



THE ASSOCIATION OF INDUSTRIAL RELATIONS
ACADEMICS OF AUSTRALIA AND
NEW ZEALAND

AIRAANZ 99

Proceedings of the 13th AIRAANZ Conference Volume 1: Refereed Papers

Thursday 4 to Saturday 6
February 1999
Adelaide, South Australia

Edited by
Chris Leggett
Gerry Treuren



THE ASSOCIATION OF INDUSTRIAL RELATIONS
ACADEMICS OF AUSTRALIA AND
NEW ZEALAND

Current Research in Industrial Relations AIRAANZ 99

The 13th AIRAANZ Conference

**Thursday 4 to Saturday 6 February 1999
Adelaide, South Australia**

Volume 1: Refereed Papers

Edited by Chris Leggett and Gerry Treuren

© January 1999
The Association of Industrial Relations Academics
of Australia and New Zealand

ISBN 0-9590709-2-3

Proceedings of the 13th AIRAANZ Conference Refereed and Non-Refereed Papers

The two volumes of the Proceedings of the 13th Conference of the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) report on current industrial relations research. All of the papers published in these proceedings were presented at the conference held in Adelaide, South Australia, between February 4 and 6, 1999.

The Proceedings contain the papers presented to the first two streams of the conference. The first stream is the fully published, refereed stream. All full papers published in the first volume of the proceedings were accepted by the Conference Committee on the recommendation of external peer reviewers. Referees for each paper were selected by the Conference Committee on the basis of national and internationally-recognised expertise within the discipline. In the occasional case where referees substantially differed in their assessment of the suitability of a paper, the Conference Committee referred the paper to a third referee.

The Conference Committee would like to thank the following for agreeing to act as referees:

Greg Bamber (Griffith), Tom Bramble (Queensland), Paul Boreham (Queensland), Mark Bray (Newcastle), John Buchanan (ACIRRT, Sydney), Ron Callus (ACIRRT, Sydney), Ian Campbell (RMIT), Helen De Cieri (Melbourne), Choe, Man Kee (Visiting Professor, UniSA), Braham Dabscheck (UNSW), Ed Davis (Macquarie), Stephen Deery (Melbourne), Peter Dowling (Tasmania), Ray Fells (UWA), Peter Gahan (UNSW), Clive Gilson (Waikato), Gerry Griffin (NKCIR, Monash), George Hagglund (University of Wisconsin at Madison, Visiting Professor, UniSA), Bill Harley (Melbourne), Ian Hampson (UNSW), Richard Hall (Melbourne), Anne Hawke (NILS, Flinders), Kate Hutchings (QUT), Suzanne Jamieson (Sydney), Anne Junor (University of Canberra), Russell Lansbury (Sydney), Rob Lambert (UWA), Di Kelly (Wollongong), Robyn Kramar (Macquarie), Duncan MacDonald (Newcastle), David Morgan (UNSW), Charles Mulvey (UWA), John O'Brien (UNSW), Michael O'Donnell (UNSW), Greg Patmore (Sydney), David Plowman (UWA), Michael Quinlan (UNSW), Malcolm Rimmer (Deakin), Mark Shadur (Griffith), John Shields (UNSW), Glenda Strahan (Newcastle), Lucy Taksa (UNSW), Vic Taylor (AGSM, UNSW), Julian Teicher (NKCIR, Monash), Trish Todd (UWA), Nick Wailes (Sydney), Janet Walsh (Melbourne), Mark Westcott (Sydney), Gillian Whitehouse (Queensland), Mark Wooden (NILS, Flinders), Chris Wright (UNSW) and the AIRAANZ Executive.

The second volume contains papers that were submitted to the second stream: fully published but not-refereed papers. In addition, the conference offered participants the opportunity to present papers outside the published stream. The Abstract booklet contains the abstracts of these papers.

Additional copies of these Proceedings may be purchased by contacting the Secretary of AIRAANZ.

The Association of Industrial Relations Academics of Australian and New Zealand

The Association of Industrial Relations Academics of Australian and New Zealand (AIRAANZ) was formed in 1983 with the aim of promoting the study of industrial relations in Australian and New Zealand. Membership of the Association is open to individuals who are interested in industrial relations and who are engaged in teaching and/or research in any of the disciplines relevant to industrial relations.

The main activity of AIRAANZ since its formation has been the convening of annual conferences which have examined recent developments in the teaching and research of industrial relations. These conferences are well attended and are characterised by lively discussion and a genuinely collegial environment.

AIRAANZ is a financial sponsor for the journal *Labour and Industry*. It has published a range of research papers and materials which are designed to assist teaching and research in industrial relations, especially literature reviews and bibliographies.

Details of planned AIRAANZ activities as well as copies of past newsletters and memberships forms can be found on the AIRAANZ homepage located at:

<http://www.mngt.waikato.ac.nz/depts/sml/airaanz/airaanz.htm>.

All correspondence concerning AIRAANZ should be directed to the Secretary:

Mark Westcott
Department of Industrial Relations
University of Sydney
NSW 2006

Contents

Labour Adjustment in Australia and New Zealand <i>Cameron Allan, Peter Brosnan and Pat Walsh</i>	1
Three Dimensions of Labour Utilisation: Job Broadening, Employment Insecurity and Work Intensification <i>Cameron Allan, Michael O'Donnell and David Peetz</i>	13
Towards a Realist Model of Australian Union Political Strategy <i>Mark Bahnisch</i>	25
The Australian Auto Industry: Changing Product Markets and Employment Relations in a Period of Uncertainty <i>Greg Bamber and Russell Lansbury</i>	37
A Survey of Health and Safety Practice in the Agricultural Sector of New Zealand <i>Joanna Cullinane and Michael Pye</i>	59
Is Best Practice Sustainable? A Case Study of Change at Fortitude Co <i>Penny Darbyshire, Johanna Macneil and Malcolm Rimmer</i>	71
The Role of Unions in personal grievance resolution: Managers of Discontent <i>Dianne Donald</i>	85
Human Resource Management and Labour Management Committees: Should Unions Participate? <i>Clive Gilson and Terry Wagar</i>	97
Dismissal Arbitration Outcomes in Five Countries <i>George Hagglund</i>	107
NAFTA, Canadian Firms and Labour Standards <i>Katherine Hutchings and Mark Bahnisch</i>	119
Segmentation in Action: The Bargained Introduction of Permanent Part-time Work in a Call Centre <i>Anne Junor</i>	129
Human Resource Management on Greenfield Sites: Attempts at Replication in the UK and New Zealand <i>John Leopold and Jerry Hallier</i>	141
Catching the Lean Production Wave: The Post- or Neo-Fordism Debate in Australia <i>Thomas Murakami</i>	155

The 'Strategic Legitimacy' of Union Democracy in a Fragmented Bargaining Environment: The NTEU and Enterprise Bargaining in Universities <i>John O'Brien</i>	169
Government Control, Managerial Responsibility and Union Response: Wage Bargaining within the Australian Public Service <i>John O'Brien and Michael O'Donnell</i>	181
Ethics and Industrial Relations <i>Chris Provis</i>	193
Communications through the Old and the New Media: Options for the Union Movement <i>John Rice</i>	207
The Feminisation of Work: The Case of Management? <i>Judy Wajcman</i>	215
Union Delegate Presence and the Decline in Union Density: Evidence from the AWIRS Panel <i>Mark Wooden</i>	225