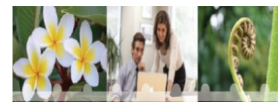


MPOWER: A focus on networks during the pandemic

March 2021
Vol. 8, Issue 2



MPOWER



Edging towards the end of the first quarter of 2021, we still see advances and new challenges around the Covid-19 pandemic, in the workplace and beyond. Recent short lockdowns in Auckland and 'Level 2' conditions in other regions of New Zealand have reinforced the need for vigilance, safe and agile working and living, and deep contemplation of the pandemic's meaning, both domestically and internationally. In the sphere of research, a number of MPOWER members are continuing to adjust their approaches and practices with the pandemic context in mind. In some cases, Covid-19 has also become central to their areas for inquiry. We report on these and other studies on pages 9-10.

The need for MPOWER to actively focus on networking is also underscored during the pandemic, and the Group is seeking to maintain and build links through virtual and, where permissible, physical activities. So, we are very pleased to announce that Dr Katy Jones, a member of the Decent Work Productivity Research Centre (DWPRC) at Manchester Metropolitan University in the UK and of MPOWER, has secured funding from the UK Economic and Social Research Council (ESRC) to examine the role of employers Universal Credit policies. The DWPRC and MPOWER are partners in a research MoU, and we look forward to welcoming Katy as a visiting scholar to Massey University and guest of MPOWER and the School of Management once travel restrictions are lifted (see page 4).

Another form of network involves MPOWER in a symposium for workplace health and safety representatives in the Manawātū in NZ's North Island on 28 April 2021. This event was originally scheduled for 2020 but was postponed due to pandemic-related reasons (for a timeline of lockdowns in Aotearoa, visit: <https://covid19.govt.nz/alert-system/history-of-the-covid-19-alert-system/>). MPOWER member Dr Fatima Junaid will facilitate this collaboration which will hopefully become an annual fixture (page 5). In this issue, we also present a new column about MPOWER diaspora, starting with Associate-Professor Ozan Alakavuklar (School Governance at Utrecht University in the Netherlands), overviews his recent work, research and networking activity (page 3). We also introduce two new research students. Masters candidate, Dan Morris, and PhD candidate, Steve Wilson, have embarked on exciting research concerning employment law and unions, and agile HR and workplace bullying, respectively. If you'd like to be featured in this newsletter, please email us at MPOWER@massey.ac.nz.

In other research news, the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) conference took place online in February, and the a Labour, Employment and Work (LEW) Conference will take place in November 2021 (see pages 6 and 15). We also overview an imminent special issue of *Labour & Industry: A journal of the social and economic relations of work* that focuses on contributions to the 2020 AIRAANZ conference (page 12). Other journal special issues to which you may wish to submit your work are flagged up on page 7.

Finally, wait no longer—the solutions to the MPOWER crossword in our last newsletter can be found on page 14.

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Contact us

If you'd like to advertise an upcoming event, news or important information about your workplace, community group or research project, please email us at:

MPOWER
@massey.ac.nz

Our next issue is due out in May/June 2021.

How to join MPOWER

MPOWER aims to connect academics, practitioners & policy makers around applied employment research. Joining the Group is free & simple. Contact us by e-mail: MPOWER@massey.ac.nz to be put on our mailing list. You can also receive information on and early alerts to MPOWER activities via our LinkedIn Group.

MPOWER

MPOWER—Upcoming Events/Activities

- ◆ MPOWER speaker (Prof. Jim Arrowsmith, co-director) at Decent Work and Productivity Research Centre (DWPRC, Manchester Metropolitan University) seminar series. Topic: employer attitudes to the living wage (online event, week commencing 29 March 2021—details to follow on our LinkedIn Group site)
- ◆ MPOWER at the Keep All Workers Safe (KAW) Symposium, Manawatū, 28 April 2021 (page 5)
- ◆ MPOWER members presenting research at the International Labour and Employment Relations Association (ILERA) World Congress (online), 21-24 June 2021
- ◆ MPOWER study of gender equity in the NZ public service, focusing on management roles, and Māori and Pacific women workers, ongoing (page 9)
- ◆ Marsden Living Wage project (GLOW and MPOWER members), including planning for focus groups with employers, ongoing until end of March 2021 (page 9)
- ◆ MPOWER—Henley Business School (UK) board governance study, ongoing
- ◆ MPOWER update of the 2019 NZ working life profile commissioned by the Eurofound, ongoing
- ◆ DWPRC (Manchester Metropolitan University) and MPOWER research collaboration, including a research visit by Dr Katy Jones in late 2022/early 2023, ongoing (page 4)
- ◆ New: Westpac NZ Government Innovation Fund study—Review of Future of Work (FoW) Skills Programmes, involving Ivanov Consulting Ltd, MPOWER and AUT (page 10)

