality given the proximity of management and staff and unity under a collective charitable mission. This case study of a New Zealand NFP conducted by Jim and his post-graduate student Karen Philip shows that this might not be the case where there is weak HRM and a lack of in-house expertise. This can lead to failures in recruitment and selection, performance management and training which contributes to staff burn-out and turnover. The conclusion is that basic systems of HR are necessary to enable employee participation and deliver efficiency and equity outcomes.

The second paper, by Jim and Professor Jane Parker, draws on their series of ILO studies to explore the similarly neglected area of employment regulation in small Pacific countries. This comparative research focuses on Nauru, Tonga and Papua New Guinea utilising a stakeholder analysis based primarily on interviews. The paper identifies structural and agency constraints on the development of effective employment regulation. These include disorganized employment relations, under-developed civil society institutions, concentration of power networks, the under-resourcing and compartmentalization of state institutions and a broader context of political instability. These factors, which are related to country size as well as stage of development, subvert the implementation of employment regulation even where efficiency and equity arguments are accepted by policymakers and political leaders. Again, this research provides some practical implications as well as contributions to theory – which is another satisfying aspect of ER research!

Arrowsmith, J and Philip, K 2020 (forthcoming). The limits to employee involvement? Employee participation without HRM in a small not-for-profit organisation. *Personnel Review*. <https://www.emerald.com/insight/content/doi/10.1108/PR-08-2019-0457/full/html>

Arrowsmith, J and Parker, J 2020. The Political Economy of Employment Regulation in Small Developing Countries. *Relations Industrielles*, 75: 1. 123-152.

New Pacific research initiative



by Dr Stéphane Le Queux (James Cook University (Australia)
and Tahiti Business School, and MPOWER member)

James Cook University (JCU) and the French Embassy have just signed a Research Convention (Pacific Fund 2020-2022) towards research and collaboration between Australia and Polynesia: Smart Islands (with Dr Boulard and Dr Le Queux as primary investigators (PIs), and a budget of 20,000 euros). This project follows a previous project (2016-2018) under the same scheme (Capacity Building in French Polynesia, with Dr Le Queux as the PI and a 30,000 euro budget).

The Smart Islands Program relates to the Indo-Pacific Plan to which both Australia, New Zealand and France are committed. Our project includes two streams: (i) cross-cultural education and student exchanges with an additional \$30,000 from the New Colombo Plan (DFAT) & Business relations in liaison with the French Polynesia Regional Group (Employers' associations and the Polynesian Chamber of Commerce); and (ii) Research development and transfer of expertise in focus areas of the Smart Islands program: Tourism and Sustainable Development.

In relation to research development, the French Polynesian Smart Islands program is looking at socially- and environmentally-friendly innovations in four areas: (1) Smart Sustainable Tourism; (2) The Circular Economy; (3) The Blue & Green Economy; (4) Innovative public services. The project addresses the first three areas involving colleagues from multiple disciplines, including JCU: (1.1) The diversification of the hospitality offering (with a focus on Chinese tourism), Dr Tingzhen Chen; (1.2) Culturally responsible tourism and the contribution of tourism to Indigenous people well-being (Assoc.-Prof. Laurie Murphy); (1.3) Using tourism as a vehicle for cultural education (Dr Florence Boulard); (2) Circular economy: experience and expertise from Singapore (Associate Professor Adrian Kuah); and (3) Environmental marketing (Dr Breda McCarthy).

Note that, while Polynesia is small in scale, it still is 'French', hence receiving EU scientific and financial support. The region recently obtained 19 million euros and 30 million euros for water management/aquaculture and tourism development, respectively. Due to limitations of the funding scheme, this project does not address employment issues directly. However, as things evolve, we will be looking at developing side initiatives relating to industrial relations.

Inaugural New Zealand partners to this initiative are Professors Jim Arrowsmith and Jane Parker (MPOWER, Massey University) and Associate-Professor Katherine Ravenswood (MPOWER member, Auckland University of Technology).

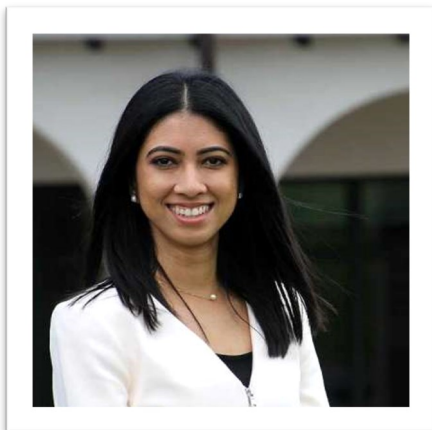
MPOWER members to research well-being of women in technology



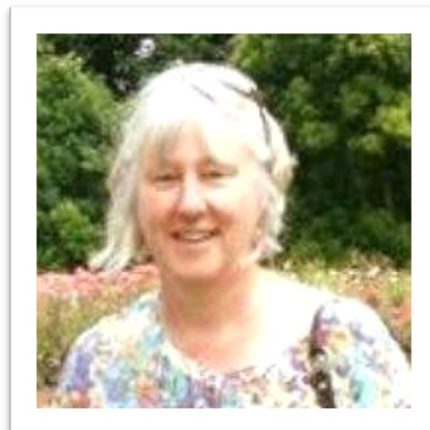
MPOWER members Dr Natalia D'Souza and Associate Professor Kaye Thorn (School of Management, Massey University) are initiating research on women who work in the tech industry and are seeking participants for the study.

