

INDUSTRIAL RELATIONS
RESEARCH CENTRE

Annual Report 2016

IRRC Annual Report 2016

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Industrial Relations Research Centre Annual Report 2016

Director's Report

This year provided continuities and also new opportunities and activities for the IRRC. First, the details and priorities of the UNSW 2025 Strategy became much clearer. These priorities include a number that mesh very closely to what the IRRC aspires to do and has been doing over many years, including during 2016. In particular, it emphasises Social Engagement and Global Impact. Under Social Engagement, UNSW has chosen a limited number of 'Grand Challenges'. The intention is to encourage members of the UNSW community to further develop leadership roles in evidence-based policy advice and formulation, debate and exchange. The 2025 Strategy sees an important role for multidisciplinary research in seeking problem-solving responses to these challenges. IRRC is already multidisciplinary and open to further such collaborations in addressing these challenges.

Among those challenges are 'Inequality' and 'Refugees and Migrants'. These are two areas where the IRRC has been contributing over many years—directly through our research and less directly through the journal we sustain and edit/manage, *the Economic and Labour Relations Review (ELRR)*. Evidence of substantial activity in these areas during 2016 can be found in lists of publications and presentations, particularly under Objectives 1–6. The 2025 Strategy provides a wonderful opportunity and further motivation for us to pursue our mission 'to promote research on work, labour markets and industrial relations that will contribute to productive, satisfying and fair work arrangements', matters that go to the heart of inequality in our society and others overseas.

'Climate Change' is another of the Grand Challenges. We have addressed this particularly through articles published in *ELRR*. However, we can and need to do more, particularly in linking climate action policy to questions of employment security and fair work for those people most vulnerable to the negative employment effects of climate change policy. In this, there is great potential for linking with UNSW colleagues across faculties. During 2016, we demonstrated the benefits of this type of highly multidisciplinary activity in our organisation of the forum on the future of aviation maintenance, manufacturing and training (see below).

In this we received welcome financial support from the UNSW Business School (through Acting ADR, Professor Elizabeth Carson). ADR Professor James Morley was highly supportive of the IRRC over the year through a number of avenues. We thank you both.

Before closing, I would like to thank my predecessor, Professor Michael Quinlan for his contributions over many years to the Centre's development. I would also like to thank the IRRC's Deputy Director and the heart of its activities, energy and organisation, Associate Professor Anne Junor, for all the enormous work she has done over the year—as in previous years. Jason Antony has been a tower of strength, patience, and multiple expertise in administering both the IRRC and *ELRR*. Finally, a warm thanks to all the Associates and our Committee members who contribute in so many different ways to our mission.

Peter Sheldon

Key Facts

The Industrial Relations Research Centre (IRRC), founded in 1980, is a grouping of research associates from inside and outside UNSW, who collaborate to conduct and publicise research that contributes to policy and practice in fields such as the regulation of labour standards, workplace health and safety, and workforce development.

A major activity of the IRRC is to produce *The Economic and Labour Relations Review (ELRR)*, an international journal, published four times a year, on the intersection of economic, social and labour market policy research. In 2016, *ELRR* was in its 27th year.

Our mission

The aim of the IRRC is to promote research on work, labour markets and industrial relations that will contribute to productive, satisfying and fair work arrangements.

Our values

We are committed to:

- Sponsoring rigorous, independent, evidence-based research that is creative and original
- Acting in the public interest, through ethical research, open communication and accountability.

Objectives for 2016

In 2016, the IRRC continued to pursue the following objectives, embedded in the Key Performance Indicators (KPIs) for 2013–2016, which the Steering Committee ratified at its 5 June 2013 meeting:

- *Objective 1:* To promote better understanding of labour markets and industrial relations
- *Objective 2:* To promote safe, engaged, productive and fair workplaces
- *Objective 3:* To encourage the recognition, development and utilisation of skills
- *Objective 4:* To continue to build the impact of *The Economic and Labour Relations Review*
- *Objective 5:* To engage with industry, community and government in the production and dissemination of research
- *Objective 6:* To build our working relationships and international outreach
- *Objective 7:* To help develop emerging scholars.

In summary, in 2016 these objectives were pursued through:

- Individual and collaborative research projects including projects funded by competitive grants and industry contracts
- Publication of the findings of this research in scientific journals and books
- Dissemination of the results of the research to the wider community through media releases/social media, seminars/conferences, keynote addresses, industry forums, consultancies and reports
- Provision of human resource practitioner materials such as job analysis data
- Provision of the infrastructure for publishing the journal *The Economic and Labour Relations Review*.

IRRC Governance in 2016

Presiding faculty: UNSW Business School

Chair: Professor James Morley, Associate Dean Research, UNSW Business School; from 1 July, Professor Elizabeth Carson (Acting ADR) while Professor Morley was on SSP.

Director: Professor Michael Quinlan (until 1 July); Professor Peter Sheldon (from 1 July)

Deputy Director: Associate Professor Anne Junor

Steering committee

Chair, Director and Deputy Director

Professor Karin Sanders, Head of School of Management, UNSW

Professor Dubravka Cecez-Kecmanovic, Head, School of Information Systems and Management, UNSW

Professor Michael Hess, School of Business, UNSW Canberra

Professor Daryll Hull, Department of Marketing and Management, Macquarie University

Professor Michael O'Donnell, Head of School of Business, UNSW Canberra

Associate Professor Peter Kriesler, School of Economics, UNSW, and Director, The Society of Heterodox Economists

Professor Elisabetta Magnani, Head, Department of Economics, Macquarie University

Professor Peter Sheldon, School of Management, UNSW (until 1 July)

Advisory committee

Chair: Professor Lucy Taksa, Associate Dean, Research, Faculty of Business and Economics, Macquarie University

Ms Juliet Bourke, Partner, Deloitte Australia

Ms Philippa Hall, Pay Equity Consultant

Professor Emeritus Geoffrey Harcourt, Economics, UNSW

Mr Tim Harcourt, J.W. Nevile Fellow in Economics, UNSW

Mr Paul Ryan, Australian Road Transport Industry Organisation

Ms Judith Wright, Senior Industrial Officer, ASU

The Honourable Lance Wright QC

IRRC Associates 2016

Centre Associates are suitably qualified academic researchers whose research areas are relevant to the objectives of the Centre and who, on the basis of their past research, publications and current interests, can contribute to the mission and objectives of the IRRC.

- Associates may join the IRRC by invitation or application, following endorsement of the Steering Committee, normally for a three-year period
- Associates may be appointed to the IRRC in an honorary capacity from inside UNSW or in a Visiting capacity from another Australian University
- Associates who are retired academics may be appointed in an Honorary capacity
- Overseas associates may be appointed in a Visiting capacity
- All appointments from outside UNSW are approved by the Dean, UNSW Business School, and appointments at Level D and E require additional approval of the Director, Human Resources, UNSW.

