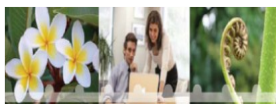


## MPOWER: memorable moments for for members



Sept-Oct 2020  
Vol. 7, Issue 4

# MPOWER



In our last issue, we profiled MPOWER award winners who achieved academically outstanding results in courses of study at Massey University. On pages 10 and 15 in this issue, we highlight other MPOWER members who have recently received accolades for their research and related endeavours. They include Hadas Wittenberg (new PhD candidate at Massey) who was runner-up in Massey's 'Visualise Your Thesis' Competition, and Dr Kasuni Weerasinghe who was nominated and featured in '1 million women in STEM'.

Our featured items on pages 3-5 have a European flavour. We highlight several recent and notable research outputs. Dr Andreas Pekarek's article in the *British Journal of Industrial Relations* examines coalition dynamics in the German union movement. Profs Glenn Morgan and Valeria Pulignano have published 'Solidarity at work: Concepts, levels and challenges' in the *Work, Employment and Society* journal. They address the question of what sort of solidarities are emerging and how. And Prof. Christian Welz and colleagues at the European Foundation for the Improvement of Living and Working Conditions (Eurofound) have published a flagship report on capacity building for effective social dialogue in the European Union.

As lockdowns and other constraints on daily life around the globe continued amid the Covid-19 pandemic, many relevant conferences and other research events were held online. See pages 8-9 about several forthcoming conferences (AIRAANZ, ANZAM and AoM). On pages 11-12, we profile two key online events hosted by MPOWER's research collaboration partner, the Decent Work and Productivity Research Centre (DWPRC), at Manchester Metropolitan University as part of the UK ESRC Festival of Social Sciences. They focus on the well-being of frontline workers in the public service, and decent work in the pandemic and beyond, respectively. DWPRC are also running two webinars with guest speakers from Australia (see page 13). Read all about the Group's Good Employment Learning Lab project on the same page.

Two journal calls for papers are highlighted in this issue. A special issue of *Labour and Industry: A journal of the social and economic relations of work* will focus on "Work and Employment: Covid-19 and Beyond" (page 14). The journal *Sustainability* will be issuing a call for papers for a special issue on gender and sustainability (page 7).

Regular features, MPOWER Research News and selected MPOWER member outputs can be found on pages 6-7 and 16.

Stay safe and well,

**MPOWER**

## 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](mailto: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.

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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](mailto:@massey.ac.nz)

*Our next issue is due out in January/February 2021.*

## *MPOWER - Upcoming Events/Activities*

- ◆ DWPRC (Manchester Metropolitan University) and MPOWER research collaboration, ongoing (see also DWPRC forthcoming events in this issue)
- ◆ MPOWER speaker (Prof. Jim Arrowsmith, co-director) at DWPRC seminar series. Topic: employer attitudes to the living wage (online event, week commencing 29 March 2021—details to follow soon)
- ◆ MPOWER study of gender equity in the NZ public service, focusing on management roles, and Māori and Pacific women workers, ongoing
- ◆ Marsden Living Wage project (GLOW and MPOWER members), including planning for focus groups with employers, ongoing
- ◆ MPOWER–Henley Business School (UK) board governance study, ongoing
- ◆ MPOWER update of the 2019 NZ working life profile commissioned by the Eurofound, ongoing

## *Recent Activity (June-September 2020)*

- ◆ MPOWER Awards at the Massey Business School Achieving Academic Excellence Event, Massey's Auckland campus (Room SNW3) 6pm-9.30pm, 29 July
- ◆ report drafting based on UK and NZ charities surveys of board governance by MPOWER and Henley Business School (University of Reading) researchers
- ◆ MPOWER and DWPRC collaborated on a Massey Visitor application for a DWPRC scholar (awaiting decision)

*For more information, see the MPOWER website or e-mail: [MPOWER@massey.ac.nz](mailto:MPOWER@massey.ac.nz)*



## Selected new publications!

(MPOWER authors are in bold)

### Divided we stand? Coalition Dynamics in the German Union Movement

by Martin Behrens and **Andreas Pekarek**

*British Journal of Industrial Relations*

doi: 10.1111/bjir.12565

Early view; visit: <https://onlinelibrary.wiley.com/doi/epdf/10.1111/bjir.12565>

#### Abstract

Coalitions within national union movements have been an enduring means by which unions pursue shared interests and policy ambitions. Drawing on social movement theory, we focus on the logics shaping union coalitions, and the conditions under which they differ, in order to gain analytical purchase on enduring debates about union behaviour in industrial relations. Taking the German case, we identify four key policy issues that have caused major divisions and competing coalitional activity between unions in the German Trade Union Confederation (DGB) over the period 1964 to 2018. Our analysis suggests that there is a degree of fluidity between instrumental and ideological logics, which relates to the evolving socio-political contexts that shape the dynamics of union coalitions over time. In the German context, our findings indicate that the relative importance of the logics shaping coalition activity varies with the nature of the threats unions encounter. In the face of more specific and immediate threats, coalitional decision-making was more likely to be driven by instrumental logic, prioritizing the narrower concerns of the union and its core members. However, where unions' broader social visions came under threat, self-interest played a more modest role, and choices were more likely to be animated by ideological concerns and questions of public good.

