

## MPOWER: big issue projects to improve the future of work



March 2020  
Vol. 7, Issue 1

# MPOWER



A belated happy new year, and we hope everyone had a great festive season.

In early 2020, MPOWER members secured funding to examine a range of long-standing issues that will continue to shape the future of work. One is a trans-disciplinary study of the role of gender (in)equity in New Zealand's public service, focusing on the employment situation of Māori and Pacific women. Another is a major study supported by the NZ Health Research Council that will develop and implement interventions to reduce work-related psychosocial hazards. Both studies are outlined on pages 3-4.

Among other projects, we profile a collaborative study of board governance in the UK and New Zealand. Henley Business School (UK) and MPOWER scholars are currently drafting a comparative report based on the survey results about governance arrangements in charities in both countries. The study will provide much-needed empirical material on an under-researched sector (see page 5). On pages 7-8, MPOWER member Ariel Wetere overviews her recently-completed Masters study of employer perspectives on the Living Wage in the Pacific.

On 5 February, the Group held a Skype meeting with senior representatives of its new MoU partner, the Decent Work and Productivity Research Centre (DWPRC) at Manchester Metropolitan University, to help scope and build research capacity. The meeting and identification of research areas examined by both groups are outlined on page 20-22.

February was also a key month for the Group in terms of conference involvement. In particular, from 11-14 February, the Association of Industrial Relation Academics of Australia and New Zealand (AIRAANZ) Conference took place in Queenstown in New Zealand's South Island. MPOWER members attended and/or presented their research, as well as networked and developing research collaborations with colleagues from Australia and further afield. The AIRAANZ Conference is significant for flagging up cutting-edge, work-related studies and thinking, and this year was no exception (pages 13-15).

MPOWER is co-supporting a national workplace health and safety event in Palmerston North, New Zealand on 28 April (pages 8-9), and will be co-presenting on a gender equity study at Strategic Pay's Central Government briefing in Wellington on 17 March. There's also some information about the annual MPOWER awards, and where and how to apply on pages 17-18.

We'd also like to welcome our new members to the Group—please feel free to contact us for any information about the Group. The main organisations and agencies with whom we've worked in the last quarter are listed on page 23.

To get started, turn the page for info. on our events and activities!

## 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](mailto: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.

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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](mailto:@massey.ac.nz)

*Our next issue is due out in June 2020.*

**MPOWER**

## *MPOWER - Upcoming Events/Activities*

- ◆ KAWS—Keeping All Workers Safe half-day symposium, Palmerston North, 8am-1pm, supported by Palmerston North City Council, Unions Manawātū, MPOWER and WorkSafe, 28 April (pages 11-12)
- ◆ gender equity in the NZ public service presentation at Strategic Pay Central Government Remuneration Briefing, Rydges Hotel, Wellington, 4-6pm, 17 March
- ◆ presentation to managers on ‘Motivating and Managing Staff’ at the Auckland Council’s quarterly people leaders forum, late March (page 22)
- ◆ MPOWER Awards at the Massey Business School Achieving Academic Excellence Event, Massey’s Auckland campus (Room SNW3) 6pm-9.30pm, 29 July (pages 17-18)
- ◆ MPOWER study of gender equity in the NZ public service, focusing on management roles, and Māori and Pacific women workers, January-December 2020 (page 3)
- ◆ Marsden Living Wage project (GLOW and MPOWER members), ongoing (page 6)
- ◆ MPOWER researchers at the International Labour and Employment Relations Association Conference (ILERA), Toronto, Canada, 24-27 June (page 16)

## *Recent Activity (January-February 2020)*

- ◆ MPOWER researchers at AIRAANZ Conference, 2020, Queenstown, New Zealand, 11-14 February
- ◆ DWPRC (Manchester Metropolitan University) and MPOWER research collaboration network meeting, Skype, 6 February
- ◆ report drafting based on UK and NZ charities surveys of board governance by MPOWER and Henley Business School (University of Reading) researchers, January-February
- ◆ successful completion of Masters thesis by Ariel Wetere on employers’ views of the living wage in the Marshall Islands, Fiji and Tonga, February



new

# MPOWER research news



## New study on state sector gender inequity

*Abridged report from Massey News (online)*

***Gender inequities in the New Zealand public service, particularly around pay, promotion and Māori and Pacific women's over-representation in lower-paid jobs, is to be the subject of a project involving MPOWER researchers.***

It is one of three team research projects to receive Massey University strategic investment funding this year. Prof. Jane Parker (primary investigator) says gender inequality in the public service is a multi-faceted problem, significant for socio-economic and cultural reasons. "Enduring gender inequities reflect an overall under-valuation of public service workers' capabilities, translating into their reduced motivation, engagement, productivity and retention."

*"Public service diversity policies have sought to embrace the representation of different societal groups and the provision of services that truly reflect and satisfy citizens and government's needs. However, despite their political prioritisation and some recent improvement, New Zealand's public service is still dogged by inequities, including gender pay and leadership gaps."*

Over a year, the researchers will examine middle managers' role in addressing the societal challenge of gender equity in the public service. Fifty managers and staff in three public service agencies will be interviewed, along with at least 10 government, employer and union people with expertise on the issue. The study will adopt a trans-disciplinary approach, involving researchers from Massey's School of Management, School of Psychology and Pasifika Directorate.

The project will bridge an earlier study of public service gender inequities, and a planned four-country comparative study. The researchers' proposal for funding (NZ\$132,000) describes gender inequity as "a wicked problem and a national and international priority made all the more vital by the public service's mandate to be a 'good employer'."

MPOWER/Massey research team members are: Prof. Parker, Dr Amanda Young-Hauser (School of Psychology), Dr Shirley Barnett (School of Management (SoM) and Massey's Māori and business leadership centre Te Au Rangahau), Assoc.-Prof. Janet Sayers (SoM), Patricia Loga (PhD Candidate in Massey's SoM) and Selu Paea (Learning Advisor, Massey Pasifika Directorate).

In their funding proposal, the team said the project would yield significant benefit for NZ by helping to develop and apply policy and tools aimed at addressing the inequities (e.g. with a sector-specific gender equity index and a new online network). It would also enable emerging researchers to become part of the project to develop their skills, and develop Massey's capability and capacity for recognising Māori aspirations, needs and contribution. By highlighting the realities of Māori and Pacific women workers in the sector, the research will also prioritise attention on those within their orbit at work and beyond (e.g. Māori and Pacific men workers and families).