The research will explore how the design and management of work impacts on the work and well-being of these women.

If you are a woman working in the broader technology industry and would be prepared to talk about your job for 20-30 minutes, Natalia and Kaye would love to connect with you. Please see this page for more **information about the project** and contact details can be found **here**.



Dr Natalia De Souza



Associate-Professor Kaye Thorn

Special Issue Call for Papers
Organizing Sustainably: Actors, Institutions, and Practices

**Editors: Rick Delbridge, Markus Helfen, Andi Pekarek,
Elke Schuessler, Charlene Zietsma**

Deadline: November 30, 2020

Under the umbrella term ‘sustainability’, organization scholars are trying to address the disproportional exploitation of human and natural resources that goes hand in hand with current capitalist economic systems. Such exploitation endangers life on our planet and is inherently unsustainable for societies (Polanyi, 2001). It is a mantra of contemporary management that there is a ‘business case’ for sustainability, and many businesses have embraced the rhetoric of the ‘triple bottom line’ in the face of growing pressure from governments and communities to account for their social, environmental and economic performance (Wright & Nyberg, 2015). Whatever the benevolent ambitions of these approaches, with the emergence of new forms of labour exploitation such as non-standard work in fissured workplaces (Weil, 2014), in highly unregulated platform-mediated work (Cappelli & Keller, 2013), or even in cases of modern slavery (Crane, 2013), they can be said to have failed (Adler, 2015). Likewise, the destruction of land and habitat and the pollution of the atmosphere continues in the absence of effective environmental legislation (Schüßler, Rüling & Wittneben, 2014). And economic prosperity, apart from short-term gains for a few, is a fairy tale for large parts of the global population. These inequities and the urgency with which they need to be addressed have both been exacerbated by the COVID-19 crisis.

Nonetheless, alternative models for organizing sustainably are possible and exist (Ostrom, 2017) – to date, typically in niches (e.g. ethical fashion, fair phones) or on a local or smaller scale (e.g. food or financial cooperatives, “no waste” and repair shops) or in pockets of municipal public procurement of utilities (e.g. public transport) and the circular economy (for an overview see Barin Cruz, Alves & Delbridge, 2017). While multiple jurisdictions around the world are enabling stakeholder-serving (Hörisch, Freeman & Schaltegger, 2014), rather than simply stockholder-serving, organizational forms such as B-Corps (Gehman & Grimes, 2017) and community interest companies (Nicholls, 2010), these remain marginal and fragile, and traditional stakeholder capitalism models in European jurisdictions are eroding as shareholder models spread (Meyer & Höllerer, 2010). Thus, these alternative organizational models are often themselves not sustainable in the light of dominant market forces (Marti & Scherer, 2016). The challenge of making temporary and/or emergency responses to such challenges more sustainable is a crucial step in developing impactful institutions for change.

The objective of this special issue is to go beyond established ways of thinking about sustainability and towards understanding how new forms of organizing – such as more participatory and distributed models (Ferraro, Etzion & Gehman, 2015) – can contribute to the sustainable usage of environmental, social, and economic resources in ways that avoid their degradation and exhaustion through models that will themselves be enduring. This includes addressing the questions of why unsustainable forms of organizations persist, how established organizations can be restructured sustainably, and what makes alternative forms of organization (un)sustainable.

We invite submissions related to a broad set of topics, including (but not limited to):

- *The practices and politics of the sustainable organization.* Contributions would potentially address a variety of organizational issues including corporate corruption, corporate social responsibility and responsible innovation, and examine the trade-offs and lines of contestation between sustainable and unsustainable organizing practices at different levels of analysis (e.g. Helfen, Schüßler & Sydow, 2018). Questions might include: How do different intra- and extra-organizational actors interpret sustainability (e.g. Levy & Spicer, 2013)? What role do meta-organizations, ideational brokers and other types of second-order organizational vehicles play in advancing or blocking the cause of sustainability in the realm of multi-stakeholder negotiations and transnational regulation (e.g. Reinecke, Manning & van Hagen, 2012)? How do social movements prefigure sustainable practices (e.g. Gahan & Pekarek, 2013; Bertels, Hoffman & DeJordy, 2014), and how do sustainability challenges and their framing shape social activism (e.g. Lefsrud, Graves & Phillips, 2019)? And how do these interactions play out across the boundaries of organizational fields and compare across country-specific institutional settings?
- *Alternative forms of organizing and societal grand challenges.* Contributions are encouraged which reflect upon the wider societal context of organization, for example, organizing to address the societal

challenges of social inequality, creating the circular economy, and delivering healthy boundaries of organizational fields and compare across country-specific institutional settings?

