Annual Report 2001
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INTRODUCTION

1955...
The University of New South Wales has a long involvement in the teaching of Industrial Relations and Organisational Behaviour. Industrial Relations was introduced as a subject in its own right in 1955, making the then New South Wales University of Technology a pioneer in the area. At this time, Industrial Relations was taught as a part of the industrial stream of the Bachelor of Applied Psychology. The subject Industrial and Labour Relations was a full-year subject which spanned industrial relations and personnel management issues.

1957...
In 1957, the Faculty of Commerce was established and offered a Bachelor of Commerce degree with specialisations in Accountancy, Economics and Statistics. The Bachelor of Commerce (Economics) enabled students to undertake Industrial and Labour Relations as an elective. In addition, students could undertake Psychology II (Commerce), which consisted of ‘the study of the individual worker and the organisations in which he works’. The subject included a segment on employer-employee relations.

1958...
The following year, the Bachelor of Commerce in Applied Psychology was introduced. The Faculty of Commerce Handbook for 1958 noted:

‘The Commerce course offering specialisation in Applied Psychology is designed to provide specialist training in economics, together with a theoretical training in individual and group psychology and the skills and techniques used in applying psychology to personnel problems in industry, commerce and the public service. In the later stage of the course a detailed study will be made of personality developments and group behaviour particularly as they are related to personnel problems arising in the work situation. Industrial relations, personnel management and the human relations problems of management and industrial conflict will be included in the more advanced stage of the course.’ (New South Wales University of Technology, *Faculty Handbook*, Faculty of Commerce, Kensington, 1958, p.23)

1959...
In 1959, the Faculty introduced the Bachelor of Commerce in Industrial Relations. The rationale for this course was described as follows:

‘The term ‘industrial relations’ covers a wide and important field of study which is becoming increasingly specialised in character. From the point of view of commerce, industry and labour organisations there is a growing need for persons who have not only received a good general education including a thorough training in economics and statistics but who are also familiar with the legal and psychological aspects of industrial relations. The purpose of the course leading to the degree of Bachelor of Commerce with a specialisation in industrial relations is to provide a training of this type.’ (The University of New South Wales, *Calendar*, 1959, p.268)

1961...
As far as can be established this was the first degree in Industrial Relations offered by any Australian university. Its interdisciplinary nature has become a hallmark of Industrial Relations courses in Australia. The Bachelor of Commerce (Industrial Relations) degree was offered at both the pass and honours levels. The first honours thesis (by Brian Wallace) was submitted in 1961. John Niland (subsequently appointed the first Professor in Industrial Relations) submitted the second Honours thesis in 1963 as well as the first Masters thesis in 1967.

1967...
In 1967, the Department of Industrial Relations was formed. At that time it consisted of Dr John Child and Mr Bill Ford.

1972...
The first doctoral thesis was submitted by Francis Stevens (then a member of staff).

1975...
The first Chair was created in 1975 by which time the Department had grown to six. John Niland was appointed to the Chair. He edited the *Journal of Industrial Relations* between
1973 and 1990 and was president of the International Industrial Relations Research Association, organising its congress in Sydney in 1993. Having moved from the School of Industrial Relations to serve as Dean of the Faculty of Commerce and Economics, he became Vice-Chancellor of The University of New South Wales.

1988…

Three additional members of staff had been added before the Department’s merger with the Organisational Behaviour Unit, in August 1988, to form the School of Industrial Relations and Organisational Behaviour. The teaching of Organisational Behaviour had grown out of the establishment of the School of Business Administration in 1962. A Professor of Organisational Behaviour was appointed in 1970 and a Department of Organisational Behaviour formed in the same year. In 1975, following the establishment of the Australian Graduate School of Management (AGSM) and the disbanding of the Graduate School of Business within the Faculty of Commerce, the Department of Behavioural Science was made a separate department within the Faculty and renamed the Department of Organisational Behaviour in August 1979. It was later renamed the Organisational Behaviour Unit. Since its formation, the School has drawn upon its Industrial Relations and Organisation Behaviour strands to offer programs in Human Resource Management. Professor David Plowman succeeded Professor John Niland as Chair and Head of the School in 1989. Under his stewardship the School expanded to 14 faculty staff.

1993…

In 1993, Professor Plowman was appointed Director of the Graduate School of Management, University of Western Australia and in 1994 Michael Quinlan joined the staff as Professor and Head of School.

1998…

In 1998 the School had an academic staff of 19 and 3 administrative support staff. The School consolidated its programs and restructured course offerings to strengthen its program delivery to students. During the year PhD enrolments rose to 25, cementing the School’s position as the leading postgraduate research training unit in Industrial Relations, Human Resource Management and Organisation and Management Studies in Australia and as one of the largest in the Asia-Pacific region.

1999 …

The School comprised 18 members of staff and 3 administrative support staff. Building on its research collaboration with overseas academics, many of the staff delivered papers at various international conferences and visited European and Asia institutions during the year. In addition several scholars from England and Scandinavia visited the School. In July, Dr. Allan Bordow was appointed Acting Head of School for one year during Professor Quinlan’s Special Studies Program absence from the School. Dr. Philip Bohlé took up his appointment as Professor within the School in the middle of the year. In December the School relocated to its present premises in the Rupert Myers Building.

2000 …

Following many years of distinguished service, Dr Allan Bordow retired. In August, Professor Philip Bohlé was appointed Head of School. The School continued to attract distinguished visitors from overseas (Scandinavia, UK, USA). Three students were awarded PhDs, including one staff member, Dr Carol Royal. Professor Quinlan was appointed by the Motor Accidents Authority of NSW to undertake an inquiry into safety in the long haul trucking industry.

2001…

The School introduced a Management stream in the B.Com., which is taught jointly with the School of International Business. It also took over the teaching of the core course in the Master of Technology Management. Four students graduated with PhDs and two Large ARC grants were awarded from January 2001, bringing to five the number of ARC grants held within the School. Dr David Morgan was appointed Associate Head of School and Drs Anne Junor and David Kennedy took up continuing appointments.

The former Department of Industrial Relations produced annual reports between 1974 and 1987 before becoming the School of Industrial Relations and Organisational Behaviour in 1988. This is the School’s fourteenth annual report.
Staffing

The School’s core academic staff consisted of:

*Philip Bohlé*  BA (Macq), DipPsych, PhD (Qld)  Professor  Head of School

*Braham Dabscheck*  BEc & Pol (Hons), MEc (Monash)  Associate Professor

*Diane Fieldes*  BA (Hons) (ANU), DipEd (Sydney)  Lecturer

*Peter Gahan*  BCom (Hons) (UNSW), PhD (Melb)  Senior Lecturer  (On Leave)

*Sarah Gregson*  BA (Hons) (UNSW)  Associate Lecturer

*Suzanne Hammond*  BA (Hons) (La Trobe)  Lecturer  (On Leave)

*Ian Hampson*  BA (Vic NZ), MA (Macq), PhD (W’gong)  Senior Lecturer

*John Holt*  BA (CUC), BSc (Psych), Hon (N’castle), PhD (UNSW)  Lecturer

*Anne Junor*  BA (Hons), DipEd Syd, BEc (UNE) PhD (Macq)  Lecturer

*David Kennedy*  BA, Magna Cum Laude (Assumption College), MBA (Massachusetts), MS (Massachusetts), MPS (Cornell), PhD (Cornell)  Lecturer

*David Morgan*  BA (Hons) (Flinders), PhD (Qld)  Senior Lecturer

*John O’Brien*  BA DipEd (Sydney), MA (Newcastle), PhD (W’gong)  Senior Lecturer

*Michael O’Donnell*  BA (Hons) (Trinity, Dublin), MA (Westminster), PhD (UNSW)  Lecturer  (On Leave)

*Michael Quinlan*  BEc (Hons), PhD (Syd)  Professor

*Carol Royal*  BA, MCom, PhD (UNSW)  Lecturer (.5 fractional)

*Ben Searle*  B.Sc. (Hons), Ph.D. (UNSW)  Lecturer

*Lucy Taksa,*  BA (Hons), PhD (UNSW)  Senior Lecturer

*Tracy Wilcox*  B.App.Sc (Hons) UTS, MCom (Hons) UNSW  Lecturer (.5 fractional)

*Chris Wright*  BEc (Hons), PhD (Sydney)  Senior Lecturer
In addition to full-time members of staff, the School drew upon part-time lecturing and/or tutorial assistance from the following:

<table>
<thead>
<tr>
<th>Name</th>
<th>Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alison Barnes</td>
<td>BA (Hons) UNSW</td>
</tr>
<tr>
<td>David Chin</td>
<td>LLB (Hons), BE (Macq), MSLR (Oxford)</td>
</tr>
<tr>
<td>Kerry Harman</td>
<td>BA (N’castle) Grad. Dip. App Psych (Organisational) (VUT)</td>
</tr>
<tr>
<td>Julie Kimber</td>
<td>BA (Hons) UNSW</td>
</tr>
<tr>
<td>Angela Langton</td>
<td>BA DipEd (Syd), MA (UNSW)</td>
</tr>
<tr>
<td>William Morrissey</td>
<td>MCom (UWS)</td>
</tr>
<tr>
<td>Shahnaz Naughton</td>
<td>MsocSc (Birmingham)</td>
</tr>
<tr>
<td>Reuben Opar</td>
<td>BA (Hons) Panjab University,</td>
</tr>
<tr>
<td>Stephen Pomfrett</td>
<td>BA (Hons), W’gong, MBA UTS, M.Ed (Hons) Sydney</td>
</tr>
<tr>
<td>Mary Robinson</td>
<td>B.SosSc, MBA, Teaching Cert (Victoria University of Wellington, NZ)</td>
</tr>
<tr>
<td>Yaseen Shariff</td>
<td>LLB (Syd)</td>
</tr>
<tr>
<td>Sue-Ern Tan</td>
<td>BCom (Hons) (UNSW)</td>
</tr>
<tr>
<td>Janis Wardrop</td>
<td>BA (Hons), MCom UNSW</td>
</tr>
<tr>
<td>Chris Yates</td>
<td>BA (Syd), MLitt (UNE)</td>
</tr>
</tbody>
</table>

Terry O’Callaghan and Robyn Tompkins provided administrative support for the School. Alice Salomon provided research assistance to various members of the School’s faculty staff.