### Solidarity at work: Concepts, levels and challenges

by Glenn Morgan and **Valeria Pulignano**

*Work Employment and Society*

Open access; visit: <https://journals.sagepub.com/doi/10.1177/0950017019866626>

#### Abstract

Solidarity is not a unified phenomenon with unchanging qualities; it partakes of moral, political and performative elements that are underpinned and reinforced by a shared work context, an organisational infrastructure and an institutional frame which together create distinctive path dependencies in solidarity across different forms of capitalism. Neo-liberalism has challenged these path dependencies by changing the material conditions and the ideological terrain, by heightening the diversity of the workforce, by restructuring the institutional context. However, this is not the end of solidarity and the article addresses the question of what sort of solidarities are now emerging and how.

# Capacity building for effective social dialogue: more important than ever in times of COVID-19!

by **Prof. Dr Christian Welz**  
Senior Research Manager, Eurofound

Eurofound ([2020](#)) defines capacity building as the enhancement of the skills, abilities and powers of social partners to engage effectively at different levels (EU, national, regional, sectoral, company and establishment) in:

- social dialogue;
- collective bargaining;
- (co-)regulating the employment relationship;
- tripartite and bipartite consultations;
- public policymaking; and
- influencing public policymaking via advocacy.

Ideally, this enhancement of abilities and powers should lead to an institutional context of stable and sustainable industrial relations of good quality. The Eurofound definition was developed in consultation with its tripartite stakeholders ([employers](#), [trade unions](#) and governments).

## Policy context

As part of the [relaunch](#) of social dialogue in 2014, the European Commission President Jean-Claude Juncker called for stronger emphasis on the capacity building of national social partners.

In 2015, European cross-industry social partners prepared a [joint statement](#), which they later signed in June 2016. This declaration emphasises that there is no blueprint for social dialogue, but it provides guiding principles for social partner involvement at EU level and for improving the functioning and effectiveness of social dialogue and the capacity building of social partners in the Member States.

On 16 June 2016, the Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) adopted [conclusions](#), stressing the importance of capacity building of social partners at national and sectoral level. On 27 June 2016, the [quadripartite statement](#) 'A new start for social dialogue' was co-signed by European cross-industry social partners, the European Commission and the Dutch Presidency of the Council of the European Union. The document underlines the signatories' commitment to continue to promote the capacity of social partners. [Employment Guideline 7](#), adopted on 16 July 2018, stresses the importance of meaningful involvement of social partners in the design and implementation of social and employment policies, including through support for increased capacity of the social partners.

Principle 8 of the [European Pillar of Social Rights](#) states that support for increased capacity of social partners to promote social dialogue should be encouraged. In the document [Joint Employment Report 2019](#), adopted by the EPSCO Council on 15 March 2019, the Commission and the Council reiterate that increased capacity should be considered a common denominator for well-performing and effective tripartite social dialogue systems. According to the 2019–2021 [work programme](#) of the European cross-industry social partners, capacity-building activities remain a priority. Finally, in its [Communication](#) from January 2020 the new Commission under President von der Leyen restated its intention to promote social dialogue and collective bargaining and to increase the capacity of the social partners at EU and national levels.

## Challenges for capacity building

At international and European levels, the report maps and identifies successful examples of capacity building run by the [ILO](#), the [International Training Centre](#) of the ILO and the [European Union](#). At national level, the Eurofound reports ([2019](#); [2020](#)) identify the following issues under two overarching areas.

### structural gaps and barriers

- weakness of social partners and lack of representativeness and mandate to negotiate;
- limited sectoral collective bargaining and low collective bargaining coverage;
- limited tripartism and frameworks for effective social dialogue;
- lack of social partner autonomy and a dominant role of the state;
- lack of trust between social partners, both sides of industry, and governments.

### needs

- legislative reforms to promote social dialogue and collective bargaining;
- supportive role of the state;
- increased membership, representativeness and capacity, and mandate to negotiate;
- better human resources and development of skills;
- better financial resources.