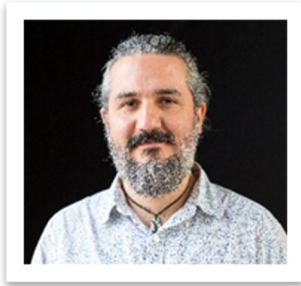
Recent Activity (January-March 2021)

- ◆ MPOWER members presenting research at AIRAANZ (online) 3-5 February 2021
- ◆ MPOWER preparation for the KAWS event in the Manawatū (see page 9)



For more information, see the MPOWER website or e-mail: MPOWER@massey.ac.nz

MPOWER



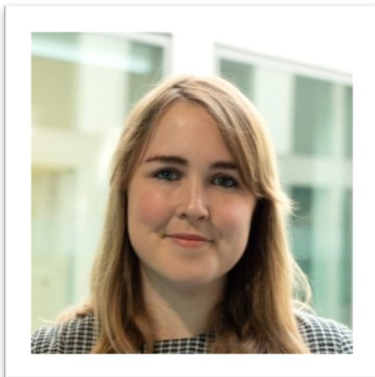
Ozan Nadir Alakavuklar

Since July 2019, Ozan has worked in the School of Governance at Utrecht University in the Netherlands as an associate professor and is an adjunct Senior Lecturer of Massey Business School at Massey University. Since 2016, Ozan has been a member of MPOWER, working closely with Professor Jane Parker on several studies of social movement unionism.

Following his involvement in activist communities in Aotearoa, New Zealand between 2014-2019 by initiating [Social Movements, Resistance and Social Change Conferences](#), Ozan's research attempts to access, support and work with/for activist communities that address the most urgent and current issues of our contemporary society concerning unsustainable practices and socio-ecological crises. Ozan argues that grassroots organisations, community initiatives and social movements broadly host a range of innovative organisational and social practices that help academics, practitioners, and policymakers think differently about how we organise our economy and society. In addition, he believes that the current challenges – such as socio-economic inequality, climate change and the current pandemic – beg for novel forms of engagement of universities and academics with the communities who deal with these issues on the ground. In this way, new opportunities emerge to co-produce knowledge and co-create impact (both in scholarly and practical terms) beginning from the local spheres.

In August 2020, Ozan and his colleagues from Utrecht University secured a [seed-funding project](#) to build a network of community-based initiatives and grassroots organisations that seek to offer alternatives to sustain communities and transform society towards sustainability. These initiatives can provide new imaginaries and practices for urban settings as a structural alternative to top-down market-driven and technology-based sustainable transformation. Such bottom-up initiatives implicitly or explicitly problematise capitalist practices and potentially suggest a radical turn in sustainability transformation. The project thereby opens up a space for activist and critical perspectives about sustainable cities within the transdisciplinary framework of postcapitalism to envision and experiment with the alternative practices of sustainability transformation. Currently, the network has 13 organisational members from the domains of food, art and culture, social inclusion and environment (see the members' profile on the official webpage of the project [AndersUtrecht](#)). In coming months, the project team will produce podcasts about societal challenges such as food waste, migration and social inclusion with contributions from network members. The network will also be part of a larger funding application to conduct comparative multiple case studies across Europe to study the transformative potential of organising from below by engaging with the formal and informal institutions.

Ozan can be contacted by e-mail at: o.n.alakavuklar@uu.nl



New project on the role of employers and Universal Credit policies

Dr Katy Jones, Senior Research Associate in the Decent Work and Productivity Research Centre (DWPRC) at Manchester Metropolitan University, has been awarded £300,000 (NZ\$560,000) from the UK Economic and Social Research Council's (ESRC) New Investigator Grant scheme.

Excerpt from a MMU press release (27 January 2021):

“Katy’s project will examine active labour market policies (ALMPs), which are government interventions traditionally focused on supporting unemployed people into work ... Employers are fundamental to the success of ALMPs but most existing research has focused on individual job seekers rather than the crucial role played by employers.

The research will explore how ALMPs are understood and experienced by UK employers and how they affect the way businesses are run. It will also consider how employment services such as job centres can work more effectively with employers, leading to better outcomes for individuals and the wider economy.

As the UK faces record unemployment and new policies such as Kickstart and Restart are introduced, this project will provide timely evidence and analysis on how employment services can best engage with employers.

Dr Jones’ project, which will take place over a two-year period beginning in May this year, will include 120 interviews with employers, policy makers and other key stakeholders.

The project, “Universal Credit and Employers: exploring the demand side of UK active labour market policy”, provides an opportunity for employers to have their voices heard on policy which impacts them and their staff. It will also help to inform policy and service development.”

Katy is an MPOWER member, and part of her project will involve a visit to Massey University in late 2022/early 2023. The School of Management and MPOWER are pleased to host her international knowledge exchange trip to share findings from her study. The ethos and objectives of Katy’s project correspond well with the Group’s research priorities and strengths. Dr Jones’s residency at Massey, based in the MPOWER Group, is likely to yield future results as it creates opportunities for joint exploration of cross-national collaborative projects related to mutual research interests. Katy will share study findings through research seminars to staff and students at Massey’s campuses, as well as grow international networks.

