



AUT



NEW ZEALAND  
**WORK RESEARCH INSTITUTE**  
AN INSTITUTE OF AUT UNIVERSITY

## ANNUAL REPORT 2015

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## SECTION 1

### FORWARD FROM THE DIRECTOR

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In preparing this annual report we have reflected on a busy 2015 and more importantly look to the future and the hive of activity already planned for 2016. 2015 marked the second year for the Co-Director partnership with Professor Tim Bentley. This additional capacity in the leadership team allowed for further specialisation in roles, and a push to convert our engagement with industry and the community into funded research projects. We began with commissioned projects from the Blind Foundation (utilising Disability Surveys to provide a comprehensive and longitudinal portrait of the disabled and non-disabled population with respect to employment and educational outcomes), Coca-Cola Amatil NZ (investigating new ways of working; flexible working, wellbeing and diversity at CCANZ), and the Vodafone Foundation NZ (better understanding the YNEET<sup>1</sup> landscape in NZ). In 2016, we currently have commissioned work planned with Lifewise, Auckland Transport, Auckland Co-Design Lab (MBIE), and the EEO Trust.

Our flagship initiative the Future of Work Programme was also full steam ahead in 2015. It received a second year of funding from the University in recognition of the strategic value of this programme. It is partnered by several industry and public stakeholders and in 2015 focussed on three broad themes: *Digital disruption of work*, *Workforce futures*, and *Learning for future work*. More detail on the projects within this programme can be found [here](#). Tim was also invited to be part of the external reference group for the Future of Work Commission by the NZ Labour party, which issued a series of working papers in 2015 on the following five areas: Education and Training, Economic Development and Sustainability, Security of Work and Income, Technology, and The Maori Economy. Work in all five areas is culminating in a Future of Work conference at AUT in March 2016, where I will speak on a panel on Security of Work and Income.

We acknowledge the continued support and advice from the Advisory Board in 2015. We would also like to take this opportunity to thank our research group leaders, active members in the Institute, external partners, and our office team (Ann Williamson and Tamara Tesolin) for their committed efforts during a busy and successful year. Last, but definitely not least, we must acknowledge the continued and encouraging support from the Faculty of Business, Economics, and Law, and in particular our Dean (Geoff Perry) and our Associate Dean Research (Bill Doolin).

Associate Professor Gail Pacheco



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<sup>1</sup> YNEET = Youth that are not in employment, education or training.

## SECTION 2 INTRODUCTION

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In this section we provide the broad goals for the next two years (2016-2017), as agreed with the Faculty in late 2015.

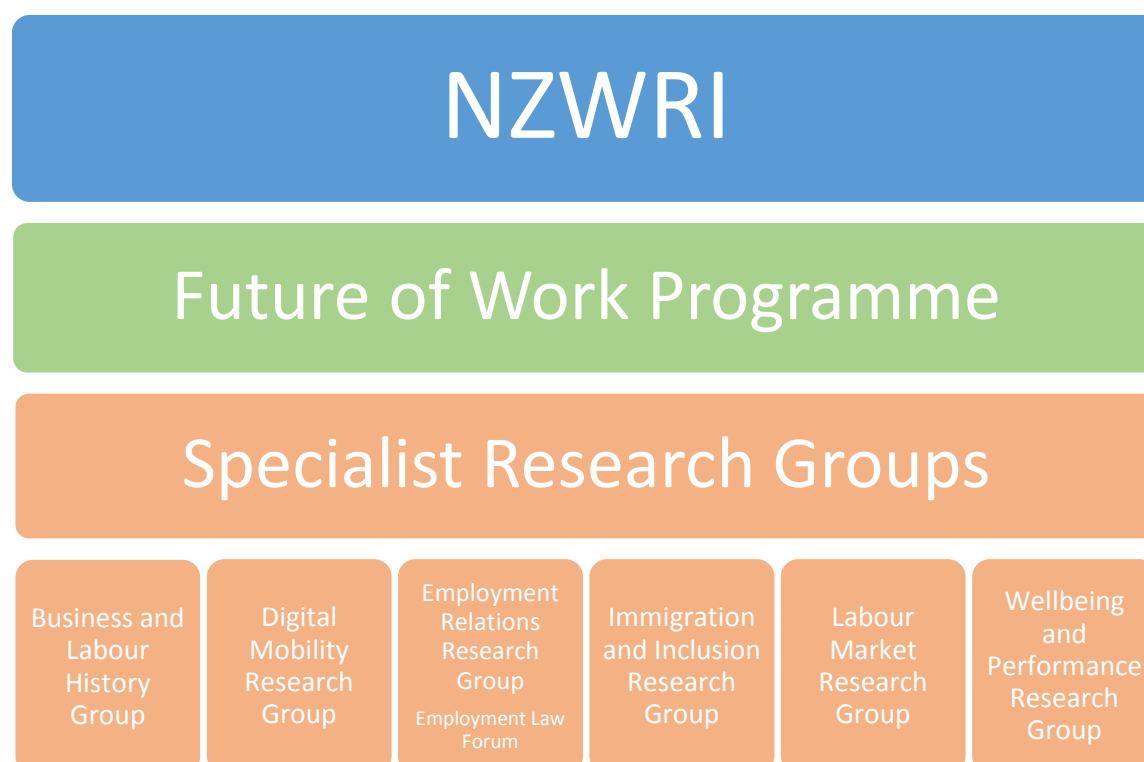
### Overall goals:

1. Our research will be recognised nationally and internationally for its excellence in our key research areas that concern people and work: employment relations; wellbeing and performance, labour market outcomes, diversity in the workplace, and the role of technology.
2. Our researchers will produce knowledge that can inform the development of public policy and organisational practice in New Zealand.
3. We will be regarded as a hub for New Zealand research (regarding people and work) and associated engagement activity.
4. External stakeholders (both the private and public sector) will engage with us because they recognise our leadership in our key research areas and that we are responsive to their research needs in key work and employment issues.

### Key Strategic Priorities for the short to medium-term

1. Connectivity and engagement with government, business and community.
2. Production of research that is of relevance to the government, business and community (at both the local and international level, with an emphasis on local NZ relevance).
3. a) Engagement and active involvement of Faculty of Business and Law staff in the Institute and its associated research groups; b) Engagement and active involvement of AUT staff outside of the Faculty of Business and Law, (in addition to external stakeholders), in pursuit of a multidisciplinary and collaborative approach to our research agenda.
4. Development of external research income

## STRUCTURE



## SECTION 3

### LEADERSHIP, GOVERNANCE AND MEMBERSHIP

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#### LEADERSHIP TEAM

Following the resignation of Stephen Teo, Katherine Ravenswood and Marcus Ho were appointed as co-leaders of the Wellbeing and Performance Research Group.

Gail Pacheco	Director and Leader of Labour Market Research Group
Tim Bentley	Deputy Director
Simon Mowatt	Leader of the Business and Labour History Group
Angsana Techatassanasoontorn	Co-Leader of the Digital Mobility Research Group
Antonio Díaz Andrade	Co-Leader of the Digital Mobility Research Group
Erling Rasmussen	Leader of the Employment Relations Research Group
Edwina Pio	Leader of the Immigration and Inclusion Research Group
Katherine Ravenswood	Co-Leader of the Wellbeing and Performance Research Group
Marcus Ho	Co-Leader of the Wellbeing and Performance Research Group

#### SUPPORT STAFF

Ann Williamson	Office Manager
Tamara Tesolin	Institute Administrator

#### ADVISORY BOARD

The board comprises key leaders from industry, trade unions, the public sector, and the professions. Members contribute informed comment on our activities, and assist in ensuring the Institute is undertaking research that is relevant to our stakeholders and well informed.