## Commentary

In an increasingly unstable world, in particular in the wake of the [COVID-19](#) pandemic, fraught with uncertainty in many policy fields and unknown longer-term consequences capacity building for effective social dialogue appears more necessary than ever. Social dialogue has made important contributions in responding to previous crises. But it is also clear that due to the COVID-19 pandemic there will be unprecedented impacts on the resources and tools available for capacity building and social dialogue. With this caveat, the following remarks still stand. Social dialogue and well-functioning industrial relations serve the general interest and should be supported by public policy. Policy pointers identified in pre-COVID-19 Eurofound research ([2020](#)) will continue to be relevant in the coming years of recovery:

- attempts to close structural gaps within the national systems of industrial relations should be supported;
- the autonomy of social partners should be respected and reinforced;
- social partners should be supported in their efforts to increase membership, representativeness, and capacity to negotiate and implement agreements;
- bipartite social dialogue is the core of national industrial relations and should be underpinned by supportive legal frameworks;
- developing expertise of both sides of industry in relation to specific skills should be supported;
- social partners should invest in building, or, when necessary, rebuilding trust for more effective social dialogue;
- better linkages between the EU and national levels of industrial relations, including better implementation of European autonomous agreements, would foster more effective social dialogue;
- more awareness-raising campaigns could be undertaken about social dialogue and its potential for improving working conditions and competitiveness.

## Reference

Eurofound (2020), [Capacity building for effective social dialogue](#), Publications Office of the European Union, Luxembourg.

# MPOWER research news



## Gender equity in NZ public service

MPOWER researchers are mid-way through a Massey University Strategic Innovation Research-funded project that examines gender equity in several public service agencies in NZ. Interview fieldwork for two cases has concluded, while a third case organisation is currently being conducted. The team is also submitting conference abstracts to disseminate initial findings.

## Marsden Living Wage study

This three year Marsden-funded project is now in its final year. The research team members at Massey and Auckland University of Technology (and the members of MPOWER and EPIC research groups) are currently rolling out a second employee survey and about to embark on focus group research with employers, and have drafted a survey for completion by employers. They are also drafting full papers from existing results, and completing a chapter for an international textbook on the living wage.

## Varieties of industrial relations

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.





### **Governance project**

MPOWER researchers are working with senior researchers at Henley Business School (University of Reading, UK) on a comparative survey-based study. Currently, the teams are examining the board governance arrangements of the charity sector in New Zealand and the UK. A cross-national report has been drafted, and the team are now working on their first joint paper.

### **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 large-scale quantitative survey is about to be rolled out, and statistical data analysis will begin in late 2020/early 2021.

### **2020 NZ country profile for Eurofound**

MPOWER researchers have been re-commissioned by the Eurofound to update a 2019 profile of working life in New Zealand (see the profile at: <https://www.eurofound.europa.eu/country/new-zealand>). The 2020 profile will cover work actors and institutions; collective bargaining; industrial action and disputes; individual employment relations; pay; working time; health and well-being; skills, learning and employability; work organisation; equality and non-discrimination at work. The profile will also include key links to working life websites/sources and a full bibliography of source materials.

### **Special issue of *Sustainability* on gender and sustainability**

MPOWER members will be guest editors of a special issue of the *Sustainability* journal entitled 'Integrating sustainability and gender equity – emerging trends in business policy, strategy and practice.' Assoc-Prof Nazim Taskin (Bogazici University, Turkey), Prof. Jane Parker (MPOWER Co-Director) and Dr Aymen Sajjad (Massey University) will disseminate a Call for Papers shortly. Assoc-Prof Taskin comments:

"The importance of and need for sustainability and sustainable development have been felt more deeply by organisations with the impact of Covid-19. With the lack of research on socio-cultural aspects of sustainability, this special issue of *Sustainability Journal* aims to shed light on the gender equity perspective on sustainability."

# CONFERENCES

## AIRAANZ 2021



The annual conference of the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) will take place on 3-5 (Weds-Fri) February 2021, Australian Eastern Daylight Time (AEDT). At this stage, the organisers have indicated that there will be no registration fee to attend this online conference.

All sessions will be conducted on **Zoom**. The 2021 Organising Committee will provide a **curated schedule** which coordinates all the sessions, provides zoom links for general sessions, and gives other essential information to conference registrants. Zoom links for PhD and ECR presentations will be organised from Macquarie University. However, Zoom links for specific sessions will be arranged by the organisers from their home institution.

The Organisers are planning a **Postgraduate Student/Early Career Researcher Forum** to discuss issues pertinent to PG students and ECRs, including issues pertaining to the COVID/post-COVID environment. More details will be forthcoming soon.

The 'house' journal for AIRAANZ is *Labour and Industry: A journal of the social and economic relations of work* (<https://www.tandfonline.com/toc/rlab20/current>).