MPOWER and the DWPRC have established a Memorandum of Understanding, and this collaboration with Katy provides an important means of strengthening the bond between our two institutions.

Katy comments:

“Thank you so much [MPOWER/Massey School of Management] for your support to include a proposed knowledge exchange trip at the end of the project ... I am delighted to have secured this funding to further my work on employer engagement with the welfare system – this is a neglected area of research but is central to designing effective employment interventions for unemployed people and those on a low income. I’m looking forward to exploring this issue in depth and developing new connections with the international research community.”



In January 2021, John Shennan (ex-PSA) contacted MPOWER about collaborating on the organisation of the inaugural Keeping All Workers Safe (KAWS) symposium in the Manawātū. The event was originally scheduled for 2020 but the advent of Covid-19 and a national lockdown led to its postponement. Many enthusiastic parties—including Unions Manawātū, WorkSafe, the Palmerston North City Council and MPOWER—were keen to see this event take place in 2021 and their efforts have led to its rescheduling to take place on 28 April 2021.

MPOWER is delighted that one of its own, Dr Fatima Junaid, will facilitate this event which focuses on workplace health and safety representatives' role and importance. This symposium is the result of collaboration involving Unions Manawātū, Worksafe, The Palmerston North City Council and MPOWER. Health and safety is essential for the well-being of worker, productivity of organisations and welfare of the communities. In the current pandemic context, Aotearoa has and will face even more significant challenges, particularly where there is higher work demand, greater uncertainty and increased stress for workers and their families. This makes KAWS a timely and much needed effort, particularly in terms of enhancing worker well-being.

Alongside workshop sessions, Ross Wilson (Board Chair of WorkSafe) and Richard Wagstaff (President of NZ Council of Trade Unions) will give presentations. At this seminar, training and networking event, workplace health and safety representatives will collectively learn about and contribute their experiences on how organisations can keep all workers safe. An afternoon session will focus on Covid-19 and how health and safety representatives were able to respond in real time and without a "run sheet". They will talk about their experience and lessons learnt. The Symposium will also provide a poignant opportunity for attendees to gather at the Workers' Memorial Day event at Memorial Park in Palmerston North.

Venue for symposium: Conference and Function Centre, Main St, Palmerston North

Date: 28 April 2021

Time: 8.30am—3.00pm

More information about this event will also be disseminated via MPOWER's LinkedIn Group page.



AIRAANZ 2020: review

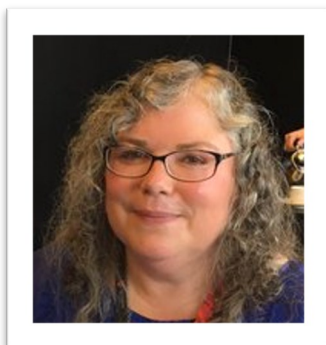


For the first time in its history, the AIRAANZ Conference was conducted online from 3-5 February 2021. Keynotes, sessions and other activities were well attended, with delegates hailing from Australasia and other parts of the world.

Professor Louise Thornthwaite welcomed delegates to the conference, followed by Professor Andrew Stewart's keynote address as AIRAANZ President. Alongside a PhD session, other streams on the first day were linked by the Covid-19 theme (in relation to the public services, equality law, and labour activism). Day 2 included a second PhD session, and themed sessions on trade union training, employment relations in New Zealand, workplace domestic violence policies, and a symposium on wage theft. It culminated with a performance by the AIRAANZ Choir and the presentation of various awards, including the AIRAANZ Vic Taylor best paper award, AIRAANZ Best Post-Graduate Paper Award, the AIRAANZ Honorary Life Membership award, and the new *Labour and Industry* best research insight award. The third and final day saw a workshops on ideas and employment relations, and care and support work; a book launch; a symposium on Covid-19 and women's work; and the AIRAANZ AGM. Additional sessions (e.g. the meeting of the AIRAANZ Sub-Committee with the *Labour and Industry* editors) also took place. New AIRAANZ Executive post-holders were also announced, including the 2022 President (Dr Chris Wright) and Vice-President (MPOWER member, Dr Noelle Donnelly). As online chat and Tweets attest, the event was a great success and many thanks to the Conference organisers!