The group met in April.

##### *Current membership:*

Carol Beaumont	NZ Nurses Organisation
Tim Bentley	Director, Future of Work programme
Jackie Blue	Equal Employment Opportunities Commissioner, Human Rights Commission
Hamish Campbell	Director of Business Capability, NZ Trade and Enterprise
Bev Cassidy-Mackenzie	Chief Executive, Equal Employment Opportunities Trust
Marisa Fong	Independent Director
Vance Kerslake	Manager, Labour and Commercial Environment Research Team, MBIE
Martin King	General Manager – HR, Coca-Cola Amatil NZ
Duane Leo	Union Organiser, Public Service Association
Rohan MacMahon	Strategy Director, Crown Fibre Holdings
Gail Pacheco	Director, NZ Work Research Institute
Chris Parker	Chief Economist, Auckland Council
Jane Parker	Co-Director, MPOWER, Massey University
Peter Schweder	Manager, Health and Safety, BECA
Helen White	Barrister, Chancery Chambers

## **ACTIVE MEMBERS IN 2015**

Angsana Techatassanasoontorn  
Antonio Díaz Andrade  
Barbara McKenzie-Green (Faculty of Health and Environmental Science)  
Barbara Myers  
Ben Kenobi (Faculty of Design and Creative Technologies)  
Candice Harris  
Danaë Anderson  
De Wet van der Westhuizen  
Diep Nguyen  
Edwina Pio  
Erica Hinckson (Faculty of Health and Environmental Sciences)  
Gail Pacheco  
Gaye Greenwood  
Geoffrey Brooke  
Harminder Singh  
Katherine Ravenswood  
Lydia Cheung  
Marcus Ho  
Mark Le Fevre  
Nick Drake  
Nicola Naismith (Faculty of Design and Creative Technologies)  
Nimbus Staniland  
Paweena Wanchai  
Rachel Morrison  
Rahul Sen  
Ross Milne (Faculty of Health and Environmental Sciences)  
Roy Smollan  
Sean Kimpton  
Stephanie Rossouw  
Stephen Teo  
Tim Bentley  
Tim Pratt  
Valerie Wright-St Clair (Faculty of Health and Environmental Science)  
Wendy Wrapson (Faculty of Health and Environmental Science)

## RESEARCH ASSOCIATES

Adrian Wilkinson	Griffith University, Aus
Adrienne Puckey	University of Auckland
Anna Jenkins	University of Queensland, Aus
Annabel Newman	Service and Food Workers Union
Aristea Koukiadaki	University of Manchester, UK
Barry Foster	Massey University
Bernard Walker	University of Canterbury
Bevan Catley	Massey University
Bill Cochrane	University of Waikato
Bill Rosenberg	Council of Trade Unions
Bradon Ellem	University of Sydney, Aus
Cameron Newton	Queensland University of Technology, Aus
Cathy Urquhart	Manchester Metropolitan University, UK
Chellie Spiller	University of Auckland
Chris Dawson	University of Bath, UK
Christopher Poullaos	University of Sydney, Aus
Claire Regnault	Museum of New Zealand Te Papa Tongarewa
David Blustein	Boston College, USA
David Peetz	Griffith University, Aus
David Pick	Curtin University, Aus
David Sundaram	University of Auckland
David Tappin	Massey University
Di Daniels	Computers in Homes
Don Webber	University of the West of England, UK
Erik Poutsma	University of Nijmegen, Netherlands
Fritz Drissner	Engineering, Printing & Manufacturing Union
Gemma Piercy	University of Waikato
Geoffrey G. Jones	Harvard Business School, USA
Georgina Murray	Griffith University, Aus
Glenda Strachan	Griffith University, Aus
Gordon Boyce	University of Newcastle, Aus
Greg Patmore	University of Sydney, Aus
Heather McDonald	Heathrose Research Ltd
Helen Kelly	NZ Council of Trade Unions
Helena Cooper-Thomas	University of Auckland
Herman Knudsen Aalborg	University, Denmark
Howard Cox	University of Worcester, UK
Jane Aubrey	APN Digital
Jane Bryson	Victoria University of Wellington
Janis Bailey	Griffith University, Aus
Jens Lind	Aalborg University, Denmark
Jessica Xu	IBM
Jim Arrowsmith	Massey University
Joce Jesson	University of Auckland
Johanna Macneil	University of Newcastle, Aus
John Burgess	Curtin University, Aus
John Singleton	Sheffield Hallam University, UK
John Wren	Accident Compensation Corporation
Kate Lewis	Massey University
Kathryn Owler	Joyworkz Ltd
Keith Macky	Tai Poutini Polytechnic
Keith Townsend	Griffith University, Aus
Ken Bartlett	University of Minnesota, USA
Laila Harrè	Research consultant

Linda Trenberth	Griffith University, Aus
Luiz Antonio Joia	Brazilian School of Public and Business Administration
Maree Roche	University of Waikato
Margaret Wilson	University of Waikato
Marian Baird	University of Sydney, Aus
Mark Stuart	University of Leeds, UK
Martie-Louise Verreyne	University of Queensland, Aus
Mervyl McPherson	Researcher
Michael Barry	Griffith University, Aus
Michael Belgrave	Massey University
Michael Myers	University of Auckland
Michael O'Driscoll	University of Waikato
Michail Veliziotis	University of the West of England, UK
Nevan Wright	Auckland Institute of Studies
Nigel Haworth	University of Auckland
Peter Boxall	University of Auckland
Peter Franks	Researcher
Peter Mueser	University of Missouri, USA
Philip Morrison	Victoria University of Wellington
Ray Markey	Macquarie University, Aus
Rupert Tipples	Lincoln University
Russell Lansbury	University of Sydney, Aus
Sarah Oxenbridge	Employment Research Australia, Aus
Shaohui (Sophie) Chen	China Europe International Business School
Sholeh Maani	University of Auckland
Stephen Blumenfeld	Victoria University of Wellington
Stuart Carr	Massey University
Tayo Fashoyin	Massey University
Teresa da Silva Lopes	York University, UK
Terri Mylett	University of Western Sydney, Aus
Vivienne Hunt	University of Auckland



## SECTION 4

### POSTGRADUATE STUDENT RESEARCH

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#### **NZ WORK RESEARCH INSTITUTE POSTGRADUATE AWARDS 2015**

Each year the Institute offers two awards, each consisting of a stipend to contribute to professional development, and an offer of a limited employment contract as a Research Assistant within one of the Institute's research groups. The tenure of this award is for one calendar year, the year of application.

This year's recipients were Tim Pratt and Ronny Tedestedt. Tim is completing a Doctor of Philosophy. Collaboration is at the centre of Tim's PhD, the context of his research is within the non-profit or civil society sector. Ronny is completing a Master of Business. His research is in the field of Employment Relations, focusing on worker participation in New Zealand cooperatives. Tim and Ronny were presented with their awards at the Institute team building day held at Gibbs Farm in May.