## ANZAM 2021

The Australia and New Zealand Academy of Management (ANZAM) Board has postponed the 2020 annual conference until 2021. The conference will take place from 30 November-2 December 2021 and will be hosted by Edith Cowan University in Perth, Australia.

The conference's Doctoral Workshop will take place in Perth on 29 November (Monday) 2021, and will be hosted by the University of Western Australia. The organisers comment that they "realise this is not ideal, however these are unprecedented times. Our feedback shows that delegates highly value the face-to-face networking opportunities afforded at our Conferences and Doctoral Workshops. We are also aware that travel both within and into Australia remains uncertain, and that many Universities are not able to approve Conference attendance this year."

For more information about this conference, please visit: <https://www.anzam.org/events/types/events-conference/>

The house journal for ANZAM is the *Journal of Management and Organization* (see <https://www.cambridge.org/core/journals/journal-of-management-and-organization>).



**ANZAM**  
AUSTRALIAN & NEW ZEALAND  
ACADEMY OF MANAGEMENT



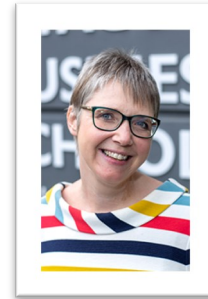
Planning ahead ...

## Human Resources Division of the Academy of Management 2023 conference

**The University of Otago will host the Human Resources Division of the Academy of Management's (AoM) biennial international conference in January 2023. The conference is expected to attract c. 200 academics from across the world.**

Conference chair, Dr Paula O'Kane, of Otago's Department of Management and MPOWER member, led the bid which is supported by Tourism New Zealand and the Dunedin City Council (DCC).

As Paula notes in a recent online University of Otago news item, securing the conference is a coup for the University and city.



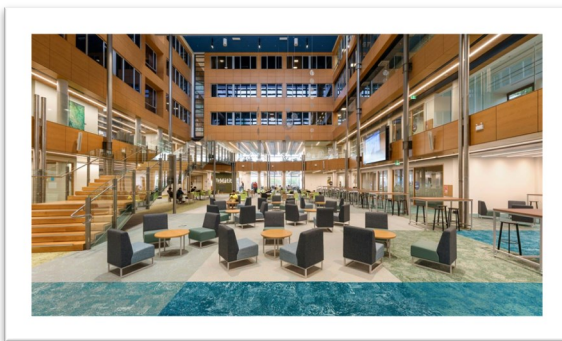
Dr Paula O'Kane

*"This puts us on the world stage for HR research and will attract some of the biggest names in HR to come to the conference in Dunedin. We will also be able to provide access to these people for our PhD and DBA students and networking for our local HR academic community."*

*"For Dunedin it will bring over 200 people at a time when the city is traditionally quiet. Tourism New Zealand and the DCC have been heavily involved in supporting the event and see this as a good news story for the tourism and conference industry."*

The theme of the conference is Common Good HRM. This puts emphasis on HR strategy and practice to contribute to ecological and social progress in the world around us. Common good HRM urges us to work towards the achievement of United Nations Sustainable Development Goals, and therein taking care of social wellbeing and development.

MPOWER will provide more information about the conference as it comes to hand.



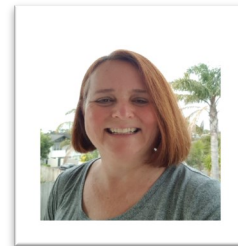
BUSINESS SCHOOL

## Congratulations Hadas Wittenberg!

Hadas is a new PhD candidate in the School of Management at Massey University. She is the runner up of Massey's 'Visualise your Thesis' competition. The competition, described as "story-telling at its best," asks competitors to use an audio-visual presentation to showcase their research in a way that effectively communicates complex ideas to a non-specialist audience in one minute. The competition was developed by the University of Melbourne in 2016 and since then has grown internationally.

The Graduate Research School noted that this is what she had to say about the experience:

*"Last time I was a student, 25 years ago, I was also juggling two young kids and a full-time job. This time I decided to make the most out of my time invested in my PhD, so I was happy to jump on the VYT experience. It was challenging to summarize three years into 60 seconds PowerPoint, so it took some effort. But I had fun and the process reinforced my motivation in engaging with my research topic, which is all about being engaged with one's work. I hope that sharing my research through this video, will raise a smile and remind people why they do what they do."*



## Nominated and featured in '1 million women in STEM'

Dr Kasuni Weerasinghe, a lecturer in Management Information Systems at the School of Management in Massey University has been nominated and featured in 1MWIS (1 million women in STEM).

As Kasuni comments in the 1MWIS online feature:

*"From very young days I have been passionate about technology, technologies have always excited me for what they can do. During my undergraduate studies in Information and Communications Technology, I found the "soft side" of information systems the most interesting. I have always loved data, and the increasing potential of using data to do incredible things fascinates me. Following this interest, I did my PhD investigating the concept of big data in the New Zealand Healthcare context."*

Her best advice for the next generation? "Believe in yourself. Don't let anyone tell you STEM is not for you (if someone tells you that, prove them wrong!). You can do anything."

