

# MPOWER: creative collaboration

MPOWER



As a research network, MPOWER's collaborative arrangements stretch in line with the scope of different projects and events for 'people and work' management. This year has already involved the Group's researchers in an array of such activity.

On 9 March, a MPOWER panel seminar was held on the impact of changes to the Employment Relations Act 2000 at Massey's Albany campus. Our speakers - Helen White (Helen White Law); Jeff Sissons (NZ Council of Trade Unions); and Fraser St John Atkins (Elephant HR) - provided both detail and critical commentary on the legislative changes, as well as some solid and thought-provoking examples of what they have meant for workplace practice. This event built on a similar MPOWER forum in Wellington in late 2015.

As mentioned in the last newsletter, we're fortunate to have Associate Professor Xing Hui (Shelly) from Hebei University of Technology (HEBUT) in China as an international visitor at Massey this year. Inside, she outlines some of her key HRM research and other activity during her time with the School of Management.

We also outline a number of Group research initiatives. These include a research project with The Warehouse Group on diversity management; a survey of recruitment and women's workplace progress with Convergence Partners; liaison with Diversity Works (formerly the EEO Trust) on recent MPOWER diversity research; and the Group's involvement in a new Pacific research project with MPOWER member Doctor Stephane Le Queux (James Cook University).

At the 'tail' end of the research process, in early July, MPOWER researchers will be presenting several papers on the Living Wage in New Zealand at the British Universities' Industrial Relations Association (BUIRA) in Leeds, UK. The Living Wage research will also be disseminated at several high-profile events run by the Human Resource Institute of New Zealand (HRINZ), and we're also co-supporting a public talk on the issue of low pay and poverty by US visitor and author, Linda Tirado (see page 6).

A few other significant research-related events are on the horizon. These include SA Partners' 'Continuous Improvement' Conference on 7 September at Massey's Albany campus. MPOWER has teamed up again with SA Partners (MPOWER's newest sponsor) to help organise this event which will include several Group members as speakers and the venue for presenting MPOWER's Researcher Support Awards. As well as a general special early bird rate, there is a MPOWER membership price of \$395 so if you'd like to attend, book your place soon!

*- Jane Parker and Jim Arrowsmith (MPOWER Co-Directors)*

## How to join MPOWER

Joining MPOWER is free and simple. Contact us by e-mail at: MPOWER@massey.ac.nz to be put on our mailing list.

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### Contact MPOWER

*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:MPOWER@massey.ac.nz)*



## MPOWER research news

### The Warehouse Group Diversity study



In early April, MPOWER's co-directors met with HR managers at The Warehouse Group, Melissa Crawford (Head of Talent and Development) and Sonia Appleby-Maine (Learning and Development Specialist), at the company's Auckland headquarters to discuss research collaboration activities.

The first area of work will involve a team of MPOWER researchers in the development, roll-out and analysis of a survey of TWG staff. The survey will focus on their views on employee diversity and its management in the workplace. Key findings from the study will be used to inform workplace policy and practices across TWG operations.

### Convergence Partners Recruitment survey



Another MPOWER research team will be working with Convergence Partners, a specialist recruitment firm, to conduct research on issues relating to women in the business world. The team is currently working with Convergence to develop a questionnaire that will be released nation-wide in mid- to late June 2016. Wright Communications and Massey University are supporting the collaboration and will be profiling its progress and key findings of the study.

MPOWER research team members are: Associate-Professor Janet Sayers, Doctor Nazim Taskin, Professor Jane Parker and Doctor Jeff Kennedy (all School of Management, Massey University). Research meetings began in April.

### Diversity Works MPOWER research presentation



On 15 April, the MPOWER co-directors were invited by Heidi Rosser (Diversity Advisor) and Fezeela Raza (Diversity Manager) at Diversity Works (formerly the EEO Trust) to present the main findings from a recent national survey of diversity management (undertaken by MPOWER and Clarian HR). The survey canvassed both managers and employees (response n = 606) across an array of sectors and workplaces. Among other findings, a 'disconnect' emerged between the positive disposition that people generally have towards diversity management and the limited knowledge or information that a substantial minority have on what their own organisation does to promote and strategise around diversity. Presentation powerpoints can be found on the MPOWER website (see the 'Past Events' page).