Some of the team based at the Massey Albany campus

L to R: Patricia Loga, Jane Parker and Amanda Young-Hauser

## Workplace well-being research

*Abridged report from Massey News (online)*

***A research team led by Massey University's Healthy Work Group has been awarded NZ\$1.2 million by the Health Research Council (HRC) and WorkSafe to continue efforts aimed at improving workers' health and well-being.***



Assoc-Prof. David Tappin

Principal investigator and Healthy Work Group co-director Associate Professor David Tappin says the project will develop and implement interventions to reduce work-related psychosocial hazards. Psychosocial refers to interrelationship of social and behavioural factors. Dr Tappin says another aspect of the project builds on work the research group has been undertaking with its New Zealand Workplace Barometer.

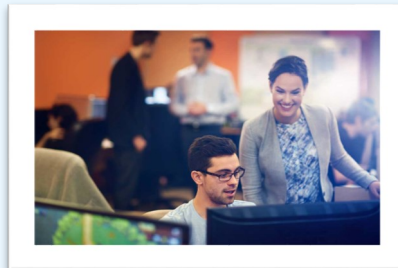
*"With this project, we are taking the next logical step – designing and implementing interventions with organisations for reducing these hazards and measuring the impact of those interventions on people's well-being."*

The funding will be spread over three years, allowing the project to recruit 24 small and medium-sized organisations (SMEs) in the manufacturing, health and education sectors. Twelve "control" organisations will have only their psychosocial safety climate measured, while the other 12 "case" organisations will work alongside the researchers to custom-design and implement interventions over 12 months.

The 'control' and 'case' groups will be compared to inform our understanding of how effective the interventions were," Dr Tappin says. "At the end of the project, the control organisations will be given the option to implement the interventions in their organisations." The psychosocial factors the team will target include the design, management and organisation of work, along with the social and cultural context in which work takes place. "That means not just looking at the work people are required to do, but also how they're treated within the work context."

He says the factors that create psychosocial hazards are already well documented. They include such things as a lack of variety in work, work overload and continuous deadlines, a lack of control over work, poor communication, a lack of social support, role ambiguity and conflicting demands of work and home. "At the end of the three-year project we will have a clearer picture of what effective interventions should look like and clear strategies for implementing these in different SME organisations."

Massey research team: Project leads Assoc.-Prof. David Tappin and Prof. Tim Bentley (ECU), Dr Kate Bone, Dr Kate Blackwell, Dr Dianne Gardner (all MPOWER members), Dr Matt Roskruege, Dr Sunia Foliaki and Dr Barry McDonald. A number of international specialists in psychosocial risks will also be involved.





## Cross-national governance study



MPOWER and Henley Business School researchers are continuing their research collaboration on governance by UK and New Zealand boards.

Building on existing fieldwork in c. 40 countries by Henley professors, Nada and Andrew Kakabadse, MPOWER researchers rolled out four surveys to elicit views and practices around board governance to organisations in New Zealand's charities, higher education, further education and sport sectors. Following their meeting in December 2019, the team is currently analysing the data from the charities survey distributed in both countries, and drafting a comparative report. This report will form the initial output from a series that is planned in a publications strategy for the project.

The respective Henley and MPOWER data analysts involved in this project are: Dr Andrew Myers, Dr Filipe Morais (HBS) and Dr Nazim Taskin (MPOWER). Other researchers involved in the study are Profs Andrew Kakabadse, Nada Kakabadse (both HBS) and Jane Parker (MPOWER).

In New Zealand, the study is supported by Governance New Zealand, the NZ Institute of Directors, and MPOWER.



Henley Business School

## Marsden study: Living Wage in New Zealand

*The Marsden-funded living wage team at Massey and AUT universities is mid-way through its three year lifespan. Following a national employee survey and semi-structured interviews with sector representatives and employers, the team are currently immersed in case organisation fieldwork involving interviews with managers and staff at organisations in New Zealand that span manufacturing, retail, public sector, Māori and Pacific entities.*

The team recently presented at the 6th ILO Regulating for Decent Work (RDW) Conference in Geneva, Switzerland, as well as the 2020 Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) conference in Queenstown, New Zealand. In June 2020, key findings will also be presented at the International Labour and Employment Relations (ILERA) conference in Toronto.

On 19 February, the team took part in the final meeting of the Global Living Wage Australia and New Zealand Dialogue organised by the UK's Living Wage Foundation. This regional call was designed to discuss building a global network and issuing a joint statement on implementing living wages to achieve the United Nation's Sustainable Development Goals (SDGs). Other participants included international NGOs (e.g. Oxfam), the Living Wage Movement Aotearoa NZ, United Voice (Australian trade union), Centre for Future Work (Australia Institute), KPMG, Crawford School of Public Affairs, Ethical Clothing Australia, E tū (NZ trade union), and Herbert Smith Freehills (global law firm).



A REGIONAL CALL TO DISCUSS BUILDING A GLOBAL NETWORK AND ISSUING A JOINT STATEMENT ON IMPLEMENTING LIVING WAGES TO ACHIEVE THE SDGs

The NZ Marsden team comprises: Profs Stu Carr and Darrin Hodgetts (School of Psychology, Massey), Profs Jim Arrowsmith and Jane Parker (MPOWER), Prof. Jarrod Haar (AUT), and Drs Siautu Alefaio-Tugia and Amanda Young-Hauser (School of Psychology, Massey).

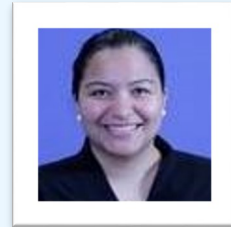
### Pacific Living Wage research

Several of the Marsden team also supervised Massey Masters candidate, Ariel Wetere, on her thesis research concerned with employer perspectives of the Living Wage in Fiji, Tonga, and the Marshall Islands. Ariel was uniquely placed in her management role for the Church of Jesus Christ of Latter Day Saints to visit each of these Pacific Island nations, and to interview key stakeholders about the concept and practice of a living wage. Following the completion of her thesis, Ariel also gave a powerpoint presentation on her highly insightful and context-sensitive findings to the Marsden Living Wage team (see pages 7-8), with a view to publishing her work.



## Employers' Perspectives on the Living Wage in Fiji, Tonga and the Marshall Islands

*Ariel Wetere (Massey Masters candidate) recently completed her thesis on employers' perspectives on the living wage. Her unique and much-needed fieldwork involved three Pacific Island countries: Fiji, Tonga and the Marshall Islands. Below, Ariel outlines the background to her qualitative study, its aims and key thematic findings.*



Ariel Wetere

In my line work, I have the opportunity to travel throughout the Pacific. In my travels, I have observed poor housing conditions and widespread poverty. I was drawn to the Living Wage (LW) as I saw it as a possible solution to aid people to become self-sufficient and enable families to experience a better quality of life. The majority of the research on the LW focuses on the benefits for the employees. I found that there was limited research from an employer's perspective, minimal from developing countries and no research from the Pacific. This research thus bridges these gaps as it examines employers' perspectives from developing countries in Pacific Island countries. This research sought to answer the following questions:

- ◆ what do employers think of LW in the Pacific?;
- ◆ is a LW applicable in the Pacific?;
- ◆ what are the barriers to implementing a LW?;
- ◆ who is responsible for ensuring a LW is paid?; and
- ◆ if not a LW, then what?