To view Kasuni's submission and for more details about 1MWIS, please visit:

<https://www.1mwis.com/profiles/Kasuni-Weerasinghe>

## Manchester ESRC Festival of Social Science

MPOWER recently partnered with the Decent Work and Productivity Research Centre (DWPRC) at Manchester Metropolitan University via a MoU to develop research collaborations. As part of the Manchester ESRC (UK Economic and Social Research Council) Festival of Social Science, the DWPRC are running two virtual events. Times are given in GMT. Register for both for free.

**[1] Thriving in Public Service: supporting the emotional well-being of frontline workers**  
<https://www.eventbrite.com/e/esrc-manchester-festival-of-social-science-2020-tickets-122973895231>

Date: Wednesday, 11 November 2020

Time: 9.00am-4.00pm - Café-style event, delegates are welcome to attend particular sessions of interest (or the whole event)

### Introduction:

This event will engage frontline workers (e.g. NHS staff, police) in exploring the development and design of occupation specific emotional support toolkits. A number of guest speakers in the area of trauma support and service provision will come together to discuss how best to provide meaningful emotional support to front line services to help deal with stress in times of crisis such as the current pandemic. For further details of speakers and presentations please see below:

- 09.10 - Dr Sarah-Jane Lennie (Manchester Met University, UK): The Organisation Specific Emotional Support Toolkit. The concept, the smart phone application and that training module 'Self-reflection as Self-Care'.
- 09.30 - Dr Samantha Jakimowicz, (University of Technology, Sydney, Australia): Empathy and Compassion Matters: an Australian Perspective
- 10.10 - PLEASE NOTE THERE WILL BE ONE MINUTE SILENCE AT 11.00AM
- Kathryn McEwen & Angela Powell, ([www.workingwithresilience.com.au](http://www.workingwithresilience.com.au)), Adelaide, Australia: The Resilience at Work (R@W) Toolkit and Working with Trauma
- 11.30 - Detective Inspector Rob Staples, (Essex Police, UK): A dog called 'Baloo': Tails of Therapy Dogs in the Emergency Services
- 12.00 - Jessica Hall, (Research and Training, Gwent Police, Wales): ReTraIn: Resilience to Traumatic Incidents. Testing the efficacy of a trauma resilience programme in the police service
- 12.30 - Julian Groves, (The Point of Care Foundation, UK): Schwartz Rounds: application, benefits and expanding the reach
- 13.30-14.00 LUNCH BREAK
- 14.00 - Dr Anna Sutton, (Waikato University, New Zealand): Being ourselves at work: a closer look at how authenticity and well-being are related. (Pre- Record)
- 14.30 - Sarah Ingleby & Sharon Green, (Stockport NHS Trust, UK): Wellbeing from the Front-line: The need, the benefits and the challenges of creating wellbeing during critical incidents and pandemics
- 15.00 - Panel Discussion and Audience: Q & A with DI Rob Staples, Sarah Ingleby & Sharon Green, Jess Hall, Julian Groves
- 16.00 - Close Sarah-Jane Lennie

For further details please contact: Dr Sarah-Jane Lennie, [sj.lennie@mmu.ac.uk](mailto:sj.lennie@mmu.ac.uk)  
 Event admin. queries please contact: Linda Scanlan, [l.scanlan@mmu.ac.uk](mailto:l.scanlan@mmu.ac.uk)

**[2] Building Back Decent Work in the Pandemic and Beyond**

<https://www.eventbrite.com/e/esrc-manchester-festival-of-social-science-2020-tickets-122949777093>

**Date:** Thursday, 12 November 2020

**Time:** Drop-in-event - between 2pm-6pm GMT

Café-style event, delegates are welcome to attend particular sessions of interest (or the whole event)

Hosted by Chris Maguire, award-winning journalist and editor

**Introduction**

A series of 6 presentations (with guest speakers) showcasing impactful research from Manchester Met's University Research Centre 'Decent Work and Productivity'. Interactive themed presentations and debate include:

**2.00pm:** Welcome by Chris Maguire (Chair) and Introduction to the Decent Work and Productivity Research Centre – Professor Ben Lupton (Centre Director)

**2.15pm:** Session 1 - Policy support for Decent Work and Self-Employment

- Dr Julia Rouse - *How can policy shape Decent Self-Employment in the context of Covid?*
- Dr Katy Jones - *Active Labour Market Policy in a Post-Covid UK*
- Guest Contributor: Greater Manchester Employment Charter
- Audience questions with Chris Maguire