## Living Wage research and HRINZ



**The MPOWER Living Wage research team was formed in 2013 and has undertaken a number of surveys and qualitative case studies on the Living Wage in New Zealand. The Human Resources Institute of New Zealand (HRINZ) will be showcasing some of the latest project work in several ways:**

### New Zealand HR summits

26 May - Crowne Plaza, Auckland

2 June - Novotel Hotel, Hamilton

Profs Jim Arrowsmith, Jane Parker (both Massey) and Jarrod Haar (AUT) will report on survey and case organisation findings about the Living Wage in New Zealand. They will focus on in particular, they will examine why a number of employers have opted to implement a Living Wage initiative in terms of its meaning for organisational and employee well-being, engagement and productivity. Following Q&A, the sessions will adopt have an interactive aspect, with the speakers and audience consider key challenges and opportunities of workplace-level Living Wage initiatives. For more information about the summits, please go to the HRINZ website: [http://www.hrinz.org.nz/Site/National\\_Events/conferences.aspx](http://www.hrinz.org.nz/Site/National_Events/conferences.aspx)

### HR summit surveys

MPOWER researchers disseminated a short survey via HRINZ to canvass the views of attendees at the above-mentioned summits on the Living Wage. At the time of writing, survey returns had started to come back. The main findings of this inquiry will be reported in *HR Magazine* later this year (see below).

### NZ HR Conference and Expo

24-25 August - Te Papa, Wellington

The MPOWER research team has been asked to present their Living Wage findings at the NZ HR Conference in Wellington. For more information about the conference, visit: <http://nzhrconference.co.nz/>

### Human Resources Magazine

May - June/Winter issue

August - September/Spring issue

October - December/Summer issue

HRINZ also invited MPOWER to write research features on the Living Wage for HR Magazine. HR Magazine is the quarterly magazine of HRINZ which is disseminated to approximately 3,500 members of the Institute. MPOWER's contributions to its 'Research Bites' column in May, August and October will focus on its organisational case study and qualitative survey findings on the Living Wage; quantitative survey findings concerning the Living Wage level in New Zealand; and the main findings from the 2016 surveys of HR Summit attendees.

**The core MPOWER Living Wage research team comprises: Prof. Stuart Carr (Psychology, Massey); Profs Jane Parker and Jim Arrowsmith (School of Management, Massey); Dr Christian Yao (Victoria University of Wellington); Prof. Jarrod Haar (AUT); and in IT support and analysis, Mr Harvey Jones (Massey University).**

## MPOWER research news (continued)



### Living Wage research and BUIRA



29 June - 1 July

The MPOWER Living Wage research team will present papers at the 2016 British Universities' Industrial Relations Association (BUIRA) Annual Conference in Leeds, England. Contributors are:

- Professor Stu Carr (Massey University);
- Professor Jim Arrowsmith (Massey University);
- Doctor Christian Yao (Victoria University);
- Ms Lindsay Eastgate (University of Auckland);
- Professor Jarrod Haar (AUT University)
- Professor Jane Parker (Massey University); and
- Mr Harvey Jones (Massey University).

Paper titles include "Exploring the living wage and the idea of an income 'tipping point': qualitative evidence from New Zealand" and "A longitudinal survey of fair pay and outcomes in New Zealand: the role of a living wage workplace." Prof. Parker will also present on the Living Wage at a conference plenary session.

If you'd like to learn more about the conference, visit: <http://www.buira.org/conference/2>

### New MPOWER sponsor



Together, the power to improve

MPOWER is pleased to announce that SA Partners has become the latest organisation to sponsor the Group.

SA Partners are a global leader in providing Lean consulting and training, enabling organisations to achieve sustainable continuous improvement. SA Partners offers a range of public and in-company programmes which are accredited to Cardiff University's internationally-recognised Lean Competency System. SA Partners' mission is dedicated to helping Australasian organisations dramatically improve their performance and create value by adopting Lean Thinking to improve leadership, customer satisfaction, grow sales and increase bottom-line profits.