Located in the IRRC office

Honorary Professor P.N. (Raja) Junankar, UWS, IZA

Honorary Associate Professor Anne Junor

Dr Neil Hart

Located in UNSW Business School, UNSW

Professor Michael Quinlan, School of Management, Director IRRC (to 1 July)

Professor Nick Wailes, Associate Dean Digital & Innovation

Associate Professor Ian Hampson, School of Management

Associate Professor Peter Kriesler, School of Economics

Professor Peter Sheldon, School of Management (from 1 July)

Dr Louise Fitzgerald, School of Management/Education Development Unit

Dr Sarah Gregson, School of Management

Dr David Morgan, School of Management

Dr Tracy Wilcox, School of Management

Located in School of Business, UNSW Canberra

Professor Michael Hess, School of Business, UNSW Canberra

Professor Michael O'Donnell, School of Business, UNSW Canberra

External Appointees and Visitors

Professor Alistair Rainnie

Professor Mark Harcourt, Waikato Management School

Honorary Professor John Lodewijks

Professor Elisabetta Magnani, Head, Department of Economics, Macquarie University

Associate Professor Jocelyn Pixley, Macquarie University

Professor David Walters, Cardiff University, Wales

Professor Charles Woolfson, Linköping University, Sweden

Associate Professor In Jun, Head, School of Management, Yeungnam University, Republic of Korea

Dr Elsa Underhill, Deakin University, Australia

Professional and Technical Staff

Ms Margaret Wallace. Casual Project Officer: *ELRR* development, editorial and marketing

Mr Jason Antony. Part-time Administrative Assistant

Research Assistants

Dr Tanya Carney

Ms Noa Sheer

The Centre's performance in relation to its objectives for 2016

Names in bold type are those of IRRC Associates or Visitors who worked in the Centre or on projects with Centre Associates. Where Associates' 2016 publications were clearly aligned with Objectives 1–3, they are listed under these objectives. It is recognised that a number of Associates had other School or institutional affiliations, and did not always by-line the Centre.

Objective 1. Promoting better understanding of labour markets and industrial relations

Selected publications written, co-written or co-edited by IRRC associates and meeting Objective 1 are listed below.

Books

Freedman C (2016) *In Search of the Two-Handed Economist: Ideology, Methodology and Marketing in Economics*, Palgrave Macmillan, London.

Junankar PN (Raja) (2016) *Economics of the Labour Market: Unemployment and the Costs of Unemployment*, Palgrave Macmillan, London.

Junankar PN (Raja) (2016) *Development Economics: The Role of the Agricultural Sector in Development*, Palgrave Macmillan, London.

Junankar PN (Raja) (2016) *The Economics of Immigration: The Impact of Immigration on the Australian Economy*, Palgrave Macmillan, London.

Halevi J, Harcourt GC, **Kriesler P** and Nevile J (2016) *Post-Keynesian Essays from Down Under Volume I: Essays on Keynes, Harrod and Kalecki: Theory and Policy in an Historical Context*, Palgrave Macmillan, London.

Halevi J, Harcourt GC, **Kriesler P** and Nevile J (2016) *Post-Keynesian Essays from Down Under Volume II: Essays on Policy and Applied Economics: Theory and Policy in an Historical Context* Palgrave Macmillan, London.

Halevi J, Harcourt GC, **Kriesler P** and Nevile J (2016) *Post-Keynesian Essays from Down Under Volume III: Essays on Ethics, Social Justice and Economics: Theory and Policy in an Historical Context*, Palgrave Macmillan, London.

Halevi J, Harcourt GC, **Kriesler P** and Nevile J (2016) *Post-Keynesian Essays from Down Under Volume IV: Essays on Theory: Theory and Policy in an Historical Context* Palgrave Macmillan, London.

Book chapters

Harcourt GC, **Kriesler P**, Nevile JW and **Freedman C** (2016) 'How Friedman became the Anti-Keynes', in Cord R and Hammond D (eds) *Milton Friedman: Contributions to Economics and Public Policy*, Oxford University Press, Oxford, pp. 607-631.

Kriesler P and **Hart N** (2016) 'Keynes, Kalecki, Sraffa: coherence within pluralism?' In: Courvisanos, J. Millmow, A., and Doughney, J. (eds) *Reclaiming Pluralism in Economics: Essays in Honour of John E. King*, Routledge, London, pp. 186-202.

Kriesler P (2016) 'On Ricardo and Cambridge', in Courvisanos J, Millmow A and Doughney J (eds) *Reclaiming Pluralism in Economics: Essays in Honour of John E. King*, Routledge, London, pp. 150-167.

Journal articles

Gregson S, **Quinlan M** and **Hampson I** (2016) 'Professionalism or inter-union solidarity? Organising Licensed Aircraft Maintenance Engineers, 1955-1975', *Labour History* 110, 35-56.

Sheldon P and Sanders K (2016) Contextualising HRM in China: Differences within the country, *International Journal of Human Resource Management* 27,18, 2017-2033.

Quinlan M, Gregson S, Hampson I, **Junor A** and **Carney T** (2016) supply chains and the manufacture of precarious work: the safety implications of outsourcing/offshoring heavy aircraft maintenance. *E-Journal of Comparative and International Labour Studies* 5(3) @ 2016 ADAPT University Press.

Conference and seminar papers

Junankar PN (2016) 'On measuring uncertainty: snakes and ladders', Paper presented at Conference of Society of Heterodox Economists, UNSW Australia, 5-6 December. (Not Refereed).

Junankar PN (2016) On measuring uncertainty: snakes and ladders. IZA Discussion Paper DP No 10244. September. <http://ftp.iza.org/dp10244.pdf>.

Junankar PN (2016) 'Sectoral employment patterns and youth employment', Paper presented at Conference of Australian Conference of Economists, Flinders University, 11-13 July. (Refereed)

Harcourt GC, **Kriesler P** and Nevile JW (2016) 'A two pronged attack: how Keynes' theory was lost'. Paper presented at "The General Theory and Victoria Chick at 80. A Celebration Conference", University College London, 11 July.

Harcourt GC, **Kriesler P** and Nevile JW 'Alfred Marshall's intellectual tragedy'. Paper presented at "40 Years of the Cambridge Journal of Economics Conference", St Catherine's College, Cambridge 12-13 July.

Quinlan M, **Gregson S**, **Hampson I**, **Junor A** and **Carney T** (2016) Supply chains and the manufacture of precarious work: The safety implications of outsourcing/offshoring heavy aircraft maintenance. Plenary paper for Fifth International Conference on Precarious Work and Vulnerable Workers, Middlesex University, London, 13-14 June.

Reports

In 2016, **PN Junankar** prepared a Consultancy Report for the International Labour Organisation:

Junankar PN (2016) Sectoral Employment Patterns and Youth Employment: An Analysis of Theory, Policies and Evidence. 25 February. Available at: <http://esacentral.org.au/images/JunankarR.pdf>.