**3.15pm Break**

**3.30pm** Session 2 - Decent Work in Key Sectors

- Dr Richard Whittle - *Retail in a Covid 19 World: Staff, Skills and Sustainability*
- Professor Carol Atkinson - *Decent Work in Adult Social Care*
- Guest Contributor: tbc
- Audience questions with Chris Maguire

**4.30pm** Session 3 – Labour Market Uncertainty and Vulnerable Workers in the pandemic and beyond

- Dr Fiona Christie - *Young People and Work in an Age of Uncertainty*
- Dr Julie Davies - *Nurturing the well-being of neurodiverse employees*
- Guest Contributor: Tony Wilson, Institute for Employment Studies
- Audience questions with Chris Maguire

**5.30pm-5.45pm** Closing remarks from the Chair

Further details from Professor Ben Lupton: [b.lupton@mmu.ac.uk](mailto:b.lupton@mmu.ac.uk)

Event admin. queries contact Linda Scanlan: [l.scanlan@mmu.ac.uk](mailto:l.scanlan@mmu.ac.uk)

Follow us: @mmu\_decentwork and @mcrmetribl

**Host for the event: Chris Maguire**

Chris Maguire is an award-winning journalist and editor. He's the executive editor of BusinessCloud magazine and a former editor of North West Business Insider. A popular event host he's chaired more than 500 events and has a reputation for combining painstaking research with a sense of humour. Chris has been a journalist since 1991 and has interviewed some of the biggest names in business, politics and sport. In 2019 he launched his own PR and event hosting company iMeg Partnership <https://www.imegpartnership.co.uk> Chris has worked across a range of sectors with the likes of GC Business Growth Hub; Rochdale Development Agency; Steve Morgan Foundation; Cowgills; OBI; Peel Ports Group; and the Manchester Evening News.

## Decent Work and Productivity Research Centre Manchester Metropolitan University, UK



MPOWER has a formal collaboration arrangement with the DWPRC which is hosting the following webinars in October and November 2020:

**Monday 5<sup>th</sup> October 2-3pm (UK time)**

**Workplace assault: The role of HRM and other support systems**

**Professor Keith Townsend**, Department of Human Resources and Employment Relations, Griffith University, Australia.

<https://www.eventbrite.com/e/the-role-of-hrm-and-other-support-systems-tickets-113625400632>

**Wednesday 14<sup>th</sup> October – 2-3 pm (UK time)**

**Graduates and their Transition into Employment – An Australian Story**

**Dr. Susan Ressa**, Griffith University, Australia

<https://www.eventbrite.com/e/employment-relations-hrm-graduates-and-their-transition-into-employment-tickets-121329029393>

## Supporting line managers to manage people more effectively

Academics from Manchester Metropolitan University have formed a new project, **The Good Employment Learning Lab**, which will enable researchers, policy makers and managers to collaborate, understand and address shared problems. The £1m project, funded by the Economic and Social Research Council (ESRC), is led by Professor of Enterprise, Julia Rouse alongside a team of other researchers from Manchester Met's Decent Work and Productivity Research Centre and a range of external partners. It focuses on using evidence from research and practice to develop ideas, trial new forms of training and coaching and evaluate what works best.

The project consists of forming three 'Learning Labs':

**Greater Manchester Good Employment Learning Lab** will partner with the [Greater Manchester Good Employment Charter](#) (a coalition of local government, employers, trade unions, workers and other experts who aim deliver Good Employment in Greater Manchester). Working in three Greater Manchester districts (Manchester city centre, Oldham and Salford) to run workplace trials, we will develop a shared understanding of best practice in developing people management skills and share this learning across the UK.

**Social Care Good Employment Lab** will also run workplace trials, but this time focused on managers of adult social care workers, conducted at home or in residential care across the UK.

**Engaged Scholarship Learning Lab** will raise the skills of researchers, policy makers and organisations to make sense of tricky problems together. Activities will include workshops introducing the Engaged Scholarship method, sessions for early career researchers on 'Becoming an Engaged Scholar' and workshops for academics and practitioners involved in Practicing Engaged Scholarship.

## Why it matters

The outcomes of the Good Employment Learning Lab will be new learning, new communities and new evidence-based ways of supporting people management.

We will empower managers and other stakeholders to consider how the learning processes that work best (i.e. particular interventions, with particular managers, in particular settings) may be related to their own situations and how this context-sensitivity can help them to plan their own line manager development processes.

We expect that our evaluation and research work will have the direct impact of shaping places and sectors in Greater Manchester and social care, by influencing services commissioned to improve people management skills. Our shared learning will also influence other related places and sectors.

Each of our three Learning Labs will also produce an open access Digital Resource Bank that those interested in people management or Engaged Scholarship can use.