For this study, face-to-face, semi-structured interviews were conducted with 25 sector-level employer representatives from Fiji, Tonga and Marshall Islands. These countries were selected as they are representative of the Pacific Islands: Polynesia, Micronesia and Melanesia. From the material collected, six broad themes were identified:

### Knowledge of a LW

Employer interviewees had not heard of a LW; what they were familiar with was the minimum wage (MW). Fiji has a social wage; an external consultant was brought in from NSW and calculated it to be an additional FJ\$120 a week. As such, the employers concluded the MW in Fiji is a LW. In contrast, Tonga has no employment legislation, and there is no MW and employers dictate the rate of pay. Regardless of the pay rate, employers acknowledged that people are struggling and living paycheck to paycheck. Food, clothing and school fees are challenging for families.

Employers identified that the introduction of a LW would help their people. It would help to raise families' living standards, enable access to quality healthcare, food and education, decrease the risk of non-communicable diseases, and ultimately increase life expectancy. Despite understanding these benefits, employers still felt it unfair that a LW be paid to all. For example, they questioned whether a LW should be paid to employees who have no work ethic—those who are continuously late, absent, stealing and have no loyalty. They agreed that it should be paid to those who work hard.

### Money management

The main source of income in the Pacific are wages earned from an income. However, employers indicated that most employees have alternate sources of income for their families. These include remittances from overseas and informal work such as making handicrafts, growing crops, fishing and then selling goods at a local market or on the roadside. Another popular opportunity in the Pacific is seasonal work, with males in particular migrating to countries such as Australia and New Zealand for a season to pick fruit.

Although employers agreed with the concept of a LW, they questioned whether additional income would actually be used for what it was intended. Would it really go on food and education? Employers doubted that a LW would suddenly enable people the ability to manage money successfully. They asserted that it would likely go on servicing vices or contributions to church, family or community commitments.

## *Employers' Perspectives on the Living Wage in the Pacific (cont'd)*

### **Pressures of culture**

Family is everything in the Pacific culture. An average household can exceed 10+ people. This is because families look after each other and don't turn anyone away. As such, there is no homelessness but there is overcrowding. Households include uncles, cousins, in-laws and family from outer islands. There maybe one or two people working in each household. People are struggling because of the additional pressures of providing for an extended number of dependents.

A lot of financial obligations accompany family commitments. There is an expectation to contribute to funerals, weddings, church and pay customary donations. Although they appear to be voluntary and one off/ isolated events they are anything but. Paying contributions bring with it social rank. It impacts how individuals are perceived in the community and amongst their family. Failure to pay brings shame to your family. As such, people would rather go into debt then to risk embarrassing themselves and their families. Employers themselves stated that they struggle with meeting the financial obligations and rely on loans.

### **Challenges**

Employers stated that they cannot afford to pay a LW. If it were to be introduced, it would force employers to increase pricing for consumers, downsize or relocate their businesses. Fiji, Tonga and MIs have small economies and therefore limited jobs. Graduates leave school to find no jobs because they are gaining qualified in areas where there are saturated markets and, for the roles that are available, they are not qualified or skilled. Thus, they end up competing for low-level roles and pushing the uneducated out of the workforce.

A common issue noted by employers is poor work ethics. Employees are often late, have bad attitudes and choose when they turn up and how much work they do. If a family member is unwell, they take indefinite leave. Discipline is weak as people are often related and you cannot discipline family. Also, you still require that person to do the work as they are trained to do it and employers cannot afford to let them go.

### **Role of government**

Employers stated that they will pay what the government mandates. However, they questioned where the money would come from to support it. Developing countries have small economies and revenue/resources are limited. Employers indicated that government would need to decrease taxes prior to introducing a LW as they would not be able to afford it otherwise.

### **What is really needed**

People are struggling and drowning in debt. The employers stated that their people are in need of financial literacy. Furthermore, people need education. Employers recommended that the government invest in a study on skills shortages, identify the gaps and the training providers that provide these courses on island. If they do not currently exist, they need to find them and partner with these organisations.

Therefore, what next? For a LW to exist, there needs to be jobs. The following recommendations could aid people in gaining employment and building the economy:

- ◆ mandate financial literacy programmes to educate people on budgeting and money management;
- ◆ have Government conduct a skills gap analysis to identify programmes that fill employment needs. It could offer incentives such as scholarships or internships in these areas; and
- ◆ increase productivity by introducing initiatives such as:
  - i) a rewards programme to reward/enforce good behaviours;
  - ii) a leadership programme to give employees an opportunity to step up and lead change in the workplace;
  - and iii) a performance management programme to outline areas where development is needed and identify strategies to improve behaviour.





## Career expectations comparative study

Led by Professor Jens Mueller (Massey), MPOWER members, Professors Jim Arrowsmith and Jane Parker and Dr Nazim Taskin, with Dr Dennis Poh Wah Lee (Shantou University, China), are examining survey data for the *International Consortium for Career Expectations Comparisons*. This global effort, originating in China, seeks to better understand the expectations that university graduates have for their first job and ensuing careers.

With more than 10,000 survey responses available, this is a comprehensive effort to guide employers in the creation of suitable workplace environments for new hires. A comparison of several countries will allow region-/country-specific recommendations to match expectations of career starters with the realities of modern workplaces. Significant value will be created by helping to optimize the workplace integration of fresh graduates, and by better understanding their long-term career objections and personal preferences.

Currently, Drs Taskin and Poh Wah Lee are preparing the survey data for analysis by the team.

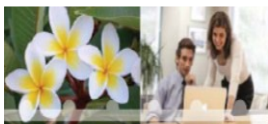
## Other studies: work stoppages and employee autonomy

MPOWER researchers recently compiled the inaugural New Zealand working life profile for the European Foundation for the Improvement of Living and Working Conditions (Eurofound). Drawing on extant datasets, this New Zealand and other country profiles can be viewed at: <https://www.eurofound.europa.eu/country>

Two areas from the profile provide the basis for 'deeper dive' studies. Researchers will use nationally-representative employee datasets to explore: i) the scale and character of, and perceived employee rationales for, the recent upturn in work stoppages in this country, and ii) employee perceptions as to whether and why they have autonomy at work, and what this means for their job engagement and performance. These studies will commence mid-2020.