**Ronny Tedestedt, Tim Bentley and Tim Pratt**

#### **OTHER SUPPORT FOR POSTGRADUATE STUDENTS**

Support for postgraduate students was also provided through subsidies for conference registration and travel. The Business and Labour History Group provided student travel awards to Malin Dahlström (Sweden) and Jimmy Van Dissen (Wellington) to attend the Association of Academic Historians in Australian and New Zealand Business Schools (AAHANZBS) conference held in Auckland. The Labour Market Research Group sponsored attendance at economics conferences for students De Wet van der Westhuizen and Laksmi Devi. The Wellbeing and Performance Research Group sponsored Diep Nguyen's attendance at the Asian Academy of Management conference in Hong Kong. The group also aided Nimbus Staniland with conference support.

## SECTION 5

### RESEARCH PRODUCTIVITY

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This section outlines selected key research projects within each of the specialist research groups within the Institute.



#### 1. Green Business History

*Description:* This study examines the development of green business in New Zealand within the context of the wider Harvard Business School study, and more specifically the development of the organic industry and the roots of the concept of a “clean green” country. The project initially focused on interviews with founders and entrepreneurs, then archival research.

*Key staff:* Simon Mowatt, external – Geoff Jones (Harvard Business School).

*Key outcomes:* Conference papers at the ABH, paper in 2nd round review for Business History (A ranked), public lecture in the “History at AUT” Winter series, interviews on NZ Radio with Prof. Jones.

*External funding:* The initial start-up for this project was through a Visiting Fellow grant for Prof. Jones made by the Faculty of Business and Law.



#### 1. Contradictions and opportunities in the workplace: Professionals with visual impairments and their use of digital artefacts

*Description:* This study theorises on how digital technology supports professionals with visual impairments’ work practices and transforms work. It draws on cultural-historical activity theory as a lens to frame work as a collective activity system and builds on the notion of digital artefacts and their attributes to understand work practices. The empirical investigation focuses on two activity systems. One is a kitchen work activity system with a low vision employee; the other is a policy work activity system with a blind employee. The fine-grained analysis makes visible how these professionals use technology to accomplish work tasks. The symbiotic interaction between organisational systems and individual operations mediated by digital artefacts reveals the underlying contradictions which opens an opportunity for organisational learning.

*Key staff:* Antonio Díaz Andrade, Angsana Techatassanasoontorn

*Key outcomes:*

- Proceedings of the 13th International Conference on Social Implications of Computers in Developing Countries (IFIP 9.4) – Openness in ICT4D: Critical reflections on future directions. May 20-22, Negombo, Sri Lanka
- Round-table discussion with relevant stakeholders and research participants. 20 Nov, 2015, Auckland, New Zealand
- Report for The Blind Foundation (final draft) to be submitted by 19 Feb, 2016
- Digital technology and professionals with visual impairments research video clip for the general public available at <https://www.youtube.com/watch?v=Eoo4cd1q0Tk>
- Draft journal manuscript to be submitted by April 2016

## 2. Police geeks: The virtualisation of police work

*Description:* This study asks how the increased prominence and relevance of information technology skills affects various aspects of police work, such as structures, role boundaries and individual performance.

*Key staff:* Harminder Singh

*Key outcomes:*

- After the conceptualisation of the problem, the proposal was submitted for consideration to the New Zealand Police's Research and Evaluation Steering Committee. Access to research site was declined on 20 March 2015 by the Police. The researcher revised the application based on the comments from the New Zealand Police's Research and Evaluation Steering Committee, which completely declined giving access to the research site on 14 October 2015.
- Literature review to be completed in March 2016



**EMPLOYMENT RELATIONS  
RESEARCH GROUP**

NEW ZEALAND WORK RESEARCH INSTITUTE

## 1. Cranet Survey 2015

*Description:* The survey was conducted in 2015 and received 80 useable responses from the target group of large NZ organisations.

*Key staff:* Erling Rasmussen, Andy Ang

*Key outcomes:*

- The response questionnaires were mailed to Cranfield Business School for coding in the Cranet database (more than 40 countries participate)
- The national report is currently being written.
- Several journal articles are being developed. A comparative journal article – with researchers from CBS, Copenhagen – will be submitted to an international journal in the first week of March 2016 (\*)  
\*Bévort, F., Rasmussen, E. & Christensen, J. 2015. 'Exploring the professionalization of HRM in Denmark and New Zealand'. *International Studies of Management & Organization*, (Abstract accepted November 2015; article submitted in March 2016.

## 2. New Zealand employers and their attitudes and behaviours

*Description:* In collaboration with Massey University, there have been two rounds of surveys which has provided a national overview of employers' attitudes to collective bargaining and recent employment relations changes. A third round of surveys has not gone ahead because of my position as Associate Dean in 2015. I am currently discussing with Massey University researchers whether another round of surveys will be conducted in 2016.

*Key outcomes:* During 2015, the figures from the second round of surveys – which focused on recent employment relations changes - have been analysed. So far, a journal article (\*\*), a book chapter (\*\*\*) and a conference abstract have been submitted.

\*\*Rasmussen, E., Foster, B. & Farr, D. 2015. 'The battle over employer-determined flexibility: attitudes amongst New Zealand employers.' *Employee Relations*, (submitted December, 2015)

\*\*\*Rasmussen, E. 2016. 'A comparative perspective on collective bargaining and the role of employers.' In Larsen, T. P. & Ilsøe, A. (eds.). *Den danske model set udefra*. FAOS, Copenhagen. (Chapter is submitted.)



## AUT GROUP FOR IMMIGRATION & INCLUSION RESEARCH

### 1. Religious Diversity at Work

*Description:* This project examines religious diversity in various organisations from the point of view of both the employee and employer. The research focus has been on consolidating the interviews done in previous years and adding on to this information through recent research in published journals and relevant magazines and newspapers.

*Key staff:* Edwina Pio, Tim Pratt

*Key outcomes:*

- Edited book on Faith Based Violence and Deobandi Militancy in Pakistan (Edwina Pio is the second co-editor) to be published by Palgrave MacMillan; a co-authored book chapter in this book with Edwina Pio as the first author Marked by the cross! Persecution of Christians in Pakistan;
- Two book chapters in a co-edited book Religious Diversity in the Workplace: Conflict, Harmony and Performance to be published by Cambridge University Press, the chapters are Buddhist Brahmviharas and Religious Diversity at work (Edwina Pio), and Religious diversity in the Asia-Pacific region (Edwina Pio and Tim Pratt);
- Book chapter in the co-edited book Impact of Diversity on Career Development, to be published by Edward Elgar, title of the chapter is Muslim women and careers (Edwina Pio).



## LABOUR MARKET RESEARCH GROUP

NEW ZEALAND WORK RESEARCH INSTITUTE

### 1. Decomposing the temporary-permanent wage gap in NZ

*Description:* This study examines the pay differential between temporary and permanent workers in NZ, utilising the Survey of Working Life data. In particular, the differential is split into what can be explained by observable characteristics, versus what remains as unexplained (the latter of which is often used as a proxy for discrimination). This research also employs propensity score matching to match comparable temporary and permanent workers, and ascertain whether any pay gap remains.

*Key staff:* Gail Pacheco, external – Bill Cochrane (Waikato).

*Key outcomes:* Presented at MBIE (Wellington), and NZAE (Wellington), invited and fully funded to present at RMIT (Melbourne); submitted to A ranked journal (September, 2015).

*External funding:* Part of a group researching 'Understanding insecure work' – received \$10,000 from MBIE for the group.