AIRAANZ Choir



Prof. Cathy Brigden—HLM award winner



Sally McManus launches book



Special issue of *Sustainability*

"Integrating Sustainability and Gender Equity: Emerging Trends in Business Policy, Strategy, and Practice"

This special issue is now open for submissions. Key themes (indicative):

- ◆ Gender-equitable sustainable development
- ◆ Sustainability, corporate governance, and gender equity
- ◆ Nexus between gender equity, sustainable consumption, and the green economy
- ◆ Social sustainability, health & wellbeing, women's empowerment & gender equity
- ◆ COVID-19 pandemic, UN sustainable development goals, and gender equity
- ◆ Technology, sustainable development and gender equity
- ◆ Public policy initiatives & regulatory frameworks for promoting gender equity & sustainability
- ◆ Gender equity, environmental sustainability, & climate change
- ◆ Diversity and equal employment issues in public & private sector organizations
- ◆ Poverty eradication, human rights issues & gender equity
- ◆ Role of trade unions & community organizations in promoting gender equity & sustainable industrialization
- ◆ The role of business, government & society in addressing gender inequity & sustainability challenges

Deadline for manuscript submissions: **30 April 2021**. More info.: https://www.mdpi.com/journal/sustainability/special_issues/Sustainability_Gender_Equity

Special issue of *HRM*

"Relational perspectives on Human Resource Management"



Relevant theoretical perspectives might include:

- ◆ Social Networks
- ◆ Social Capital
- ◆ Relational Coordination
- ◆ Relational Architecture
- ◆ Positive Relationships at Work
- ◆ Leader-Member Exchange
- ◆ Structural Embeddedness
- ◆ Relational Embeddedness
- ◆ Job Embeddedness
- ◆ Person-Environment Fit
- ◆ Human Capital Emergence

Deadline for manuscript submissions: **30 April 2021**. More info.: <https://onlinelibrary.wiley.com/pb-assets/assets/1099050X/Call%20for%20Papers%201-27-20%20-%20Relational%20HRM%20Final-1582199082393.pdf>



Special issue of *Human Relations*

"Contesting Social Responsibilities of Business: Experiences in Context"

Indicative questions (excerpt):

- ◆ How do individuals, groups and communities from various geographic and geopolitical contexts experience the imposition of social responsibilities and practices from businesses of all forms?
- ◆ How are social responsibilities and their related institutions and practices transformed, subverted and/or resisted within, across and outside of organizations and workplaces?
- ◆ How do intersections of race, ethnicity, class, age, gender, (dis)ability, nationality, religion, sexual orientation, caste, migrant status and so forth reflect and inform social responsibility contestation?
- ◆ How are social responsibilities organized and experienced in rarely studied settings, such as informal economies, marginalized or overlooked groups and communities such as First Nations peoples, emerging work settings such as platform/gig work and vis-à-vis technological advance and adoption?
- ◆ How can perspectives from representatives of small and medium sized enterprises, social enterprises, national governments, NGOs and grassroots or other types of organizations enhance our understanding of the social responsibilities of business?

Deadline for manuscript submissions: **28 February 2022**. For more info.: <https://journals.sagepub.com/pb-assets/cmscontent/HUM/HR%20SI%20ContestingSocialResponsibilities%20CFP%20Final-1608661708207.pdf>

Acknowledgements ...

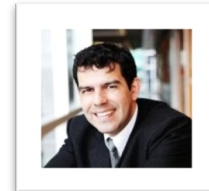
Dr Katy Jones (DWPRC, Manchester Metropolitan University) has been awarded funding by the UK Economic and Social Research Council's (ESRC) New Investigator Grant scheme to examine the role of employers and Universal Credit policies. As part of her project's activities, Katy will visit and be hosted by MPOWER and Massey University. During her time at Massey, Dr Jones will present her study findings, collaborate with academic staff, and build international networks. See page 4 for more information.



Professor Jarrod Haar's response to a news feature in the *NZ Herald* on 18 February 2021 on the wages paid to the cleaners at Managed Isolation and Quarantine (MIQ) in NZ (see <https://www.nzherald.co.nz/business/covid-19-coronavirus-the-shameful-wages-being-paid-to-miq-cleaners/SO7EYWEMS4AMZNRID26R2XIBRQ/>) garnered a strong response in turn from LinkedIn members. Jarrod spoke in connection to research on the Living Wage through the Marsden Fund (Royal Society of NZ) on which he and other MPOWER colleagues - Profs Stuart Carr, Darrin Hodgetts, Jane Parker and Jim Arrowsmith, and Drs Siautu Alefaio-Tugia and Amanda Young-Hauser - are working.

Dr Fatima Junaid will facilitate the inaugural KAWS (Keeping All Workers Safe) event in the Manawātū on 28 April 2021. Various organisations have collaborated in the organizing of this event, including Unions Manawātū, WorkSafe, Palmerston North City Council and MPOWER. The symposium will involve interactive workshops and keynote speakers, and attendees will assemble at for the Workers' Memorial Day at Memorial Park in the city centre. It is hoped that this event will become an annual fixture. See page 6 for more information.

Professor Andreas Diaz Andrade was recently the guest speaker in the doctoral students' research seminar series of the Indian Institute of Management (IIM). Through an interactive and engaging session, Antonio shared his work, entitled "Digital enforcement: Rethinking the pursuit of a digitally-enabled society."