For an overview of the New Zealand working life profile, visit:

<https://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/events.cfm>



# MPOWER

NZ working life profile  
report 2012-17

Coverage and research implications

MPOWER-MBS-CLEW symposium:  
The Blue Issues - Working life in New Zealand

## Employers and the Living Wage

Another study by MPOWER researchers will extend the Marsden study of the Living wage in New Zealand (see page 6). A national survey will examine employers' conceptions and perceptions of a living wage, including the rationales for (not) choosing to implement a living wage initiative in their workplace. As with the above two studies, this project will involve both quantitative and qualitative research methodologies, and commence mid-2020. The primary investigator for this study is Prof. Jim Arrowsmith (MPOWER Co-Director).



## Living Wage—network profile



Commentary by  
Dr Amanda Young-Hauser

*Project GLOW (Global Living Organisational Wage) is a unique global network of research services and teaching hubs. Inspired by the Global Organisation for Humanitarian Work Psychology (GOHWP) and its network of practitioners, scholars, and educators Prof Stuart Carr, a Humanitarian Work Psychologist from Massey University's School of Psychology at Albany, Auckland, initiated Project GLOW in 2016. Project GLOW now has at least one hub in 25 countries. Hubs represent interdisciplinary, cross-sector partnerships between work and social sciences, practitioners, scholars, and community groups, including professional and labour associations.*

This project provides the opportunity for researchers to join forces to collaborate on a research project on the topic of a global living organisational wage. It includes current work on the living wage and its links to poverty reduction through sustainable livelihood and decent work.

Project GLOW's objectives are:

- ♦ to answer the question, using purchasing power parity, "Is there a Global Living Wage that enables people, organisations and communities to prosper and thrive?;"
- ♦ to advocate for the establishment of a global living wage, shared prosperity and economic inclusion along global and local supply chains, by informing wage policy setting at social, organisational, sector, national, and international supply chain levels; and
- ♦ to inform job creation through research, advocacy, and targeted education, thereby reducing unemployment, and to help address the global challenge of working poverty with less precarious, more sustainable livelihoods.

Our goal is to help fill a vacuum on living wages as a largely organisational-level policy that may make a real difference to human and organisational development.

This aim aligns especially but not exclusively with the wider United Nations' Sustainable Development Goals (SDGs), in particular with: [SDG1](#) – end poverty in all its forms everywhere; [SDG8](#) – promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; [SDG10](#) – reduce inequality within and among countries; and [SDG17](#) – global partnership for sustainable development.

Project GLOW has an extended duration of 50 years to span multiple generations, with the capacity to examine the long-term dynamics of living wages on income mobility and shared prosperity across all 17 of the SDGs. In keeping with this multi-generational perspective, Project GLOW places a strong emphasis on building capacity for the future, and for future generations.

Project GLOW is closely supported by Massey University's [MPOWER](#) (Massey People, Organisation, Work and Employment Relations) Group, the Global Organisation for Humanitarian Work Psychology ([GOHWP](#)) and has other global partners. For more information and how to become a Project GLOW member see the project website (<http://projectglow.net/>).

forthcoming



# KAWS

KEEPING ALL WORKERS SAFE

A HALF-DAY SYMPOSIUM FOR WORKPLACE HEALTH AND SAFETY REPRESENTATIVES, MANAGERS, HEALTH AND SAFETY PRACTITIONERS AND UNION DELEGATES

**THEME:**

Worker participation in health and safety systems and processes—supporting workplace health and safety representatives

**TUESDAY 28 April 2020  
8am-1pm**

Conference and Function Centre  
Main Street, Palmerston North (NZ)

Palmerston North City Council and Unions Manawātū have collaborated for over ten years to mark Workers' Memorial Day to enable our community to reflect on the terrible toll of workplace deaths, illnesses and injuries, and to undertake initiatives to make the workplace safer.

This year they are joined by WorkSafe and MPOWER to present this half-day symposium to gather together those working or volunteering in health and safety in the Manawātū region to learn and share about the importance of these roles and to celebrate the work being done.

THERE IS NO CHARGE FOR  
ATTENDING. LUNCH IS PROVIDED.

At the conclusion of the symposium, participants are invited to attend the Workers' Memorial Day event at Memorial Park. This event is open to the public and will consist of short speeches, prayer and song.

**REGISTRATION BY 5PM, 9 APRIL  
AT: PNCC.GOV.T.NZ/KAWS**

**FOR FURTHER INFORMATION  
OR QUERIES, CONTACT:**

**John Shennan**  
**027 357 9111**  
**rebelshot@kinect.co.nz**



MPOWER



# PROGRAMME

<b>8.00am</b>	Registrations, tea and coffee
<b>8.30am</b>	Welcome and Overview
<b>8.40am</b>	Setting the Scene: <ul style="list-style-type: none"><li>• Mayor of Palmerston North City Grant Smith</li><li>• Chair of Work Safe Board – Ross Wilson</li><li>• Council of Trade Unions President, Richard Wagstaff</li><li>• Co-Director, MPower Professor Jane Parker</li></ul>
<b>9.10am</b>	'Health and Safety Representatives in the Construction Industry' – A Case Study. Deidre Farr, Researcher, Massey University
<b>9.25am</b>	Group Work – Session One <ol style="list-style-type: none"><li>1. Influence of Health and Safety Committees</li><li>2. Volunteer selection – renewal</li><li>3. Structures, resources, objectives, plans and goals, and methods of work</li><li>4. Training and development needs</li><li>5. Cultural safety</li><li>6. Networking. Sharing learnings</li></ol>
<b>10.05am</b>	Short break
<b>10.15am</b>	Group Work – Session Two (same topics as Session One)
<b>11.00am</b>	Report back from group work
<b>11.25am</b>	Food and networking
<b>11.55am</b>	Travel to Worker's Memorial, Memorial Park, Fitzroy Street entrance.
<b>12.10pm</b>	Memorial Day event
<b>12.50pm</b>	Finish

## INTERNATIONAL WORKERS' MEMORIAL DAY

On 28 April each year, we come together to commemorate Workers' Memorial Day. Memorial Park is home to our Workers' Memorial and is a place we gather to remember those who have been killed, injured or made ill at work. Our theme is 'mourn the dead, fight for the living'. The Workers' Memorial was unveiled by Unions Manawātū in 2011 in the aptly-named Memorial Park.

Workers' Memorial Day is an international day of remembrance and we join others around the world. More than 60 people in New Zealand last year have gone to work and not come home. This figure does not include the many workers killed while driving motor vehicles at work. Hundreds more have died from non-acute work-related illnesses and can be more than double the number of people killed on our roads. Thousands are seriously injured in their workplace each year. This is why it is important to recognise the importance of Workplace Safety not just today, but everyday.

