



NEW ZEALAND

WORK RESEARCH INSTITUTE

AN INSTITUTE OF AUT UNIVERSITY

NEWSLETTER April 2016 | Issue 22

## First Word

Welcome to the first newsletter for 2016. The start of the year involved reflecting on the milestones achieved in 2015, as we plan our goals and KPIs for the Institute for both the short and long term horizons. 2015 marked a year where we grew in capacity and were therefore able to take on additional funded research projects, which strengthened our engagement with industry and the community in general. These projects are highlighted on page 2 of this newsletter. They include commissioned work from the Blind Foundation, Coca-Cola Amatil NZ, Vodafone Foundation NZ and Auckland Transport. In 2016, we currently have commissioned work planned with Lifewise, Auckland Co-Design Lab (MBIE) and Diversity Works (formerly EEO Trust).

Our flagship initiative the Future of Work Programme was also full steam ahead in 2015. 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](#).

I also presented on this programme at the Labour Party's Future of Work Conference, 23-24 March, 2016. In particular, my presentation focussed on building a detailed picture of the insecure work landscape in New Zealand, as well as assessing the extent of a temporary worker wage penalty.

As per usual, this newsletter includes a wide range of research findings, engagements and information regarding upcoming events. This is indicative of the multidisciplinary and collaborative approach adopted by the Institute, where we rank engagement with external stakeholders as a high priority.

Finally, at the end of March we farewelled Tim Bentley who has taken up a position at Massey University. Tim started with AUT in 2013 as Director of the Institute and he then shared this role with me in 2014 and 2015. Tim made immense contributions towards building links with industry and the community and therefore pushing the agenda on research with relevance to public policy, and with implications for design of organisational strategy.

We wish Tim all the very best in his new position at Massey. Likewise, we are pleased to announce that Jarrod Haar has been appointed as the new Deputy Director. See the detailed profile of Professor Haar below which covers his key areas of research expertise and career achievements.

For further information on any of the studies or events outlined in this newsletter, please use the links at the bottom of this page to get in touch.

Gail Pacheco

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Director, NZ Work Research Institute

### Faculty of Business, Economics and Law



### BIOGRAPHY: PROFESSOR JARROD HAAR

Jarrod Haar is a Professor of Human Resource Management in the Department of Management and has tribal affiliations of Ngati Maniapoto and Ngati Mahuta. Jarrod is a Research Fellow of the Australia & New Zealand Academy of Management, an Associate Fellow of the Human Resource Institute of New Zealand and won the inaugural HRINZ HR Researcher of the Year Award in 2016. His research approach spans broadly across a wide range of management topics, but with a strong focus on Human Resource Management and Organizational Behavior.

Professor Haar has over 260 refereed academic outputs (including 63 journal articles). He is a keen quantitative researcher and under a Government Research Performance ranking (New Zealand's PBRF scheme), Jarrod was ranked in the top 6% of New

Zealand business researchers (Ranked A – world class). He is an award winning writer (7 best paper awards), an award winning lecturer, and has been a named researcher on over \$36 million in grant funding (the majority from the National Science Challenge: Science for Technological Innovation, Kia Kotahi Mai: Te Ao Pūtaiao me Te Ao Hangarau). Professor Haar was the principal investigator in a New Zealand Marsden grant (2009-2011) examining the role that cultural support play upon indigenous (Maori) employees.



Deputy Director



# Commissioned research

Additional capacity in the leadership team has allowed for further specialisation in roles, and a push to convert our engagement with industry and the community into funded research projects. Following are examples of recent commissioned studies:



## [The 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.



## [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.



## [Vodafone NZ Foundation](#)

Project: Y-NEET: Empirical evidence for NZ

Description: This study employs data from the Household Labour Force Survey for the years 2004-2015 to paint a comprehensive portrait of the Y-NEET population in NZ. This is done in terms of age, gender, education, region, and a range of other individual and household characteristics. The literature on predictors of NEET status, as well as outcomes after a period of being NEET are summarised from the relative international and NZ studies. The cost of youth disengagement is also highlighted in terms of the lost productivity, as well as the additional burden on public finances. This cost is constructed for both NZ and Auckland in particular, as well as estimates for different ethnic subgroups across the country.