Regular formal School Meetings were held throughout the year. Diane Fieldes was elected as Chair of these meetings and Terry O’Callaghan acted as Minutes Secretary. Because of the School’s small size, certain policy and other curriculum matters, and issues of general concern to staff, were frequently handled through informal discussions by the Head of School with relevant members of the School and Faculty.

**Staff Movements and Changes**

Three members of staff took Leave without Pay in 2001. Dr Michael O’Donnell took leave for a year to accept an appointment as Senior Lecturer at the University of Canberra and Ms Sue Hammond took up a visiting appointment at the University of Wisconsin, Madison (USA). Dr Peter Gahan took leave for three years to accept a senior position with Industrial Relations Victoria.

Dr Anne Junor joined the School in February from the University of Canberra. Dr Ben Searle was appointed to a short-term lecturership following the completion of his PhD in the School of Psychology. He was subsequently appointed to a lectureship at Macquarie University.

Dr Lucy Taksa applied successfully for promotion to Associate Professor, to take effect on 1 January 2002.
RESEARCH AND PUBLICATIONS

Staff Research Interests

Philip Bohlé
Philip continued to pursue three main streams of research concerning working hours, work-life conflict and health; the psychometric properties of diurnal type inventories; and the impact of precarious employment on work-life conflict and occupational health and safety (with Michael Quinlan and Ann Williamson). An Australian Research Council Large Grant funds the precarious employment project and Philip applied successfully (with Dr David Kennedy) for an ARC Linkage Grant to examine the adoption of strength training by the elderly. Currently preparing her Broken Hill material for publication.

Braham Dabscheck...
Braham’s research interests continued in Australian industrial relations, industrial relations theory, wage determination and sporting labour markets. In 2001, he was appointed as a Senior Fellow in the Faculty of Law at the University of Melbourne. In February 2001 he was part of a team that prepared a submission on behalf of the International Federation of Professional Footballers’ Associations, to the European Commission on international transfer fees.

Diane Fieldes...
Diane’s research has focussed on women and trade unionism. As well as researching trade unions and equal pay for women in Australia, she has been researching the role of women in the formation of independent trade unions in South Korea. Her other research has involved deepening her knowledge of the areas in which she teaches, particularly labour history and the interrelationship between the workplace and society.

Sarah Gregson...
Sarah has continued her PhD research into the relationship between racism, the RSL, mine management and the labour movement, and has delivered conference papers on sections of this research. She has published an article based on her thesis case study of Kalgoorlie, and is currently preparing her Broken Hill material for publication.

Ian Hampson...
Ian’s research interests and activities have concentrated on training policy and practice. Work has continued exploring the usefulness of the ‘institutionalist’ stream of political and policy analysis, for understanding the major changes in policies pursued by the Federal Government since the late 1980s.

John Holt...
During the year John has continued working extensively with the Australian Centre for International Business on a project investigating the nature of the decision factors that influence the way multinational firms make choices about where to locate their Regional Headquarters in the Asia Pacific region. Other research that is currently engaged in utilizes SRG funding to investigate the effects of national culture on differentially shaping subordinate perceptions of what constitutes "good" and "effective" staff management behaviours.

Anne Junor...
Anne's research on casual and part-time employment in Australia is part of her ongoing research program covering the gender, race and class relations of time and money. She is currently undertaking collaborative research with three TAFE Institutes, the ACTU and the education unions, on casual employment and its alternatives in the public school, TAFE and university sectors. Anne has two other research areas: development of a methodology for assessing the social and industrial impact of the managerialist and contractualist turn in public sector employment relations; and a study of the formalisation of employment relations in non-government organisations, with a focus on overseas aid agencies. She is also interested, at the theoretical level, in developing applications of realist methodologies of explanatory critique.
David Kennedy...  
Dave continues to research in the area of organisational relocation and mobility. He is also currently conducting research on employee health and satisfaction, particularly in pre- and post-retirement.

David Morgan...  
David continues his work on the use of the institutional framework of political and policy analysis of work competence systems in Australia. In particular major changes are examined in policies of the Federal government and other major players in training and development since the late 1980s. A refereed conference paper has been completed, which is to be submitted to a major organisational studies journal. He also continues work on organisational conditions of change, particularly types of structural, workplace and work changes, and the effects on trust in management (a refereed research paper accepted for publication). A new project on organisations, innovation and work organization has been commenced. This project will be concerned with change, work organisation and survival in new, innovative organisations. In particular, to what extent do such firms adopt ‘old economy’ structures and practices after an initial innovative period?

John O’Brien...  
John’s research interests include: Public sector employment and industrial relations; Industrial relations and public policy in the education sector; Performance pay for teachers in the United Kingdom; Management decisions about the use of casual teachers in New South Wales

Michael Quinlan...  
Michael continued his research into the OHS effects of precarious employment (with Philip Bohle and Claire Mayhew) completing a number of papers that have been accepted for publication by international journals in 2002 (Sociology of Health and Illness and Comparative Labor Law and Policy Journal). He also continued his research on early worker organisation, completing a paper that has been accepted for publication by an overseas journal. He also prepared several papers for publication arising from the report into safety in the long haul trucking industry. In late 2001 he began work on a research project funded by WorkCover New South Wales on developing remedied to the OHS and workers’ compensation problems posed by changing employment relationships.

Carol Royal...  
Carol's research interests include human resource practices, organisational change management strategy, globisation, and professional service firms. During 2001 Carol continued her research into internal labour market and human resource practices in the investment banking industry. Other research projects include academic research as part of a large international university human resource development project, involving six countries on employee perceptions of factors that affect the performance of general university staff and the implications for human resource development. Conference papers prepared include a paper for the Global Human Resource Management conference in Barcelona, Spain, June 2001, and a paper presented at the European Group for Organizational Studies (EGOS) Colloquium in Lyon, France, 2001.

Ben Searle...  
Ben is working on several papers arising from his recently completed his PhD thesis, “Predicting occupational stress and productivity from work preferences and the work environment”. This field investigates how work design and organisational change affect personal factors (such as health and satisfaction) and organisational outcomes (absenteeism and performance). This year, Ben also conducted studies on the reliability, validity and fairness of letters of reference as selection tools. He has recently become involved in research on how motivational and cognitive processes interact to influence complex decision-making.

Lucy Taksa...  
Lucy Taksa’s current research interest focuses on organisational culture, gender and the management of diversity, management and labour history, the diffusion of technology, and industrial heritage. During 2001 work was completed on a large Australian Research Council (ARC) funded project entitled, ‘Technology, work, gender and citizenship at the
Eveleigh Railway Workshops precinct’, and research commenced on a new ARC funded project entitled: Work, family, community and place at the Eveleigh railway Workshops, 1887-1989: an investigation of mobility and cultural diversity’. Dr Taksa completed a database of Eveleigh employees for the period to 1950 and a video entitled: Steam Power: A History of the Eveleigh Railway Workshops. Both form part of an ARC funded project entitled: A Model for Change at the Eveleigh Railway Workshops Precinct: Using Social and Industrial Heritage as Tools for Urban and Community Renewal’, which also includes a heritage web site to be completed in 2002. Research conducted with Associate Professor Terry Irving (University of Sydney) for the Labour Heritage Register of NSW was completed and preparation for its publication was undertaken.

Tracy Wilcox...

Tracy is currently researching her PhD which examines the ways in which human resource management strategies are framed and enacted in an organisation. Tracy’s other research interests relate to alternative conceptions of performance, and social and ethical accountability.

Chris Wright...

Chris’ research interests include the diffusion of management knowledge, the history of management practice, labour management strategy, professional service firms, work reorganisation and technological change. During 2001 Chris continued his research into the role and impact of management consultancies in Australian organisations. This project represents the first detailed analysis in Australia of this rapidly-growing industry and involves interviews with a broad range of consultants and clients managers, as well as case-studies of specific consulting projects. Outcomes from this project this year included papers presented at the European Group for Organizational Studies (EGOS) Colloquium in Lyon, and the Academy of Management Conference in Washington D.C. Other research projects initiated during 2001 include an examination of the industrial relations and human resource implications of supply chain management technologies, and another project exploring the organisational and workplace ramifications of Enterprise Resource Planning systems.
International Links

The chart on the following page summarises international linkages between staff and overseas scholars in the year 2001. In recent years, the school has endeavoured to promote international linkages by establishing ties with overseas institutions, especially through visits by staff. In most instances these linkages are related to teaching and research, including joint research projects.