Hampson I, Fraser D, **Junor A**, **Quinlan M** and **Gregson S** (2015) *The Future of Aircraft Maintenance in Australia: Workforce Capability, Aviation Safety and Industry Development*—cited as an authority in: Regional Development Australia (RDA) Sydney (2016) *Strategic Industries Development around the Western Sydney Employment Area (WSEA)*. August. RDA Sydney, Parramatta, and Manufacturing Skills Australia Aerospace Education and Training Committee Industry Reference Committee (IRC) (2016) *MEA Aeroskills Training Package Four Year Work Plan*. September. MSA, Sydney.

Media

PN Junankar was interviewed by the BBC World Service on 15 December 'Why Australia's 457 temporary workers' scheme is attracting heat'.

Objective 2. Promoting safe, engaged, productive and fair workplaces

2.1 Promoting safe workplaces

Professor **MG Quinlan** is a Fellow of the Safety Institute of Australia.

Journal articles

Walters D, **Quinlan M**, Johnstone R and Wadsworth E (2016) 'Cooperation or resistance? representing workers' health in a hazardous industry', *Industrial Relations Journal*, 47,4, 379-395.

Walters D, **Quinlan M**, Johnstone R and Wadsworth E (2016) Safeguarding Workers: A Study of Health and Safety Representatives in the Queensland Coalmining Industry, 1990-2013', *Relations Industrielles*, 71, 3, 418-441.

Matthews LR, Fitzpatrick SJ, **Quinlan MG**, Ngo M and Bohle P (2016) 'Bereaved families and the coronial response to traumatic workplace fatalities: Organizational perspectives', *Death Studies*, 40(3) 191-200.

Hampson I, Fraser D, **Quinlan M** and **Junor A** (2016) The uncertain oversight of offshore aircraft maintenance: The case of Australia. *Journal of Air Law and Commerce*, 81,2, 225-250.

Conference and seminar papers

Quinlan M (2016) Learning from the past: Pattern causes of death and disaster in extractive industries. Keynote address to A Past Forgotten is a Future Repeated. Conference of the Queensland Mining Industry Association, Brisbane 14-16 August.

Quinlan M, **Gregson S**, **Hampson I**, **Junor A** and **Carney T** (2016) Supply chains and the manufacture of precarious work: The safety implications of outsourcing/offshoring heavy aircraft maintenance. Plenary paper for Fifth International Conference on Precarious Work and Vulnerable Workers, Middlesex University, London, 13-14 June.

Other articles

Quinlan M (2016) The importance of recognising warning signals in averting death and disaster, *AusIMM Bulletin* 64.

Quinlan M (2016) Inspection and supply chains: The Australian Experience' *HesaMag* No.14 autumn/winter, 41-43.

Media

Michael Quinlan wrote an opinion piece of the pay/safety connection in trucking for *The Conversation* (over 14000 reads) [<https://theconversation.com/factcheck-do-better-pay-rates-for-truck-drivers-improve-safety-57639>]. He also took part in a series of media interviews (print, radio and television) on workplace safety including World Today, ABC radio [<http://www.abc.net.au/radio/programs/worldtoday/federal-government-to-ask-parliament-to-abolish/7323218>]. He was cited in *The World Today* [<http://www.abc.net.au/worldtoday/content/2016/s4442344.htm>], and by Beavis [<http://www.abc.net.au/news/2016-04-25/tasmania-mine-safety-laws-do-not-match-best-practice-expert-says/7353034>].

2.2 Promoting engaged and productive workplaces**Journal articles**

Wells, Robert, Roger Ham and **PN (Raja) Junankar** (2016) 'An examination of personality in occupational outcomes: antagonistic managers, careless workers and extraverted salespeople', *Applied Economics*, 48,7, pp. 636-651.

Sheldon P, Nacamulli R, Paoletti F and **Morgan DE** (2016) 'Employer association responses to bargaining decentralisation in Australia and Italy: seeking explanations from organizational theory', *British Journal of Industrial Relations*, DOI 10.1111/bjir.12061 Print version 54,1, 160-191.

Submissions, engagement

In February 2016, **A Junor** and **M Wallace** wrote a research-based submission to the Associate Dean Research for presentation to the UNSW Research Office for consideration as part of the UNSW response to the National Innovation and Science Agenda Engagement and Impact Consultation Paper. 2.3 Promoting fair workplaces.

2.3 Promoting fair workplaces

Reports, submissions

In March 2016, **A Junor** wrote an expert witness statement for inclusion in an application to the Fair Work Commission by the National Tertiary Education Union for changes to the employment conditions of casual academics as part of the Four Yearly Review of Modern Award MA000006. The witness statement built on Junor's earlier ARC-funded research on casual education work, updated for a submission to the 2012 Independent Inquiry into Insecure Work. Her evidence supported a claim for a disciplinary currency allowance (NTEU witness statements and documentary material, 11 March 2016), Junor was cross-examined on it in July 2016, and sections of the evidence were included in the final submission, still under consideration in 2017.

Junor A (2016) Expert Report presented as evidence, Fair Work Commission, in re Application for Variation of Higher Education Industry—Academic Staff—Award 2010 [MA000006]—Disciplinary Currency Allowance. July. (41 pp.)

Conference and seminar papers

Junor A (2016) Gender pay equity: Undervaluation criteria, the quantification problem. Paper to the 15th Society of Heterodox Economists Conference, Sydney, UNSW 5-6 December.

Junor A (2016) Documenting the struggle: the role of NPEC in pay equity in Australia 1988-2010. Presentation to the Business and Labour History Group, University of Sydney, 14 December.

Quinlan M (2016) Learning from failure: pattern causes of fatal incidents in mines. Queensland Mining Industry Health and Safety Conference, September, Gold Coast.

Quinlan M (2016) Learning from failure seminar. IFAP October, Fremantle WA.

Engagement

In 2016, **A Junor** and IRRC Advisory Committee member Philippa Hall began a project to archive the records of the National Pay Equity Coalition, which was particularly active between 1987 and 2007, but which still works with the Women's Electoral Lobby and Business and Professional Women on gender pay equity issues.

Submission: **Junor A** (2016) Migration Legislation Amendment (Regional Processing Cohort) Bill 2016 [Provisions] Submission 33 to Australian Senate Legal and Constitutional Affairs Committee.

Objective 3. Encouraging the recognition, development and utilisation of skills

In 2016, **A Junor** led to a successful completion a further research project based on use of the Spotlight Skill Recognition tool. This was a study of the work process of Early Childhood Education and Care Workers, funded by United Voice and managed through the School of Business UNSW Canberra. The project involved a collaboration with IRRC Associates M O'Donnell and I Hampson, together with A Barnes and N Balnave from Macquarie University and C Briar, former IRRC Associate, now in Lancaster.