- *Alternative forms of organizing and societal grand challenges.* Contributions are encouraged which reflect upon the wider societal context of organization, for example, organizing to address the societal challenges of social inequality, creating the circular economy, and delivering healthy ageing, to name a few. Studies may centre on alternative forms of collaborative organizing such as mutuals, cooperatives (e.g. Barin Cruz, Aguilar Delgado, Leca & Gond, 2016), and locally-owned companies, as well as on identifying sustainable approaches among the plethora of digitally mediated forms of organizing in the 'sharing' economy. In addition, more cross-boundary, multisectoral forms of organizing, and those involving citizen engagement, may be considered (e.g. Ansari, Wijen & Gray, 2013). Questions might include: How do external factors such as resources, technological developments or the public discourse impact upon alternative forms of organizing (e.g. Daskalaki, Fotaki & Sotiropoulou, 2018)? What organizational patterns and forms may be discerned regarding practices, cultures and leadership in sustainable organizations? What makes alternative forms of organizing vulnerable and what prevents them from realizing their disruptive potential? What factors lead to conflict and what factors lead to collaboration in cross-boundary, multi-actor organizing and citizen engagement?

- *Work and employment in the sustainable organization.* Exploration of the labour dimensions of sustainable organizations is often neglected in the current discourse on sustainability (Pfeffer, 2010). As long as businesses merely seek to manage 'human resources' to generate profits for shareholders, aspirations for more sustainable forms of work will remain unmet (Osterman, 2018). Rather, working sustainably implies scope for voice in organizations (Wilkinson, Gollan, Kalfa, et al., 2018) and industrial citizenship beyond single organizations (Lohmeyer, Schüßler & Helfen, 2018) in order to reinstate workers as resourceful and inherently valuable human beings. We invite contributions that illuminate how work and workers (and their representatives) shape and are shaped by questions of organizational sustainability and what this means for future world(s) of work (Delbridge & Sallaz, 2015). Questions here could include: What are the implications for employee health, well-being and identity, work-life balance and social and economic security of unsustainable organizational practices? And how does work in and for organizations need to change to contribute to sustainability? To what extent are these challenges amplified by newer developments such as the rapidly-expanding 'gig economy', insecure contracting, and the automation of tasks (Healy, Nicholson & Pekarek, 2017)? And how can modes of employee and workers' voice be restored and reformed to allow for a stronger participation and co-determination of workers in a 'just transition' to the sustainable organization, such as with the help of digital technologies?

- *Conventions, ideas and logics surrounding the sustainable organization.* We encourage contributions that critically engage with the ideological bases of dominant and alternative forms of organizing and the consequences of these. Questions might include: How do different organizational and institutional logics shape symbolic and substantive organizational efforts to organize sustainably (e.g. Kok, De Bakker & Groenewegen, 2017)? Why are alternative forms of organizing and underlying institutional logics, such as a 'zero growth' economy or circular economies difficult to create, sustain and diffuse? How can long-standing research on interorganizational collaboration and partnerships inform these new organizational models? How do actors organize for maintaining or, alternatively, disrupting institutional arrangements fostering sustainability (e.g. Cartel, Boxenbaum & Aggeri, 2019; Zietsma, Ruebottom & Slade Shantz, 2018)? How, if at all, is the clash of divergent worldviews and values in bringing about change towards sustainability dealt with and how might divergent views be reconciled and realigned?

Overall, we seek contributions from a wide range of theoretical perspectives and methodological approaches. Specifically, our intention is to bridge diverse but established areas for sustainability research such as corporate social responsibility, diversity management, employment relations, employee health and wellbeing, environmentalism and business ethics with wider organizational scholarship on social movements, non-governmental and third sector organizations, public policy and local community organizing and, more broadly, research on the post-corporate economic organization and economic and social transformation. We hereby aim to provide opportunities for new connections across proximate disciplines, including management studies, (comparative) political economy, business ethics, social movement theory, economic sociology, the sociology of work and industrial relations, while retaining a clear focus on organizations and practices of organizing. We explicitly encourage submissions from less well-represented regions, where organizational alternatives are often to be found, as well as internationally comparative work. We are also keen to receive work that bridges or challenges existing theoretical approaches as well as different empirical fields, for example, by highlighting the interrelationships and tensions among different sustainability goals. Finally, we are particularly eager to receive papers that propose concrete options for how society could and should be transformed in the light of the crises that currently confront us, thereby exploring new modes of scholarship, styles of theorizing

(Delbridge & Fiss, 2013) and theoretical directions.