SA Partners has collaborated with MPOWER since early 2015. That year, with assistance from MPOWER, it ran a very successful Continuous Improvement Conference in early September at Massey's Albany campus (see newsletter for Sept 2015, vol. 2, number 3), involving a number of MPOWER members as speakers. Since then, MPOWER and SA Partners have been in discussion about tailored continuous improvement training as well as MPOWER hosting a seminar by SA Partners Sydney-based director, Chris Butterworth (details to be announced). The next SA Partners-MPOWER collaboration will be a second Continuous Improvement Conference at Massey (see pages 12-13 of this newsletter). MPOWER are delighted to continue working with SA Partners on 'people and work management' projects. Richard Steel, managing consultant at SA Partners, said

*We have been working with the team at MPOWER and Massey for over 12 months and are excited to join them with our endeavours and support. Our goal is to bring the best management thinking to New Zealand and look forward to getting involved!*

## MPOWER research news (continued)



### Work research venture between French Polynesia, New Zealand and Australia



Dr Stéphane Le Queux (James Cook University and MPOWER member) will lead a new research centre in Tahiti.

Via the Pacific scheme of the French Embassy in Australia, the French Ministry of Foreign Affairs (MFA) has granted funding towards the promotion of research capacity in industrial relations in French Polynesia, with the forthcoming establishment of the Observatoire de l'Emploi et du Développement Économique de Polynésie Française (OEDE). The initiative has received the full support of the Conseil Economique Social et Culturel (CESC) which represents Polynesian civil society, including all unions.

The Tahiti-based OEDE will be linked to the Tahiti Business School (TBS)/Chamber of Commerce and Industry, functioning as an independent, non-profit organisation. It will be established as early as June 2016 under the direction of Dr Le Queux, James Cook University and TBS.

The initiative is identified by the MFA as a venture between Australia, New Zealand and French Polynesia, with a research focus on labour studies (particularly, work and working families, including informal work, and also regulatory changes and development policies). It will foster research collaboration across the region, with New Zealand being a core institutional partner, involving:

- Professor Jim Arrowsmith & Professor Jane Parker (MPOWER, Massey University); &
- Associate-Dean Roger Stokell & Dr Katherine Ravenswood (MPOWER member, AUT).

International partners include key research bodies in France, New Caledonia and Canada. As Dr Le Queux observes,

*most, if not all, research capacity available in Polynesia is provided by French agencies. This Observatory will instead be home-grown, independent and also pan-Pacific. It is a matter of embedding 'capacity building' locally.*

MPOWER looks forward to collaborating with Stéphane and colleagues in this cross-national endeavour, starting with an inaugural meeting with Dr Le Queux in Auckland in late May.

## Public talk and discussion

### Linda Tirado

American anti-poverty activist and author of  
*Hand to Mouth: The Truth About Being Poor in a Wealthy World*  
(<http://www.theguardian.com/books/2014/sep/24/hand-to-mouth-review-linda-tirado-poor-poverty>)

### on Being Poor in a Rich country



Since writing *Hand to Mouth*, Linda has spoken and written widely, visiting numerous countries to inspire poor people to speak out and challenge how they are treated, and challenge others to rethink their views (for more info., visit <https://www.facebook.com/events/500981100087872/>).

“The woman who accidentally explained poverty to a nation” will be speaking about poverty in wealthy countries like New Zealand and the United States.

|              |  |   |
|--------------|--|---|
| <b>Where</b> | IKA Seafood and Grill Cafe, 3 Mount Eden Road, Mt Eden, ph. 09 3093740 |   |
| <b>When</b>  | 18 May 2016  |   |
|              | 4-4.30   | Arrival for pre-talk nibbles, etc.  |
|              | 4.30-5.30  | Linda will be introduced and then talk for approximately 30 minutes<br>This will followed by responses/reflections from those indicating interest |
|              | 5.30- 6  | General discussion, more nibbles  |
|              | <b>Optional</b>  |   |
|              | 6.30-on  | Dinner for those staying on (nb: in its first month, Ika was rated one of Auckland's 2015 Top 50 eateries for under \$50 by Metro Magazine!)      |