Journal article

Hampson I and Fraser D (2016) 'Licencing and training reform in the Australian aircraft maintenance industry', *Journal of Vocational Education and Training* 68(3):342-358.

Conference and seminar papers

The following paper was written out of Linkage Project LP110200888 'Recognising the skills in jobs seen as low-skilled' and presented to the Australian Consortium for Social and Political Research:

Smith E, **Junor A** and Smith A (2016) Using multiple, iterative research methods in a national research project. Refereed paper presented to the 5th Biennial ACSPRI Social Science Methodology Conference, University of Sydney, July 19-22.

Reports and submissions

Junor A, Briar C, Balnave N and Barnes A (2016) *Investigating the Less Visible Demands of Early Childhood Education and Care Work*. Research Report. October. IRRC, Sydney (179 pp).

Objective 4. Continuing to build the impact of The *Economic and Labour Relations Review*

ELRR aims to bring together research in economics and labour relations in a multi-disciplinary approach to policy questions. It publishes research that critically assesses dominant policy orthodoxies, as well as alternative models, thereby facilitating informed debate. The journal particularly encourages articles that take a critical approach to neoliberalism, that adopt a post-Keynesian (heterodox) approach to economics, or that explore rights-, equality- or justice-based approaches to labour relations and social policy.

ELRR is the journal of the Australian Society of Heterodox Economists, whose Director is IRRC Associate, Associate Professor **P Kriesler**. In 2016, the following IRRC Associates and Advisory Board members supported the *ELRR* as editors or members of the Editorial Committee or International Advisory Board:

- Emeritus Professor Geoffrey Harcourt
- A Junor (Editor in Chief)
- N Hart—Book review editor
- M Quinlan, P Sheldon, M O'Donnell, P Kriesler, PN (Raja) Junankar, J Lodewijks, M Hess, E Magnani, I Hampson, D Morgan, S Gregson; T Harcourt, T Wilcox, C Woolfson

IRRC staff member J Antony continued to provide administrative and editorial support to the journal. In November 2016, Anne Holmes, a research team leader for Australian parliamentary committees, was appointed as an honorary staff member in the School of Business UNSW Canberra and as co-Editor-in-Chief of *ELRR*.

Sub-committees were formed in the second half of 2016 in an effort to focus the activities of the Editorial Committee:

- Methodology screening
- Raising *ELRR*'s Impact
- Publicity
- Finance and operations
- Special issues.

Having gained its first JCR impact factor rating in 2012, *ELRR* continued to grow strongly in 2016, the fourth year of a five-year contract with Sage Publishing. During 2016, four issues were published and the journal's royalties improved. As a service to the academic community and as a journal of record, *ELRR* published a number of non citable items, such as:

- Book reviews
- Obituaries
- Essays by eminent scholars

In 2016, there were 41 items but the JCR impact factor of 0.456 was based on 29 citable items. The SNIP factor was 0.498. Manuscripts were received from 38 countries, and the rejection rate was 80%. The countries with the highest volume of submissions or the highest acceptance rates were: Australia (17 submissions, 47% acceptance rate); Spain (8 submissions, 25% acceptance rate); Canada (3 submissions, 67% acceptance rate).

Of the four issues in 2016 (Volume 27) were:

- Issue 1, March: Lead article by Nobel Laureate Amartya Sen; symposium edited by Stephen Bach and Michael O'Donnell, on austerity and public sector employment relations in the UK, Canada and Australia;
- Issue 2, June: Lead article by Coutts and Gudgin on macroeconomic impact of liberal policies in UK; ASSA presentation by Barbara Pocock on women in 21st century; symposium on Productivity Commission policies; articles on skilled migration
- Issue 3, September: Tribute articles on the life and work of Ajit Singh; conceptual articles on precarity; articles on part-time wage penalty and youth unemployment in Italy and Russia;
- Issue 4, December: Articles on youth unemployment and gender wage gap in Africa, skill development policy in Spain and Czech republic; gender wage gap; on Australian economic research and on AWH Phillips (of the curve).

The Editorial Committee continued to consult with the international advisory board about the best way of raising the journal's profile and impact.

The journal's patron is Emeritus Professor Joe Isaac, University of Melbourne.

Throughout 2016, the journal benefited immeasurably from the mentorship and advocacy of Professor Emeritus GC Harcourt.

The International Advisory Board consisted of:

- Orley Ashenfelter (Princeton University, USA)
- Siobhan Austen (Curtin University, Australia)
- Chris Baldry (University of Stirling, UK)
- Amit Bhaduri (University of Kolkata, India)
- William Brown (University of Cambridge, UK)
- Michael Burawoy (Berkeley University, USA)
- Peter Fairbrother (RMIT University, Australia)
- Mary L. Gatta (The City University of New York, USA)
- Stephen Gelb (Overseas Development Institute, UK)
- Jayati Ghosh (Jawaharlal Nehru University, India)
- Roy Green (University of Technology Sydney, Australia)
- Keith Hancock (Flinders University, Australia)
- Edmund Heery (Cardiff University, UK)
- Russell D. Lansbury (University of Sydney, Australia)
- Marc Lavoie (University of Ottawa, Canada)
- Chris Leggett (James Cook University, Australia)
- Peter Nolan (University of Cambridge, UK)
- Jaehoon Rhee (Yeungnam University, Korea)
- Jill Rubery (Manchester Business School, UK)
- Giulio Sapelli (University of Milan, Italy)
- Robert Skidelsky (Warwick University, UK)

- Patrick Troy (Australian National University, Australia)
- Leah Vosko (York University, Canada)
- Edward Webster (University of Witwatersrand, South Africa)
- Charles Woolfson (Linköping University, Sweden)

Objective 5. Engaging with industry, community and government in the production and dissemination of research

The IRRC continued to contribute to UNSW objectives of engagement with industry, community and government.