Professor Philip Bohle is a member of the Scientific Committee on Shiftwork of the International Commission on Occupational Health and the Publications Committee of the international Working Time Society. He is collaborating on research concerning the measurement of diurnal type (morningness/eveningness) with Dr Hervé Caci, MD, Hôpital Archet 2, Nice, France, and Professor Carla Smith at Bowling Green State University, USA. He maintained active links with colleagues conducting working time research in the USA and UK. Philip presented a keynote address and co-authored two other papers at the XVth International Symposium on Night and Shiftwork, Hayama, Japan, 10-13 September.

Dr Ian Hampson is the Australian Academic Liaison Officer for the Japan Institute of Labour. In this role he produces monthly reports and special reports on Australian IR for translation into Japanese and for publication. He also attended the 26th Liaison Meeting of the JIL in October 2001. Delegates were asked to present a paper on selected themes. For Australia, the theme was Government policies towards the ‘Knowledge Economy’. Ian’s paper criticised the Australian Government for its poor performance in international comparative terms, in particular with respect to tertiary education. Australian adherence to economic orthodoxy contrasted with the strongly interventionist postures adopted by Governments in such countries as Hong Kong, Singapore, Thailand, Indonesia, The Phillipines and Malaysia.

Dr. John Holt (with Prof. Sidney Gray and Assoc. Prof. William Purcell of the School of International Business) is collaborating with Professor Torben Pedersen of the Department of International Economics and Management, at the Copenhagen Business School, Denmark. Prof. Pedersen has replicated the recently developed Holt, Gray and Purcell survey on RHQ location decisions, across multinational firms located in Europe. This project enables a comparative examination of the way factors determining regional headquarters location decisions differ according to global regional – Asia-Pacific versus Europe.

Dr Anne Junor is a member of the International Association for Critical Realism, a multidisciplinary group exploring approaches to scientific and social scientific research, using a retroductive methodology that avoids both the empiricism of positivism and the idealism of postmodernism. She has contributed a number of research notes and review articles to the Journal of Critical Realism (formerly Alethia).

In August 2001, Dr. Kennedy presented a paper at the Annual CHRIE Conference in Toronto, Canada. He also attended the Academy of Management Conference in Washington, DC. He continues his working relationship with Dr. Timothy Judge, formerly of the University of Iowa, and now the Matherly-McKethan Eminent Scholar in Management at the Warrington College of Business, University of Florida.

Dr David Morgan spent part of his study leave at the University of Manchester Institute of Science and Technology (UMIST) School of Management, and the Manchester Business School working on an international comparison of management education based on Professor Richard Whitley's work on national business systems. Dr Morgan also presented papers at a number of venues; a staff seminar at Technical University of Denmark (Copenhagen), Dept of Production and Management, on conceptions of management and education programs; a research seminar at the University of Strasbourg (Strasbourg), on organisational change and trust in management; and a refereed conference paper at the Canadian Industrial Relations Conference, University of Laval (Quebec) on national business systems and employment relations in Australia.

Dr John O’Brien was based at the School of Social Sciences at Cardiff University in Wales from July to late September 2001. During that period he carried out research on public sector industrial relations in the United Kingdom.
particularly union responses to those changes. He also researched the issue of performance pay for teachers in England and Wales. He also presented in papers at the Employment Relations conference in the Cardiff Business School and the Work, Employment and Society conference in Nottingham in September, the latter with Professor Peter Fairbrother of Cardiff University.

During 2001 Professor Quinlan continued his collaborative research with colleagues in Norway, Sweden and Denmark in connection to systematic occupational health and safety (SOHSM). Together with these colleagues and Professor David Walters (UK) he began to plan an international research project on the implementation of process standards/ SOHSM in six countries. In September 2001 he was invited to address an European Union presidency conference on quality of work in Belgium. Together with Philip Bohle he contributed a chapter on the safety effects of contingent work for a book on the psychology of worker safety being edited by Julian Barling (Canada) and Michael Frone (USA) to be published by the American Psychological Association. He is also began work on a chapter on OHS in trucking industry for an international book on OHS disasters being edited by Eric Tucker (York University, Canada). In November he acted as an international expert reviewer for the 2001 round of major program research grant applications for Swedish Council for Working Life and Social Research.

Dr Lucy Taksa has international connections with organizations that promote the study of railway history, notably the Association pour l’Histoire des Chemins de Fer en France, and in the UK The Institute for Railway Studies, University of York and The National Railway Museum. She is currently on the editorial board of the Journal of Transport History published by the University of Manchester Press and has also developed a close relationship with the International Institute of Social History in The Netherlands. Lucy was nominated in 2001 to the Advisory Council for the Society for the History of Technology in the USA.

Dr. Chris Wright was based at the School for Workers at the University of Wisconsin-Madison, USA during August 2001. During this stay he carried out research into supply chain management in the US grocery retail industry with Professor John Lund and began a long term research project examining this issue in the Australian and US industries. While in the US he also presented a paper at the Academy of Management Conference in Washington DC. In addition ongoing research links exist with scholars investigating the role and impact of management consultants in the UK, Spain and Sweden.

Visitors:
During 2001 the School had three visitors:

Dr Kaj Frick,

Dr Frick is a Senior Researcher with the National Institute of Working Life in Stockholm. He has particular expertise in the issue of systematic Occupational Health & Safety management.

Assoc Professor David Peetz
School of Industrial Relations, Griffith University, Brisbane – Jan 08 – March 18, 2001.

Associate Professor Peetz is an authority on trends in union density and collective bargaining in Australia. During his visit he gave a seminar on changes to industrial relations in Australia, particularly in the growth of individual contracts.

Professor Katherine Lippel
University of Quebec, Montreal – April 02-16, 2001.

Professor Lippell, from the University of Quebec, is a member of the Cinbiose Research Centre in Quebec, Canada, and works on issues relating to occupational health and workers’ compensation with a particular interest in gender, contingent work, and the interaction between law, science and medicine.
International Linkages Chart
Staff Research Grants

Philip Bohle…
In 2001 Philip was awarded, with Michael Quinlan and Ann Williamson, an Australian Research Council Large Grant for $141,381 to explore the occupational health and safety effects of precarious employment in three industry sectors: road transport, hotels and call centres. During the year, Philip and Dr David Kennedy applied successfully for an Australian Research Council Linkage Grant with a total value of $220,000.

Anne Junor …
Anne transferred an Australian Research Council Strategic Partnerships with Industry Research and Training grant from the University of Canberra to UNSW. It is funding an investigation of casual professionalism in the education industry. The grant, of $95,000 over the three years 2000-2002, is matched by contributions from industry partners - Sydney Institute of Technology, Canberra Institute of Technology, Kangan Batman Institute of TAFE, the ACTU, the NTEU and the Australian Education Union. Research associates in this project are Dr Iain Campbell (RMIT University), Dr Jennifer Curtin (Monash University), and Barbara Preston (independent researcher, Canberra). Other collaborators are Dr Harry Oxley, Margaret Wallace (University of Canberra). The project involves large-scale surveys in a range of universities and TAFE institutes, and case study interviews with senior managers, union officials and casual employees.

John O’Brien…
John was awarded a University Research Grant of $8000 to continue research on public sector industrial relations in the United Kingdom. A $4000 Faculty of Commerce and Economics Special Research Grant to carry out research into management decisions about the employment of casual and temporary teachers in the NSW public school system (with Anne Junor).

David Kennedy…
During 2001, David took the lead, with Phil Bohle, in successfully applying for an Australian Research Council (ARC) Linkage - Projects Grant for $110,000, plus matching funds of $110,000 from industry.

Michael Quinlan…
Michael was a member of a team headed by Dr Tony LaMontagne (Monash University) awarded a grant of $92,000 (for 2003-4) by the National Heart Foundation to undertake research on job stress amongst low status workers. With Dr Claire Mayhew was awarded a research grant of $24,000 by WorkCover New South Wales for a project on developing remedies to the OHS and workers’ compensation issues raised by changing employment relationships.

Lucy Taks…
Lucy continued work on an ARC Strategic Partnerships with Industry Research and Training (SPIRT) Grant of $86,000 (to match $90,200 Industry Partner contribution) for a project entitled: *A Model for Change at the Eveleigh Railway Workshops Precinct: Using Social and Industrial Heritage as Tools for Urban and Community Renewal*, to be completed in 2001. She also continued work on a Large ARC Grant of $112,000 for a project entitled: ‘*Work, family, community and place at the Eveleigh railway Workshops, 1887-1989: an investigation of mobility and cultural diversity*’, which is funded between 2001 and 2003.

Chris Wright…
Chris was awarded a University Research Support Grant of $8,500 to initiate a pilot research project into the industrial relations implications of supply chain integration in the Australian grocery industry.
**PUBLICATIONS**

**Books**


**Book Chapters**


**Journal Articles**


Dabscheck, B. ‘A felt need for increased efficiency: industrial relations at the end of the millennium’, *Asia Pacific Journal of Human Resources*, 39(2), 4-30, 2001

Dabscheck, B. “Sport, Law, America!”*, Australian Society for Sports History*, 18, 91-100, 2001


**Publishing Profile**

The following chart provides a numerical picture of the School’s publishing output in books & monographs, book chapters and journal articles in the past eight years.