## [Auckland Transport](#)

Project: The current and predicted extent of flexible working

Description: With continuing advancements in digital technology, many organisations internationally have adopted virtual communication practices. Flexible working, and in particular remote working, is increasingly recognised as essential for employee engagement, productivity retention and wellbeing. This study explored the prevalence of such practices in the Auckland region of New Zealand in an attempt to understand the extent to which flexible working might impact worker travel behaviour and, with it, Auckland's future infrastructure requirements. The findings of this report are informed by a multitude of semi-structured interviews with personnel responsible for policy and strategy development related to flexible work in organisations based throughout the Auckland region.

# Announcements

## NZ Work Research Institute Postgraduate Awards

We are pleased to announce that Chris Griffiths is a recipient of this year's Institute Postgraduate Award. Chris is completing a Master of Philosophy with the research topic: *Understanding Diversity in Successful Work Teams*. Chris has a personal and professional interest in diversity and high performing teams and his research will provide, through robust analysis/investigation, a pragmatic and meaningful contribution to New Zealand industry. Specifically, Chris intends to study under what conditions diversity influences successful work teams in New Zealand goods-producing organisations.



Photo from left: Gail Pacheco and Chris Griffiths.

## IN MEMORY OF GAY SIMPKIN

We pass on our sadness and respect to family and friends on the passing of Dr Gay Simpkin - feminist, educational unionist, labour studies scholar and activist. Gay became a valued contributor to the Institute (then the New Zealand Work and Labour Market Institute) when it first formed. Gay will be sorely missed by activists and scholars alike.

## Print matters: Past, present and future

Associate Professor Simon Mowatt (Business and Labour History Group) has been made an Associate Member of [The Centre for Printing History and Culture](#). The Centre is an initiative of the Birmingham City University and the University of Birmingham, UK. It seeks to encourage research into all aspects and periods of printing history and culture, as well as education and training into the art and practice of printing. Simon's expertise in the media and print industries is widely acknowledged and we congratulate Simon on the appointment.

## In the news

### Kiwis' attitude to Asians cooling - survey

THE NEW ZEALAND HERALD | 23 MARCH 2016

Professor of Diversity Edwina Pio warns it is important for media in New Zealand to give a "more holistic portrayal" of Asians.  
[www.nzherald.co.nz/nz/news/article.cfm?c\\_id=1&objectid=11610073](http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11610073)

### Bosses ignoring elderly - survey

THE NEW ZEALAND HERALD | 2 JANUARY 2016

Companies could do better by paying attention to areas such as the ageing workforce and flexibility – Professor Tim Bentley.  
[www.nzherald.co.nz/nz/news/article.cfm?c\\_id=1&objectid=11381119](http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11381119)

### Warning of 'education trafficking' scams hitting New Zealand

THE DOMINION POST | 26 FEBRUARY 2016

Foreign student exploitation is a bigger problem than any of us are aware of – Danaë Anderson.  
[www.stuff.co.nz/dominion-post/76742569/warning-of-education-trafficking-scams-hitting-new-zealand](http://www.stuff.co.nz/dominion-post/76742569/warning-of-education-trafficking-scams-hitting-new-zealand)



# Events and engagements

## Fit for Work? Redefining 'normal' and 'extreme' through human enhancement technologies

On 24 March, Professor Brian Bloomfield (Lancaster University Management School, UK) presented a seminar focusing on how the categories of 'normal' and 'extreme' in the context of work might be renegotiated through the development of human enhancement technologies. The ethical dimensions of human enhancement technologies have been widely considered, but there has been little debate about their role in the broader world of employment — nor, conversely, the recognition that prevailing employment relationships might shape the development and uptake of such technologies.

Addressing the organisation of work within 'advanced' capitalist economies, this seminar considered the arguments for the potential use of cognitive enhancers, so-called 'smart drugs', in various domains of work such as surgery and transportation.



## The future of Auckland: What is the role of economics for urban policy? Chris Parker, Chief Economist



Chris Parker, Chief Economist at Auckland Council, presented some of the big challenges for Auckland's growth. Chris talked about how the field of economics is helping (or not helping) the public and policy makers to understand issues of housing affordability, sustainable growth, infrastructure (transport, 3 Waters, community facilities) and efficiency in the building sector. The seminar was well attended and guests enjoyed post-event networking opportunities.

