

ORIGINAL

STATUTORY DECLARATION

STATUTORY DECLARATION BY TENDERER

I MARK CRIFFIN do solemnly and sincerely declare that to the best of my knowledge and belief:

1. The **Work Effectiveness Research Program, A.B.N: 83 791 724 622** ("the Tenderer") has made itself aware of the contents of the Request for Tender (RFT).
2. The Tenderer is not aware of any reason which would prevent it from lodging a Tender in response to the attached RFT.
3. The Tenderer, its respective officers, employees, agents or advisers have not violated any applicable law or Commonwealth policies regarding the offering of unlawful inducements in connection with the preparation of its Tender.
4. The Tenderer, its respective officers, employees, agents or advisers have not sought in any way to obtain a special advantage from a Commonwealth officer in connection with the preparation of its Tender.
5. The Tenderer, its respective officers, employees, agents or advisers have not taken steps, and will not take steps, to obtain or use confidential information of the Commonwealth or any Commonwealth Agency or Authority in relation to which the services are proposed to be provided, other than information which is publicly available or made available to Tenderers by the Commonwealth.
6. The Tenderer has not, and will not, engage in collusive Tendering, anti-competitive conduct or other similar conduct with any other Tenderer during the Tender process.
7. I am authorised by the attached resolution of the board of directors of the Tenderer to represent the Tenderer during the RFT process and to bind the Tenderer in any discussions with the Commonwealth.

And I make this solemn declaration by virtue of the penalties provided by the Statutory Declarations Act 1995 (Cth,) for the making of false statements contained in this declaration to be true in every particular.

Signature: M. Criffin

Declared at Brisbane

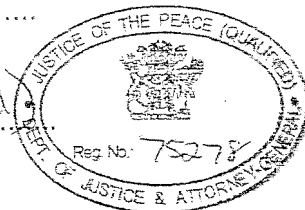
the Eleventh day of November 2003

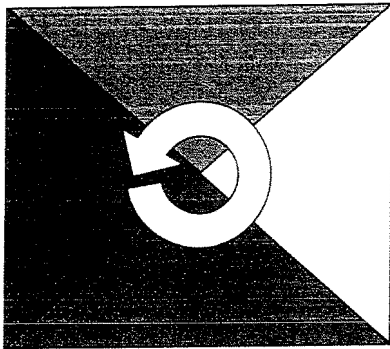
Before me,

Witness: Joanne Ventral

Signature: [Signature] JP (Qual)

Declared at Brisbane





***Work Effectiveness
Research Program***

A Proposal to the
Office of the Employment Advocate
Department of Employment and Workplace Relations

**A LONGITUDINAL STUDY INTO WORK
AND MANAGEMENT PRACTICES**

RTF 2003/15

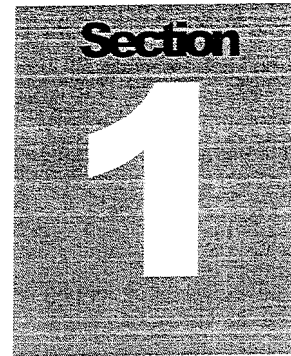
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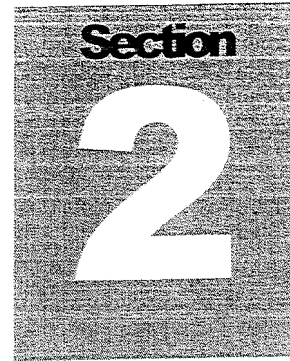
EXECUTIVE SUMMARY

We present a comprehensive model of the factors influencing individual agreement making processes within Australian organisations. This model seeks to explain how a firm's human resource strategies and business strategy influence the processes used to negotiate Australian Workplace Agreements (AWA), and the impact of this process on the agreements that develop. In addition, we examine the consequences of the AWA process for individual and organisational performance.

We build on past research on AWAs, while incorporating a number of important advances over past work in the area. We adopt a multi-dimensional framework for considering an organisation's human resource system. In addition, we also examine a systematic set of organisational and economic factors that extends previous research. We also present a longitudinal research methodology that will enable us to describe patterns of change and to establish the direction and magnitude of causal relationships.

The research design also uses comparison groups to gain a clear picture of the effects of different agreement making processes on work conditions such as wages, benefits, work hours, job design, provisions for work family balance, provisions for wage increases, and annual leave loadings.

The consultants are a consortium of internationally renowned researchers from four Australian universities. Each researcher will provide unique expertise across the areas of HR systems, organizational behaviour, industrial relations, performance measurement, and research methodology.



RESPONSE TO TENDER

PROFILE OF TENDERER

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Queensland University of Technology

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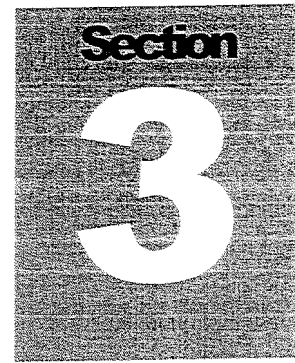
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The Work Effectiveness Research Program

The Work Effectiveness Research Program (WERP) conducts collaborative research projects with a range of partners from government and private industry. The WERP brings together national and international researchers and practitioners to conduct collaborative research projects. The WERP is located in the Faculty of Business at Queensland University of Technology. Professor Mark Griffin is the Director of the WERP. See the supporting material document that contains detailed CVs of Professor Griffin and the team that are associated with this tender.