Book Reviews


**Working/Discussion Papers**


**Conference Paper Profile**

The following chart shows the number of papers given by School members at international and domestic conferences over the last seven years.

![Conference Paper Profile Chart]

**Conference Papers**


Fieldes, D and Minns, J, “ ‘One huge voice of assertion’: women workers and the foundation of independent trade unionism in South Korea”, paper presented at the Gender, Work and...


Royal, C. “Recruitment and Selection Practices in Investment Banks” presented to Global Management Conference, Comparative HRM Learning from Diversity, Barcelona Spain, 19th June till 23rd June, 2001


Ways of Thinking About Organizational Change: Discourses, Strategies, Processes, Forms’, The University of Sydney, 27th November, 2001


Notes and Other Publications


Dabscheck, B. “Eight Tackles: Players’ Unions in Australian Rugby League”, Our Game, Rugby League Analysis, History and Vision, Spring, 8-9, 2001


World Wide Web Publications


Government Report

Quinlan, M. Report of Inquiry into Safety in the Long Haul Trucking Industry, Motor Accidents Authority of New South Wales, Sydney, 2001 (498 pages)

Audio-Visual:

Taksa, Lucy and Summer Hill Media, Steam Power: A History of the Eveleigh Railway Workshops, video funded by the Australian Research Council, launched 22 April 2001.
Addresses and Guest Lectures


Dabscheck B, “A Felt need for Increased Efficiency”: Industrial Relations at the end of the Millennium’ Department of Work and Organisational Studies, University of Sydney, 6 April 2001.


Hampson, I. “Australia as a Knowledge Economy”, invited address to the 26th Liaison Meeting of the Japan Institute of Labour, Tokyo, Japan, 14 October, 2001.


Morgan, D., “The Concept of Management and Management Education Programs” paper presented at Staff Seminar, Department of Production Engineering and Management, Technical University of Denmark, Copenhagen, 2 May, 2001.

Kennedy, D. “Creating a model that will work for the aged care industry”. Invited address to the 1st Aged Care Education, Training and Recruitment Conference, Melbourne, Victoria, 7 November.

Kennedy, D. and Sent, T. “A vision of the senior living industry in Australia”. Invited address to the Retirement Village Association of Australia National Conference, Noosa, Queensland, 14-17 October.


O’Brien, J and Fairbrother, P “It takes a Labo(u)r government: Public sector industrial relations in the United Kingdom and Australia”, paper given to the Work, Employment and Society Conference, Nottingham University, September.

O’Brien, J. “Crossing the threshold: Performance related pay for teachers in the United Kingdom”, paper given to the Australian Centre for Industrial Relations Research and Training’ University of Sydney, November.

Quinlan, M. “OHS and Trucking: What You Need to Know”, Presentation to Australian Trucking Association 2001 Convention, Canberra 19 April 2001

Quinlan, M. Presentation to Safety in Mining Forum, Grace Hotel, Sydney, 1 May 2001.


Quinlan, M. “Key Principles in Managing Contractor Safety in Universities” Keynote Address AVCC OHS Conference, University of Sydney, Thursday 5 July 2001


Quinlan, M. “OHS and Moving Furniture: What You Need to Know”, Presentation to Australian Furniture Removers Association Conference Coffs Harbour 24 August 2001

Taksa L, “Spatial practices and struggle over ground at the Eveleigh Railway Workshops”, presented before the Seventh National Labour History Conference, Australian National University, Canberra, 19 April 2001

Taksa L, “Landscape, work and struggle: interpreting enacted spatial visions at the Eveleigh Railway workshops” presented before the ‘Towards an Enlivened Political Economy of Work: Industrial Relations Meets Geography, The University of Sydney, 14 November 2001

Taksa L, “From steam trains to information superhighways: Interpreting the Heritage of the Eveleigh Workshops”, paper presented before the Research Institute for Cultural Heritage, Curtin University of Technology, Perth, 13 February 2001

Taksa L, “From Ground for Struggle to Struggle over Ground: considering the relationship between spatial practices and mobilisation”, presented before the Work, Organisation and Society School Seminar, University of Sydney, 30 March 2001

Taksa L, “The Lone Wolf of the Profession: considering the relationship between industrial nursing, industrial medicine and industrial welfarism”, presented before the Department of Politics and History, Macquarie University, Sydney, 13 June 2001

Taksa L, “Perspectives on US Labour History”, presented before the Work, Organisation and Society School Seminar, 12 October 2001

Taksa L, “The nature and significance of a literature review”, presented before the Postgraduate Research Symposium organised for students enrolled in the School of Industrial Relations and Organisational Behaviour, UNSW, 7 December 2001

Taksa L, “Nostalgia or Nostophobia? Attitudes to Industrial Heritage in Australia”, Public Lecture organized by the Research Institute for Cultural Heritage, Curtin University and the Society for the Study of Labour History, Perth Branch, with assistance from the Midland Redevelopment Authority, as part of the Westrail Workshops [Midland] History Project, held at the Midland Town Hall, 12 February, 2001


TEACHING ACTIVITIES

Educational Approach

University education is a multi-faceted endeavour providing freedom for staff and students alike to pursue knowledge and understanding for its own worth. These activities, however, must be balanced by the fact that with few exceptions graduates leave university to find a job. The two worlds of learning and work, inevitably, will be seen to have some relationship and we believe that for most students the university experience should also provide skills and perspectives appropriate to their subsequent working lives. The question is not whether universities are to provide job skills or a liberal education, but rather what the balance between these two important functions should be.

The School endeavours to provide students with tertiary education suitable for a wide range of modern vocations. Recent graduates have been engaged as research officers in unions and employer organisations, industrial relations analysts with companies or government departments, management and remuneration consultants, industrial officers/union organisers, human resource and other managers, reporters/journalists and associates with industrial tribunals. Honours graduates sometimes continue their studies in preparation for an academic career.

The educational focus of the School’s undergraduate teaching is based on the view that the disciplines of Industrial Relations and Human Resource Management deal with the wide range of issues and problems that arise in the context of work in modern society.

Industrial relations is concerned with the conventions and laws governing work relationships, and the way these are affected by the values of the larger society within which labour and management function. The industrial relations institutions, regulations and procedures of a country reflect its economic, social, political and legal history, as well as the contemporary way of life of the people who relate to one another as employees and managers. Our industrial relations program, is therefore, designed on a multi-disciplinary, social sciences basis to foster an appreciation of the many important questions—both social and legal—which arise for individuals, trade unions, management, employers and government bodies in respect of work.

The School regards the study of human resource management to be principally concerned with the organisation-specific policies and processes associated with the management of people in paid employment. In a climate of rapid economic and technological change, effective labour management is being seen as a critical component of the operation and strategic planning of both private sector firms and public sector organisations. In recent years the issues of staff recruitment, training, appraisal, promotion and remuneration as well as the maintenance of safe and non discriminatory working environment have assumed growing importance. Effective labour management requires not only a solid understanding of the internal dynamics of the workplace, but it is also imperative to understand how the legislative, social and political context affects the development and operation of human resource practices.

At the graduate level the School teaches in three streams: Industrial Relations, Organisational Management Studies, and Human Resource Management. These disciplines follow the same general approach identified above but are specially geared to the level, needs and interests of postgraduate students undertaking the Master of Commerce. In keeping with changes in the work environment and developments in these disciplines generally, the School has steadily moved to incorporate change in the range and content of courses it offers in each of these streams, and to provide greater flexibility in the choice of courses between discipline boundaries.
Staff Teaching 2001

*Philip Bohlé...* Organisational Behaviour, Managing Occupational Health and Safety (postgraduate).

*Braham Dabscheck...* Industrial Relations (undergraduate), Employment & Industrial Relations (postgraduate).

*Diane Fieldes...* Labour Organisation, Social Organisation of Work, Managing People (undergraduate).

*Peter Gahan...* On Leave

*Sue Hammond...* On Leave


*John Holt...* International Dimensions of Negotiation Behaviour, International Human Resource Management (postgraduate)


*David Kennedy...* Technology, Management and Innovation, Organisational Transformation at the Speed of E (postgraduate).

*David Morgan...* History & Philosophy of Industrial Relations/Human Resource Management Research (undergraduate), Organisational Innovation and Change (postgraduate).


*Michael O’Donnell...* On Leave


*Lucy Taksa...* Management of Organisations (undergraduate), Social & Organisational Analysis, Managing Equity, Diversity and Disability (postgraduate).

*Carol Royal...* Human Resource Recruitment, Selection & Development (postgraduate).

*Ben Searle* Managing Organisational Behaviour (undergraduate), Organisational Transformation at the Speed of E (postgraduate).

*Tracy Wilcox...* Strategic Human Resource Management (postgraduate).