### 2. Health and employment type

*Description:* This research focusses on the relationship between physical and mental health and employment type – in particular, temporary versus permanent employment. For instance are poor mental health issues associated with a greater likelihood of being in temporary work, and if so, what kind of temporary work, e.g. casual, fixed term contracts, seasonal, etc. This research utilised CURF data from Statistics NZ on the NZ General Social Survey.

*Key staff:* Gail Pacheco, external – Don Webber (UK), Dominic Page (UK)

*Key outcomes:* Accepted and published in *Australian Journal of Labour Economics* (B ranked)

### 3. Who creates jobs in NZ? Firm and Employment Dynamics

*Description:* This project uses data from Statistics NZ's Longitudinal Business Database to empirically document the creation and destruction of jobs in firms of various ages and sizes.

*Key staff:* Geoff Brooke, Lydia Cheung, external (Productivity Commission)

*Key outcomes:* Presented at AUT, and NZAE (Wellington), journal write-up in progress



#### 1. Organizational resilience

*Description:* How do organizations become resilient? This proposed research examines how organizations build their resilience as part of a resilient system comprising employees, employers, and communities. Through a multi-phase, multi-level research design, we firstly utilize case studies of organizations who overcome adversity and crisis to allow a construction of instrument to measure organizational resilience. Secondly, we examine organizational resilience's links to the organization's strategy, capabilities and communities using structural equation modelling of organizations in Australia and New Zealand. By dissecting the inter-related elements of organizational resilience, this research will contribute to developing resilience for the benefit of employees, organizations and communities.

*Key staff:* Marcus Ho, Tim Bentley; external - Stephen Teo (RMIT), Martie-Louise Verreynne (UQ), Anna Jenkins (UQ)

*Key outcomes:* Best paper research award at Global Scientific Technology Forum in Singapore, Additional conference paper for ANZAM 2015 in December. Both outcomes are expected to be published in journals

*External funding:* SRIF 2015/2016

#### 2. IBM Employee engagement survey

*Description:* Analysis of IBM/Kenexa employee engagement survey 2015. This database examines a variety of factors that contribute to employee engagement in a range of industries. This project in collaboration with IBM/Kenexa.

*Key staff:* Gail Pacheco, Katherine Ravenswood, Jarrod Haar, Marcus Ho, and external- Jessica Xu (IBM/Kenexa)

*Key outcomes:* Journal article, in a peer-reviewed publication

#### 3. Employer support for carers of older people

*Description:* This study examines Alternative work arrangements and flexible working conditions are important ways of accommodating and combining the unpaid care responsibilities of employees with paid work. Changes to New Zealand legislation mean that employees are now able to ask for flexibility in their employment and, in a recent survey, nearly 90% of respondent organisations reported they provided flexible working arrangements<sup>4</sup>. However, it is unclear how flexible working arrangements and other employment policies may take elder care responsibilities into account, and how such policies are implemented in practice. If they are implemented, are they seen by employees as an effective way of juggling their work and family commitments? As the population ages and the pool of people who have traditionally provided care is shrinking<sup>5, 6</sup>, there is an urgent need for employers to understand what actually works for carers if they are to have sustainable workforces.

*Key staff:* Wendy Wrapson, Barbara Myers, Valerie Wright-St Clair

*Key outcomes:* Journal article, from the pilot study, in a peer-reviewed publication

#### **4. Employers' perceptions of 'active' movement facilitators in the workplace**

*Description:* The aim of the proposed study is to investigate: employers' perceptions of the workplace as an appropriate setting for influencing employees' physical activity and sedentary behaviour levels, whether employers are currently adopting any active design principles in their own workplace, and the barriers and enablers to doing so. This work will also include an assessment of any appropriate existing measures of Active Building Design/work practices which will feed into the study.

*Key staff:* Wendy Wrapson, Erica Hinckson, Irene Ryan

*Key outcomes:*

- a brief report to participating companies (responses being aggregated and anonymised)
- a journal article in a peer-reviewed publication
- active Building Design is an emerging field of research and the data from this project is expected to suggest potential future directions for the researchers involved

#### **5. Sustaining growth in construction: workforce development**

*Description:* The overall aim of this research project is to provide industry engaged research investigating how demand for skill and labour can be met through encouraging women, Maori and Pasifika people into construction, retaining them and developing them in long term construction careers.

*Key staff:* Nicola Naismith, Katherine Ravenswood, Kate Sang

*Key outcomes:*

- completed ethics application for main research project to commence February 2016
- work on SRIF full proposal documents due October 2015
- work towards a draft journal article on women in construction HRM and management practice and the relationship to organisational performance in collaboration with Katherine Ravenswood and Kate Sang (Heriot Watt University); the journal article will be submitted to an A ranking journal: The International Journal of Management Reviews

### **OTHER INSTITUTE REPORTS**

McLeod, L., & Bentley, T., (2015). *Managing an Ageing Workforce*. Auckland, New Zealand: Auckland University of Technology.

Bentley, T., Blackwood, K., & Pio, E. (2015). *The New Zealand Diversity Survey: April 2015*. Auckland, New Zealand: Auckland University of Technology.

Bentley, T., Teo, S., Blackwood, K., O'Driscoll, M., Roche, M., McLeod, L., Twiname, L., Catley, B., & Wood, B. (2015). *Understanding the Needs of New Zealand's Ageing Workforce*. Auckland, New Zealand: Auckland University of Technology.

Ravenswood, K., Douglas, J., & Teo, S. (2015). *The New Zealand Aged Care Workforce Survey 2014*. Auckland, New Zealand: Auckland University of Technology.

Bentley, T., Pacheco, G., Blackwood, K., & Pio, E. (2015). *The New Zealand Diversity Survey: October 2015*. Auckland, New Zealand: Auckland University of Technology.

Pacheco, G., Short, S. (2015). *UN Women's Empowerment Principles Survey*. Auckland, New Zealand: Auckland University of Technology.

## COMMISSIONED RESEARCH

The following examples are selected key research projects which received external funding.

### **Coca Cola Amatil NZ**

*Project:* New ways of working. Flexible working, wellbeing and diversity at CCANZ

*Description:* This project researched outputs-based (results only) culture in the workplace, and the relationship between this concept and greater flexibility across the organisation. The spotlight was on investigating future of work trends in terms of new ways of working and flexible working arrangements, with particular emphasis on best practice. To complement the findings from the literature, key staff within CCANZ were interviewed with the aim of providing organisational-specific recommendations. This study also assessed the impact of new ways of working on diversity and wellbeing across the organisation.

### **Blind Foundation**

*Project:* Disability, education and the labour market: A longitudinal portrait for New Zealand

*Description:* This project utilised unit record data from three waves of the Disability Survey (from Statistics NZ) – 2001, 2006, and 2013. Descriptive analysis was conducted to illustrate trends, as well as provide an up to date summary of people with disabilities and those without across a range of demographic, employment, education and disability related variables. This analysis provided insight as to the size and nature of the disabled population in NZ, and how their economic outcomes have changed over the last 15 years – information that is imperative for policy makers and support providers alike. A key aim of this project was also to illustrate knowledge gaps, and opportunities for further empirical investigation.