## Call for papers

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

### 'Work and Employment: COVID-19 and Beyond'

Special issue guest editors:

Professor Julia Connell (University of Newcastle, Australia)

Dr Subas Dhakal (University of New England, Australia)

Professor John Burgess (Curtin University, Australia)



This special issue volume invites papers that analyse the issues and policy responses in the context of COVID-19 impacts. It is anticipated that authors will address the social, organisational and institutional aspects of work and a way forward for the post COVID-19 world. Currently, there is a range of literature on managing redundancies and business closures (see Bailey et al., 2014; Roche et al., 2009); research is now needed that emphasises the work, industrial relations and human resource management nexus during times of crisis.

#### Key dates

Papers submitted: 31 January 2021

Authors receive first round of feedback: March 2021

Authors submit revised papers: May 2021

Authors receive second round of feedback: June/July 2021

All papers complete: August 2021

Introduction: September 2021

Publication: October 2021

For more information, please visit: [https://think.taylorandfrancis.com/special\\_issues/employment-covid-19/?utm\\_source=TFO&utm\\_medium=cms&utm\\_campaign=JPG15743](https://think.taylorandfrancis.com/special_issues/employment-covid-19/?utm_source=TFO&utm_medium=cms&utm_campaign=JPG15743)

## New Eurofound report on Gender Equality at Work

### *(Abridged) abstract*

*Gender inequality at work persists across Europe, despite the long standing attention paid and efforts made to tackle it. This Eurofound report presents a closer look at women's and men's working conditions, using data from Eurofound's European Working Conditions Survey (EWCS). Beyond the general differences in the labour market, it highlights many important gaps in men's and women's working conditions and job quality which require specific attention. European and national strategies aimed at achieving job quality for all, that seek to mainstream gender equality, could help address persistent inequalities between men and women.*

The 102 page report, published on 2 March 2020, also details policy context and policy pointers. To view the executive summary, visit: <https://www.eurofound.europa.eu/sites/default/files/ef19003en1.pdf>. For the full report, go to: [https://www.eurofound.europa.eu/sites/default/files/ef\\_publication/field\\_ef\\_document/ef19003en.pdf](https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef19003en.pdf)

## Eurofound Industrial Relations Dictionary

The Eurofound's online IR dictionary is a comprehensive collection of the most commonly-used terms in employment and industrial relations at EU level today. It contains over 350 entries, featuring concise definitions and relevant contextual information, with hyperlinks to legislation and case law. The product of a collaborative effort between acknowledged experts in the field, the dictionary is aimed at policymakers, practitioners and all those interested in the history and evolving structure of the EU (and beyond). On 2 March 2020, the term 'living wage' and some information about the Marsden living wage study (page 6) was added to this resource. See: <https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/living-wage>



## Acknowledgements ...

Hadas Wittenberg (PhD candidate in the School of Management, Massey University) is the runner-up in Massey's 'Visualise Your Thesis' competition (see page 10).

Well done, Hadas!

Dr Kasuni Weerasinghe, a lecturer in Management Information Systems at the School of Management in Massey University has been nominated and featured in 1MWIS (1 million women in STEM).

This is an awesome achievement, Kasuni, and we wish you well with the 1MWIS initiative as it unfolds.

To all students, researchers, teachers and external MPOWER members —

Congratulations on maintaining and adapting systems of learning and work in what has been a challenging and thought-provoking year. The Covid-19 outbreak has seen the best emerge from our colleagues in terms of supporting one another, thinking resourcefully, and adjusting to changes to planned endeavours with humour and grace.

We profiled some examples of capacity development and flexible working in earlier MPOWER newsletters, and look forward to continuing to work with you all as 2021 beckons.



We farewell Barry Foster who has been with Massey University's School of Management for 22 years. Barry was a Labour Inspector, then a union secretary before joining Massey (Manawatū) as a student/lecturer specialising in employment relations. Barry will be known to and missed by many former and current staff and students. We wish him well in his retirement and hope to hear how he goes in this new chapter. Te pai katoa, Barry, from Jane, Jim and everyone in MPOWER.

Dr Tanya Jurado from the School of Management at Massey University has been appointed Associate Editor of *Small Enterprise Research*. Although global in scope, SER has a long-standing role in supporting research on Australian and New Zealand SMEs. As the official journal of the Small Enterprise Association of Australia and New Zealand (SEAANZ), it presents practitioner, analytical and theoretical insights about small enterprise and entrepreneurship.

For journal info., visit:  
<https://www.tandfonline.com/>



Professor Ted Zorn (Head of Institute, Massey Executive Development) was interviewed by NewsHub about the recent trend of mature students enrolling in tertiary education due to COVID-19

Prof. Jane Parker (MPOWER Co-Director) was invited to join the editorial board of *Human relations*. *Human relations* is an A\* journal in the Australian Business Deans Council Journal Quality List and is ranked 4 in the Chartered Association of Business Schools Academic Journal Guide 2018.