Professor Greg Bamber was interviewed on 3 March 2021 by ticker News in Australia about the status and nature of vaccine passports and certificates, and their meaning for the employment parties. Visit: <https://www.youtube.com/watch?v=GjP3xzmqy6w&feature=share>



Congratulations to **Dr Noelle Donnelly** who was elected as 2021 Vice-President of the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ). Noelle commented: "AIRAANZ was formed to strengthen and grow IR scholarship and I'm honoured to serve the Association during a time in which the organisation of work and employment is undergoing significant review and change. I'm especially looking forward to promoting NZ IR research in this role."



MPOWER research news



Marsden Living Wage study

This three year Marsden-funded project will officially conclude in March 2021. The research team members at Massey and Auckland University of Technology (and members of MPOWER and EPIC research groups) are drafting outputs based on quantitative surveys and qualitative organisational case studies, interviews and focus groups from the project. These include an analysis of the Living Wage in relation to gender and work-life balance.

Employee collective action and autonomy at work

Massey funding (MBS SIF) is supporting a survey-based study of collective action by employees and their perceptions of their autonomy at work in New Zealand. The quantitative survey was recently disseminated via Qualtrics.

Gender equity in the New Zealand public service

MPOWER researchers have recently completed two draft manuscripts about gender equity in public service agencies in Aotearoa NZ. This Massey University Strategic Innovation Research-funded project. These works focus on the team's transdisciplinary research approach and gender equity challenges for Māori and Pacific women workers in the public service. The team is about to qualitatively analyse organisational case interviews and to co-create gender equity indexes with the agencies involved.

HRM and maritime industry research

MPOWER and Massey look forward to welcoming an Honorary International Visiting Academic, Associate-Professor Didem Özer-Çaylan (Dokuz Eylul University, Turkey), to New Zealand. Didem is working on HRM and maritime industry work, having recently submitted an abstract with Prof. Jane Parker to the World Congress on Transport Research (WCTR) SIGA 2 Conference on labour issues and themes in maritime-related literature. Based at Massey's Albany campus, Associate-Professor Özer-Çaylan's visit will span one year, during which time she will conduct a research project entitled "Labour Market Developments and Their Impacts on the Strategic Human Resource Management Practices of Maritime Businesses: A Comparative Research on Turkey and New Zealand," and collaborate with the MPOWER Group and academics at Massey. Didem will also give seminars and guest lectures, and develop collaborations for future projects. More news to follow!

Varieties of industrial relations study

This study involves seven Group members and others who hail from Massey University, the University of Otago, Leuven (KU) University, University of Montreal and Durham University. The project involves comparison of different country datasets, drawing on the Eurofound's methodology for mapping varieties of industrial relations (see, for example, <https://www.eurofound.europa.eu/publications/report/2018/mapping-varieties-of-industrial-relations-eurofound-analytical-framework-applied>). The countries/regions involved at this stage include Australasia, Canada and Europe. The NZ researchers are about to meet to finalise the datasets for analysing Australian and New Zealand IR.

Book project—working women in Asia-Pacific

In 2019, the UN Working Group on Discrimination Against Women and Girls held a consultation exercise at the University of Sydney with national experts from the Asia-Pacific region on issues and challenges for working women and their communities. Building on the ensuing UN global thematic report, a book project will focus on the challenges for working women in Asia-Pacific and make recommendations on multilateral initiatives to address those challenges. At this stage, the book will cover c. 15 countries and will be profiled during the International Labour and Employment Relations Association World Congress in June 2021.

NEW STUDY: Westpac NZ Government Innovation Fund to support review of Future of Work skills programmes

A cross-institutional team of partners has secured funding from the Westpac NZ Government Innovation Fund to review the quality and reach of Future of Work skills programmes, with a view to developing a free public database that will enable access by all potential user groups.

New Zealand does not currently have a good overview of the quality of programmes designed to teach Future of Work (FoW) skills. Furthermore, access to these programmes is not distributed evenly, with notable gaps existing for those from Māori, Pasifika, women, immigrant and refugee backgrounds. Dr Andrey Ivanov (Ivanov Consulting Limited), Professor Jane Parker (Massey University) and Professor Jarrod Haar (AUT University) partnered in 2020 to develop a project that will seek to improve the transparency of FoW programmes i) along two primary dimensions – their quality and reach – and ii) along secondary dimensions (to do with programme features). Led by Dr Ivanov, the partners will pool their professional and academic skills to develop a free public database of skills programmes that will assist decision-making on, and resource allocation and access to, programme use. The Tertiary Education Commission (TEC) is the official project team sponsor (non-paying).

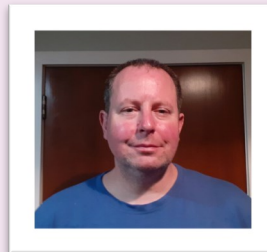
www.innovationfund.co.nz



Introducing...