## Wellbeing research at AUT

The Wellbeing and Performance Group is planning a series of seminars throughout 2016. The first event held in March was AUT researchers presenting their research on wellbeing. Several of the speakers will present their research later this year.

The second event will take place on 15 April (see below) and will comprise speakers from the Waitemata District Health Board and Hubbards Foods, talking about wellbeing initiatives in their organisations, together with AUT Management lecturers, Mark le Fevre and Roy Smollan, discussing their research into stress and change in a New Zealand District Health Board.

## FUTURE OF WORK CONFERENCE - TOWARDS A SHARED PROSPERITY

The Future of Work Conference was held on 23-24 March 2016 in Auckland.

Associate Professor Gail Pacheco participated in a panel discussion on *New Models of Organising Work High Performance Engagement, the role of unions, what workers want and what makes a successful work place?*

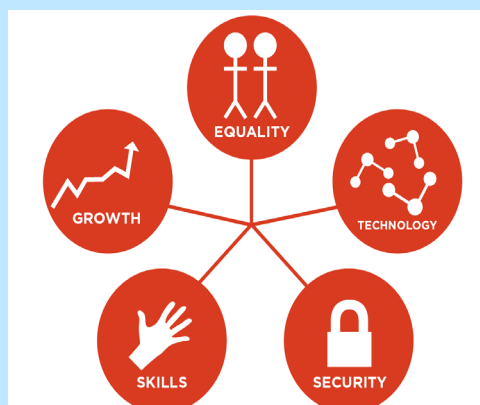
Gail's presentation was *Understanding Insecure Work in NZ*.

Recent years has seen a push for greater labour market flexibility and an accompanying upsurge of interest in temporary employment and the potential negative outcomes often associated with such employment arrangements.

This study examined the pay differential between temporary and permanent workers in New Zealand, utilising the Survey of Working Life data.

This is a collaborative project between AUT and the University of Waikato, which has received project funding from the Ministry of Business, Innovation and Employment.

More information on the presentation can be found [here](#).



## FULBRIGHT FORUM: EMBRACING AND ADVANCING DIVERSITY

On 16 March, Professor Edwina Pio (Immigration and Inclusion Research Group) chaired the Fulbright Forum. Edwina is a recognised ethnic minority educator and writer, her research interests encompass the intersections of work, ethnicity, religion and pedagogy.

The people of New Zealand encompass many ethnicities, cultures, sexualities and religions but is that vast diversity reflected at leadership levels? This Fulbright Forum explored the benefits to New Zealand of genuinely embracing and advancing diversity for all people to feel supported and celebrated in their chosen fields.



From left: Michelle Dickinson, Ashiq Hamid, Natalie Coates, Edwina Pio, Ghazaleh Golbakhsh and Lincoln Tan

## AIRAANZ

The Association of Industrial Relations Academics Australia and New Zealand (AIRAANZ) annual conference was held in Sydney in February this year. This is a key Australasian conference for many of our researchers in the Institute who work in the broad area of employment relations, HRM and people at work. AUT is always the strongest contingent from New Zealand and it is a tribute to the strength and support of NZWRI that we continue to be so. This year we were also joined by colleagues from Massey University and Victoria University from New Zealand.

The AIRAANZ annual conference brings together not only academics from around the world (including Europe and North America) but always brings in Union officials and practitioners also. It has a reputation for providing critical perspectives on employment and work. This year in Sydney the conference organisers also organised professional development workshops on 'communicating research to practitioners' and 'dealing with media'.

The 2017 conference will be held in Canberra.

The papers presented from NZWRI members this year were:

- 'Doing gender, paying low: low wages and work-life balance in aged care' by Katherine Ravenswood and Candice Harris.
- 'Are New Zealand Unions ready for a just transition' by Julie Douglas and Peter McGhee.
- 'Back to the future: The birth of human resource management in the New Zealand hotel sector' by David Williamson, Candice Harris, Erling Rasmussen and Katherine Ravenswood.
- 'Current and future labour market regulation: challenges for workplace conflict management' by Gaye Greenwood and Erling Rasmussen.

## DIVERSITY PRESENTATION AT ST CUTHBERT'S

The Year 8 students at St Cuthbert's College are exploring the diverse nature of New Zealand's population, and in particular, Auckland. They approached the topic with a focus on social science issues looking initially at the rich range of ethnicities in the classrooms and also weaving a values perspective of relating to others throughout.