Submitting your paper

Please submit your manuscript through the journal's online submission system (<http://mc.manuscriptcentral.com/orgstudies>). You will need to create a user account if you do not already have one, and you must select the appropriate Special Issue at the "Manuscript Type" option. The Special Issue Editors handle all manuscripts in accordance with the journal's policies and procedures; they expect authors to follow the journal's submission guidelines (<http://journals.sagepub.com/home/oss>). You can submit your manuscript for this Special Issue **between 15th and 30th of November 2020**.

Informal enquiries to Rick Delbridge, (delbridger@cardiff.ac.uk). For administrative support and general queries, you may contact Sophia Tzagaraki, Managing Editor of Organization Studies, at sofficer@gmail.com.

For references to this Call for Papers, visit: https://journals.sagepub.com/pb-assets/cmscontent/OSS/SI_Organizing_Sustainably-1591703466717.pdf

10th International Labour and Employment Relations Association (ILERA) Regional Congress for the Americas

24-27 June 2020
Ted Rogers School of Management
Ryerson University

ONLINE and OPEN ACCESS

Organizers Canadian Industrial Relations Association (CIRA), Ryerson University Ted Rogers School of Management, and International Labor and Employment Relations Association (ILERA)

The world of work is in a phase of dynamism that is reshaping the contours of employment relations worldwide. Changes are visible at the global, national and local scale. It is therefore fundamental for scholars and practitioners to describe, explain and strategize around these changes.

The conference's first goal was to discern to what extent change is pervasive in employment relations as well as to what extent we can still perceive continuity in recent paths, identify what aspects of employment relations are more subject to be reshaped and in what direction, and how employment relations actors and their practices have been affected. Second, the event aimed to enhance knowledge about how contexts and actors have the power to affect these changes. Finally, it asked how can different actors act and react strategically to the changes in specific contexts?

Addressing these three points at the ILERA2020, the conference went online due to the covid-19 conference. It involved more than 60 conference sessions and over 250 participants took part.

Resources:

- ♦ ILERA2020 conference programme: <https://www.ryerson.ca/content/dam/tedrogersschool/ilera2020/documents/ILERA2020-Final-Program-with-links.pdf>
- ♦ ILERA2020 keynote speaker, The Honourable Filomena Tassi, Federal Minister of Labour of Canada, speaking on "Canada's response to covid-19 and the impact on the future of work", chaired by Prof. Anil Verma and with discussants Jeffrey Sack and Brian Burkett: <https://www.youtube.com/watch?v=yIP00IpGpjQ&feature=youtu.be>
- ♦ MPOWER presentation powerpoints on the living wage in New Zealand: <https://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/events.cfm>

Originally published in:

THE CONVERSATION

8 July 2020

Authors: Charlene Zietsma (Associate Professor, Pennsylvania State University), Andreas Pekarek (Lecturer in Management, University of Melbourne), Elke Schuessler (Professor of Organization, Johannes Kepler University Linz), Markus Helfen (Research Fellow, Freie Universität Berlin) and Rick Delbridge (University Dean of Research, Innovation and Enterprise, and Professor of Organizational Analysis, Cardiff University)

COVID-19 forced us to move a conference from a Greek island to the web and quickly. Here's what we learnt



Conference convenors and a member of the tech support team. Author provided

In May this year, we were convening a dream conference: 140 like-minded academics on a Greek island for three-and-a-half days to work on a topic we cared about – organising sustainably.

We recognised the contradiction of travelling to Crete to discuss sustainable organising. But it was a long tradition of the **Organization Studies Summer Workshop** – an annual workshop of organisation scholars – to be there. This year's workshop focused on how businesses and other organisations could be reconfigured to operate in more ecologically-friendly and socially just ways.

So, we tried instead to make the conference itself sustainable by using a sustainable venue, serving only vegetarian meals, avoiding plastics and air conditioning, and encouraging carbon offsetting.



Mykonos, Greece, where the 14th Organization Studies Workshop was held. [Facebook](#)

Then the universe threw us a curveball in the form of COVID-19, which made us rethink sustainable organising. Despite a complete lack of experience, and no funding, we decided to move online. More than 100 participants, across 14 time zones, decided to experiment with us.

We grappled with a few decisions. How to deal with time zones? How to deal with tech issues? How to ensure the conference was not only intellectually fulfilling, but also contributed to the social interactions that deepened discussions, fostered collaborations, and that had always made the summer workshop so special?

And how to organise this in only a few weeks?

So here's what we did.

Group discussions and Zoom rooms

We decided to shrink the conference into two-and-a-half days, spreading most sessions across the hours that worked for most participants' time zones. But we also ensured there were at least some sessions for those outside the main time corridor.

We asked authors to post a 10-15 minute video of their presentation on YouTube a week before the conference, which people could watch in their own time.

Then we hosted 50-minute Zoom sessions of around 18-25 participants. Each presented comments on three papers (four to five minutes per paper, without using slides to avoid tech issues). The papers' authors briefly responded, which led to an open discussion in the group.