- Director **M Quinlan** was a Member of the World Health Organisation's Knowledge Network on Employment Conditions, a Member/Associate of the National OHS Regulatory Research Network, ANU, a Member of the US Transportation Research Board Trucking Research Taskforce and a Fellow of the Safety Institute of Australia.
- **A Junor** and **I Hampson** collaborated with industry and skills organisations linked to aviation and aerospace, including Manufacturing Skills Australia, the Sydney Aerospace and Defence Interest Group Skills Committee, the Aviation Maintenance Repair and Overhaul Business Association (AMROBA), the Australian Licensed Aircraft Engineers Association (ALAEA) and the Australian Manufacturing Workers Union (AMWU), NSW State Training Services, TAFE Institutes and other maintenance training organisations in NSW and South Australia, and the Transport and Logistics Centre/Macquarie University. **S Gregson** undertook archival research with ALAEA. A report based on this collaboration, *The Future of Aircraft Maintenance in Australia: Workforce Capability, Aviation Safety and Industry Development* was disseminated in academic and industry circles:
 - o <http://www.assa.edu.au/publications/fellows/224>
 - o www.alaea.asn.au/FutureAircraftMaintenance_201511271515_Final.pdf
 - o <http://www.voced.edu.au/content/ngv%3A72736>
 - o <http://www.mskills.com.au/industry-intelligence/ars>
- Please refer to KPI 6 for two industry forums.
- **A Junor** worked with Regional Development Australia Sydney and its Southwestern Sydney Manufacturing and Engineering Skills Task Force, in the development of the prototype Manufacturing Skills Lighthouse information exchange. This work involved collaboration with representatives from UTS (Professor Roy Green), the Warren Centre (University of Sydney), DeLoittes, the CSIRO, the Innovative Manufacturing CRC, the Australian Industry Group, the NSW Department of Industry, the NSW Business Chamber and Southern Strength.
- **A Junor** and **I Hampson** served as members of the Sydney Aerospace and Defence Interest Group (SADIG) Skills Committee.
- **A Junor** and IRRC Advisory Committee member **Philippa Hall** worked with retired President of the NSW legislative Council Meredith Burgmann and others in preparing the archives of the National Pay Equity Coalition for lodging with the State Library of NSW.
- **IRRC Associates** worked with the Business School Media Unit during 2016 in the dissemination of press releases. Examples are listed under the heading *Media* in the reports on Objectives 1–3 above.

Objective 6. Building our working relationships and international outreach

In 2016 the IRRC continued to build working relationships inside UNSW, with colleagues in other Australian universities and internationally, and with community-based organisations through Linkage Projects, contract research, and other collaborations.

Relationships within UNSW

In 2016, the IRRC continued its close working relationship with colleagues from the UNSW Schools of Management and Economics, the Centre for Applied Economic Research, the Australian Society of Heterodox Economists, and the School of Business UNSW Canberra.

The ELRR has historically been produced by both the IRRC and the Centre for Applied Economic Research. In 2016 the IRRC carried administrative responsibility for the journal. As members of the *ELRR* Editorial Committee, IRRC Associates M Quinlan, P Kriesler, N Hart, PN Junankar, J Lodewijks, A Rainnie, A Junor, I Hampson and S Gregson collaborated closely with colleagues from several UNSW schools, faculties and centres: Prof P Saunders (Social Policy Research Centre), Professor GC Harcourt, Professor J Nevile, Associate Professor E Magnani and T Harcourt (Economics), Professor M O'Donnell and Professor M Hess (UNSW Canberra), Dr D Morgan (Management), Professor P Saunders (Social Policy Research Centre) and M Johnson (FASS).

With colleagues at other Australian universities

D Hull, from Macquarie University, continued to play a valuable role on the IRRC Steering Committee.

M Quinlan worked as a Member/Associate, of the National OHS Regulatory Research Network, ANU and a member of the Tasmanian History Research Association. As well as being an Executive Editor of *The Economic and Labour Relations Review*, he was a member of the Editorial Board of *Labour History*. In his safety research he continued to collaborate with colleagues from the Universities of Sydney (P Bohle, M McNamara) and Queensland (R Johnstone) and Deakin University (E Underhill, who was appointed visitor to the IRRC).

P Sheldon, as well as being an Executive Editor of *The Economic and Labour Relations Review*, served as Associate Editor, *Labour History*, member of the Academic Advisory Board of the *International Journal of Business Studies* and member of the Editorial Board of the *Eurasian Business Review*. He has continued to collaborate on research with Bernard Gan (Griffith University), Yiqiong Li (University of Queensland) and Louise Thornthwaite (Macquarie University). From January to June, he was Visiting Professor in the Discipline of Work and Organisation Studies at University of Sydney.

P Kriesler organised the 2016 Society of Heterodox Economists Conference with co-sponsorship from the School of Economics at UNSW Business School, and the Department of Political Economy, University of Sydney.

As well as serving as an Executive Editor of *The Economic and Labour Relations Review*, in 2016 **PN Junankar** was a member of the Editorial Advisory Board of the *International Review of Applied Economics*, a member of the Editorial Board of the *Australian Journal of Labour Economics* and the *International Journal of Development Issues*. He reviewed for the *Journal of Population Research* and the *Australian Bulletin of Labour*. He was an invited visitor to the Research School of Economics, ANU (Oct 2016).

PN Junankar was made a Fellow of the Royal Society of New South Wales in 2016.

J Lodewijks was appointed Dean (Undergraduate Program) at the SP Jain School of Global Management. As well as being an Executive Editor of *ELRR*, he was a member of the editorial board of the *History of Economics Review*.

S Gregson served as an Associate Editor of *Labour History*.

A Junor and **I Hampson** continued collaborating with Professors Erica and Andy Smith of Federation University on publications arising from Linkage Project 110200888 on recognition of skill in jobs seen as low-skilled. A methodology paper was presented to the 2016 ACSPRI Social Research methodology Conference.

A Junior and IRRC Advisory Committee member **Philippa Hall** worked with the Business and Labour History Group at the University of Sydney, particularly Marilyn Bryce and Greg Patmore, in archiving the records of the National Pay Equity Coalition.

M O'Donnell and **A Junior** completed a grant-funded research collaboration with A Barnes and N Balnave from Macquarie, using the IRRC's Spotlight skills identification methodology.

In late 2016, **A Junior** began a close working relationship with colleagues James Goodman and Keiko Yasukawa at UTS, and with Tony Brown (UC) and Glenda Strachan and Kaye Broadbent (formerly from Griffith) on an OLT Strategic Partnerships project examining the implementation of the Scholarly Teaching Fellow category in universities.

Work on the *ELRR* Editorial Committee involved ongoing collaboration with scholars from other Australian universities. **N Hart** from the IRRC worked tirelessly in conjunction with N Ebert (Macquarie) to build a network of book reviewers. J Pixley worked from both the IRRC and Macquarie University, and other Committee members from Macquarie were Professor L Taksa and S. Wilson and A Barnes. The Editorial Committee also included L Chester, S McGrath-Champ and J O'Brien from Sydney University, Professor B Gregory from ANU, Professor JE King from La Trobe, Professor A Morris from UTS, and J Burgess and T Jefferson from Curtin. The journal also enjoyed support from its patron Emeritus Professor J Isaac (Melbourne) and from distinguished Australian members of the Advisory Board, Professors K Hancock (Flinders), R. Lansbury (Sydney), S Austen (Curtin), R Green (UTS), P Fairbrother (RMIT), C Leggett (JCU) and P Troy (ANU).

International relations

MG Quinlan held a Visiting Professorship at Middlesex University.

Dr Aditya Jain Nottingham University spent a week in consultation with Professor **M Quinlan** and the IRRC in March 2016, sharing approaches to workplace health and safety and providing valuable advice on treatment of social impact in the UK REF.

P Kriesler continued to be an affiliate of the Columbia University-based Modern Money Network, whose objective is to promoting public understanding of money and finance through education, discussion and scholarship.