Free entry - nibbles provided, cash bar. You are welcome to stay on after the discussion for dinner (but book soon as there is a seating limit). RSVP to [https://booking.nowbookit.com/booking?accountid=78c7abe0-10ff-464b-96ce-d734f7f40af9&theme=light&accent=254,86,33&venueid=45&date=2016-05-18&serviceids=event\\_PS7V6O52VRCH3\\_1462248908254](https://booking.nowbookit.com/booking?accountid=78c7abe0-10ff-464b-96ce-d734f7f40af9&theme=light&accent=254,86,33&venueid=45&date=2016-05-18&serviceids=event_PS7V6O52VRCH3_1462248908254)

*MPOWER is supporting this event alongside Ika Seafood Bar and Grill (the only accredited Living Wage restaurant), Lifewise, Splice, E tu, First Union, Auckland Action Against Poverty, UNEMIG, Unite Union and Closing the Gap.*

## MPOWER: Quick Facts and Contacts

Since March, our membership has grown to c. 650. Of these, MPOWER LinkedIn Group members now number more than 240. About half of the total number are external or industry contacts.

For more information about the group, contact us -

- MPOWER co-directors (Jim Arrowsmith and Jane Parker) - e-mail [j.arrowsmith@massey.ac.nz](mailto:j.arrowsmith@massey.ac.nz) or [j.parker@massey.ac.nz](mailto:j.parker@massey.ac.nz)
- MPOWER's main e-mail address— [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz)
- MPOWER website – visit <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>
- MPOWER LinkedIn group – visit <http://www.linkedin.com/groups?>

## MPOWER - how can we help?

Does your workplace or organisation want to conduct research on a 'people and work' topic? MOWER comprises the research expertise to collaborate with and assist you at all phases of small or larger projects. Please contact us at [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz) and/or visit our website for more information.

## Labour and Industry Journal: newest editorial team member

Members of MPOWER and the Centre for Labour, Work and Employment (Victoria University) assumed the editorship of the *Labour and Industry* Journal in February 2016. *Labour and Industry* is the house journal of the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ).

We are pleased to announce the addition of Dr Shane Scahill (MPOWER member; School of Management academic, Massey University) to the editorial team.



For more info. on the Journal, visit: [www.tandfonline.com/toc/rlab20/current](http://www.tandfonline.com/toc/rlab20/current)



3rd annual awards

# 2016 MPOWER 'People and Work' Research Support Awards



*for Massey University post-graduates and emerging academics*

**Building on its inaugural awards in 2014, MPOWER is offering one post-graduate and one emerging researcher funding support of \$500 each and a certificate of achievement for proposed 'people and work' research.**

The purpose of 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 a \$500 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 SA Partners' Continuous Improvement conference (supported by MPOWER) where you'll have an opportunity to network with senior managers, other researchers, industry representatives and professionals in the 'people and work' field.

## **Eligibility**

To be eligible for MPOWER research funding, you must:

- currently be a 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 NZ and/or overseas are eligible for MPOWER funding. Recipients of other sources of funding for their project may also apply.

## **Conditions**

Recipients of an MPOWER funding award will need to demonstrate that the funding has been used to support their research project on a 'people and work' topic. They will also need to attend a MPOWER presentation ceremony on 7 September 2016 at the SA Partners' Continuous Improvement Conference on Massey's Albany campus, and take part in publicity for MPOWER's communications.

## **How to apply for an MPOWER research support award**

1. Application forms are available from 15 May 2016 from the MPOWER website (visit its 'Research and Expertise' page at: <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/research-and-expertise.cfm>)
2. Submit your completed application form via email ([MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz))

## **Selection process**

A selection panel consisting of MPOWER and The Warehouse Group (MPOWER's main sponsor) representatives will assess the applications. Successful applicants will be notified via email or telephone.