# CONFERENCES

## 2020 AIRAANZ Conference

11-14 February 2020

Queenstown, NZ

*This year, the Association for Industrial Relations Academics of Australia and New Zealand (AIRAANZ) held its conference the Rydges Resort in Queenstown, Otago, NZ.*

This year's conference spanned a wide range of industrial relations, HR and employment issues, within and beyond Australasia. Around 100 presentations covered issues pertaining to the conference themes of:

- ♦ improving workers' rights;
- ♦ doing things differently (exploring organisational feminist change mechanisms in the public sector);
- ♦ workplace gender equality; and
- ♦ comparative collective bargaining systems.



Delegates hailed from academia, employer groups, trade unions, policy groups, community groups, government ministries and other agencies.

A well-attended post-graduate and doctoral students' workshop on the first day of the conference boded well for scope and level of future industrial relations and workplace research. Presentations in parallel sessions were interspersed by keynote speeches, including those by Laila Harré (Programme Manager, Indonesia Young Leaders Programme, UnionAID); Saunoamaali'i Karinina Sumeo (EEO Commissioner, NZ Human Rights Commission); and Professor Mark Saunders (Professor of Business Research Methods and Director of PhD Programmes, Birmingham Business School). Delegates could also attend general discussion forums, including Professors Rae Cooper, Mark Stuart and Tony Dundon's session on 'Rethinking the Future of Work: Taking employment relations to the centre of the debate.'

Work and non-work discussions continued long outside the formal conference programme at the mihi whakatau and welcome reception, the conference dinner, lunches and breaks, and farewell drinks.

There were also ample opportunities to relax (well, maybe not relax) scheduled during the conference including a Choice of Pub tour, jet boating, gondola rides and afternoon tea, a boat trip on the TSS Earnslaw, and a bike ride. Many delegates also took advantage of the glorious sunshine

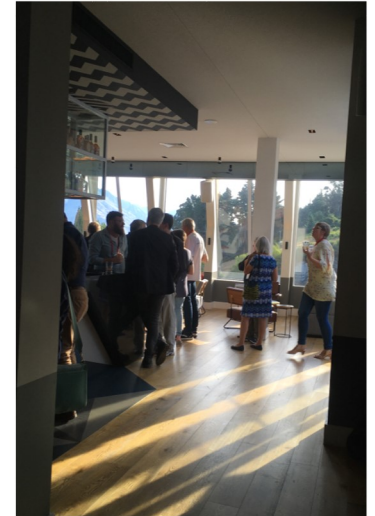
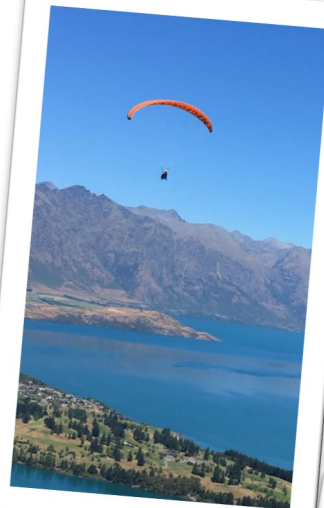


## CONFERENCES—CONT'D

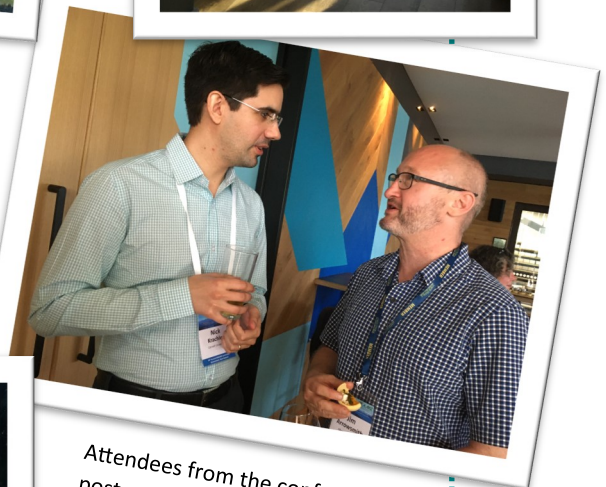
outside the conference timetable to experience what else Queenstown has to offer, including hiking, bungy-jumping, canyoning, lugging, paragliding, rafting, wine-tasting, restaurants and cafés. AIRAANZ President, Prof. Keith Townsend, commented:

*"The AIRAANZ 2020 conference was held in the beautiful Queenstown from 11-14 of February. The theme "Doing things differently? IR Practice and Research beyond 2020" drew scholars and practitioners to Otago to question how we are doing things and, indeed, how we might do things differently in to the future. More than 120 delegates enjoyed the scholarly debate, the Queenstown scenery and the wonderful activities put on by the organising committee of Keith Townsend and Rebecca Loudoun (Griffith University), Julie Douglas and Katherine Ravenswood (AUT), Fiona Edgar and Paula O'Kane (Otago University). There's not much doubt that this was the most wonderful AIRAANZ conference ever and has set a bar for all subsequent AIRAANZ organising teams to live up to."*

To view the conference programme and proceedings, visit: [https://www.airaanz.org/uploads/2/1/6/3/2163987/airaanz\\_proceedings\\_v14.pdf](https://www.airaanz.org/uploads/2/1/6/3/2163987/airaanz_proceedings_v14.pdf) and the MPOWER LinkedIn Group website.



AIRAANZ Welcome Drinks



Attendees from the conference post-graduate workshop





Prof. Cathy Brigden, Dr Noelle Donnelly and Prof. Joanna Macneil



Dr Fran Laneyrie and Prof. Ray Markey





# 10<sup>th</sup> International Labour and Employment Relations Association (ILERA) Regional Congress for the Americas

**24-27 June 2020**

**Ted Rogers School of Management**

**Ryerson University**

**55 Dundas St. West, Toronto, ON, Canada M5G 2C3**

**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 first goal is 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. Different analyses that explore these changes in different countries, regions, sectors, and firms will be able to build important knowledge to understand the contours of the phenomenon.

Our second goal is to enhance knowledge about how contexts and actors have the power to affect these changes. Global economic and social conditions, national institutional contexts, and regional, sectoral and firm specific governance characteristics may affect the evolution of the world of work. However, we also have to consider how major actors of employment relations act and react to these conditions. Policy makers propose changes in legislations and labour market arrangements. Management strategies continue to target production efficiency with also growing attention to the work and life conditions of employees. Unions actively renew themselves to gain (or re-gain influence). And, emerging civil society organizations, social movements and consumers become new protagonists in fostering fairness at work.

Finally, how can different actors act and react strategically to the changes in specific contexts? What are the constraints and the advantages available in this dynamic environment? What aspects can be leveraged, towards what goals, and by whom?

We will address these three points together at ILERA2020 and welcome all world of work actors to join us. The difference of our perspectives and contributions will be our collective strength to enhance knowledge and practice in the world of work.