The aim was to develop an understanding of the diversity of Auckland's population, where it's headed in the future, what it will look like, its benefits and challenges. It is an exciting time to be exploring these ideas particularly with the interest in super diversity in the media.

Professor Edwina Pio, NZ's first Professor of Diversity presented to 135 students and some of their teachers in the school auditorium on the 9th February. Her presentation was entitled 'Diverse Aotearoa: 100% Pure' and her aim was to inspire along with action points while providing the girls opportunities for reflection on diversity. She spoke about various women such as our very own former Prime Minister Helen Clark, suffragette Kate Sheppard, Mother Theresa who went as a young girl – a foreigner - to work in India and who

said 'peace begins with a smile', and the young Pakistani Nobel Prize winner Malala Yousafzai who said "One child, one teacher, one book and one pen can change the world".



From left: Alexandra Lee, Edwina Pio and Rebecca Fala.



## ANZAM

The 29th annual ANZAM conference, "Managing for Peak Performance" was held over two days in Queenstown last December. Professor Erling Rasmussen, Dr Roy Smollan, Professor Tim Bentley, Dr Marcus Ho, Dr Katherine Ravenswood, Gaye Greenwood, Dr Kate Blackwood and Thushini Jayawardena attended.

Papers included:

- *Making sense of conflict management in New Zealand.* Gaye Greenwood; Erling Rasmussen.
- *Coping with stressful organisational change.* Roy Smollan.
- *Presenting a workplace bullying intervention process: A target's perspective.* Kate Blackwood; Margot Edwards; Tim Bentley; Bevan Catley.
- *Editor Perspectives: The Art and Craft of Reviewing.* Kevin Lowe; Neal Ashkanasy; Tim Bentley; Patrick Wright; Marylène Gagné; Peter Jordan.
- *Organizational resilience: Dynamic capabilities and routinization in response to crisis.* Marcus Ho; Martie-Louise Verreynne; Tim Bentley; Anna Jenkins.
- *Intervention in a 'moment' of workplace bullying: Exploring the value of forum theatre.* Margot Edwards; Kate Blackwood.
- *Career metaphors and their workforce implications for community aged care workers.* Marilyn Clarke; Kate Shacklock; Katherine Ravenswood.



## WELLBEING & PERFORMANCE RESEARCH GROUP

NEW ZEALAND WORK RESEARCH INSTITUTE

### Wellbeing Seminar Series 2016

The Wellbeing and Performance research group is proud to present the Wellbeing seminar series. The seminars aim to highlight best (and worst!) practice found in organisations: corporate, government and not-for-profit.

All seminars are open to all at no charge.

Registration is essential: [work.research@aut.ac.nz](mailto:work.research@aut.ac.nz)

#### Seminar one: Wellbeing at Work

Friday, 15 April 2016

#### Seminar two: The impact of generation upon employee performance presented by Dr Kate Shacklock

Tuesday, 17 May 2016

Further seminars cover topics such as mindfulness at work, positive psychology, work-life balance and ergonomics.

Further information is available [here](#).

## ASPEW

On 5 December 2015 the Institute hosted the 10th ASPEW (Asia-Pacific Symposium on Emotions in Worklife) in Queenstown, in conjunction with Emonet (the Emotions Network) and the Australia and New Zealand Academy of Management. This was the first time the symposium was held outside Australia and it took place directly after the ANZAM conference.

Just over 30 people attended from universities, other tertiary institutions, companies and non-profit organisations in New Zealand, Australia, Canada and England. The keynote speaker was AUT's Tim Bentley, until recently the co-director of the Work

Research Institute, who outlined a wide body of research on workplace bullying. The other speakers were a combination of PhD students and established researchers: Hieu Nguyen (abusive leadership); Lesley Gill (training in emotional intelligence), Faryal Razzak (EI in Pakistani work settings), Jocelyn Handy (the psychodynamics of gendered hiring), Vishal Rana (emotions and non-preferred work roles), Linda Tallberg (the emotions of the researcher in the field), Niluparma Wijewardena (the impact of managerial humour on employees' emotions, and AUT's PhD student, Thushini Jayawardena (meditation and the management of workplace emotions).