The Journal publishes quality original research to advance our understanding of social relationships at and around work. For journal info., visit:  
<https://journals.sagepub.com/home/hum>



At Massey, we also said goodbye recently to Dr Nazim Taskin who worked in the School of Management (Albany). Nazim has been pivotal in a number of MPOWER projects, chiefly applying his superb quantitative analytical skills. Fortunately, due to the wonders of IT, Nazim (now based at Bogazici University in Istanbul) will continue working with us on various MPOWER projects and other enterprises!

## MPOWER members (surnames in bold): selected outputs

- ◆ Behrens, M. and **Pekarek, A.** (2020). Divided we stand? Coalition dynamics in the German union movement. *British Journal of Industrial Relations*. Early view: Early view; visit: <https://onlinelibrary.wiley.com/doi/epdf/10.1111/bjir.1256>
- ◆ **Cabrita, J.**, Vanderleyden, J., Biletta, I. and Gerstenberger, B. (Eurofound) (2020). *Working Conditions: Gender Equality at Work*. European Working Conditions Survey 2015 series. Luxembourg: Publications Office of the European Union (see: [https://www.eurofound.europa.eu/sites/default/files/ef\\_publication/field\\_ef\\_document/ef19003en.pdf](https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef19003en.pdf))
- ◆ **Eweje, G.**, **Sajjad, A.**, Nath, S. and **Kobayashi, K.** (2020). Multi-stakeholder partnerships: a catalyst to achieve sustainable development goals. *Marketing Intelligence and Planning*.
- ◆ Felzensztein, C., Crick, D., Gonzalez-Perez, M, **Jurado, T.** and Etchebarne Lopez, M. (2020). Capabilities and the internationalisation of smaller-sized, service-oriented firms in the southern hemisphere. *Journal of Strategic Marketing*.
- ◆ Foley, M., **Oxenbridge, S.**, **Cooper, R.** and **Baird, M.** (2020). "I'll never be one of the boys": Gender harassment of women working as pilots and automotive tradespeople. *Gender, Work and Organization*, Published online: 9 March online.
- ◆ **Haar, J.** and **Cordier, J.** (2020). Testing the psychometric properties of the short work–family enrichment scale on underrepresented samples. *International Journal of Selection and Assessment*, 28(1): 112-16.
- ◆ Henry, H., Foss, L. and **Lewis, K.** (2020). Guest editorial. *International Journal of Gender and Entrepreneurship*. 12(1): 1-6.
- ◆ Morgan, G. and **Pulignano, V.** (2020). Solidarity at work: Concepts, levels and challenges. *Work, Employment and Society*. Open access. visit: <https://journals.sagepub.com/doi/10.1177/0950017019866626>
- ◆ Philip, K. and **Arrowsmith, J.** (2020). The limits to employee involvement? Employee participation without HRM in a small not-for-profit organisation. *Personnel Review*. Online (see: <https://www.emerald.com/insight/search?q=Arrowsmith+personnel+review&showAll=true>)
- ◆ **Ressia, S.**, Wilkinson, A. and Mowbray, P. (2020). Worker Well-being at Jacaranda House. In T. Dundon and A. Wilkinson (eds). *Case Studies in Work, Employment and HRM*, Chapter 26 (pp. 161-65). Cheltenham: Edward Elgar Publishing.
- ◆ Swan, E., Perrier, M. and **Sayers, J.** (2020). Foodwork: Racialised, gendered and classed labours. *Gender, Work and Organisation*, forthcoming.
- ◆ Wallbank, G., Sherrington, C., Hassett, L., Kwasnicka, D., Chau, J., Martin, F., Phongsavan, P., Grunseit, A., Canning, C., **Baird, M.**, Shepherd, R. and Tiedemann, A. (2020). Active Women over 50 online information and sup to promote physical activity behaviour change: Study protocol for a pilot trial. *Pilot and Feasibility Studies*, 6: 1-13.
- ◆ Warsaw, D. and **Sayers, J.** (2020). The influence of animal welfare accreditation programmes on zoo visitor perceptions of the welfare of zoo animals. *Journal of Zoo and Aquarium Research*, 8(3): 1-6.
- ◆ **Welz, C.**, Patriarka, M., Foden, F. and Rodriguez Contreras, R. (Eurofound) (2020). *Capacity building for effective social dialogue in the European Union*. Luxembourg: Publications Office of the European Union (see: <https://www.eurofound.europa.eu/publications/report/2020/capacity-building-for-effective-social-dialogue-in-the-european-union>).