Dan Morris

Masters Candidate
School of Management
Massey University



Dan is 45 and originally from Nottingham in the UK and worked in produce trading, sales, and as a Transport Manager before coming to New Zealand in 2000 on a working holiday visa.

After arriving in New Zealand, Dan was employed by ANZ in projects before leading their Kiwihost customer service training courses across the country before leaving to work in recruitment. After meeting his fiancé, Dan returned to the UK and took up a role in recruitment and human resources, managing a small team overseeing recruitment of specialist staff in the medical, cultural, and sporting sectors including for the 2006 Doha Asian Games in Qatar.

In 2008, Dan set up his own company specialising in providing recruitment, HR, and outsourcing to organisations across the Middle East and Asia and had clients from China to Bahrain until his return to New Zealand.

Since returning to Aotearoa, Dan has specialised in CV writing and recently qualified as a Mediator whilst also studying a Bachelor of Business, majoring in Human Resources and Employment Relations at Massey. He is now in the final year of a Masters' Degree in Business Studies, specialising in Human Resource Management.

Dan's main research interest is in the area of employment relations with a particular focus on how trade unions have developed and been affected by previous and current legislative changes. His future research work plans to centre on how the *Employment Relations Amendment Act 2018* has impacted trade unions and their access to employees across New Zealand in both the public and private sector.

His longer-term aim is includes investigating how trade unions in New Zealand are working to improve their membership recruitment and retention strategies in comparison to other countries and whether the approach of overseas unions could succeed here.

MPOWER: Quick facts and contacts

Our membership now sits at 1,200. Of these, MPOWER LinkedIn Group members number c. 580. About half of the total membership are external or industry contacts. For more information about the group, contact us:

- ◆ Co-directors (Jim Arrowsmith and Jane Parker) - e-mail: j.arrowsmith@massey.ac.nz or j.parker@massey.ac.nz
- ◆ MPOWER e-mail address: MPOWER@massey.ac.nz
- ◆ Website: <http://www.massey.ac.nz/massey/learning/colleges/college-business/research/mpower/>
- ◆ LinkedIn group: http://www.linkedin.com/groups?home=&gid=5079191&trk=anet_ug_hm



Labour and Industry: A journal of the social and economic relations of work

Special issue: ARAANZ 2020

The next special issue from *Labour and Industry: A journal of the social and economic relations of work* includes key contributions to the 34th Association of Industrial Relations Academics of Australia and New Zealand (ARAANZ) Conference in Queenstown, New Zealand from 11 to 14 February 2020.

The conference theme was "Doing things differently? IR practice and research beyond 2020." As the organisers noted, this theme allowed us to explore "all manner of employment-related topics, and ask ourselves: what will be our focus in practice and research in the uncertain times ahead?"

An imminent special issue of *Labour and Industry* based on this conference includes:

♦ Editorial introduction

~ Paula O'Kane, Fiona Edgar, Julie Douglas, Katherine Ravenswood and Jane Parker

♦ Presidential address

~ Julie Douglas

♦ Keynote speech

~ Laila Harré

"Is the new wave of labour clauses in trade and investment agreements setting a gold standard or are they just fool's gold? Assessing the risks and opportunities of agreements like the CPTPPA for progressive labour law reform"

♦ Article

~ Meagan Tyler

"All roads lead to abolition? Debates about prostitution and sex work through the lens of unacceptable work"

♦ Article

~ Negar Faayigat

"Employment Incongruity and Gender among Middle East and North African Skilled Migrants in Australia"

♦ Article

~ Julie Douglas and Peter McGhee

"Towards an understanding of New Zealand unions' responses to climate change"

♦ Book review

~ Andy Asquith



If you are interested in learning more about *Labour and Industry: A journal of the social and economic relations of work*, visit/join its LinkedIn Group at: <https://www.linkedin.com/groups/13523414/results/content/?keywords=labour%20and%20industry%20journal>

Introducing...

Steven Wilson

PhD Candidate
School of Management
Massey University, NZ



For over 15 years, Steve owned and operated SpecialEyes, a digital and strategy consultancy, working with SMEs, multi-national companies, regional councils and several United Nations projects in Australia and the South Pacific. A change in life perspective was delivered with the birth of his daughter, Summer. Reflecting on his desire to spend time with his family and changed aspirations, he sold his company three years ago and secured a full-time Senior Lecturer position at Pacific International Hotel Management School (PIHMS) in New Zealand, focusing on marketing and innovation. Rediscovering his passion for education and research, he enrolled into the PhD programme in the School of management at Massey University. After seeing the effects that toxic work environments, incivility and bullying had on people's lives, he opted to research HR systems and workplace interventions against workplace bullying.