## **Closing date**

5pm on 15 August 2016

*Good luck!*

# CHANGES TO THE EMPLOYMENT RELATIONS ACT 2000: A YEAR ON

○○○○  
A PANEL SEMINAR

9 MARCH 2016, 5-7.30PM

## EVENT: MPOWER PANEL SEMINAR

**WHEN:** 9 March 2016, 5.00pm - 7.30pm  
**WHERE:** Massey University (Albany) - Room QB6  
**SPEAKERS:** Helen White (Helen White Law)  
Jeff Sissons (NZ Council of Trade Unions)  
Fraser St John-Atkins (Elephant HR)

To mark the anniversary of significant changes to the Employment Relations Act 2000, NZ's cornerstone employment law, we held a panel seminar on 9 March, 5-7.30pm, at Massey's Albany campus. Our speakers that evening were:

- ◆ Helen White (lawyer, Helen White Law, Auckland);
- ◆ Jeff Sissons (General Counsel, New Zealand Council of Trade Unions, Wellington); and
- ◆ Fraser St John-Atkins (CEO, Elephant HR, Auckland).

After light refreshments and some networking, our speakers discussed the meaning of this important statute for our workplaces and work practices.

It's hard to do justice to all of the material covered at this event but, in brief, Fraser considered the main areas of change to the Act and their implications for HR management. He concluded that, fundamentally, they could be seen as 'band-aid' responses and that the law needs to further emphasise 'good faith' ideas that are subsequently applied in workplaces. Jeff discussed the amendments with regard to collective bargaining arrangements, noting that they could be conceived as a 'triumph' - in terms of the work they generated for labour lawyers! He also considered the changes in the context of a growing wage differential, declining productivity in certain sectors, and declining equality in NZ, arguing that such changes underpin why collectivisation matters. Helen provided a fascinating paper on the legislative changes and outlined several key cases to date. She surmised that both the current and last Labour Government have 'tinkered' with the law, without really addressing the problem or moving public perception. She advocated that subsequent changes will 'need to be elegant and well-aligned with international and local changes' to address safety, the rich-poor divide and the security of work.

The speakers' comments generated a lively and thought-provoking discussion with the audience, taking us up to and a little beyond schedule! Powerpoint and discussion paper resources can be found on the MPOWER website page 'Past events'.



# SEMINAR: CHANGES TO THE ERA 2000: A YEAR ON (CONT'D)



L to R: Jane Parker, Jeff Sissons, Helen White, Fraser Atkins and Jim Arrowsmith



Network opportunity



UNIVERSITY  
OF MANITOBA



## Business & Economic Inequality Forum

In late January 2016, Dr Hari Bapuji (MPOWER member), associate professor of strategic management and international business in the Faculty of Business Administration, University of Manitoba, spoke at an MPOWER seminar on income inequality and organisations (see our February/March 2016 newsletter).

Hari is keen for 'people and work' research to draw researchers together in collaborative enterprise, and is seeking to connect with Australasian researchers via the **Business and Economic Inequality forum**:

*Issues faced by modern organisations, such as inequality, employment relations, and wellbeing, are highly complex in nature. Therefore, researching them requires that we collaborate as researchers to find interconnections in the topics we pursue, interests we share & skills we possess. I'm looking forward to extending the Business and Economic Inequality Forum ([www.beif.net](http://www.beif.net)) in Australia and New Zealand. More importantly, I look forward to fostering connections with researchers who share an interest in making organizational theory and practice more responsive to employees and society.*

## Shelly's diary - from Associate-Professor Xing Hui (HEBEI University of Technology, China)

I have been a visiting scholar at Massey University for three months. During this time, I have actively participated in various activities, especially collaboration and research contact with MPOWER. Below are some of my main activities:

- ◆ **4 February:** Prof. Jane Parker arranged for me to meet some MPOWER members. We shared our major research interests which was very good start for me;
- ◆ **2 March:** I had my research 'open day' in the office and discussed possible research areas and collaboration. I really appreciated the scholars who communicated with me!;
- ◆ **9 March:** I attended the MPOWER panel seminar, "Changes to the Employment Relations Act 2000: One Year On." From the three experts speaking, once again I realized the importance of the statute for our workplaces and work practices in New Zealand and China;
- ◆ **11 March:** Having made a summary about research of the Living Wage in China, I met with the Living Wage team again. We discussed Living Wage matters and recommended that I do some cross-national research which is very useful for my future research;
- ◆ **5 April:** I met Yuting Hu, a recent Masters graduate (School of Psychology), member of the Living Wage team and also from China. We discussed in detail the difference between living and minimum wages, the difficulty with applying a Living Wage in China and so forth. We decided to conduct some research on the link between living wage and employee happiness or satisfaction in the future. We're now designing the questionnaires and interview outline, aiming to undertake some quantitative and qualitative analysis of the Living Wage.