In 2016 the IRRC worked with **Michael O'Donnell** and Mark Turner from the Business School, UNSW Canberra and with the UNSW Korean Research Institute (KRI), in supporting KRI workshop participants from Malaysia, Cambodia, Vietnam, Thailand, the Philippines and the Lao PR, as these authors reworked conference papers into articles ready for publication in quality journals.

PN Junankar regularly refereed for the *Cambridge Journal of Economics* and the *Journal of Population Economics*. He has consistently featured in the top 10% of SSRN authors by all-time downloads.

P Sheldon continued to work with **In Jun** (Yeungnam University, South Korea), Raoul Nacamulli (University of Milan-Bicocca, Italy), Edoardo della Torre (University of Bergamo, Italy) and is now part of a global network of scholars, based at Cardiff Business School, researching employer organisation and collective action.

P Sheldon collaborated with K Sanders (UNSW) and James Jian Min Sun (Renmin University, China) in editing a special issue 'HRM in China: Differences with the Country' for the *International Journal of Human Resource Management*, 27(18), October 2016. Most of the contributing authors were based in China.

IRRC Associates worked collaboratively with international member of the *ELRR* Editorial Committee P Dalziel (Lincoln University) and received guidance and support from members of the *ELRR* International Advisory Committee: Professor R Skidelsky (Warwick), O Ashenfelter (Princeton), C Baldry (Stirling), A Bhaduri (Kolkata), W Brown and P Nolan (Cambridge), M

Burawoy (Berkeley), S Gelb (Johannesburg), Jayati Ghosh (Jawaharlal Nehru University), E Heery (Cardiff), M Lavoie (Ottawa), Jaehoon Rhee (Yeungnam), G Sapelli (University of Milan), L Vosko (York), E Webster (Witwatersrand), C Woolfson (Linköping), and Dr Mary L Gatta (CUNY).

Objective 7. Helping develop emerging scholars

In 2016 the IRRC continued its commitment to developing emerging scholars. While the major policy focus of *The Economic and Labour Relations Review* in 2016 was on building impact and quality, the Editors also provided comprehensive feedback and assistance to emerging scholars, in line with the Sage Publishing policy of supporting writers whose first language is not English.

Honorary Professor **PN Junankar** acted as second supervisor for David Saliba, Faculty of Arts, UNSW Sydney. He also examined Hao Xu's Masters thesis, as well as Harold Valera's PhD thesis.

The IRRC continued to engage, where funding allowed, and foster the publication and career development, of PhD graduate Tanya Carney:

Quinlan M, Gregson S, Hampson I, Junor A and Carney T (2016) Supply chains and the manufacture of precarious work: The safety implications of outsourcing/offshoring heavy aircraft maintenance. Plenary paper for Fifth International Conference on Precarious Work and Vulnerable Workers, Middlesex University, London, 13-14 June.

Meeting the Centre's KPIs in 2016

An IRRC Steering Committee meeting in June 2013 ratified the following KPIs for the review cycle/planning period 2013–2016. Under each KPI, an indication is provided of progress to meeting it by December 2016.

1. Apply for/secure one major competitive research grant (eg ARC linkage)

By the start of 2016, the IRRC had already met this KPI by applying for and securing a number of major competitive research grants: ARC Linkage and Discover Projects (see previous years' annual reports). In 2016, we were also successful in that:

A Junor was a (CI) member of a successful team of applicants for a Strategic Priority Grant from the Department of Education and Training Office for Learning and Teaching. The details were as follows:

Lead CI: Dr James Goodman UTS

Research Team: Dr Keiko Yasukawa (UTS); Professor Glenda Strachan and Dr Kaye Broadbent (Griffith); Dr Anne Junor (UNSW)

'Scholarly teaching fellows as a new category of employment in Australian universities: impacts and prospects for teaching and learning'

The application received \$277,000 in funding.

M O'Donnell and **P Sheldon** were (CI) members of a successful team of applicants, from 8 universities—including, from UNSW: the Law School, IRRC, UNSW Canberra—for an *Australian Research Council* Linkage Infrastructure Equipment and Facilities Grant *to begin in 2017*. Announced November 2016.

Principal CI: Andrew Mowbray UTS (Austlii)

Research Team: Professor Andrew Mowbray; Dr Philip Chung; Professor Andrew Stewart; Professor Graeme Orr; Associate Professor Anna-Louise Chapman; Associate Professor Shae McCrystal; Professor Mark Bray; Professor Peter Sheldon; Professor Michael O'Donnell; Dr Jillian Murray; Dr Michael Rawling; Mr Anthony O'Donnell

‘Comprehensive legal research resources for Australian Industrial and Workplace Relations Law’,

ARC funding: \$450,000. Total funding more than \$1m

P Sheldon’s involvement is explicitly on behalf of the IRRC and the IRRC (in 2017) contributed \$5,000 to the project as part of a UNSW contribution of \$240,000.

2. Complete/make substantial progress towards completing at least one existing large competitive grant-funded project

By the start of 2016, a number of ARC Linkage Projects had already been completed (see previous years’ annual reports).

3. Publish four issues of the journal ELRR per year (16 over the planning cycle)

This objective was achieved in 2016, as outlined under Objective 4 above, with Issues published in a timely way in March, June, September and December. There was a growing pipeline of articles published ahead of print on the Sage Online First website. In addition, past articles, grouped under topical themes, were republished online as ‘Editor’s Choice’ collections. Highlights of the 2016 issues can be found under Objective 4.

The journal’s impact factor for 2016 of 0.456 was based on 29 citable items of a total 41 published, and led to a re-thinking of publication and publicity strategy.

4. Publish one book (research monograph) with a reputable international publisher

This target was reached by 2014, and further books by IRRC Associates were published during 2016 (see publication lists under Objectives 1-3 above).

5. Publish 16 by-lined articles in refereed journals

This target was achieved by 2014. For further refereed journal articles (bold indicates IRRC authors) during 2016, see publication lists under Objectives 1–3 above.

It should be noted that some IRRC Associates, who were also members of UNSW schools, only by-lined the relevant school or just UNSW, even when their research was linked to projects undertaken within the Centre. Sometimes this (non-) occurrence reflects the by-line style of particular journals.

6. Deliver at least four presentations at conferences/public forums and run at least one event/conference (in addition to invited guest speakers)

The presentations regarding this target was achieved by 2014. Further conference papers and public addresses during 2016 are listed under Objectives 1 to 7 above.

P Sheldon (2016) on behalf of the School of Management, organised a very successful half-day seminar and workshop in the CBD, Strategic HR Solutions for Australian Firms in China, 19 October. Professor Chris Styles, Dean of the UNSW Business School opened the forum, and discussions were moderated by Professor Karin Sanders, Head of School of Management. The keynote speakers were China-experienced high-level executives, entrepreneurs and academic experts with deep knowledge of the contemporary Chinese business environment. They included: Ms Bing Liu, Senior China Adviser, Australian Trade and Investment Commission; Mr Joseph Healy, Former Group Executive NAB, Global Business Banking and Founder, Judo Capital; and Mr Benjamin Sun, Managing Director, Think China.