### **Vodafone**

*Project:* Y-NEET: Empirical Evidence for New Zealand

*Description:* Labour market outcomes for youth have received an upsurge of interest in recent years. Reducing the number of youth not in employment, education, or training (Y-NEET) has become a key focus of government policies. This study provided a comprehensive profile of the Y-NEET landscape in NZ, examined how NZ compares internationally, and quantified the costs of this economic and social issue.

### **EEO Trust**

*Project:* UN Women's Empowerment Principles Survey (UNWEPS)

*Description:* The UNWEPS aims to uncover policies and practices within New Zealand's largest organisations on behalf of the United Nations Women, with a specific focus on Women's Empowerment Policies. This study analysed and summarised results from this survey, based on the seven UN Women's Empowerment Principles:

- Principle 1. Leadership Promotes Gender Equality
- Principle 2. Equal Opportunity, Inclusion and Nondiscrimination
- Principle 3. Health, Safety and Freedom from Violence
- Principle 4. Education and Training
- Principle 5. Enterprise Development, Supply Chain and Marketing Practices
- Principle 6. Community Leadership and Engagement
- Principle 7. Transparency, Measuring and Reporting



## SECTION 6

### EVENTS AND VISITORS

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#### EVENTS

##### FEBRUARY:

##### **Future of Work Conference**

Hosted by the Institute, the conference discussed:

- Improving digital productivity - ICT enhancements to work
- Managing an aging workforce - Future diversity trends
- Managing workplace bullying and creating healthy workplaces
- Vulnerable workers, safety and mental health outcomes
- Future labour market and employment concerns

##### **Meta-Analysis Workshop**

A week long workshop was conducted by Associate Professor Damian Joseph from the Nanyang Technological University in Singapore. The workshop addressed theoretical and methodological issues in the review and synthesis of results from multiple primary studies. This is the second time the Institute has run this workshop.

Hosted by the Institute.

##### APRIL:

##### **Muslims at Work in NZ and Launch of the Immigration and Inclusion Research Group**

Invited speakers will address both Muslim and non-Muslim stakeholders from business, university, community and government. Participants will have space to talk, debate, interact and explore differences and commonalities in how work is experienced in our multicultural, diverse New Zealand. This is a unique experience to understand and appreciate Muslims at work in New Zealand. Hosted by the Immigration and Inclusion Research Group.



**Edwina Pio**

##### **Launch of the New Zealand Aged Care Workforce Survey 2014**

New Zealand needs a sustainable aged care workforce. One that is stable, well trained and healthy. This report details findings from the New Zealand Aged Care Survey 2014 covering employees in both residential and home/community aged care. It highlights areas of concern for employees and their managers such as OHS, skills and qualifications, work conditions and job satisfaction. Hosted by the Wellbeing and Performance Research Group.

##### MAY:

##### **Institute team building day**

Held at Gibbs Farm, Kaipara Harbour. Approximately 15 people attended the day from across all groups in the Institute. The day was a good opportunity to welcome new researchers and present Postgraduate Awards to recipients Tim Pratt and Ronny Tedestedt.



## **JUNE:**

### **Public Seminar – Decomposing the temporary permanent wage gap in NZ**

Bill Cochrane, University of Waikato and Associate Professor Gail Pacheco, AUT

Recent years has seen an upsurge of interest in temporary employment and the empirical investigation of the negative outcomes assumed to be associated with such employment arrangements – things such as job insecurity, job dissatisfaction, poorer pay, and worsening health status. This study focusses on the temporary-permanent wage gap and decomposes the penalty experienced by temporary workers in terms of individual, occupation, industry and other job characteristics. We find that much of the difference can be explained by observable characteristics. This article also extends past literature by reporting propensity score matching estimates of the temporary worker pay penalty. By comparing observably similar permanent and temporary workers, we find a pay penalty of around 7 per cent, varying substantially over different types of temporary employment – whether it be fixed term contracts, casual, seasonal or temporary agency work.

Organised by the Labour Market Research Group

## **AUGUST:**

### **Public Seminar – Who Creates Jobs in New Zealand? Firm and Employment Dynamics**

Dr Lydia Cheung and Dr Geoffrey Brooke, AUT

Data from Statistics New Zealand's LBD (Longitudinal Business Database) is used to document the creation and destruction of jobs in firms of various ages and sizes. This gives an accurate picture on the net number of jobs created by a new firm, if it survives the initial years. It also answers the question on whether small or young or mature firms create the most jobs.

This is the first project in a series that explores the effects of reallocation of productive inputs, namely labour and capital. In the following project we will investigate the potential gains in aggregate productivity if capital were able to reallocate freely and optimally between firms. Organised by the Labour Market Research Group.

## **SEPTEMBER:**

### **NZ Diversity Forum**

The New Zealand Diversity Forum is a platform which brings together individuals and organisations to share ideas and good practice on cultural diversity and positive race relations. Unique insight and perspectives are shared by a wide range of organisations, each offering their own particular forums on important topics including but not limited to refugee issue, cultural and workplace diversity, religion, language, and human rights. Keynote speakers round off the event, sharing new research and interesting experiences. Organised by the Human Rights Commission; hosted by the Institute.

### **Wellbeing in Aged Care**

The ageing population has brought increasingly urgent attention to both the needs and care of our elderly, and the challenges for the management of caregiving – both paid and unpaid. Following on from the success of the New Zealand Aged Care Workforce Survey in April this year, Dr Katherine Ravenswood, Co-Leader of the Wellbeing and Performance Research Group, invites you to an afternoon of discussion showing different perspectives of wellbeing in aged care: our speakers will address topics relevant to residential care, community and home care and unpaid carers. Organised by the Wellbeing and Performance Research Group.

### **Public Seminar: From Grub St to the iPad - how the magazines industry survived constant change**

Associate Professor Simon Mowatt, AUT

As media companies grapple with the challenges presented by digital convergence and devices such as the iPad, this talk traces the evolution of the consumer magazine industry from its inception to the modern day. From small entrepreneurs to global conglomerates and back we examine how magazines companies have survived the constant revolutions and the "death of print". Organised by Te Ara Poutama.

## **OCTOBER:**

### **Public Seminar – The management of expatriates: Recent research**

Chris Brewster, Professor of International Human Resource Management at Henley Business School, University of Reading, in the UK; and at Nijmegen University in the Netherlands. Organised by the Wellbeing and Performance Research Group.

## **NOVEMBER:**

### **Academic Association of Historians in Australian and New Zealand Business Schools (AAHANZBS) Conference**

"Global business practices in historical perspective"

Associate Professor Simon Mowatt, Professor Erling Rasmussen Dr Geoffrey Brooke, Professor Rob Allen, Professor Paul Moon presented papers. The conference was held at AUT and hosted by the Business and Labour History Group.

The collegial conference featured papers by academics from Universities in New Zealand (AUT, Waikato, Victoria), Australia (Sydney, Macquarie, RMIT), the UK (Worcester) and Sweden (Gothenburg), and served to connect academics within an interest in business and labour history across a variety of faculties, centres and departments including Accounting and Commercial Law, Economics, Economic History, Modern History, Management, Marketing, International Business, Strategy, Human Resource Management, Work and Organisational Studies, the Centre for Workforce Futures and Te Ara Poutama. The conference was held at AUT and hosted by the Business and Labour History Group.

### **Digital technology and inclusive work practices**

Research findings of our work with professionals with visual impairments in two organisations were shared. These professionals heavily rely on digital technology to the extent that it has become their functional organs that compensate for their sight conditions. Organisations can learn from these professionals' experience to develop inclusive work practices that accommodate to their needs. Hosted by the Digital Mobility Research Group.