*Chris Wright...* Management & Employment Relations (undergraduate), Fundamentals of Management (undergraduate).
Undergraduate Teaching

Undergraduate Student Enrolments 1996-2001

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<td>IROB 1702: Labour Organisation</td>
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<td>IROB 3728: Managing Pay &amp; Performance</td>
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The School offers majors in Industrial Relations and in Human Resource Management in the following undergraduate degrees:

- Bachelor of Arts
- Bachelor of Commerce
- Bachelor of Economics
- Bachelor of Social Science

and majors in Industrial Relations only in the following undergraduate degrees:

- Bachelor of Commerce/Bachelor of Laws
- Bachelor of Commerce/Bachelor or Arts
- Bachelor of Arts/Bachelor of Laws

In 2001, a major in Management, jointly taught with the School of International Business, was offered for the first time in the Bachelor of Commerce.
Postgraduate Teaching

Graduate Student Enrolments by Subject 1996-2001

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<td>IROB 5907</td>
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<td>International Dimensions of Org Behaviour</td>
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The School offers the following graduate research programs:

Master of Commerce (Honours) in Employment Relations
Master of Commerce (Honours) in Organisation and Management Studies
Master of Commerce (Honours) in Human Resource Management
Doctor of Philosophy

Totals | 677 | 620 | 589 | 639 | 655 | 759
In 2001 there were 4 students enrolled in the Honours programs and 24 in the M.Com(Hons) and PhD programs.

The School also offers the following graduate coursework programs:

- Master of Commerce in Employment Relations
- Master of Commerce in Organisation and Management Studies
- Master of Commerce in Human Resource Management
- Graduate Diploma in Employment Relations
- Graduate Diploma in Human Resource Management
- Graduate Certificate in Employment Relations
- Graduate Certificate in Human Resource Management

Graduate Research Student Enrolments 1995-2001

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<td>Master of Commerce (Honours)</td>
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**Thesis Supervision**

Bachelor of Arts (Honours)

*Jessika Ban* was awarded an Honours degree in the Faculty of Arts and Social Sciences. Her thesis was entitled, “Perceptions & Expectations: An exploration of the Psychological Contract”. She was supervised by Dr David Kennedy.

*Katie Chapman* was awarded an Honours degree in the Faculty of Arts and Social Sciences. Her thesis was entitled “The Occupational Health and Safety Managerial System: A tool of trade enabling change or is it?” She was supervised by Professor Michael Quinlan.

*Helen Conomos* was awarded an Honours degree in the Faculty of Arts and Social Sciences. Her thesis was entitled “Earnestly Honest or Wildly Dramatic at Work and Play?” and was supervised by Dr Anne Junor.

*Nancy Nawar* was awarded an Honours degree in the Faculty of Arts and Social Sciences. Her thesis entitled “To be Soft or to be Hard? That is the question” and was supervised by Dr David Kennedy.

Master of Commerce (Honours)

*Hidyuki Odaka*… ‘Cross-cultural Organisational Analysis’ supervised by Professor Philip Bohlé and Dr Allan Bordow.

*Leigh Donoghue*, ‘Models of Knowledge Management and Knowledge Work’, supervised by Dr Chris Wright.
Doctor of Philosophy:

2001 Graduates...

Felicity Lamm...
‘OH&S and Small Business’ supervised by Professor Michael Quinlan.

Kirk Lovric...
‘Enterprise Bargaining in the Public Sector in Tasmania’ supervised by Professor Michael Quinlan.

Brad Pragnell...
‘Selling Consent’: A History of Paternalism and Welfarism at David Jones Limited 1838-1958’, supervised by Dr Chris Wright.

Diane Van den Broek...
‘Crossed Wires: Cultural Change and Labour Management in the Australian Telecommunications Industry’, supervised by Dr John Shields and Dr Chris Wright.

...and future graduates

The following students either commenced or continued their PhD research in 2001.

Dianne Ball...
‘The Learning Organisation in a Modern Hospital Environment’ supervised by Professor Philip Bohlé and Dr Allan Bordow.

Lakshmi Bose...
‘The Effects of Occupation and Work Arrangements on Worklife Balance’ supervised by Professor Philip Bohlé.

Sarah Gregson...
‘Racism, Anti-racism and class in inter-war Australia’ supervised by Dr Lucy Taksa.

Alison Barnes...
‘Call Centres, Working Time and the Reconstitution of Work’ supervised by Dr John O’Brien and Dr Anne Junor.

Kerry Harman...
‘Implementation of Teleworking in Large Organisations’. supervised by Professor Philip Bohlé and Dr Allan Bordow.

Anne d’Rozario...
‘Competency-Based Management Education and Training policy in Australia: An Investigation of the Frontline Management Initiative’ co-supervised by Dr Ian Hampson & Dr David Morgan.

Julie Kimber...
‘Class, Identity and Locality: A Labour History of Orange (NSW)’ supervised by Assoc Prof Braham Dabscheck.

Shanaz Naughton...
‘Management Commitment in a time of Major Organisational Change’ supervised by Professor Philip Bohlé and Dr Allan Bordow.

Diane Fieldes...
‘Australian Unions and the Equal Pay Campaigns of the 1960s and 1970s’ supervised by Professor Philip Bohlé and Dr Lucy Taksa.

William Robbins...

Miles Goodwin...
‘Award Non-compliance in the Federal Industrial Relations System’ supervised by Professor Michael Quinlan.

Corinna Riantoputra...
‘Investigating the relationship between measures of shared managerial cognitions and organisational effectiveness measures’ supervised by Dr. John Holt.

Peter Schweder...
‘The OHS effects of temporary workers’ supervised by Professor Michael Quinlan and Professor Philip Bohlé.
Megan Tranter...  
‘OHS in the fast food industry’ supervised by Professor Michael Quinlan.

Elsa Underhill...  
‘The OHS effects of labour hire’ supervised by Professor Michael Quinlan.

Gael Walker...  
‘Development and Management of Public Relations Research’ supervised by Professor Philip Bohlé and Dr Allan Bordow.

Rosemary Webb...  
‘The Role of Women in Australian Trade Unions between the Wars’ supervised by Dr Lucy Taksa.

Janis Wardrop...  
‘Corporate Governance’, supervised by Dr Lucy Taksa and Dr Anne Junor.

Tracy Wilcox...  
Ethics, HRM, and the Construction of Strategy’ supervised by Dr Ian Hampson & Dr David Morgan.

Student Prizes

During 2001 several IROB students received prizes for outstanding academic achievement. These prizes were made possible by the generosity of donor organisations or individuals.

The Industrial Relations Society of NSW Prize for the best performance in IROB1701 Industrial Relations 1a (Australian Industrial Relations) in the Bachelor of Commerce, Economics, Arts or Social Science degree courses was awarded to Dao Anh Nguyen who received books to the value of $200.

The Julia Moore Prize in Industrial Relations for the best aggregate performance in IROB3705 Industrial Relations 3A and IROB3706 Industrial Relations 3B by a final year female student majoring in Industrial Relations was awarded to Kathy Jaksic. This prize is a $500 cheque.

The AWU Industrial Relations Prize for the best performance in IROB2704 Industrial Relations 2B (Social Organisation of Work) in the Bachelor of Commerce, Economics, Arts or Social Science degree courses was awarded to Maryann Hazard who received a cheque for $400.

The NSW Labor Council Industrial Relations Prize for the best performance in IROB1702 Industrial Relations 1B (Trade Unionism) in the Bachelor of Commerce, Economics, Arts or Social Science degree courses was awarded to Frances Foster-Thorpe. This prize is a $400 cheque.

The Australian Business Lawyers Industrial Relations Prize for the best performance in IROB2703 Industrial Relations 2A (Comparative Industrial Relations) in the Bachelor of Commerce, Economics, Arts or Social Science degree courses was also awarded to Frances Foster-Thorpe who received a $500 cheque for this prize.

The Terrence Muldoon Memorial Prize for the best performance in Industrial Relations Honours (Final Year) in either the Bachelor of Commerce (Honours) or Bachelor of Arts (Honours) degree course was not awarded in 2001.

The Christine Stoikovska Memorial Prize for the best overall performance in the Industrial Relations or Human Resource Management core subjects by a female student in either the Bachelor of Commerce (Honours) or Bachelor of Arts (Honours) degree course was awarded to Kathy Jaksic who received a cheque for $500.
Staff/Student Seminars

The School conducts seminars for staff, research students and the public. The Seminar Convenor in 2001 was Michael Quinlan. During 2001 seminars were given by leading academics from the US and UK, and other Australian universities. The School has a program for inviting seminar speakers from other Australian universities as well as overseas academics visiting Australia.

March 08
“Industrial Relations and Economics behind the development and implementation of Occupational Health and Safety Management (OHSM) in Sweden”, Dr Kaj Frick, National Institute of Working Life, Stockholm, Sweden.

March 14...
“Individual Contracts, Collective Bargaining and Union Membership: A Review of the Relationships”, Dr David Peetz, School of Industrial Relations, Griffith University.

April 04
“Homework and Telework in Canada: An evaluation of the Canadian legislative framework governing occupational health and workers’ compensation”, Professor Katherine Lippel, University of Quebec, Montreal

April 18...

September 01...
“Evaluating occupational health regulations: The case of US OSHA’s 1984 ethylene oxide standard”, Dr Anthony LaMontagne, Monash Medical School.