In the first few sessions, session chairs often had to prompt discussions. But the interactions became quite lively.

We left the rooms open after the 50 minutes and the informal conversations that make workshops so rich often continued.

We also included two keynote sessions. One was a plenary session for all (100+) conference participants, which included breakout discussions. And there were three social sessions, in which participants were randomly assigned to breakout rooms so they could enjoy conversations in small groups (two to five people), or join larger group conversations.

Digital benefits

While we missed the post-work drinks by the pool in Greece, we were pleasantly surprised to find the virtual conference had a number of benefits.

No travel not only reduced environmental impacts, but also the work-life impact, enabling some people to participate who otherwise may not have been able to, because of the time required.

Some participants told us that, for budgetary or family reasons, they were only able to attend the conference because it was virtual.

While conference fees will be needed in the future to offset organisational costs, virtual conferences will still be far less expensive than face-to-face, enabling broader participation.



It's not a Greek island, but there are many benefits to virtual conferencing. Shutterstock

The random assignment of people to breakout rooms for social hours ensured conversations among people who may not otherwise have interacted. It increased camaraderie during the virtual conference, leading to stimulating discussions.

The chat function during talks allowed participants to share resources and insights sparked by the talks immediately, which then could trigger additional insights among others. For example, the idea to start a Utopia Platform to share blogs, teaching and research resources was hatched on the chat during a keynote. We have since launched this [platform](#).

The feedback from participants was extremely positive, though expectations were probably low.

We imagine a greater variety of conferencing formats going forward, including more regular but shorter virtual meetings, alternate years of physical meetings and mixed models with some virtual sessions and some remote participants.

Our COVID-19 induced experience showed us virtual conferencing is both practical and desirable as a means of organising sustainably and ensuring more democratic participation.

See also: <https://theconversation.com/covid-19-forced-us-to-move-a-conference-from-a-greek-island-to-the-web-and-quickly-heres-what-we-learnt-140634>

Online conferences

Current and forthcoming conferences online:

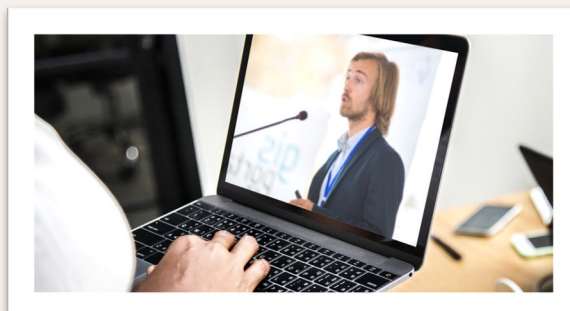
2020

- ♦ **free HR webcast events (HR.com)**
various dates - registration is free
website: <https://lnkd.in/gUEVc5j>
- ♦ **Employment Conference**
24 September 2020
website: <https://www.eventbrite.co.uk/e/employment-law-conference-tickets-86348894869?aff=ebdssbonlinesearch>
- ♦ **Employers network for equality and inclusion (ENEI) Global Conference**
6-7 October 2020
website: <https://www.eventbrite.co.uk/e/enei-global-conference-tickets-108962764562?aff=ebdssbonlinesearch>

2021

- ♦ **Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) 2021**
3-5 February
(was to have been held at University of Sydney, Australia but will be online)
Website: <https://www.airaanz.org/>
- ♦ **Hacking HR 2021 Global Online Conference "HR Innovation and Future of Work"**
9-13 March 2021- registration is free
website: <https://www.eventbrite.com/e/2021-global-online-conference-hr-innovation-and-future-of-work-tickets-98328674713>

For our members, please feel free to post info. on this site about other HR, ER, employment law, I/O psychology or other relevant conferences that will be, or will 'go', virtual.



Introducing...



Hadas Wittenberg
PhD Candidate
School of Management
Massey University, NZ

Hadas holds a BSc in Industrial and Management Engineering and an MBA specialised in technology. She has over 25 years of management experience in leading the implementations of complex technology and organisational changes. During her work in recent years, Hadas became concerned with the increased number of people being left behind caused by the rapid changes in organisations. As a result, she directed her energy to help organisations navigate their way to a future of work that better enables their people. Hadas is advising on realigning organisational and people needs, new ways of working, talent curation and developing and facilitating training and workshops in the areas of Future of Work.

True to her message of 'always learning', Hadas joined the School of Management, Massey University, as a full-time PhD student, researching the field of human-centred work design and work engagement. In her research, she aims to understand how, in the context of knowledge work, the interactions of people's ways of working and situations affect work engagement. She plans to develop a work design model oriented around interactions. Hadas is planning on immersing herself with the world of research, engaging with students and academics, establishing her network, sharing her extensive practical knowledge, and gaining new insights.

You can find more about Hadas and her interests through her [LinkedIn profile](#) and her [Adaptive Futures blog](#). Email: h.wittenberg@massey.ac.nz

Want to view earlier MPOWER newsletters?