Steve's research examines the current ineffectiveness of many workplace bullying prevention and intervention measures implemented by organisations, and how these initiatives can be improved. Taking a contextual and holistic approach, he is investigating the role of HR systems and functions, advocating a move from traditional HR frameworks to an agile approach. Not only do the principles of the agile methodology encourage positive behaviours in the workplace through empowering staff in a bottom-up approach to interventions but they also empower organisations to adapt to the ever-changing environment in which they operate, placing people at the heart of HR initiatives and business competitive advantage. To his knowledge, this conceptualisation of agile HR has not been explored by HR researchers to date.

Furthermore, Covid-19 has provided Steve with a challenging PhD journey to date, impacting on his research topic, methodology, and the researcher himself. Focusing on one of the most severely impacted industries, questions were raised as to whether research in the hospitality was viable. However, an innovative method for sampling, accessing and interviewing participants has been developed, using Facebook private groups. Furthermore, in organisations, the pandemic has created a number of personal and situational factors that are conducive to workplace bullying. Steve was also personally impacted, being made redundant from his Senior Lecturer role, which placed his family and himself under a significant amount of financial and emotional pressure. However, recently starting a new (dream) role at Vecloite (PWC) in New Plymouth as a business advisor has created stability and enjoyment in the family unit again. Lessons learnt have solidified the need for agile systems in a dynamic context, including in respect of research design and methodology, and Steve's reflexive approach will enable him to record and learn from such experiences.

Steve is supervised by Dr Kasuni Weerasinghe, Dr Kate Blackwood and Professor Jane Parker.

The Mind-bending MPOWER Crossword: solutions

1

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		²⁷ P	E	R	F	O	R	M	A	N	C	E		²⁸ Y	E	A	R	L	Y

Across

- 1 Working in a coal - - - could prove precarious for one's health (3 letters)
- 3 A term often used to describe an employee's endurance or toughness (mental, emotional or physical) (10 letters)
- 7 The amount of work assigned to a worker (8 letters)
- 8 It can feel de-humanising, working like - - - in the workplace machine (1 letter, 3 letters)
- 9 Work can often be produced more effectively or efficiently by a high-functioning one of these (4 letters)
- 12 A core concern of most employers, particularly when times are tough (5 letters)
- 14 Negative instances of such in the workplace could lead to a reprimand or worse (9 letters).
- 17 Texas-Tea or crude—a very lucrative industry (3 letters)
- 18 If the boss gives you possession of these, you are indeed a trusted employee (4 letters)
- 19 A small word (2 letters) ☺
- 20 Keeping your desk like this may help you to work (4 letters)
- 22 Government may offer these to employers to assist their development (9 letters)
- 24 Workplace campaigns have sought to stamp this out, sexual or otherwise (10 letters)
- 25 A timetable that shows the days and times that employees are required to work (6 letters)

- 27 In HRM, high - - - - - workplaces involve engaged and productive workers (11 letters)
- 28 Annual or - - - - - earnings (6 letters)

Down

- 1 Measure of the efficiency of production
- 2 Type of workplace where many in the retail trade work (4 letters)
- 3 Worker lay-offs (12 letters)
- 4 In equity or elsewhere, these are important minima for workplace behaviour and practice (9 letters)
- 5 A person who helps others reach a workplace agreement (10 letters)
- 6 All organisations need these to help focus their strategy and activities (4 letters)
- 10 Main group of people in a workplace (9 letters)
- 11 Toil (6 letters)
- 13 Lower in rank or position (11 letters)
- 15 - - - - - prices may mean that people need to earn a higher income (6 letters)
- 16 You might consume one or more of these after a hard day of work in the hot sun (3 letters)
- 21 An - - - to or in praise of work (3 letters)
- 23 Shift work can involve starting at the office in the - - - - - hours of the morning (5 letters)
- 26 A career in the navy involves working at - - - (3 letters)



Centre for Labour,
Employment and Work

Labour, Employment and Work Symposium

Victoria University of Wellington Te Herenga Waka
24 November 2021

Due to the uncertain environment created by the COVID-19 pandemic we postponed the 2020 Labour Employment and Work (LEW) Conference and are now planning to resume a full conference in November 2022.

To bridge the gap between the last LEW Conference in 2018 and the 2022 conference we have decided to host a LEW Symposium on 24 November 2021 here at Victoria University of Wellington Te Herenga Waka. We had many emails expressing disappointment at LEW2020 not going ahead and we have also detected a desire for people to have 'in-person' gatherings to share and discuss research. We are keen to also provide an opportunity for PhD students to share their research and we plan to have sessions for such students during the symposium.

We are seeking expressions of interest from researchers and/or research groups/centres to present a session or stream on your current or recently completed research in some aspect of labour, employment and work. Please submit your proposal, using our [Qualtrics questionnaire](#), by April 30, 2021.

We have not set a particular theme as we are keen to see what emerges from the submissions. You are welcome to distribute this to other researchers and colleagues who might be interested.

Contact us at clew-events@vuw.ac.nz if you have any queries and to be included in our distribution database for updates on the LEW Symposium and 2022 Conference.