University, Professional and Extra Mural Activities

Philip Bohlé
- Head of School, Industrial Relations and Organisational Behaviour
- Joint Director, Industrial Relations Research Centre (until June 2001)
- Joint Editor of the Economic and Labour Relations Review
- Grant referee for applications to the Swedish Council for Working Life and Social Research
- Selection committees: Associate Lecturer in IR/HRM (2001); Lecturer/Senior Lecturer OB/HRM/Management (2001)
- School Salary Supplementation Review Committee.
- Member, Publications Committee, Working Time Society
- Member, Scientific Committee on Shiftwork, International Commission on Occupational Health
- Examined two PhD theses
- Refereed manuscripts for the Economic and Labour Relations Review
- Referee for employment and promotion applications at several universities
- Media interviews
- Courses and careers presentations at high schools
- Member of the Australian Psychological Society, the American Psychological Association, the International Association of Applied Psychology, International Commission on Occupational Health

Braham Dabscheck
- Member Editorial Board, Relations Industrielles (Canada), appointed 1993.
- Member, Editorial Board, Sporting Traditions (Journal of the Australian Society for Sports History)
- Member, Editorial Board, Labour and Management in Development Journal.
Diane Fieldes
- Referee for Journal of Industrial Relations. Labour History, Labour and Industry
- Member, Australian Society for Study of Labour History
- Member, Industrial Relations Society

Sarah Gregson
- Referee – Labour History
- Member – Faculty of Commerce and Economics Occupational Health and Safety Committee
- Authored Essay and Assignment Guide for IROB students

John Holt
- Member of the Australian Centre for International Business, a collaborative venture between The University of Melbourne and The University of New South Wales.
- Representative on the Management Committee of the Australian Centre for International Business.
- Member (academic advisor) of the Expatriate Networking Group, Sydney. (ENG is an association of professional HR practitioners specialising in the management of expatriate personnel, who meet quarterly to exchange information).
- Course coordinator for the subject Strategic People Management which is part of the Master of Business and Technology degree, a combined Faculty of Engineering and Faculty of Commerce and Economics program offered at the University of New South Wales.

Anne Junor
- Member, Faculty Services Management Working Party.
- Refereed job/promotion applications, DETYA and other universities
- Acting School representative Grants Sub-Committee of Faculty Research Committee
- Member, Industrial Relations Society, Australian Human Resources Institute
- Employment Relations Adviser to Gender Equity Reference Group of the Australian Council for Overseas Aid
- Referee, Labour & Industry, The Journal of Industrial Relations

David Morgan
- Elected member of the Faculty Standing Committee
- Master of Commerce Coordinator July-Dec
- Member of the Faculty Education Committee and its sub-committee on Admissions July-Dec
- Acting HOS in September and December
- Referee for the Academy of Management Annual Conference in Washington DC
- Australian Liaison Officer of the Management Education Division of the Academy of Management
- External reviewer for new publications for publishers John Wiley & Sons Australia
- Member of editorial group for UNSW Studies in Organisational Analysis, IRRC
- Examined a PhD thesis
- School information lecture visits to several secondary schools
- Member of working party developing IROB workload model
- Member of IROB appointment committee

John O'Brien
- Member, Education Committee of the Faculty of Commerce and Economics
- Elected member of the Standing Committee of the Faculty of Commerce and Economics
- Member of the Postgraduate Admissions Committee of the Faculty of Commerce and Economics
- Member of Editorial Board and Book Review Editor, The Australian Universities Review
- Joint-editor, AIRAANZ Review
- Referee: The Journal of Industrial Relations; Historical Studies in Industrial Relations; Relations Industrielles; Labour History, Australian Universities Review; Work,
Organisation and Struggle: the Seventh National Labour History Conference.
- Vice President (Academic): University of New South Wales Branch of the National Tertiary education Union.
- Member: NSW Executive of the National Tertiary Education Union.
- Member and Archivist, Sydney, Gay and Lesbian Choir
- Member of organising committee of the ‘Camp Musi’ Australasian Gay and Lesbian Choral Festival, Easter 2001

Michael Quinlan
- Co-editor, Economic and Labour Relations Review
- Editorial Board member, Labour History
- International Board member, Work, Employment and Society
- Did media interviews for radio, television and print media, most in connection with trucking safety inquiry.
- referee for large ARC and NHMRC grants
- examined three PhD theses
- editing monographs for the IRRC
- refereeing job/promotion applicants at other universities
- co-workshop chair Industrial Relations Research Association, European Congress, Oslo 2001 (involved selecting papers, planning & chairing sessions)
- Presented papers at nine international conferences/workshops, five at the specific invitation of organisers.
- Paid international reviewer (2001) for 10 major OHS research program grant applications for the Swedish Council for Working Life and Social Research. Reviewers are selected on the basis of their expertise and international reputation.

Lucy Taksa
(i) University:
- School Salary Supplementation Review Committee.
- Director of the Industrial Relations Research Centre (IRRC), Faculty of Commerce and Economics
- Editor, UNSW Studies in Organisational Analysis and Innovation, IRRC
- IROB representative to Faculty Research Committee
- IROB representative to the Grants sub-committee of the Faculty Research Committee
- IROB representative to Faculty Standing Committee, July-December
- Faculty of Commerce and Economics Level C Promotion Committee
- Faculty of Arts and Social Sciences Level B Promotion Committee
- School Representative to Faculty of Commerce and Economics Indigenous Preparation Program Pilot Scheme
- Participant in Open Day for High School Students
- Member of the School of Business Law and Taxation Appointment Committee

(ii) Discipline
- Member of Editorial Board and Associate Editor of the refereed journal Labour History.
- Member of the Editorial Board, Corresponding Editor and Referee for the Journal of Transport History, published by Manchester University Press, Manchester, United Kingdom.
- Invited by His Honour Lance Wright, President of the NSW Industrial Relations Commission to join a team of five leading labour historians on the Centenary of Arbitration of NSW 1902-2002 project, commissioned the NSW Industrial Relations Commission.

(iii) Profession
- Member of the Australian Society for the Study of Labour History (ASSLH), the Sydney Branch ASSLH, Australian Historical Association, the Oral History Association of Australia, History Council of NSW, Society for the History of Technology (USA)
- Vice President of the Australian Society for the Study of Labour History
- Member of the Management Committee, History Council of NSW
- Vice President (February-August), President (August-December) History Council of NSW
- Elected member to the Advisory Council of the Society for the History of Technology, based in the USA
Carol Royal
- Advisor to the UNSW Staff Development Department on Recruitment and Selection Policy and Practices.
- Member of the American Academy of Management.
- Chartered Member of the Australian Human Resource Institute

Ben Searle
- Professional Development coordinator for the NSW College of Organisational Psychologists

Tracy Wilcox
- Academic Advisor, UNSW Graduate Programs in Business and Technology, for The Innovative Organisation
- Participated in the WomenResearch 21 project, a research development program for female academics at UNSW.
- Member, Australian Human Resources Institute
- Member, Australian Association for Professional and Applied Ethics
- Member, St James Ethics Centre

Chris Wright
- Visiting Researcher, Work & Organisation Studies, University of Sydney, August to December 2001.
- Member Industrial Relations Society
- Referee, Journal of Industrial Relations
- Referee, Labour & Industry
- Referee, Labour History

Other External Activities
Aside from their contributions to academic professional development, IROB staff engaged in a number of other external activities including talks to industry and unions, expert contribution of membership of government and community bodies, media interviews, submissions to government inquiries and office holders or unions, committees and, their community organisations.

Anne Junor
- Addressed/Convened workshop on Casualisation, NSW Teachers Federation and National Tertiary Education Union Women’s Conferences.
- Conducted Salary & Conditions Survey of member agencies for the Australian Council for Overseas Aid.

Michael Quinlan
- Member, Taskforce on the Prevention and Management of Violence in the Health Workplace, NSW Department of Health, 2001 onwards.

Lucy Taksa
- Member of the Equal Opportunity Division of the NSW Administrative Decisions Tribunal in 2000.
- Member of the Sydney Harbour Foreshore Authority and the Australian Technology Park Heritage Project Control Committee for the Eveleigh Railway Workshops.
- Member of the selection panel for the NSW Premier’s American History Scholarships for secondary school teachers in April-May 2001.
- One of three judges for the History Fellowship valued at $20,000, announced 17 September 2001 at Government House, Sydney.
- One of five judges of the Australian Trade Union Program, Harvard University Scholarship, administered by the Labor Council, with assistance from the United States’ Department of State, September 2001
- Consultant to the Sydney Harbour Foreshore Authority on its Migration Heritage Project, which has culminated in an education kit for NSW schools entitled: Greasing the Wheels.
- Advisor to the NSW Migration Heritage Centre (NSW Premier’s Department) on its industrial migration heritage project

Other External Activities:
- 23 February 2001: ABC Radio 2 BL interview on changing attitudes to industrial heritage.
## OTHER ACTIVITIES

### Administrative Duties 2001

The School offers sincere thanks to all staff members for their contributions to school administration in the following areas:

<table>
<thead>
<tr>
<th>Role</th>
<th>Session 1</th>
<th>Session 2</th>
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<tr>
<td>Head of School</td>
<td>Philip Bohlé</td>
<td>Philip Bohlé</td>
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<td>Admissions and Re-Enrolment Committee</td>
<td>John O’Brien</td>
<td>David Morgan</td>
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<td>Arts Faculty Representative</td>
<td>Ian Hampson</td>
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<tr>
<td>Chair, School Meeting</td>
<td>Diane Fieldes</td>
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<td>Comet Liaison</td>
<td>Chris Wright</td>
<td>Michael Quinlan</td>
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<td>Communication Skills Sub-Committee of the Education Committee</td>
<td>Lucy Taksa</td>
<td>Lucy Taksa</td>
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<td>Michael Quinlan</td>
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<td>Disability Officer</td>
<td>Tracy Wilcox</td>
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<td>E-Comm Degree Liaison</td>
<td>David Kennedy</td>
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<td>Braham Dabscheck</td>
<td>Braham Dabscheck</td>
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<td>External Relationships Coordinator</td>
<td>David Kennedy</td>
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<td>Faculty Education Committee</td>
<td>John O’Brien</td>
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<td>Chris Wright</td>
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<td>David Morgan</td>
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<td>Michael Quinlan</td>
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<td>Information Day Coordinator</td>
<td>Diane Fieldes</td>
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<td>Information Technology Committee</td>
<td>Anne Junor</td>
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<td>Innovation &amp; Entrepreneurship</td>
<td>David Kennedy</td>
<td>David Kennedy</td>
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<td>Internationalisation Courses Committee</td>
<td>Anne Junor</td>
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<td>IRRC Director</td>
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<td>David Morgan</td>
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<td>MCom Stream Coordinator – Employment Relations</td>
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<td>MCom Stream Coordinator - OMS</td>
<td>Carol Royal</td>
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<td>Postgraduate Research Coordinator</td>
<td>Chris Wright</td>
<td>Michael Quinlan</td>
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INDUSTRIAL RELATIONS RESEARCH CENTRE

The Industrial Relations Research Centre, The University of New South Wales, is an independent body with strong links to the School of Industrial Relations and Organisational Behaviour. Established by Professor John Niland in 1980, the Centre is the oldest research centre of its type in Australia.

Professor Philip Bohlé and Dr Lucy Taksa were joint Directors until August when Professor Bohle resigned. Dr. Taksa continued as sole Director. In this capacity she invited Dr. Anne Junor and Dr. Ian Hampson, to become Associates of the Centre with the view to becoming Deputy Directors in 2002.

The aim of the Centre is to provide a focus for research and scholarship in industrial relations, human resource management and organisational studies and to facilitate the dissemination and publication of research results. The policy of the Centre is to promote the use of research findings in industrial relations practice, human resource management and organisational studies, and to sponsor projects in applied research, the results of which are designed to inform public debate and policy making.

Advisory Committee

The Centre has a policy advisory committee to assist it in the development of its research and publication strategies. In 2000, it had the following members:

Chair:
Mr Justice F L Wright, President of the New South Wales Industrial Commission

Members:
Professor Richard Dunford,
Graduate School of Management, Macquarie University

Professor Theo Nichols, School of Sociology,
Bristol University, UK

Professor Keith Hancock, Director, National Institute of Labour Studies, Flinders University, Adelaide, South Australia

Associate Professor Roy Green, Employment Studies Centre, The University of Newcastle

Professor Russell Lansbury,
Work and Organisational Studies, University of Sydney

Mr Warwick McDonald, Director General,
NSW Dept of Industrial Relations

Professor Roger Layton, Dean, Faculty of Commerce and Economics, University of New South Wales

Ms Kathryn Freytag, Director, Women’s Equity Bureau, NSW Department of Industrial Relations

Professor Rick Long, College of Commerce,
University of Saskatchewan, Saskatoon, UK

Professor Malcolm Rimmer, Head, School of Management, Deakin University, Melbourne

Professor Judy Wajcman, The Research School of Social Sciences, The Australian National University

Professor Phylis Tharenou, School of Management, Monash University

The geographical spread of these scholars has made it difficult to hold meetings on a regular basis. Instead, consultation has been conducted through email correspondence and direct consultations on specific issues and activities.

Following advice from a number of members of the Advisory Committee on the need for the Centre to promote research being conducted under the auspices of international organisations, the IRRC agreed to hold a conference with the International Centre for Trade Union Rights (“ICTUR”) on ‘Workers’ rights as
human rights: Australia’s compliance with international standards’. The conference was hosted by the Centre in February 2001 and it has helped to disseminate research findings on this aspect of industrial relations.

**Research Staff and Visitors**

**Research Associates:**
- Dr Claire Mayhew
  - Senior Research Scientist
  - National Occupational Health & Safety Commission, Sydney

- Professor Chris Leggett, School of Management, University of South Australia, Editor of *UNSW Studies in Human Resource Management and Industrial Relations in Asia*

- **Professor Michael Quinlan**
  - School of Industrial Relations and Organisational Behaviour,

- Dr Lucy Taksa, School of Industrial Relations and Organisational Behaviour, *Editor UNSW IRRC Studies in Organisational Analysis and Innovation*

- Dr. Anne Junor, School of Industrial Relations and Organisational Behaviour, UNSW

- Dr. Ian Hampson, School of Industrial Relations and Organisational Behaviour, UNSW.

**Visiting Academics for 2001**

In 2001 Dr. Taksa recommended the appointment of Dr Kathryn Patricia Crawford, as an Adjunct Senior Research Fellow with the IRRC.

Dr. Crawford held a tenured position at the University of Sydney for thirteen years prior to August 2001. During that time she was also appointed Director of the Novae Research Group at the Australian Technology Park as a result of her expertise in organizational learning and innovation in new technological contexts. She has successfully supervised a total of 15 PhD students at the University of Sydney and has published extensively in the fields of organizational psychology, information systems and learning and cognition. She has a sound international reputation as a result of her extensive publications.

Dr Crawford has experience in attracting competitive research grants, which have totalled more than $750K. She has been involved with numerous Australian Research Council funded projects, including:

(i) as an Associate Investigator with Dr. Lucy Taksa’s ARC SPIRT project (1999 and 2000) and the Large ARC funded project which was awarded in 2000 to commence in 2001 on the subject of the Eveleigh railway workshops;

(ii) Chief Investigator with Dr. Helen Hasan (University of Wollongong) and Dr. Leonie Wearne (Department of Defence) on activity based information systems. Dr Crawford also has a impressive record in research publications - with over 50 papers and numerous other research and consultancy reports. She is currently Director, Creative Interactive Systems Pty Ltd, which is one of the Industry Partners associated with Dr. Taksa’s ARC SPIRT project.

Dr. Crawford’s expertise will be of immense benefit in relation to research projects being undertaken by scholars in the School of Industrial Relations and Organisational Behaviour on the subjects of innovation, commercialization of innovative intellectual property and the development of adaptive organizational infrastructure for successful innovation, enabled by new information and communication technologies. Her association with the Industrial Relations Research Centre (IRRC) will enhance its standing in the field of innovation by extending information networks between the academy and the public and private sectors. Dr. Crawford’s close association with the Australian Technology Park is of particular importance in this regard. She will present
Publications

The Centre has developed a strong publishing program, producing books in association with publisher Allen & Unwin, and several monograph series. There are currently four monograph series published by the IRRC.

Forty titles have been produced in a series called UNSW Studies in Australian Industrial Relations. A series called UNSW Industrial Relations Resources is devoted to materials for industrial relations researchers and teachers.

The third series, UNSW Studies in Organisational Analysis and Innovation presents studies of organisations in transition. UNSW Studies in Human Resource Management and Industrial Relations in Asia focuses on employment relations in Asia, particularly the newly industrialised countries in South East Asia. The following table lists some recent publications in this series.

UNSW Studies in Australian Industrial Relations

This series includes general works of interest to industrial relations researchers and practitioners. To date over 40 titles have been published. These cover a diverse area including employment discrimination, specialist industrial tribunals, trade unions and technological change, industrial disputes, collective bargaining and alternative industrial relations systems, public sector employment, industrial relations negotiations, occupational health and safety and industrial law.


Preparation of a second monograph for publication was commenced following the completion of the Labour Heritage Register by Dr. Crawford’s appointment commences in 2002.

UNSW Studies in Organisational Analysis and Innovation

This series presents research focused on organisational developments in both the private and public sectors. It is designed to illuminate the conceptual and practical issues involved in organisational change and to identify strategies for improving efficiency.

No monographs were published in 2001. Attention has been focused on finding suitable studies, preferably based on post-graduate research, for publication. To this end discussions were held between the Centre’s Directors and the members of the School of Industrial Relations and Organisational Behaviour and the IRRC Advisory Committee.

UNSW Studies in Industrial Relations and Human Resources in Asia

This series focuses on aspects of employment relations in Asia, particularly in the newly industrialised and industrialising countries of South East Asia. Because the designated editor Chris Leggett (School of Management, University of South Australia) has not succeeded in producing monographs in this series, discussions began on appointing a more active editor. The issue will be resolved by 2002.

Economic and Labour Relations Review

This scholarly journal is published jointly with the Centre for Applied Economics. The journal’s primary focus is contemporary issues, developments and policy-making in the fields of
economics and labour relations. Editors are Professors P. Bohle, J.W. Nevile, M. Quinlan and Dr. T. Stegman.