Photo: 2015 ASPEW symposium delegates

# Upcoming events

- 15 April**      [Wellbeing seminar series: Wellness at Work](#)  
This is the first seminar in the *Wellbeing* series presented by the Wellbeing and Performance research group. The seminars aim to highlight best (and worst!) practice found in organisations: corporate, government and not-for-profit.
- 19-22 April**    [10th International conference on Workplace Bullying and Harassment](#)  
The International Association on Workplace Bullying and Harassment (IAWBH) seeks to stimulate, generate, integrate and disseminate research and evidence-based practice in the field of workplace bullying and harassment. Through this effort it seeks to promote fairness, justice and dignity at work for all.
- 20 April**      [Celebrating 30 years of the Household Labour Force Survey](#)  
Co-hosted with Statistics New Zealand, this symposium will showcase how this rich data source is changing NZ lives.
- 27 April**      [Testing theories of gender discrimination using linked employer-employee data](#)  
Women in New Zealand earn, on average, 18-25 percent less than comparable men. In this paper, we use a decade of annual wage and productivity data to jointly estimate firm production functions and wage bill equations to evaluate whether differences in worker productivity explain why women get paid less than statistically similar men. – Isabelle Sin
- 2 May**          **Australian and New Zealand research on employment relations**  
Presentation of the group's projects followed by seminar presentations by Professor Mark Bray and Associate Professor Johanna Macneil (Newcastle University, NSW)
- 17 May**        [Wellbeing seminar series: The impact of generation upon employee performance](#)  
The performance of employees has been examined from several traditional management perspectives and continues to be a challenge for organisations and their management. One contemporary research issue is the impact of today's multi-generational workforces, and whether this leads to inter-generational tension, management complexities or affects employees' intentions to stay. – Kate Shacklock
- 24 May**        **Employment Law Forum - Theory of Discrimination Law**  
Speaker: Dr Tarunabh Khaitan (University of Oxford)
- 1 June**          **Don't fence me in! The refugee experience**  
Bewildered, bothered, bewitched by the word 'refugee'? Join us for a panel discussion, thought provoking images and sharing of sedimented journeys.
- 27 June**        [How did "Clean and Green" New Zealand lose the Organics race?](#)  
A study published 2011 argued that the image that New Zealand was 'clean and green' had been 'naturalised into the collective psyche.' What happened?
- 29 June**        [NZAE conference](#)  
Keynote speaker, David Teece (University of California's Haas School of Business, Berkeley) is a New Zealander and one of the world's best-known economists in the field of entrepreneurship and industrial organisation.
- 4 August**      **Employment Law Forum - Work Rights as Human Rights**  
Speaker: Tonia Novitz (University of Bristol)
- September**    **Resilience in Business Symposium**
- 1-2 December** [Meaningful Work symposium and workshops](#)  
The concept of meaningful work is experiencing a renaissance at a time when many are also questioning the future of work: how it is organised, towards what purpose, whom benefits from work and how engagement in work affect who we are becoming as human beings.



## 10<sup>th</sup> International Conference



19-22 April 2016  
Hilton Hotel, Auckland, New Zealand  
[bullying2016.com](http://bullying2016.com) @IAWBH2016

The Institute is proud to be hosting the 10th International Conference on Workplace Bullying and Harassment along with the Health Work Group at Massey University. We are poised to welcome delegates from around the world.

### Topics

The conference aims to develop an integrated perspective on workplace bullying and harassment. The programme covers a broad range of topics and perspectives such as:

- Workplace Bullying, Gender and Sexuality
- Workplace Bullying: From the Accused's Perspective
- Bullying: Interventions and Preventions
- Bystanders, Witnesses and Intervention
- Cyberbullying
- Workplace Bullying and the Church
- Workplace Bullying and the Health Sector
- Costs of Workplace Bullying
- Workplace Violence

### Workshops

Workshops are offered to equip delegates with the skills to deal with these issues in the workplace.

Workshop topics include:

- Complaints Investigation: 10 Basics, 10 Challenges.
- What Do You Do With a Workplace Bully? A Practical and Proactive Approach.
- Restorative Justice and Workplace Bullying: Genuine Accountability and the Possibility of Healing.
- Bullying and Harassment in the Health Sector: A World Apart or a Global Phenomenon?
- Workplace Bullying Injury: Scientific Evidence and Implications for Treatment and Interventions.

Late registrations will be accepted.

See [www.bullying2016.com](http://www.bullying2016.com) for further information.