In Collaboration with



[www.ryerson.ca/tedrogersschool](http://www.ryerson.ca/tedrogersschool)



[www.cira-acri.ca](http://www.cira-acri.ca)



International Labour  
and Employment  
Relations Association  
[www.ilo.org](http://www.ilo.org)



# 2020 MPOWER *Researcher Excellence Awards*



*for Massey University post-graduates  
and emerging academics*

## About MPOWER

MPOWER is the Massey People, Organisation, Work and Employment Research Group. The term MPOWER reflects a research focus on the management of people in the workplace and organisations with a view to empowering people and organisations to perform.

The research group is a cross-campus, cross-college and cross-institution initiative to enhance, promote and build on Massey's expertise in the management of people in the workplace and organisations. MPOWER aims to increase Massey's reputation for expertise in the area of people management; enhance engagement with relevant industry; and leverage our expertise in research collaboration and income generation. Visit the MPOWER website for more information ([http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/mpower\\_home.cfm](http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/mpower_home.cfm)).

## MPOWER researcher excellence awards

For the eighth consecutive year, MPOWER is offering one post-graduate/emerging researcher funding support and a certificate of achievement for proposed 'people and work' research in 2020.

## Purpose

The purpose of the MPOWER funding is to help support relevant, innovative and impactful research on 'people and work' topics by Massey's post-graduates and emerging academics.

## Benefits

- \* you'll be awarded research support funding and a certificate of achievement by MPOWER;
- \* your research will be profiled through MPOWER communication channels and media to audiences within the University and externally;
- \* the award will add value to your CV; and
- \* your award will be presented at the Massey Business School Achieving Excellence Award evening at Massey's Albany campus on 29 July 2020. At this event, you'll have an opportunity to network with senior managers, other researchers, industry representatives and professionals in the 'people and work' field.



### **Previous winner**

In 2019, the overall winner of the MPOWER Researcher Excellence award was Betül Taskin, Masters student, for her study on 'HR Managers' Perceptions of the HR Function and Workplace Bullying in the Health Sector in NZ and Turkey.'

### **Eligibility**

To be eligible for MPOWER research funding, you must:

- ♦ be a current post-graduate or emerging researcher (i.e. within the first seven years' full-time equivalent as an academic researcher) in any of Massey University's Colleges or Departments/Institutes/Groups;
- ♦ propose a research project in the field of 'people and work' (see the MPOWER website for a list of MPOWER's main research themes);
- ♦ plan to lead or co-lead the proposed project; and
- ♦ be a member of MPOWER.

Nb: proposed projects on 'people and work' research in New Zealand and/or overseas are eligible for MPOWER funding. Recipients of other sources of funding for their project may also apply. The successful applicant will be notified via email or telephone; and other applicants will receive feedback on their submission from the judging panel.

### **Award criteria**

The MPOWER Researcher Excellence award winner will be selected by a panel comprising MPOWER academic researchers and senior industry representatives. The strength of a project will be assessed by:

- ♦ its relevance to MPOWER's scope of research (i.e. people and work management studies) in New Zealand and/or overseas;
- ♦ its theoretical and/or methodological robustness; and
- ♦ the robustness of the case made by the applicant with respect to how funding will be utilised to progress the study.

### **Conditions**

Recipients of an MPOWER funding award will need to show that the funding has been used to support their research project. They will also need to attend a presentation ceremony on 29 July 2020, and take part in related MPOWER publicity around the funding initiative.

### **How to apply for an MPOWER Researcher Excellence award**

1. Application forms are available from the MPOWER website at: <https://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/research-and-expertise.cfm>
2. Download, complete and submit your completed application form via email to: [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz)

Any questions about the award or application process can be emailed to: [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz)

### **Closing date**

5pm on 5 June 2020 (Friday)

## Other Awards

***As well as the MPOWER Researcher Excellence Award (pages 17-18), Massey students studying HRM and employment relations in 2019 are eligible for other awards sponsored by MPOWER and Wolters Kluwer (publishing house) this year.***

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

This award is presented to the student(s) with the highest overall marks in the post-graduate course, Managing Employment Relations (114.709) at Massey University in semester 2, 2019. Eligible students may be enrolled in the internal course at the Albany campus or on the distance (extramural) course.

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

This award is presented to the student(s) 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. Eligible students may be enrolled in the internal courses at the Albany and Manawatū campuses or on the distance (extramural) course.

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

This award is presented to the student(s) with the highest marks in the under-graduate course, Strategic Human Resource Management (114.396) at Massey University in semester 2, 2019. Eligible students may be enrolled in the internal courses at the Albany and Manawatū campuses or on the distance (extramural) course.

***These awards will be presented at the Massey Business School Academic Excellence Awards evening on the Albany campus at Massey University's Auckland campus at 6pm-9.30pm in Room SNW300. This event attracts many stakeholders, including local and national employers, senior researchers, HR professionals, academics, students, community group representatives, family and friends.***

***For more information, contact Jayne Richardson (Events Coordinator), ph. +64 9 414 088 ext. 43251.***

**MPOWER**



**MASSEY  
BUSINESS  
SCHOOL**



**Wolters Kluwer**  
CCH



# Building research capacity: Decent Work and Productivity Research Centre and MPOWER



*MPOWER and the Decent Work and Productivity Research Centre (DWPRC, Manchester Metropolitan University) recently signed a Memorandum of Understanding designed to frame the development of research collaboration and related activity between the two research groups (see also a recent MPOWER LinkedIn Group post). The inaugural Skype meeting of leaders from both groups took place on 6 February.*

The meeting was attended by Prof. Mike Bresnen (Director), Prof. Ben Lupton (Deputy Director), Dr Allison Collins (Leader of Work and Working Lives Group), Prof. Julia Rouse (Leader of the Sylvia Pankurst Gender and Diversity Research Centre), Prof. Carol Atkinson (Faculty Head of Research and member of the Decent Work Leadership Team), Dr Sumona Mukhuty (Co-leader of the 'Work in Small Enterprise' Group), and Prof. Jane Parker (MPOWER Co-Director).

Attendees discussed ongoing and planned research ventures, and it soon emerged that there are key overlaps in the work activities of researchers from the two groups. Below is a summary of DWPRC and MPOWER projects and research areas. For researchers who would like to learn more about these studies, explore research interests and/or discuss the potential for collaboration, please contact the relevant individual listed by each project. Please help Ben Lupton and Jane Parker to keep an account of possible collaborative work by cc'ing them into your email—many thanks.