If you're interested in reading back issues of this newsletter, you can find them on the MPOWER website at:

<http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/news-and-media.cfm>





Awards



In 2020, the MPOWER Researcher Excellence Award competition was not run due to time constraints following lockdown. However, a number of other awards sponsored by MPOWER and Wolters Kluwer (publishing house, including for some MPOWER research) were presented at the Massey Business School (MBS) Academic Excellence Awards event on the evening of 29 July on Massey University's Albany campus. These awards relate to specific under- and post-graduate courses in MBS.

♦ **MPOWER PRIZE FOR THE MOST OUTSTANDING STUDENT IN COURSE 114.709 MANAGING EMPLOYMENT RELATIONS**

This award was presented to the students with top equal marks in the post-graduate course, Managing Employment Relations (114.709) at Massey University in semester 2, 2019. The joint recipients were: **Ngan Le and Shirshika Chaudary**

♦ **MPOWER PRIZE FOR THE MOST OUTSTANDING STUDENT IN COURSE 114.735 COMPETITIVE ADVANTAGE AND HRM STRATEGY COURSE**

This award was presented to the student with the highest overall marks in the post-graduate course, Competitive Advantage and HRM Strategy (114.735) at Massey University in semester 2, 2019. The recipient was: **Kieu Tran**

♦ **WOLTERS KLUWER PRIZE FOR THE MOST OUTSTANDING STUDENT IN COURSE 114.331 CONTEMPORARY HUMAN RESOURCE MANAGEMENT AND EMPLOYMENT RELATIONS**

This award was presented to the student with the highest overall marks in the under-graduate course, Contemporary Human Resource Management and Employment Relations (114.331) at Massey University in semester 1, 2019. The recipient was: **William Brosnan**

♦ **WOLTERS KLUWER PRIZE FOR THE MOST OUTSTANDING STUDENT IN COURSE 114.396 STRATEGIC HUMAN RESOURCE MANAGEMENT**

This award was presented to the student with the highest marks in the under-graduate course, Strategic Human Resource Management (114.396) at Massey University in semester 2, 2019. The recipient was: **Jackie Grenfell**

The Awards ceremony attracted a great turnout of local and international employers, academics, HR professionals, students, community group representatives, family and friends. The MC was Andrew Barney from Massey's School of Management, and Ezekial Raui, MBS Māori support person, performed the mihi and karakia. Many thanks to Jayne Richardson for organising such a special, catered event. Congratulations to the above and all other award recipients!

A video recording and formal photos of the event will be available soon. For a few advance 'snaps', see page 15.



MBS Dean, Prof. Stephen Kelly



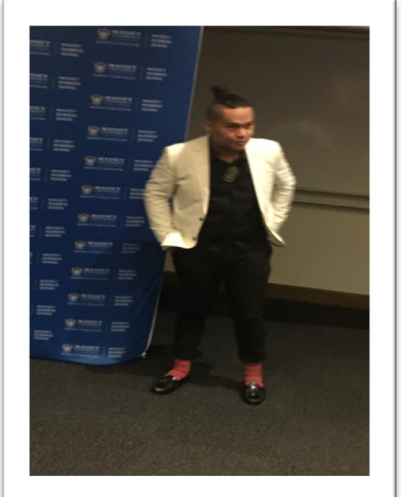
MC, Andrew Barney



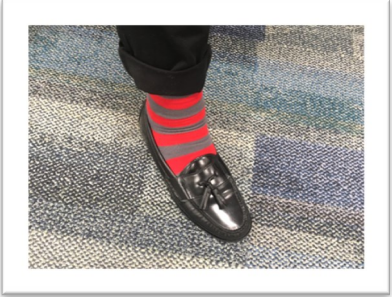
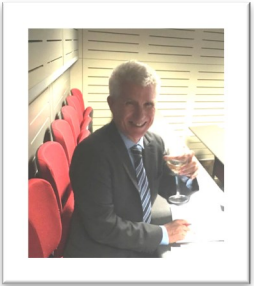
Preparing for the event, Mandy Welch and Dr Jeff Stangl



114.709 Award recipients, Ngan Le and Shirshika Chaudary with Prof. Jane Parker



Ezekial Raul



Sock style



Acknowledgements ...

Massey Business School (MBS) Academic Excellence Awards 2020

- ◆ **MPOWER prize - Most Outstanding Student in 114.709 Managing ER course (semester 2, 2019): joint recipients:**
Shirshika Chaudhary and Ngan Le
- ◆ **MPOWER prize - Most Outstanding Student in 114.735 Competitive Advantage and HRM Strategy course (semester 2, 2019):**
Kieu Tran
- ◆ **CCH/Wolters Kluwer prize - Most Outstanding student in 114.331 Contemporary HRM and ER course (semester 1, 2019):**
William Brosnan
- ◆ **CCH/Wolters Kluwer prize - Most Outstanding Student in 114.396 Strategic HRM course (semester 1, 2019):**
Jackie Grenfell

See also pages 14-15.