Forthcoming event



# Continuous Improvement Conference

7 September 2016  
Massey University Albany campus

[www.sapartners.com/CIconference](http://www.sapartners.com/CIconference)



CONNECT. COMMUNICATE. COLLABORATE.



## What makes truly great organisations so successful?

The answer lies not in what you see or the tools people use, but in the feel, the pure essence of these organisations. It is the mind-set, the language, the confidence and the sheer passion for excellence. This all-day Conference will focus on creating a sustainable culture of continuous improvement by engaging people at every level in the organisation to work towards common objectives.

### Speakers include:

- Chris Butterworth, MD at SA Partners
- Mark Powell, CEO-in-Residence (former CEO at The Warehouse Group)
- Rob McGee, Manager at Leisure Auckland Council
- Stephanie Easthope, Ko Awatea Faculty Manager - Development and Delivery Team

### Breakout sessions

There will also be a choice of breakout sessions around People - Cultural Enablers, Purpose - Enterprise Alignment, and Process - Continuous Improvement.

### Conference chair

The Conference will be chaired by Dr Jeff Stangl, Executive Director, Education partnerships (Massey University).

### Membership price

MPOWER members are offered a special price of \$395 (full price is \$650). For non-MPOWER members, there is an early bird price of \$550 for those who register before 31 July 2016.

### More information

A detailed conference programme and registration access information can be found on MPOWER's website (under 'Forthcoming Events').

MPOWER membership  
rate of \$395

# Continuous Improvement Conference



7 September 2016  
Massey University Albany campus

Register online now at  
<http://cimassey2016.eventbrite.com.au>

“ A great range of speakers from diverse backgrounds and industries highlighting the universality of Continuous Improvement. ”

Setara Rasouli, Commonwealth Bank

“ A very well run and organised day with good content from all the Speakers and lots of food for thought. ”

Bob Dickenson, Airbus

## Speakers



Chris Butterworth  
MD, SA Partners



Rob McGee  
Manager, Leisure  
Auckland Council



Mark Powell  
Massey University (former  
CEO, The Warehouse)



Stephanie Easthope  
Ko Awatea Faculty



Mijo Katavic  
Continuous Improve-  
ment Manager



Jonathan Elms  
Massey University

## Plus a choice of breakout sessions facilitated by

- Jon McEvoy, CI Manager, GBC Winstone (part of Fletcher Building)
- Adam Bentley, National Business Excellence Manager, Countdown Supermarkets
- Professor Jarrod Haar, AUT University
- Glenn Quintal, Business Manager, West Wave Aquatic and Recreation Centre
- Dr Aruna Shekar, Massey University
- Richard Steel, Managing Consultant, SA Partners



Fees

Register before  
31 July 2016  
for early bird price

**\$550**

Full Price **\$650**

**Group Discounts**  
Why not bring your team and  
take advantage of group discounts

Register 5 for the price of 4\* or  
10 for the price of 8\*

\*early bird price  
will apply to bookings



### Networking Drinks

Continue the networking after the Conference - join us for drinks and canapes at the Wine Box Restaurant from 5.00pm.  
Please reserve your ticket at the time of booking.

Tickets **\$50 per person**

# New Zealand Secondary Schools Case Competition



The New Zealand Secondary School's Case Competition (NZSSCC) aims to develop the entrepreneurship skills of Year 12 and Year 13 high school students, while raising awareness of the business issues that companies face world-wide. The competition is targeted at secondary schools and students (particularly those who are business-oriented) to develop their skills in producing both innovative and creative solutions to global business problems.