Symposium organising group:

Stephen Blumenfeld
Noelle Donnelly
Amanda Reilly
Ben Walker
Sue Ryall

MPOWER members (surnames in bold): selected outputs

- ◆ Carr, S.C., Hopner, V., Hakim, M.A., **Hodgetts, D.J.**, Chamberlain, K., Nelson, N., . . . **Jones, H.** (2020). Scaling the Security Staircase, *Political Psychology*.
- ◆ Clark, P.F., **Bamber, G.**, Whitehead, P.V., Gray, L.S., Cockfield, S. and Gilbert, K. (2020). Does modernizing union administrative practices promote or hinder union revitalization? A comparative study of US, UK and Australian unions. *British Journal of Industrial Relations* (accepted/in press).
- ◆ **Edgar, F.**, Blaker, N.M. and Everett, A.M. (2021). Gender and job performance: Linking the high performance work system with the ability–motivation–opportunity framework. *Personnel Review*, 50(1), 47-63.
- ◆ Ghafoor, A. and **Haar, J.** (2020). A climate and personality approach towards creativity behaviours: A moderated mediation study. *International Journal of Innovation Management*, 24(6).
- ◆ Greene, A.-M., **Kirton, G.**, Koumenta, K., and Humphris, A. (2021). The gender representation gap: implications for workplace union effectiveness. *Industrial Relations Journal*, <https://doi.org/10.1111/irj.12316>
- ◆ Guillaume, C. and **Kirton, G.** (2020). Challenges and pitfalls for workplace unionism in a restructured public service. *Economic and Industrial Democracy*, <https://doi.org/10.1177/0143831X17697377>
- ◆ **Ibsen, C.L.** (2021). Social Democratic Trade Unions in the Knowledge Economy: Challenges, Pathways and Dilemmas. In N. Brandal, O Bratberg and D.E. Thorsen (eds). Social Democracy in the 21st Century (*Comparative Social Research*, 35). Emerald Publishing Limited, pp. 69-90.
- ◆ **Jones, K.** (2020). How Non-Permanent Workers Learn and Develop: Challenges and Opportunities. *Work, Employment and Society*.
- ◆ **Hilal, J.** and **Junaid, F.** (2021). Opening the black box of ‘agile’ HR. *HR Magazine* (New Zealand), forthcoming.
- ◆ Kaine, S., Flanagan, F. and **Ravenswood, K.** (2020). Future of Work and Gender. In A. Wilkinson and M. Barry (eds). *The Future of Work and Employment*, chapter 8, Elgar online.
- ◆ Mansvelt, J., **Elms, J.** and Dodds, S. (2020). Connecting meanings of ageing, consumption, and information and communication technologies through practice. *Geographical Research*, 58(3): 289-299.
- ◆ Morgan, G. and **Ibsen, C.L.** (2021). Quiet Politics and the Power of Business: New Perspectives in an Era of Noisy Politics. *Politics and Society*, 49(1): 3-16.
- ◆ **Mrowinski, B.**, **Tappin, D.** and **Brougham, D.** (2021). A review of organisational adoption of disruptive technologies and the implications for Human Resource Management. *New Zealand Journal of Human Resources Management*, 21(1).
- ◆ **O’Kane, P.**, Smith, A. and Lerman, M.P. (2021). Building transparency and trustworthiness in inductive research through computer-aided qualitative data analysis software. *Organizational Research Methods*, 24(1), 104-139. doi: [10.1177/1094428119865016](https://doi.org/10.1177/1094428119865016)
- ◆ Philip, K. and **Arrowsmith, J.** (2020). The limits to employee involvement? Employee participation without HRM in a small not-for-profit organisation. *Personnel Review*. 50(2), 401-419.
- ◆ Podgorodnichenko, N., **Edgar, F.**, Akmal, A. and McAndrew, I. (2021). Sustainability through sensemaking: Human resource professionals’ engagement and enactment of corporate social responsibility. *Journal of Cleaner Production*, 293: 126-150. doi: [10.1016/j.jclepro.2021.126150](https://doi.org/10.1016/j.jclepro.2021.126150)
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- ◆ Sarfo, C., Zhang, J.A., **O’Kane, P.M.** and Podgorodnichenko, N. (2020). Perceived corporate social responsibility and employee ethical behavior. *Academy of Management Proceedings*, (1). doi: [10.5465/AMBPP.2020.15032abstract](https://doi.org/10.5465/AMBPP.2020.15032abstract)
- ◆ **Sayers, J.G.** and Martin, L.A. (2020). “The King was pregnant”: Organizational studies and speculative fiction with Ursula K. Le Guin. *Gender, Work and Organization*.
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- ◆ **Bentley, T.A.**, Teo, S., Nguyen, D., **Blackwood, K.** et al. (2021). Psychosocial influences on psychological distress and turnover intentions in the workplace. *Safety Science*, 137.