**Peter Behr, Angsana Techatassanasoontorn and Martine Abel**

### **Institute Writing Retreat**

The Writing Retreat was held at AUT Millennium over two nights. Seven people attended the retreat benefitting from the dedicated writing time.

### **DECEMBER:**

#### **Asia Pacific Symposium on Emotions in the Workplace (ASPEW) Conference**

APSEW is a meeting of scholars interested in the study of emotions in work settings. The symposium featured a keynote address by scholar on workplace bullying, Professor, Tim Bentley. It comprised paper presentations and roundtable sessions discussing poster presentations. Organised by the Wellbeing and Performance Research Group.

### **VISITORS**

Associate Professor Damian Joseph (Nanyang Technological University, Singapore)

Dr Yvette Blount (Macquarie University, Australia)

Bill Cochrane (University of Waikato)

Professor Ray Markey (Macquarie University, Australia)

## SECTION 7

### REPUTATION AND IMPACT

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#### MEDIA PUBLICITY

- [Bosses ignoring elderly - survey](#) – *The New Zealand Herald*, 2 January 2015  
Companies could do better by paying attention to areas such as the ageing workforce and flexibility – Professor Tim Bentley.
- [Catalyst: Future Work Spaces](#) – YouTube, 14 January 2015  
Learn how AUT's NZ Work Research Institute worked with Geoff Lawrie of Cisco Systems NZ to look at the benefits of teleworking for their staff and business modelling.
- [Future of Work conference a resounding success](#) – *Inside AUT*, Issue 1 2015  
The success of AUT's inaugural Future of Work Conference left organiser Professor Tim Bentley in no doubt that there is an appetite for more of the same.
- [Your Business: Working from home](#) – *The New Zealand Herald*, 3 February 2015  
It's at this back-to-work time of year when many people's minds start pondering the possibility of working from home. It's a possibility that's being embraced by a growing number – Professor Tim Bentley.
- [Bullies at work - and how to stop them](#) – *North and South*, 1 March 2015  
Some try to excuse bullying as harmless banter and suggest workers should just "toughen up". "There's a lot of that in New Zealand..." – Professor Tim Bentley.
- [Boss or Bully?](#) – *miNDFOOD*, 10 March 2015  
Traditionally the best way to deal with workplace bullying was to find a job elsewhere, unfair as that may seem. Is this still the best advice?
- [Temporary vs. Permanent Employment: Is There a Wage Penalty?](#) – *Briefing Papers*, 12 March 2015  
Over recent years there has been an upsurge in the number of workers ending up in temporary employment. The reasons for this range from free choice to lack of suitable permanent employment opportunities. Associate Professor Gail Pacheco, together with Dr Bill Cochrane (The University of Waikato) report on the topic.
- [Managing an Ageing Workforce: NZ Research Report](#) – *scoop.co.nz*, 13 March 2015  
New Zealand organisations could be better prepared to deal with an ageing workforce according to a new research report prepared by NZ Work Research Institute in conjunction with the Equal Employment Opportunities Trust.
- [Older workers 'least used' option: report](#) – *stuff.co.nz*, 16 March 2015  
Traditionally the best way to deal with workplace bullying was to find a job elsewhere, unfair as that may seem. Is this still the best advice?
- [Future of Work Commission group](#) – *scoop.co.nz*, 18 March 2015  
Professor Tim Bentley has been appointed to the Future of Work Commission's External Reference Group, which will guide the Commission's work over the next two years.
- [Report finds Kiwi organisations ill-equipped for ageing workforce](#) – *HRM Online*, 19 March 2015  
Workplaces are still biased when it comes to older workers.
- [Anti-Islam workplace bias target of summit](#) – *The New Zealand Herald*, 30 March 2015  
Myths about Muslims and some bosses' reluctance to hire them high on agenda.
- [The cost of youth disengagement](#) – *Employment Today*, 1 April 2015  
Young people out of employment or education are likely to have a lifetime of poorer outcomes in terms of unemployment, wages and even happiness and health – Associate Professor Gail Pacheco.

- Tomorrow's workforce: drawing on diversity – *Employment Today*, 1 April 2015  
While we might not know what the job descriptions of 2030 will look like or who some of the future workers will be, we do at least know the forces that will shape the way we work and can be ready for the next chapter of the workplace story – Professor Bentley.
- [Liam Butler interviews Tim Bentley](#) – scoop.co.nz, 17 April 2015  
To what extent are NZ organisations prepared to positively and productively engage in an aging workforce?
- [A smart workforce is an ageing one](#) – *The New Zealand Herald*, 18 April 2015  
NZ employees are getting older — but it's a good thing if bosses are wise about it.
- ['Unreasonable, unwelcome'](#) – ONE News, 22 April 2015  
The Auckland waitress' allegations of ponytail pulling by the Prime Minister at face value clearly suggest workplace bullying.
- [Levelling the gender imbalance pays off](#) – *The New Zealand Herald*, 22 April 2015  
The gap is being closed but it could be done quicker – Associate Professor Gail Pacheco.
- [Hair pulling fits govt definition of workplace bullying](#) – Radio NZ, 23 April 2015  
Some commentators have compared Mr Key's behaviour with the actions of Roger Sutton, who resigned as head of the Canterbury Earthquake Recovery Authority last year – Professor Tim Bentley interviewed on Morning Report.
- [Low wages undermine the aged care workforce](#) – Radio NZ, 28 April 2015  
The first survey of the demands on rest home and other aged care staff, most of them women, show a workforce being undermined by low wages and increasing workloads – Dr Katherine Ravenswood interviewed on Checkpoint.
- [Love of the job not enough](#) – AUT News, 28 April 2015  
A report on the country's aged care workforce raises important questions about the value we place on caring for the elderly.
- [Aged care needs urgent attention](#) – scoop.co.nz, 29 April 2015  
Low pay, high workloads, an ageing workforce and an increasing demand for aged care add up to a concerning picture for the sector – Dr Katherine Ravenswood.
- Splitting hairs—or harassment? – *The Dominion Post*, 5 May 2015  
Workplace bullying and harassment are hot talking points in the wake of revelations of hair-pulling incidents.
- [Most aged care workers earn \\$15 or less an hour](#) – *Health Times*, 21 May 2015  
The first independent snapshot of New Zealand's aged care workforce shows the average worker is female, aged over 45 and is the main breadwinner in her family yet earns \$15 or less an hour.
- [Learning to cope with work in future](#) – *Weekend Herald*, 25 July 2015  
Flexible work situations, jobs being changed by technology and new ways to gain credentials for skills lie ahead of us.
- Conscious uncoupling – *Next*, August 2015  
In a world of high intensity living, a war is raging between plugging in and switching off.
- Time to say 'Je suis diversity' – *Global Focus*, Volume 09, Issues 03, 2015  
Global migration has introduced us to new communities and new religious practises. Professor Edwina Pio asks how we can best reconcile them.
- [Rise of 'casual racism' in New Zealand](#) – *The New Zealand Herald*, 2 August, 2015  
Research shows 10 per cent of people surveyed had experienced some form of discrimination in the past year, usually associated with their ethnic group or skin colour – Associate Professor Gail Pacheco.