Dr Jeff Stangl (Executive Director – Education Partnerships Massey Business School and MPOWER member) has overseen the competition process for the last two years. On this year's event, he commented:

*This year's case competition was perhaps the most challenging ever, with two complex companies to analyse; Google China and Netflix. The teams rose to the occasion, presenting incredibly insightful analysis. NZSSCC student competitors continue to impress with a very high standard.*

Three or four member teams were given a scenario in which they needed to identify the problems of a business and then present a detailed solution on how to solve the problem while furthering the business's goals. At the competition launch day in mid-April, students were first taught how to analyse a case by experienced professionals in different industries (the workshop was also hosted online for students outside of Auckland). They also received Case 1 and had three days to complete a paper submission. Successful entrants were then given Case 2, due for completion in four days. Students prepared a visual presentation of their business plan/model. On 23 April, they presented to a panel of distinguished judges.



Six team finalists emerged and subsequently competed at the highest national level. They were given Case 3 (on Netflix) on 24 April and presented once again that Sunday afternoon. The judges that day – Dr Chris Gallo-way (School of Communication, Journalism and Marketing, Massey University) and Professor Jane Parker (MPOWER Co-Director) – noted the very high calibre of all of the teams, before determining the St Cuthbert's team as the first place winner.

The national champions will now travel to the University of Pennsylvania, an Ivy-League university, to compete in the Wharton International High Schools Case Competition. MPOWER wishes the winning team all the very best with this!

Sponsors of the NZSSCC are:



**STARBUCKS**



**MINISTRY OF YOUTH DEVELOPMENT**  
TE MANATŪ WHAKAHIATO TAIGHI  
Administered by the Ministry of Social Development

## Other developments

### Māori and Pasifika Work Group established for retail

At the Massey Business School Retail Programmes Advisory Board (RPAB) meeting held in March, a Māori and Pasifika Work Group was established.

Although the specific terms of reference of this Working Group will be concluded at the inaugural meeting in mid-May, its broad aims are to examine the specific issues, challenges and opportunities for Māori and Pasifika in terms of 1) retail work and employment, and 2) retail training and education. It is hoped that in doing so, Massey Business School, and the companies represented on the RPAB, will better understand the particular needs and requirements of Māori and Pasifika who currently - or aspire to – work in the retail industry, how to best connect with these communities, and enable the delivery of training and educational programmes that maximise the learning experience of all involved.

Membership of this Working Group include: Massey Business School (Jonathan Elms (MPOWER member) and Jane Parker), the Warehouse Group, BP, Number One Shoes, the Brisco Group, and ServiceIQ.

For further information, please contact Jonathan Elms: [j.r.elms@massey.ac.nz](mailto:j.r.elms@massey.ac.nz)

### Diversity Works launch



On 7 April, a Birthday Launch was held for Diversity Works (formerly the EEO Trust) at the Westpac Tower in Central Auckland. MPOWER representatives were invited to attend, and heard from Michael Barnett (CEO, Auckland Chamber of Commerce), Paula Bennett (MP, Minister of State Services) and Bev Cassidy-MacKenzie (CEO, Diversity Works). The room was packed for the talks which



were preceded and followed by much networking and discussion over delicious canapés! Diversity works has also launched a new website in conjunction with its re-branding (<http://diversityworks.nz/>).



As noted on page 2, MPOWER has liaised with Diversity Works on some empirical research in which the Group examines how employees and managers conceive of diversity in New Zealand workplaces; their understandings of their own organisation's diversity initiatives; and the kinds of organisational and environmental factors that encourage greater workplace engagement with diversity management.

Please email [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz) for more info. on this study or visit the MPOWER website (Past Events page) for a related powerpoint presentation.