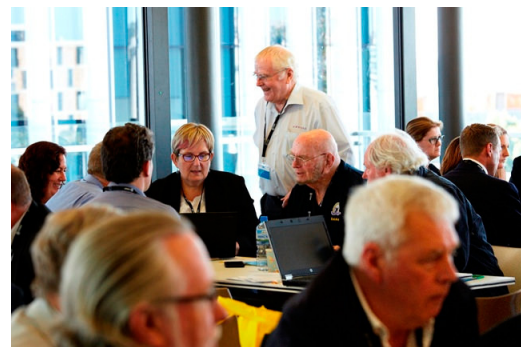
I Hampson and **A Junior** worked with School or Management Head, K Sanders, and EA, Ms Tanya Allan, plus IRRC Director **P Sheldon** to organize a half day seminar and workshop on the Future of Aircraft Maintenance and Manufacturing in Australia, 15 November, UNSW Business School. The UNSW Business School and the School of Management contributed financial and organisational support, and the IRRC provided organisational direction and support. Over 50

industry experts and academics attended and the groundwork was laid for further research collaborations.

The seminar section of the afternoon involved discussion responding to the December 2015 report, *The Future of Aircraft Maintenance in Australia: Workforce Capability and Industry Development*, itself based on research undertaken during a 2011–2014 Linkage Project of the same name, led by **M Quinlan**. The event covered:

- Approaches to building the role of civil and defence maintenance capability within the Australian aviation and aerospace industry
- Ways of responding to the growing global shortage of skilled, qualified and licensed maintenance personnel
- The potential for building a maintenance training export market
- Approaches to harmonisation between Australian and international standards, and between defence and civilian qualifications and licenses
- Workforce development requirements arising from greater integration between maintenance and the aerospace manufacturing supply chain.

Workshop sessions provided clear guidelines for moving forward in building an internationally-harmonised sector. The event was warmly welcomed—see photos.



I Hampson and **A Junor** were invited to contribute to a further conference, held at the offices of Thales, Olympic Park Homebush, a week later (on 22 September), organised by Regional Development Australia Sydney. The purpose was to scope the potential for the Western Sydney Airport to provide infrastructure for the long-term development of an aviation and aerospace and industry serving Australia and the Asia-Pacific, for rebuilding aircraft maintenance and maintenance training industries by 2020.

Workshops at both November 2016 events identified harmonisations of standards as the priority issue, setting the direction for one aspect of IRRC work in 2017.

Resulting publications and presentations

Hampson I (2016) Overview—opportunities and challenges for the aircraft maintenance industry. Presentation to Seminar on Future of Aircraft Maintenance and Manufacturing in Australia, UNSW Business School, 15 November.

Quinlan M (2016) The changing world of regulatory oversight—opportunities and threats. Presentation to Seminar on Future of Aircraft Maintenance and Manufacturing in Australia, UNSW Business School, 15 November.

Junor A and Newton J (2016) Industry and workforce futures. Presentation to Seminar on Future of Aircraft Maintenance and Manufacturing in Australia, UNSW Business School, 15 November.

Hampson I and **Junor A** (2016) Future of aircraft maintenance and manufacturing in Australia. Presentation to RDA-Sydney Aviation and Airport Infrastructure Capabilities Workshop, Thales, Olympic Park, Sydney, 22 November.

Hampson I and **Junor A** (2016) Australian-based aircraft maintenance and manufacturing can reap major economic rewards—provided we act swiftly. Available at: https://www.business.unsw.edu.au/Campaigns-Site/famma2017/Documents/HAAMTAL_Report.pdf

7. Provide submissions to or serve on at least one government advisory body relevant to the centre's research expertise

MG Quinlan continued to serve as an expert member New Zealand Extractive Industries Advisory Group.

In February 2016, **I Hampson**, **M Quinlan** and **A Junor**, with former RA D Fraser, made an invited submission to the Transport and Logistics Industry Skills Council on the future requirements for a healthy, export-oriented aircraft maintenance and maintenance-training and aerospace supply chain industry in Australia:

Quinlan M, Hampson I, Junor A and Fraser D (2016) Feedback submission: Transport & Logistics Industry Skills Council Ltd. Aviation Workforce Skills Study January.

8. Network with overseas researchers in terms of collaborative projects and arrange at least two presentations/visits at the Centre

This target had been achieved by 2014. For information of such collaborations, please see under Objective 6 above.

Statement of financial performance certified by the presiding faculty finance manager

Statement of Financial Performance For the Year Ended December 2016		2016		2015		Difference		2017 Budget
		Note	\$'000	\$'000	\$'000	%	\$'000	
REVENUE								
<i>Research Revenue:</i>	1	-	-	-	-	-	-	-
<i>Donations & Bequest - Draw downs</i>		35	75	(40)	-53%		25	
<i>UNSW Contributions</i>		-	-	-	-	-	-	-
<i>Faculty Contributions</i>	2	1	0	0	11%		(2)	
<i>Other Restricted Revenue</i>	3	-	0	(0)	-100%		-	
<i>Commercial Activity - Fees for Service</i>		-	-	-	-	-	-	-
<i>Sundry Other Revenue</i>		4	16	(12)	-74%		15	
Total Revenue		40	92	(52)	-57%		38	
EXPENSE								
Salaries, Oncosts and other staff costs		29	85	(56)	-66%		33	
Scholarship Stipends		-	-	-	-		-	
Contract & Consulting Services		-	-	-	-		-	
Repairs and Maintenance		-	-	-	-		-	
Consumables		(0)	0	(0)	-200%		5	
Travel		-	3	(3)	-100%		-	
Equipment Non Capitalised		-	-	-	-		-	
Entertainment		-	-	-	-		-	
Marketing		-	-	-	-		-	
Miscellaneous Expenses		1	(0)	1	-243%		-	
<i>Other Expenses</i>		-	-	-	-		-	
<i>Contract Research Overhead</i>		-	-	-	-		-	
<i>Internal Expense</i>		1	0	1	1094%		-	
<i>Eliminate Centre Internal (RF111/112/333)</i>		-	(1)	1	-100%		-	
<i>Interest Expense</i>		-	-	-	-		-	
Total Non-People Costs		1	2	(1)	-68%		5	
Total Expenses		30	87	(58)	-66%		38	
TOTAL CONTRIBUTION - SURPLUS/(DEFICIT)		\$ 10	\$ 5	5	107%		\$ (0)	
<i>Depreciation</i>		-	-	-	-		-	
SURPLUS / (DEFICIT) after Depreciation		\$ 10	\$ 5	5	107%		\$ (0)	
Cashflow Funded Capital Expenditure (CAPEX)		-	-	-	-		-	
NOTES:								
1 Revenue in Advance will be noted in Creditors & Other Liabilities.								
Research Revenue generated (cash basis)								
Category 1 Research Revenue therein								
2 UNSW Budget model includes other revenue items								
Teaching Revenue								
Block Grants								
Indirect Cost Recoveries								
3 Other Research Revenue includes internal fund transfers.								
4 Restricted Funds - Cash at year end								
5 Funds available in Division of Advancement (PS37352 Donat_ASB)								

Comments on the Statement of Financial Performance by the Centre:

1. Statement of Financial Performance has been prepared on the basis of accrual accounting by using research centre report recommended by GMO.