- [Women see NZ-wide pay gap](#) – *The New Zealand Herald*, 1 September 2015  
Women surpass men in educational achievement, but the remaining pay gap could be due to discrimination – Associate Professor Gail Pacheco.
- [How to keep a baby boomer happy in the workplace](#) – *stuff.co.nz*, 20 September 2015  
No need, they're stoked to be there. A new NZWRI report suggest baby boomers are a happy bunch at work.
- [It's a man's world, even when it's full of women](#) – *stuff.co.nz*, 27 September 2015  
There are deeply engrained social perceptions of men and women's roles that mean even when an industry is dominated by women, such as with midwifery, men still progress further in their careers – Dr Katherine Ravenswood.
- [Smart employers know the value of older workers](#) – *Weekend Sun*, Tauranga Bay of Plenty, 12 November, 2015  
The impact of an ageing population on the workforce is one of the top three concerns of industry, but they haven't yet got their heads around the implications – Professor Tim Bentley.
- [The only constant at work is change](#) – *Engage*, Issue 26, 2015  
Europe has seen a concerted effort to loosen the ties on employment protection legislation over the last two decades and the repercussions of those changes are starting to be examined – Associate Professor Gail Pacheco.

## NEWSLETTERS

The newsletters provide more detail on events, research, and general Institute activities of the 2015 year.

[April 2015, Issue 19](#)

[August 2015, Issue 20](#)

[December 2015, Issue 21](#)

## PROFESSIONAL ENGAGEMENTS

### FEBRUARY:

#### AIRAANZ Conference

The 29th annual AIRAANZ conference (Association of Industrial Relations Academics of Australia and New Zealand) was held in Auckland. The conference was co-hosted by AUT and the University of Auckland, and the organising committee comprised Julie Douglas, Katherine Ravenswood, Erling Rasmussen and Nigel Haworth (UofA). Professor Erling Rasmussen, Associate Professor Coral Ingley, Professor Stephen Teo, Dr Marcus Ho, Professor Felicity Lamm, Associate Professor Candice Harris, Dr Peter Skilling, Gaye Greenwood, Laurie McLeod, Professor Tim Bentley, Keith Macky, Dr Katherine Ravenswood, Julie Douglas and Nimbus Staniland formed a strong contingent from the Institute and presented research papers.



**Clare Tedestedt-George, Jason Thompson, Ronny Tedestedt, Erling Rasmussen and Danaë Anderson**

#### Editor-in-Chief of New Zealand Economic Papers

Associate Professor Gail Pacheco has taken over the role of Editor-in-Chief of New Zealand Economic Papers for 2015-2017. New Zealand Economics Papers is the international scholarly journal of the NZ Association of Economists Inc.

#### Workforce Intelligence

Dr Katherine Ravenswood has been appointed to the 'workforce intelligence' work stream of the Kaiāwhina Workforce Action plan. This is a joint project led by Health Workforce New Zealand and Careerforce to develop a workforce action plan for the non-regulated care workforce. Details of the workforce action plan can be found at [www.workforceinaction.org.nz](http://www.workforceinaction.org.nz)

#### Wellbeing and Performance Research Group

Dr Marcus Ho and Dr Katherine Ravenswood were appointed as group co-leaders.

### **Discussing Workplace Trends with Employers**

Professor Tim Bentley discussed workplace trends at an EMA Employer Forum meeting. Professor Bentley also gave an update on the recent Future of Work Conference, which covered employment law implications, the Future of Work Commission, skills challenges and the aging workforce.

### **Future of Work Commission Group**

Professor Tim Bentley has been appointed to the Future of Work Commission's External Reference Group, which will guide the Commission's work over the next two years.

Professor Tim Bentley and Associate Professor Gail Pacheco continue to contribute as members of the Labour Party's Future of Work Commission. Working alongside senior representatives from industry, government and the unions, Tim and Gail have contributed to the development of a number of position papers around key future of work concerns. These include technology, job and income security, economic development and training and education. Tim is a member of the External Advisory Group and both Tim and Gail have attended recent meetings at Parliament with Grant Robertson and others tasked with the development of policy in this area.

### **International Conference on Management Leadership**

The Institute sponsored keynote speaker Andrea Thompson at the International Conference on Management Leadership and Governance (ICMLG) held at AUT University. Institute member, Associate Professor Coral Ingley co-chaired the event.

## **MARCH:**

### **The 'B' Word – Bullying**

Professor Bentley presented at the Employment Relations Conference. He spoke on the hot topic of bullying. Tim covered questions such as: When is it bullying? What else it could be. Are the guidelines doing their job? Are Employers doing their job – are you handling it right?

### **Safety 360**

Professor Tim Bentley chaired the Health and Wellbeing Conference which was a part of Safety 360. Professor Bentley also spoke on the topic Understanding and preventing workplace bullying.

### **Race Relations Day**

Professor Edwina Pio was invited to a function at Government House as part of Race Relations day. Race Relations Day celebrates the diversity amongst people who represent the many communities who have chosen to make New Zealand their home.

## **APRIL:**

### **IT18**

Angsana Techatassanasoontorn gave a talk at the IT18 tech recruiter conference. Angsana spoke on the topic: NZ Technology adoption and its impact on the workforce and work trends.

## **MAY:**

### **Race Unity Speech Awards**

Professor Edwina Pio was invited to judge for The Race Unity Speech Awards. The chief judge is Superintendent Wallace Haumaha, and other judges alongside Edwina include Dame Susan Devoy, Berlinda Chin and Barbara Morgan.



#### **IFIP 9.4 Conference**

Antonio Díaz Andrade and Angsana Techatassanasoontorn presented research on the use of ICT by blind professionals in the workplace at the International Conference of IFIP 9.4 in Sri Lanka. The title of the paper is “The quest for autonomy in the workplace: ICT-mediated activities by professionals with sensory impairments”

#### **ILO Research**

The ILO Research Department invited Dr Rahul Sen to two events held in Washington DC in May 2015. The events were organised in cooperation with the Canadian, Flemish and Swiss governments, the European Commission, and the ILO Office for Washington, DC, and was hosted by the Institute for International Economic Policy, George Washington University.

#### **Presentation to the SOLGM Leading Practice Forum**

Professor Tim Bentley presented to a large audience of local government managers at the SOLGM Leading Practice Forum in Wellington. Tim’s keynote presentation, entitled ‘Future of work: Forces, mega-trends and implications’ covered a range of key future of work concerns for New Zealand organisations and managers. The talk covered changes brought about due to advanced technology, including the rise of new forms of working, mobile work, and the threat to jobs from technology. Other themes discussed included changes in careers, and skills and competency needs for the future of work.

#### **Faculty Review at the National University of Samoa**

Experts from several Australasian universities, such as Macquarie, Waikato, Victoria, Massey and AUT were invited to conduct the five yearly review of the Faculty of Business and Entrepreneurship at the National University of Samoa. Gail Pacheco was part of the review team and focussed on assessing the Economics discipline, within the faculty.

#### **JUNE:**

##### **Life-Long Career Development Forum**

Professor Tim Bentley is working alongside the President and other senior members of the Career Development Association of NZ (CDANZ), Careers NZ, and a range of government and industry stakeholders in the Life-long Career Development Forum. The goal of the forum is to raise the profile of career development in New Zealand and develop a strategy and action plan to advance this goal.

#### **JULY:**

##### **NetHui Facilitator**

Associate Professor Antonio Díaz Andrade facilitated a panel on workplace digital literacy at the 2015 NetHui in Auckland.