## *MPOWER - Upcoming Events/Activities*

- ◆ Linda Tirado - public talk and discussion (Mt Eden, Auckland) - 18 May
- ◆ MPOWER researchers at HRINZ's NZ HR Summits (Auckland and Hamilton) - 26 May and 2 June
- ◆ MPOWER researchers at the 2016 BUIRA Conference (Leeds, UK) - 29 June-1 July
- ◆ MPOWER researcher support awards (deadline for applications) - 15 August
- ◆ MPOWER Living Wage researchers at the New Zealand HR Conference (Te Papa, Wellington) - 24-25 August
- ◆ SA Partners' Continuous Improvement Conference (Massey University Albany campus) - 7 September
- ◆ MPOWER seminar - Assoc-Prof Xing Hui (Shelly), HEBEI University of Technology, China - see also page 11 - date tba

## *Recent Events (February - May 2016)*

- ◆ MPOWER researchers met with Convergence Partners and Wright Communications about project work on women in the workplace - 27 April
- ◆ MPOWER presentation on diversity management to the EEO Trust, closed session (Auckland City) - 15 April
- ◆ MPOWER 'After 5' panel seminar - Helen White, Jeff Sissons and Fraser Atkins - 'Recent changes to the Employment Relations Act 2000' (Massey University, Albany) - 9 March

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MPOWER farewells Angela and Fraser Atkins (Elephant HR) who are relocating to the UK. As an MPOWER Advisory Group member, Angela has been a very active contributor to MPOWER's activities since the Group's inception. Fraser recently provided a fascinating presentation on the meaning of recent changes to the Employment Relations Act 2000 for HR and workplaces. Our Group very much values their unstinting support and helpful insights, and will miss them both. Fortunately, Angela and Fraser will remain part of MPOWER, We look forward to hearing how they get on in the UK whenever they visit New Zealand.



*Good luck !*

## MPOWER researchers and associates: selected outputs

- **Le Queux, S.** and Graff, S. (2015). Industrial relations in New Caledonia: context and focus on the Kanak Indigenous people's labour struggle in the background of the politics of reconciliation and decolonisation. *Labour and Industry*, 25(3): 185-195.
- **Baird, M.** (2016). Maternity, Paternity and Parental Leave. In A. Wilkinson and S. Johnstone (eds) *Encyclopedia of Human Resource Management*, Cheltenham, UK: Edward Elgar.
- **Julich, S.J.** and Bowen, H. (2015). Restorative justice in Aotearoa, New Zealand: Improving our response to sexual violence. *Social Work Review*, 14(4): 93-104.
- **de Bruin, A.M.** and **Stangl, L.** (2014). Insights on scaling social enterprise. In H. Douglas and S. Grant (eds) *Social entrepreneurship and enterprise: Concepts in context* (pp. 153 - 172), Tilde University Press.
- **Cooper, R., Ellem, B.** and **Wright, C.F.** (2015). Policy and the Labour Movement. In B. Head B and K. Crowley (eds) *Policy Analysis in Australia* (pp. 231-244), Bristol University, Bristol, UK: Policy Press.
- **Lewis, K.V.** (2015). Enacting Entrepreneurship and Leadership: A Longitudinal Exploration of Gendered Identity Work. *Journal of Small Business Management*, 53(3): 662-682.
- **Bradbury, P.E.** and O'Boyle, I. (2015). Batting above average: Governance in New Zealand cricket. *Corporate Ownership and Control*, 12(4): 352-363.
- Andersen, S.K., **Ibsen, C.**, Alsos, K., Nergaard, K. and Sauramo, P. (2015). Changes in wage policy and collective bargaining in the Nordic countries: Comparison of Denmark, Finland, Norway and Sweden. In G. van Gyes and T. Schulten (eds), *Wage bargaining under the new European Economic Governance* (pp. 139-168), Brussels: European Trade Union Institute.
- **Parker, J., Arrowsmith, J., Carr, S.C.** and **Yao, C.D.** (2016) Why 'go Living Wage'?, Research Bites feature, *Human Resources Magazine*, June/Winter issue (forthcoming).
- Zhang, A., **Edgar, F.**, Geare, A. and **O'Kane, C.** (2016). Resource antecedents and performance consequences to innovation ambidexterity: The effects of entrepreneurial orientation, HRM and market dynamism. *Industrial Marketing Management* (forthcoming).

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Next MPOWER Executive Board meeting:  
Date - tba