Two issues were published in 2001. Volume 12 No. 1 contained papers from a symposium on Unemployment, Job Insecurity and Health and

No 2 contained papers from two symposia (1) on The Third Way and (ii) on Health Insurance.

In addition, a Special Supplement to volume 12 was also published: Ellen Carlson and William Mitchell (eds) Achieving Full Employment, Supplement to vol 12.

Ongoing Research Projects

Project 1
‘The NSW Labour Heritage Project’ and the ‘Labour Precincts and Sites of Active Citizenship Project’ are being conducted by Dr. Lucy Taksa and Associate Professor Terry Irving (University of Sydney).

Both projects have been funded by the NSW Heritage Assistance Program Grants and they have been assisted by the Labor Council of NSW. These projects are identifying sites around NSW that were occupied by labour movement and other social and political organisations, memorabilia and other documentary sources in private archival collections. The NSW Labour Heritage Register’, was finalised in 2001. The monograph will be completed mid-2002 and entitled, Places, Protests and Memorabilia: The Labour Heritage Register of New South Wales, UNSW Studies in Industrial Relations.

Project 2
Technology, work, gender and citizenship at the Eveleigh Railway Workshops precinct conducted by Dr. Lucy Taksa with assistance from an Australian Research Council Large Grant was completed.

This research examined all of these aspects of Eveleigh’s industrial relations history and specifically focuses on the work experiences of men, women, Aboriginal and migrant employees at this site between the 1880s and the 1980s. The areas of the site’s significance being investigated include its century of continued use for railway purposes; the impact of public ownership on its workplace culture; its role in the formation of Australia’s industrial infrastructure; its status as one of the nation’s earliest employers of a multicultural workforce, including Aboriginal Australians and post-war migrants; its history of managerial innovation; its enduring social networks fostered by recruitment policies which favoured family and community relations; its association with technological change; the mobilisation of its staff (in conjunction with both the industrial and political wings of Australia’s labour movement) for improved conditions, the maintenance of public enterprise and the struggle for Aboriginal citizenship; and its service to the empire and nation through munitions manufacture.

Research on this project has resulted in three articles in refereed journals.

Project 3
‘A Model for Change at the Eveleigh Railway Workshops Precinct: Using Social and Industrial Heritage as Tools for Urban and Community Renewal’ is being conducted by Dr. Lucy Taksa with assistance from Dr. Kate Crawford (University of Sydney) and it has been funded by an Australian Research Council SPIRT grant.

The project is developing a multi-media heritage interpretation strategy. Four new industry partners joined the existing 10. The short historic video on the Eveleigh Railway Workshops entitled, STEAM POWER, together with the photographic panoramas and maps for the website were completed. Work continued on the Employee database using published NSW Government Gazette Employee lists for the period 1887-1939 and website. Dr Taksa began to produce the history essays on Eveleigh’s industrial relations, management and technology for inclusion on the web site. Peter Murphy began work on the virtual fly-through using VRML for inclusion on the website. Industry Partners involved in the project include: the Australian Technology Park, the City West Development Corporation (now Sydney Harbour Foreshore Authority), the State Rail Authority,
the Rail Access Corporation, Rail Services Australia, Heritage Branch of the NSW Department of Public Works and Services, the Power House Museum, Otto Cserhalmi and Partners, Conservation Architects, Creative Interactive Systems, Summer Hill Films, State Library of NSW, the NSW State Records, The Curriculum Support Directorate of the NSW Department of Education and Training, and the Heritage Office of NSW.

Research has resulted in numerous conference papers, six published articles as well as articles on the world wide web.

Project 4
Inquiry into Safety in the Long Haul Trucking Industry
Professor Michael Quinlan

In May 2000 Professor Michael Quinlan was engaged by the Motor Accidents Authority of New South Wales to undertake an inquiry into safety in the long haul trucking industry. The object of the inquiry was to investigate the role of commercial practices (including pressure from clients) and other factors on safety performance in the industry and, if necessary, to recommend a code of practice for achieving improvements.

The inquiry was undertaken with the support of the Special Minister of State, John Della Bosca, the Minister for Transport, Carl Scully, and the Minister of Industrial Relations, Jeff Shaw. Project funding was administered by the Injury Risk Management Centre with the Industrial Relations Research Centre providing essential logistical support (correspondence, tape transcription etc). The Inquiry was completed in December 2000 and the final report is expected to be released in October 2001.

Project 5
‘Casual Professionalism? New Employment and Work-Time Arrangements in the Education Industry
Dr Anne Junor, with Dr Iain Campbell, RMIT University, Dr Jennifer Curtin, Monash University and Barbara Preston Research Consultancy. A project funded by an Australian Research Council SPIRT Grant.

Industry Partners: Sydney Institute of Technology, Canberra Institute of Technology, Kangan Batman Institute of TAFE, the ACTU, The NTEU and the Australian Education Union.

Dr Junor began this cross-sectoral study of casual and very short-term contract employment in the education industry at the University of Canberra, and transferred it to UNSW during 2001. The project is exploring the specific issue of precarious employment in career professions such as education. For educational institutions and systems, casual and contract employment are assumed to offer workforce management solutions, in the context of constrained and devolved budgeting and pressures for market responsiveness. This study is examining the hidden organisational costs of casualisation. It is also examining the costs and benefits of alternatives. Permanent part-time work is the most commonly proposed alternative, and the study is also examining its implications for employment security, career structures, professional status and organisational efficiency. The methodology includes surveys of precarious employees and of a control group of continuing staff, and in-depth interviews with managements in the various sectors.

In 2001, the Centre provided logistical support and staff time to facilitate a survey mailout to casual and very short term contract university employees. The project will continue into 2002.

Project 6
‘Work, family, community and place at the Eveleigh Railway Workshops, 1887-1989: an investigation of mobility and cultural diversity’ is being conducted by Dr. Lucy Taksa with assistance from Dr. Kate Crawford (University of Sydney) and it has been funded by an Australian Research Council Large Grant.

This project will undertake an inter-related occupational, genealogical, demographic and spatial analysis of the Eveleigh railway workshops and its surrounding inner-city suburbs between 1885 and 1989. Using railway workshop personnel records, oral history and family and community reconstructions it will undertake a longitudinal survey of occupational profiles and urban demographic changes to explain the impact of workplace, family and community networks and associations on intergenerational occupational, social and residential mobility and mutual-aid ventures. Such a comprehensive genealogical study of one industrial enterprise in relation to its geographical context presents an innovation in
Australian historiography and offers a new way to identify links between work and home life.

The project relies on and extends the Employee Database created by Dr. Taksa as part of her ARC SPIRIT funded project ‘A Model for Change at the Eveleigh Railway Workshops Precinct: Using Social and Industrial Heritage as Tools for Urban and Community Renewal’. The database enables the examination of occupational distribution and occupational and social mobility over a prolonged period in relation to a particular workplace and urban setting, and also in relation to gender and ethnicity. It will therefore provide an important research tool for scholars across a range of disciplines including industrial relations, labour, social, women’s and urban history, population studies, urban sociology and historical and industrial archaeology.

Centre Activities during 2001

1. Collaboration with Workplace Info online
Due to major staff changes at WorkplaceInfo (www.workplaceinfo.com.au), discussions regarding the draft proposal were put on hold.

2. Joint Conference with the International Centre for Trade Union Rights (‘ICTUR’) on ‘Workers’ rights as human rights: Australia’s compliance with international standards’, organised by Suzanne Hammond for the IRRC and David Chin, Secretary-Treasurer, ICTUR.

This Conference was hosted by the Centre and held at the University of NSW on Friday 9th February 2001 and it has helped to disseminate research findings on this aspect of industrial relations.

This conference explored the issue of fundamental labour rights in the context of the broader international human rights agenda. It aimed to achieve a better appreciation of the role of international labour standards in the advancement of universal human rights. It responded to the debate about Australia’s role in securing and observing international human rights standards. Much of the debate has been critical of Australia’s recent failure to comply with and promote internationally recognised human rights.

The range of human rights at issue are broad, and they include the rights of workers and trade unions under core Conventions of the International Labour Organisation (ILO).

Prominent experts in the study and practice of industrial relations, labour law and human rights explored these issues with specific reference to the role and recent findings of the ILO and its Committee of Experts; the issue of forced labour in private prisons; women’s and indigenous people’s rights; and the importance of freedom of association, collective bargaining and the right to strike.

Speakers included:
The Honourable Mr Justice Michael Walton, Vice-President, Industrial Relations Commission of New South Wales. Opening Address

Robyn Layton QC, Member of the Committee of Experts, International Labour Organisation. “Australia’s Compliance with International Labour Standards”

Professor Hilary Charlesworth, Director, Centre for International and Public Law, Australian National University. “Human Rights in the 21st Century”

Colin Fenwick, Senior Lecturer, Faculty of Law, the University of Melbourne. “Forced Labour in Private Prisons”

The International Centre for Trade Union Rights (‘ICTUR’) is an organisation which is dedicated to defending and advancing the rights of trade unions and trade unionists throughout the world. It was established in 1987 and has its international headquarters in London. There are established National Committees in 23 countries covering Europe, Africa, Asia, America and Australasia. In 1993 ICTUR was recognised as an important independent international organisation and was granted accredited status with both the United Nations and the International Labour Organisation.