## [1] DWPRC

- ◆ gender equity
  - ◇ black and ethnic minorities in the public sector
  - ◇ black and ethnic minorities' routes to leadership in the housing sector
  - ◇ gender pay gap in medicine
  - ◇ (research bid) women and leadership (Manchester City Council)
  - ◇ (potential) women and menopause, different ethnic groups in the UK
  - ◇ development of gender scorecard for Greater Manchester
    - ◆ contact: Sally ([sjones@mmu.ac.uk](mailto:sjones@mmu.ac.uk)) or Julia ([j.rouse@mmu.ac.uk](mailto:j.rouse@mmu.ac.uk))
- ◆ real living wage, good employment and local regeneration
  - ◇ action research case of large health employer driving social benefits in locality through good employment practices
  - ◇ (potential) case study of Manchester Met becoming a living wage employer
    - ◆ contact: Julia ([j.rouse@mmu.ac.uk](mailto:j.rouse@mmu.ac.uk))
- ◆ good employment—learning labs (large ESRC grant project)
  - ◇ interventions to improve line management practice in Manchester and in social care
  - ◇ workplace trials (linked to Greater Manchester Good Employment Charter)
  - ◇ (potential) NHS learning lab, CoPs development a learning bank
    - ◆ contact: Julia ([j.rouse@mmu.ac.uk](mailto:j.rouse@mmu.ac.uk))

## **DWPRC-MPOWER collaboration (cont'd)**

- ◆ graduate jobs
  - ◇ experiences of British graduates working overseas
  - ◇ graduate career decisions and place
  - ◇ graduate employment/skills in creative and digital industries
    - ◆ **contact: Ben ([b.lupton@mmu.ac.uk](mailto:b.lupton@mmu.ac.uk))**
- ◆ workplace well-being
  - ◇ chronic conditions
  - ◇ mental health
  - ◇ work-life balance
  - ◇ presenteeism—people who go to work when they are ill (qualitative study)
    - ◆ **contact: Alison ([a.collins@mmu.ac.uk](mailto:a.collins@mmu.ac.uk))**
- ◆ small businesses and enterprises
  - ◇ social enterprises and small businesses and the Co-op (UK)
  - ◇ diagnostic tools for social enterprises
  - ◇ leadership and growth of SMEs
    - ◆ **contact: Maria ([m.allen@mmu.ac.uk](mailto:m.allen@mmu.ac.uk)) or Sumona ([s.mukhuty@mmu.ac.uk](mailto:s.mukhuty@mmu.ac.uk))**
- ◆ leadership
  - ◇ implicit leadership and projectship
    - ◆ **contact: Sumona ([s.mukhuty@mmu.ac.uk](mailto:s.mukhuty@mmu.ac.uk))**
- ◆ low pay
  - ◇ precarious work
  - ◇ welfare systems
    - ◆ **contact: Alison ([a.collins@mmu.ac.uk](mailto:a.collins@mmu.ac.uk))**
- ◆ automation of work
  - ◆ **contact: Ben ([b.lupton@mmu.ac.uk](mailto:b.lupton@mmu.ac.uk))**

## **[2] MPOWER**

- ◆ gender equity (large Massey grant project)
  - ◇ role of managers in promoting gender equity in the public service (focus on Māori and Pacific women workers)
    - ◆ **contact: Jane ([j.parker@massey.ac.nz](mailto:j.parker@massey.ac.nz))**
- ◆ living wage (large Marsden grant project)
  - ◇ living wage in New Zealand
  - ◇ barriers to and facilitators of implementing a living wage
  - ◇ cross-national comparisons
  - ◇ Project GLOW
    - ◆ **contact: Stuart ([s.c.carr@massey.ac.nz](mailto:s.c.carr@massey.ac.nz))**
- ◆ board governance
  - ◇ nature of board roles
  - ◇ factors influencing the exercise of board roles
  - ◇ sectoral studies (charities, sports, higher education, tertiary education)
    - ◆ **contact: Jane ([j.parker@massey.ac.nz](mailto:j.parker@massey.ac.nz))**

## DWPRC-MPOWER collaboration (cont'd)

- ◆ graduates and careers
  - ◇ study based on large Chinese and other country student survey datasets
    - ◆ **contact: Jens ([j.mueller@massey.ac.nz](mailto:j.mueller@massey.ac.nz))**
- ◆ HR dynamics
  - ◇ strategic HR, skills and leadership
    - ◆ **contact: Jim ([j.arrowsmith@massey.ac.nz](mailto:j.arrowsmith@massey.ac.nz))**
- ◆ varieties of industrial relations
  - ◇ (potential) cross-national study
  - ◇ application of Eurofound (2016) model
    - ◆ **contact: Jane ([j.parker@massey.ac.nz](mailto:j.parker@massey.ac.nz))**
- ◆ strike trends
  - ◇ New Zealand focus, funded survey-based mixed method study
    - ◆ **contact: Jane ([j.parker@massey.ac.nz](mailto:j.parker@massey.ac.nz))**

Prof. Ben Lupton commented:

*"It was great to learn more about the exciting work taking place in MPOWER. There are clearly many areas of common interest and potential for fruitful collaboration, and we look forward to taking these forward as our partnership develops."*

Prof. Jane Parker added:

*"The recent Skype meeting between DWPRC and MPOWER leaders was highly productive for scoping the groups' respective projects and potential areas for collaboration. We look forward to deepening this work, at the level of individual researchers as well as through group initiatives."*

## New Eurofound report on Gender Equality at Work

### *(Abridged) abstract*

*Gender inequality at work persists across Europe, despite the long standing attention paid and efforts made to tackle it. This Eurofound report presents a closer look at women's and men's working conditions, using data from Eurofound's European Working Conditions Survey (EWCS). Beyond the general differences in the labour market, it highlights many important gaps in men's and women's working conditions and job quality which require specific attention. European and national strategies aimed at achieving job quality for all, that seek to mainstream gender equality, could help address persistent inequalities between men and women.*

The 102 page report, published on 2 March 2020, also details policy context and policy pointers. To view the executive summary, visit: <https://www.eurofound.europa.eu/sites/default/files/ef19003en1.pdf>. For the full report, go to: [https://www.eurofound.europa.eu/sites/default/files/ef\\_publication/field\\_ef\\_document/ef19003en.pdf](https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef19003en.pdf)

## Eurofound Industrial Relations Dictionary

The Eurofound's online IR dictionary is a comprehensive collection of the most commonly-used terms in employment and industrial relations at EU level today. It contains over 350 entries, featuring concise definitions and relevant contextual information, with hyperlinks to legislation and case law. The product of a collaborative effort between acknowledged experts in the field, the dictionary is aimed at policymakers, practitioners and all those interested in the history and evolving structure of the EU (and beyond). On 2 March 2020, the term 'living wage' and some information about the Marsden living wage study (page 6) was added to this resource. See: <https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/living-wage>

## 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>



## Who we've been working and liaising with:



## Acknowledgements ...

Dr Aymen Sajjad and PhD candidate Wahab Shahbaz had an article published in the *Social Indicators Research* journal (A ranked in the ABCD index) - see p. 23.