Certified by Assistant Faculty Finance Manager

Name: *ANDREW KELL*

Signature: *[Handwritten Signature]*

Date: *24/4/17*

Industrial Relations Research Ctr



UNSW
SYDNEY

Statement of Financial Position

As at December 2016

	Note	2016 \$000	2015 \$000
UNSW Australia Internal Cash	6	10	3
Accounts Receivable	7	-	(0)
Sundry Assets		-	(0)
Investments		-	-
Property Plant & Equipment	8	-	-
Creditors and Other Liabilities	1	(0)	0
NET ASSETS		\$ 10	\$ 3

NOTES:

- 6 Statements are prepared on UNSW Accounting principles - Operating & Strategic funds adjusted revenue
- 7 UNSW has central provisions in respect of payments made to employees and taxation.
Such provisions will not be reflected in this Centre's Statement of Financial Position.
- 8 Cash balance includes the GST centralised daily on Debtor and Creditor balances.
- 9 Accounts Receivable are gross value - inclusive of applicable GST.
- 10 Property Plant & Equipment is depreciated over the expected useful life of the asset.
- 11 UNSW Division of Advancement holds donated funds centrally. Draw down of funds to the Centre is reflected in the Statement of Financial Performance.

Funding sources

UNSW Business School Grants to <i>The Economic and Labour Relations Review</i>	2013–2017	£ 8,000 pa in 2013–2017 as part of contract with SAGE	Production, strategic planning and marketing <i>ELRR</i>
Balance from donations; fees, and grant-funded buy-out, including SHE conference support and editorial and research collaboration with School of Business UNSW Canberra	2015	\$16,000	<i>ELRR</i> copy-editor

Statement of in-kind contributions

In-kind contributions—volunteer work by Associates and administrative staff

Staff Member	Time Donated	Value of Contribution
Professor Daryll Hull	IRRC Steering; research advice	\$10,000
Professor Elisabetta Magnani	ELRR Editorial and IRRC Committee work	\$10,000
Emeritus Professor Raja Junankar	Full-time	Retired
Associate Professor Jocelyn Pixley	Part-time	Retired
Professor John Lodewijks	Editor, ELRR	Retired
Dr Neil Hart	Book review editor, ELRR	\$22,500
Associate Professor Anne Junor	Full-time February–December	Retired
Total in kind		\$42,500

Donation of Royalties

In 2016, Professor Peter Sheldon continued to donate to the IRRC the value of royalties on two books, O’Leary and Sheldon (2012): *Employer Power and Weakness: How the Local and the Global have Shaped the Meat Industry and its Industrial Relations*, VURRN Press, Ballarat Australia; and Peter Sheldon, Sunghoon Kim, Yiqiong Li and Malcolm Warner (eds) (2011), *China’s Changing Workplace: Dynamism, Diversity and Disparity*, Routledge, London.

Infrastructure and other resources provided to the Centre

In 2016, the IRRC occupied office space in the Quadrangle Building (Quad 1039). This was shared by the Deputy Director, the Editorial Co-ordinator, the Administrative Officer, Consultants, Research Assistants, an Adjunct Emeritus Professor and Visiting Scholars.

In addition, the IRRC shared the following facilities with the Asia-Pacific Ubiquitous Healthcare Research Centre and CAER: a meeting room, printer/photocopier provided by the UNSW School of Business.

In June 2016, the ADR Professor James Morley funded the replacement of three computers for the IRRC.

From July 2016, the UNSW Business School ADR funded the replacement of a portion of the IRRC Director's teaching time through payment to Professor Sheldon's School (of Management).

Salaries—Imputed time spent on IRRC work by Associates located in Schools or at other Institutions, 2016

Staff Members	Work and Time Donated	Value of Contribution
<i>UNSW Business School</i>		
Professor James Morley Associate Dean Research	Steering Committee and advisory work	
Tim Harcourt	<i>ELRR</i> editorial work	\$16,000
Faculty administrative support	Research advice, HR support, Accounting assistance	
<i>School of Management</i>		
Professor Karin Sanders	Steering Committee work	
Professor Michael Quinlan, Director	Centre management and <i>ELRR</i> editorial work	
Professor Peter Sheldon	Centre steering committee and <i>ELRR</i> editorial committee work	
Dr David Morgan	<i>ELRR</i> Editorial Committee	\$50,000
Associate Professor Ian Hampson	<i>ELRR</i> Editorial Committee Linkage project finalisation	
Dr Sarah Gregson	<i>ELRR</i> Editorial Committee work	
Dr Tracy Wilcox	Work on NGO project, <i>ELRR</i> Editorial Committee work	
<i>School of Economics</i>		
Associate Professor Peter Kriesler	IRRC Steering Committee, <i>ELRR</i> Executive Editor	\$10,000
<i>School of Business UNSW Canberra</i>		
Professor Michael O'Donnell/	Work related to:	
Professor Michael Hess	Steering Committee, <i>ELRR</i> editorial work and administration of RG142653 and RG151974	\$30,000
Ms Vicki King		
Total in kind		\$106,000

Details of grants, consultancies, research projects, project outputs

Private donor — grant processed through IRRC	2009 until fund exhausted	\$15,000 in total	Used to pay for web-hosting of www.spotlightworkskills.com Additionally \$5,000 has been provided to the School of Management until exhausted to fund Scholarships for honours research on diversity
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Consultancies

Contractor	Date	Amount	Comment
United Voice	5 November 2015	\$21,000	Second tranche RG151974, managed through the School of Business, Canberra.

IRRC Research/Administrative Assistant Jason Antony provided administrative support for this project.

Dates of, and attendance at, meetings of the Centre's Steering Committee 2016

Date	Attendance	Apologies
12 April	James Morley (Associate Dean Research); Chair; Michael Quinlan (Director); Peter Sheldon; Daryll Hull; Peter Kriesler; Anne Junor; Jason Antony (minutes).	Dubravka Cecez-Kecmanovic; Michael Hess; Lisa Magnani; Michael O'Donnell; Karin Sanders
24 November	Karin Sanders (Chair); Anne Junor; Daryll Hull; Peter Sheldon (Director) ; Jason Antony (minutes)	Elizabeth Carson; Michael O'Donnell; Michael Quinlan; Peter Kriesler