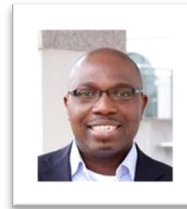
Leverhulme Trust Research Fellowship



Dr Kate Lewis (MPOWER member, reader at Manchester Metropolitan University, UK) has been awarded a prestigious Leverhulme Trust Research Fellowship. Her project is entitled: "Workaday bravery: reconceptualising workplace courage." Kate joined MMU in 2016 from Massey University.

Kate will overview her study in our next newsletter.

NEW book!



Associate-Professor Gabriel Eweje (MPOWER member at Massey University) is editing a book, entitled *Corporate Social Responsibility (CSR) and Gender Equality in Japan: Historical and Current Perspectives* (publisher: Springer).

We will overview this text when it is published later this year.

Living wage research on the Society for Industrial and Organizational Psychology website

Professors Stu Carr and Darrin Hodgetts and colleagues highlighted the 'alive and kicking' status of living wage research on the Society for Industrial and Organizational Psychology (SIOP) website in May.

The article provided a rejoinder to Reburn et al. (2018) and aimed to review and propose revisions to Reburn et al.'s conceptualisation, contextualisation and methodology on the living wage.

To read more about this, please visit: <https://www.siop.org/Career-Center/Calls-and-Announcements/ArtMID/19859/ArticleID/1879/Living-Wage-Research-Is-Alive-and-Kicking%E2%80%94and-not-Just-About-Subsistence-A-Rejoinder-to-Reburn-et-al>



New publication

Transposition of EU labour law directives by way of national collective agreements

by Christian Welz (Senior Research Manager at Eurofound and MPOWER member)

Collective agreements are among the panoply of national measures deemed appropriate mechanisms for implementation of EU directives in the fields of social and employment policy and industrial relations. The vast majority of scholars and practitioners agrees that, so long as the basic requirements of Community law are met, a Directive in principle may be implemented by way of collective bargaining. This form of implementation of international norms via collective agreements has also been recognised by other international organisations such as the Council of Europe and the ILO, as well as by the Community Charter of Fundamental Social Rights of Workers of 1989.

In its working paper, the European Foundation for the Improvement of Living and Working Conditions (Eurofound) distinguishes between ‘*first and ‘second degree’* implementation of EU directives by national collective agreements:

- ‘*first degree*’ implementation refers to a mode of implementation which transposes a directive as a whole via a collective agreement; and
- ‘*second degree*’ implementation refers to a mode of implementation of a directive by national law and/or collective agreements, with this implementation leaving space for (further) collective bargaining over, for example, exceptions/derogations to the directive.

In the current *acquis communautaire*, there is total of 25 genuine EU labour law directives as well as their modifications and recasts. Sixteen directives have been mainly transposed by the first degree and 12 directives were implemented by the second degree route. Eight directives have been implemented by both first and second degree avenues. **Three directives** have not been transposed by collective agreement at all. The first degree implementation route was never used by more than two Member States per directive, whereas the second degree approach was used by 14 Member States for the temporary agency directive and 11 Member States for the working time directive. Out of the 25 EU labour law directives under scrutiny, 16 have been transposed by national collective agreements. A total of 13 directives, that is, the vast majority, has been transposed by a combination of collective agreements and **extension**. The Member States where this happened are Belgium (Royal Decree) and Luxembourg (Grand Ducal Regulation).

At present, the transposition of EU labour law through national collective agreements is not a common avenue of implementation. It is mainly used in three Member States: above all and foremost in Belgium, then in Luxembourg and Denmark. The recognition of the role of collective agreements in implementing directives emerged only slowly from the case law of the Court of Justice of the European Union (CJEU) and collective agreements are deemed formally acceptable as a mechanism for the enforcement of EU law today. Yet, the effectiveness of this industrial relations mechanism is closely scrutinised by the CJEU. Member States that rely on the implementation of directives through collective agreements must demonstrate that they allow for effective enforcement of their provisions. In order to comply with the requirements of effective implementation of EU law, the

transposition through collective agreement needs to be either accompanied by administrative extension mechanisms (Belgium and Luxembourg), unless extensions are quasi-automatic (Finland), or accompanied by supplementary legislation (Denmark).



The Eurofound working paper ‘Transposition of EU labour law directives through collective agreements at national level’ explores the topic in more detail. <https://www.eurofound.europa.eu/publications/article/2020/eu-labour-law-directives-and-national-collective-agreements-a-clash-of-cultures>



European Industrial Relations Dictionary

Designed as an easy-to-use online reference tool, the European Industrial Relations Dictionary is a comprehensive collection of the most commonly used terms in employment and industrial relations at EU level today. It contains over 400 entries, featuring concise definitions and relevant contextual information, with hyperlinks to EU legislation and case law.