MPOWER researchers secured a large grant from Massey University Strategic Innovations Fund (SIF) to examine managers' role in progressing gender equity in the NZ public service, focussing on Māori and Pacific women workers. Research team members are: Prof. Jane Parker (PI), Assoc-Prof. Janet Sayers, Dr Amanda Young-Hauser, Dr Shirley Barnett, PhD Candidate Patricia Loga, and Selu Paea (Learning Advisor, Pasifika Directorate) (p. 3).



A large-scale project, Researching Precariousness across the Paid/Unpaid Work Continuum (ResPecTMe), has received European Research Council funding. The research team includes Prof. Valeria Pulignano (PI, MPOWER member) and her KU Leuven (Belgium) colleagues, Juliane Imbusch, Claudia Mara, Ella Petrini and Jeff Turk.

Congratulations to Prof. Marian Baird (University of Sydney) who was the recipient of the Association of Industrial Relations Academics of Australia and New Zealand's (AIRAANZ) Vic Taylor Lifetime Achievement Award for 2020.



A major (NZ\$1.2m) Health Research Council grant to study psychosocial risk in New Zealand was awarded to a Massey research team, including Assoc-Prof. David Tappin (co-PI (pictured above) with Prof. Tim Bentley who is now at Edith Cowan University), and Drs Kate Blackwood and Kate Bone (all MPOWER members). The project will build on work by the Healthy Work Group at Massey on the New Zealand Workplace Barometer.

A paper presented by Prof. Jim Arrowsmith at the recent ADAPT conference in Bergamo, Italy - Moving the minimum wage towards a 'Living Wage': What is the impact on employers and workers? - has been selected for publication in the ADAPT *Labour Studies Book Series* edited by Cambridge Scholars Publishing. Co-authors are: Profs Stu Carr, Darrin Hodgetts, Jarrod Haar and Jane Parker, and Drs Siautu Alefaio and Amanda Young-Hauser.



Prof. Jim Arrowsmith (MPOWER Co-Director) has been invited by Auckland Council to speak to 150 managers on 'Motivating and Managing Staff' at their quarterly people leaders forum in Auckland in late March 2020.

MPOWER



*If you'd like to flag up any MPOWER member achievements, please email: [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz)*



## MPOWER members (surnames in bold): selected outputs

- ◆ **Arrowsmith, J.** 2020. Jobs, robots and us: why the future of work in New Zealand is in our hands. By K. Salmon, Wellington: Bridget Williams Books (2019). Book review published online 3 February. *Labour and Industry: A journal of the social and economic relations of work*. Online: <https://www.tandfonline.com/doi/full/10.1080/10301763.2020.1724632>
- ◆ **Arrowsmith, J.** and **Parker, J.** 2020. The political economy of employment regulation in small developing countries. *Relations Industrielles/Industrial Relations*, in press.
- ◆ **Arrowsmith, J., Parker, J., Carr, S., Haar, J., Hodgetts, D., Alefaio-Tugia, S., and Young-Hauser, A.** 2020. Employer perspectives on moving the Minimum Wage towards a 'Living Wage' in New Zealand. Paper presented at the 2020 AIRAANZ Conference, Queenstown, NZ, 11-14 February.
- ◆ Eurofound. 2020. Gender equality at work, European Working Conditions Survey 2015 series, Publications Office of the European Union, Luxembourg. Authors: **J. Cabrita**, J. Vanderleyden, I. Biletta and B. Gerstenberger.
- ◆ Frans, D., Doerflinger, N. and **Pulignano, V.** 2019. Occupational welfare and segmentation: explaining across (and within) sectoral variation in Germany and Belgium. *Zeitschrift für Sozialreform/Journal of Social Policy Research*, 65 (3), 215-242.
- ◆ Hyman, R. 2019. Unions and employment in a market economy: Strategy, influence and power in contemporary Britain. By **A. Brady**, London: Routledge (2019). Book review published online 9 December. *Labour and Industry: A journal of the social and economic relations of work*. Online: <https://www.tandfonline.com/doi/full/10.1080/10301763.2019.1691758>
- ◆ **Ibsen, C.** and Knudsen, J. 2019. Growth Strategies and Welfare Reforms in Denmark. Presented at the 31st Annual Meeting of SASE, New York City, 27-29 June.
- ◆ Lenton, A., Bradbury, P. and **Sayers, J.** 2020. Elite sport retirement: Experiences of New Zealand athletes. *Journal of Sport Behavior*. 43(1).
- ◆ **Meardi, G.** 2020. Industrial Relations: measuring varieties of industrial relations in Europe: a quantitative analysis. By Eurofound (M. Caprile, P. Sanz de Miguel, **C. Welz** and R. Rodriguez Contreras). Luxembourg: Publications Office of the European Union (2018). Book review published online 27 January. *Labour and Industry: A journal of the social and economic relations of work*. Online: <https://www.tandfonline.com/doi/full/10.1080/10301763.2020.1722347>
- ◆ Nankervis, A., **Baird, M.**, Coffey, J. and Shields, J. 2020. *Human Resource Management: Strategy and Practice (10th Edition)*. Melbourne, Australia: Cengage Learning Australia.
- ◆ Okakpu, A., GhaffarianHoseini, A., Tookey, J., **Haar, J.** and Ghaffarianhoseini, A. 2020. Exploring the environmental influence on BIM adoption for refurbishment project using structural equation modelling. *Architectural Engineering and Design Management*, 16(1), 41-57.
- ◆ **Pulignano, V.** 2019. Work and Employment under the Gig Economy. *Partecipazione e Conflitto*, 12(3), 629-639.
- ◆ **Ressia, S.**, Werth, S. and **Peetz, D.** 2019. Work, employment and industrial relations policy. In P. Chen, N. Barry, J. Butcher, D. Clune et al. (eds). *Australian Politics and Society* (chapter), Sydney: Sydney University Press.
- ◆ Ruckstuhl, K., **Haar, J.**, Hudson, M., Amoamo, M., Waiti, J., Ruwhiu, D. and Daellenbach, U. 2019. Recognising and valuing Māori innovation in the high-tech sector: A capacity approach. *Journal of the Royal Society of New Zealand*, 49(S1), 72-88.
- ◆ **Sajjad, A.** and **Shahbaz, W.** 2020. Mindfulness and social sustainability: An integrative review. Social Indicators Research. Published online, <https://link.springer.com/article/10.1007%2Fs11205-020-02297-9>
- ◆ Tregaskis, O. and **Almond, P.** 2018. Multinationals and skills policy networks: HRM as a player in economic and social concerns, *British Journal of Management*, in press.