##### **Presentation to Vector staff**

Professor Tim Bentley presented at the Vector Diversity Strategy Day on managing an ageing and multigenerational workforce. Tim provided an overview of the findings from two recently completed studies on the ageing workforce: the Engaging an Ageing Workforce Productively Survey of HR managers and employers, and the Mature-age Workers Survey of over 1200 over 55 year old New Zealand workers. In his presentation, Tim noted that there was good evidence from the NZ Work Research Institute research that organisations see an ageing workforce as a priority, although many do not have an age policy or practices in place to engage and retain older workers. Tim also noted that older workers feel they will need to work for longer than they had planned due to financial reasons, and that the gap between when workers would ideally like to retire and could realistically retire was significant. The presentation outlined the HR practices currently in use by organisations to help mature-age workers stay engaged in productive work, and the aspects of work mature-age workers most value, notably recognition and respect and flexible work arrangements. An industry report on best practice for managing an ageing workforce is available [here](#).

### **EMA Fresh HR event on Future of Work**

Professor Tim Bentley delivered an invited keynote address to around 90 HR professionals at the Fresh HR Luncheon, at the invitation of the Employers and Manufacturers Association (EMA). In opening his talk, entitled 'Tomorrow's workforce: Global, flexible and mobile', Tim noted the importance for organisations to be preparing to meet the challenges associated with the future of work.

### **NZAE Conference**

Associate Professor Gail Pacheco co-chaired the 56th Annual Conference of the New Zealand Association of Economists' in Wellington. Gail was awarded two prizes: winner of the 2015 NZIER 'Open' poster prize; and winner of the 2015 'People's Choice' poster award as voted by the delegates.

### **AUGUST:**

#### **Ethnic Communities and the Future of Work**

More than 70 people from diverse ethnic communities came together to find out more about the changing nature of work and workplaces in New Zealand. Professor Pio spoke about how immigration was changing both the composition and the nature of the workforce. She urged organisations not to shy away from diversity issues. The event was hosted by Labour MP, Andrew Little.

#### **Academy of Management Presentation**

Professor Pio presented two co-authored papers at the Annual Meeting of the Academy of Management in Vancouver. Both papers were on indigenous studies: Energizing governance through haka and waiata; and Ambicultural governance.

### **SEPTEMBER:**

#### **NZ Women in Leadership**

Associate Professor Gail Pacheco was invited to present and facilitate a session at the NZ Women in Leadership conference.

#### **NZ Asian Leaders (NZAL) Conference**

The NZAL Conference brought together key Asian leaders in Auckland. Professor Pio was an invited speaker.

#### **IR Dissemination Day**

Gail Pacheco presented "Decomposing the temporary permanent wage gap" at the Industrial Relations Dissemination Day at MBIE, as part of a network of economists working on understanding insecure work.

#### **St Matthew in the City**

Professor Edwina Pio was invited to speak at the annual St Matthew in the City Business Breakfast. The theme this year was 'The Value of Difference: Cultural Diversity in the Workplace'.

#### **Transitioning Business and People: The Changing Face of the Workforce**

Retaining and employing older workers is becoming an increasingly smart solution for business in the attraction of skills and talent. Opening speaker, Professor Tim Bentley, presented the latest research from the Managing an Ageing Workforce at the NZ Chambers of Commerce, Tauranga event on an ageing workforce.

#### **WOW Presentation**

Professor Bentley was invited to deliver a seminar at the Centre for Work, Organisation and Wellbeing at Griffith University in Queensland. The presentation focussed on Managing an ageing workforce using two studies, examining management and employee perspectives. This event presented an excellent opportunity to build our relationship with an Australia-based Centre working in areas related to the Institute's research interests.

### **United Nations Women's Empowerment Principles Survey**

Two of our senior researchers, Associate Professor Gail Pacheco and Associate Professor Candice Harris, took part in the 2015 UN Women's Empowerment Principles Survey on behalf of UNWEPS.

The judging panel for UNWEPS comprised – Gail Pacheco (Director, AUT's NZ Work Research Institute), Bev Cassidy-Mackenzie (CE, EEO Trust), Jackie Blue (EEO Commissioner, HRC), Sue Kedgley (Women's Rights advocate), and Vicky Mee (President, NZ Federation of Business and Professional Women Incorporated).



**Martin King and Gail Pacheco**

### **Coca-Cola Amatil Learning Hub**

As a follow up to CCANZ being announced supreme winner in the UNWEPS White Camellia Awards, Gail Pacheco and Bev Cassidy-Mackenzie (EEO Trust) were invited to be part of a learning hub event at Coca-Cola. Gail presented a summary of the results from the UNWEPS analysis, discussing what were both the low points and high points in terms of firms making advances towards achieving all 7 United Nations Women's Empowerment PRINCIPLES.

### **OCTOBER:**

#### **Visit to UK Universities**

Professor Pio visited five universities in the UK: Glasgow Caledonian, Cambridge University, Huddersfield University, Birmingham University, Middlesex University. Her visit involved presentations, networking and collaborating on her diversity research agenda. ESRC seminar series, seminar five: Virtue Ethics and Christian Values in Health and Education.

### **NOVEMBER:**

#### **Managing a 24/7 Workforce**

Conferenz 2015 focussed on practical advice on how to sustain a 24/7 workforce with inspiring leadership and creating an appreciative culture. Professor Bentley' was invited to speak on the topic: Dismantling perceptions of the aging population in the workforce. He talked about the findings from two recent studies: 1. employer's perceptions and practices in relation to older workers, and 2. mature-aged (over 55 years) workers' perceptions of age friendly practices. Tim also discussed recommendations on optimising work to enable the engagement of mature-age workers.

### **Organisational Psychology and Organisational Behaviour**

Over 60 people attended the fourth Aotearoa New Zealand Organisational Psychology and Organisational Behaviour Conference. Institute members, Rachel Morrison and Tim Bentley were part of the organising committee.

### **IBM Kenexa Best Workplaces Awards 2015**

The awards celebrate the significant achievements of all of the IBM Kenexa Best Workplaces finalists. These teams are putting their people at the centre of organisational strategy and decision making - by creating a smarter workforce for New Zealand. Associate Professor Gail Pacheco presented the awards for the Medium-Large, Large and Enterprise Workplace categories sponsored by AUT Faculty of Business and Law. The deserving recipients were Mars New Zealand (Best Medium-Large); FMG (Best Large); and VTNZ (Best Enterprise).

## **AWARDS**

### **VC Excellence in Teaching Awards**

Angsana Techatassanasoontorn, Business Information Systems  
Simon Mowatt, International Business

### **Doctor of Philosophy**

Kate Blackwood

### **Excellence in Research**

Edwina Pio

### **Faculty of Business and Law Excellence in Teaching Awards**

Katherine Ravenswood – Excellence in Engaged Research  
Marcus Ho – Excellence in Teaching

### **Vice-Chancellor's Doctoral Scholarship**

De Wet van der Westhuizen

### **Promotions**

Antonio Díaz Andrade – promoted to associate professor  
Angsana Techatassanasoontorn – promoted to associate professor  
Simon Mowatt – appointed as Head of Department for International Business

### **AuSM Lecturer**

Stephanie Rossouw – AuSM Faculty Teaching award and overall AUT Lecturer of the Year award



**Marcus Ho and Katherine Ravenswood**