Recent entries related to COVID-19 include:

- ♦ **COVID-19 pandemic**
<https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/covid-19-pandemic>
- **Critical occupations in essential services**
<https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/critical-occupations-in-essential-services>
- ♦ **SURE initiative**
<https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/sure-initiative>
- ♦ **Short time work**
<https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/short-time-work>
- ♦ **European unemployment reinsurance scheme**
<https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/european-unemployment-reinsurance-scheme>

The full list of new 2020 entries is available at:

https://www.eurofound.europa.eu/de/observatories/eurwork/industrial-relations-dictionary?combine=&published_at=0

♦ **Entry example:**

| | |
|---|---|
|  | <p>Critical occupations in essential services</p> <p>Definition The term 'critical occupations' has taken on a new meaning during the 2020 COVID-19 global crisis. According to the European Commission, critical occupations refer to jobs that have been essential in fighting the pandemic, as well as those that ensure economic continuity in times of crisis and that preserve the European Single Market. www.eurofound.europa.eu</p> |
|---|---|

MPOWER members (surnames in bold): selected outputs

- ◆ **Arrowsmith, J** and Philip, K (2020) The limits to employee involvement? Employee participation without HRM in a small not-for-profit organization. *Personnel Review*, forthcoming. DOI: 10.1108/PR-08-2019-0457
- ◆ Behrens, M, Colvin, AJS, Dorigatti, L and **Pekarek, A** (2020) Systems for Conflict Resolution in Comparative Perspective. *ILR Review*, 73(2): 312-344.
- ◆ Ellis, D, **Thorn, K** and **Yao, C** (2020) Repatriation of self-initiated expatriates: expectations vs experiences. *Career Development International*, ahead-of-print, <https://doi.org/10.1108/cdi-09-2019-0228>
- ◆ **Eweje, G** (ed) (2020) *Corporate Social Responsibility (CSR) and Gender Equality in Japan: Historical and Current Perspectives*. Spring (forthcoming).
- ◆ **Eweje, G, Sajjad, A**, Shobod, N and Kobayashi, K (2020) Multi-stakeholder partnerships: a catalyst to achieve sustainable development goals. *Marketing Intelligence & Planning* (accepted, in press).
- ◆ Haneem, F, Kama, N, **Taskin, N**, Pauleen, D and Abu Bakar, N (2019) Determinants of master data management adoption by local government organizations: An empirical study. *International Journal of Information Management*. 45: 25-43 .
- ◆ Healy, J, **Pekarek, A** and Vromen, A (2020) Sceptics or supporters? Consumers' views of work in the gig economy. *New Technology, Work and Employment*, 35(1): 1-19.
- ◆ **Mrowinski, B, Brougham, D and Tappin, D** (2020) Managers' Perceptions of Artificial Intelligence and Automation: Insights into the Future of Work. *New Zealand Journal of Employment Relations*. 44(3).
- ◆ Murray, G and **Peetz, D** (2020) Has Exploitation Transformed? A critical analysis of the theory of cognitive capitalism. *Perspectives on Global Development and Technology*, 19(1-2): 17-31.
- ◆ **Parker, J** and **Donnelly, N** (2020) Gender equality developments in New Zealand: Implications for Japan? In G. Eweje (ed) *Corporate Social Responsibility (CSR) and Gender Equality in Japan: Historical and Current Perspectives*. Springer (forthcoming).
- ◆ **Parker, J** and **Donnelly, N** (2020) The revival and refashioning of gender pay equity in New Zealand. *Journal of Industrial Relations*, first published 9 July (online) <https://doi.org/10.1177%2F0022185620929374>
- ◆ Lenton, A, **Bradbury, P** and **Sayers, J** (2020) Elite sport retirement: Experiences of New Zealand athletes. *Journal of Sport Behavior*. 43(1), 50-70.
- ◆ **Ressia, S, Strachan, G**, Rogers, M, Ball, K and McPhail, R (2020) *Queensland Farm Businesswomen: The Long Road to Leadership*. Report, May. Queensland: Griffith University.
- ◆ Swan, E, Perrier, M and **Sayers, J** (2020) Foodwork: Racialised, gendered and classed labours. *Gender, Work and Organisation*. (tba)
- ◆ Warsaw, D and **Sayers J** (2020) The influence of animal welfare accreditation programmes on zoo visitor perceptions of the welfare of zoo animals. *Journal of Zoo and Aquarium Research*. 8(3), 1-6
- ◆ **Welz, C** (2020) *Transposition of EU labour law directives through collective agreements at national level*. Working Paper Ref. WPEF20009, 3 July. Dublin: European Foundation for the Improvement of Living and Working Conditions (see page 17).
- ◆ **Yao, C**, Duan, Z and Baruch, Y (2020) Time, Space, Confucianism and Careers: A Contextualised Review of Careers Research in China—Current Knowledge and Future Research Agenda. *International Journal of Management Reviews*, 22(3): 222-248.