PROPOSED SOLUTION TO PROVIDING SERVICES

OVERVIEW

Since the introduction of the Workplace Relations Act in 1996, traditional forms of employment regulation in the federal arena have been augmented by Australian Workplace Agreements (AWAs) (Plowman, 1991). Collective forms of regulation encompass awards and certified agreements. In contrast, AWAs provide for individual forms of regulation and are now a significant part of industrial relations in today's workplace (Van Barneveld & Waring, 2002).

Despite the increasing importance of individual agreements, it is difficult to find areas of consensus in the literature investigating AWAs. Overall, researchers have reached a range of seemingly contradictory conclusions (Wooden, 1999).

The primary aim of this proposal is to develop a comprehensive and testable model of how human resource (HR) strategies and an organisation's business strategy relate to the agreement making process, and the outcomes of these strategies for organisations.

In this proposal we identify a methodological approach that will allow us to address the criticisms that have been directed at past research on AWAs. We outline a longitudinal research design that makes use of comparison groups to inform our understanding of the AWA process. In addition, we outline the benefits of adopting a multi-level sampling approach.

Our research model is shown in Figure 1. There are four major issues addressed by the model. At the centre of the model is the AWA process itself, which refers to the way in which agreement making occurs within a firm.

THE RESEARCH MODEL

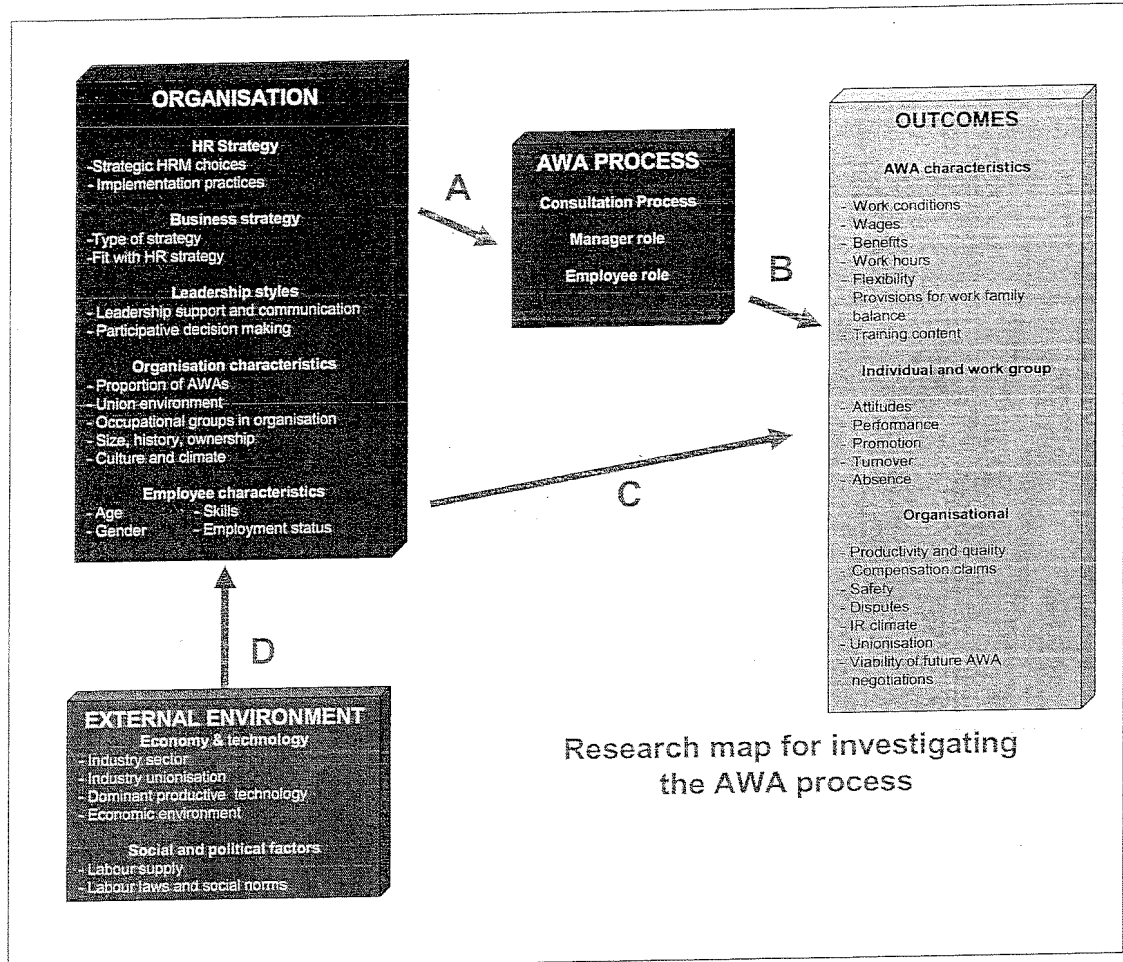


Figure 1
A model of the AWA process within a business performance framework

The AWA process component of the model encompasses issues such as the occurrence and quality of discussions regarding agreements, the impact of employee input on agreements, and the overall role adopted by employers and employees in the agreement making process.

The primary aim of this model is to understand how HR strategies and business strategy influence the AWA process (Pathway A), and the impact of the AWA process on the individual agreements and important outcomes (Pathway B).

Over and above the effects of an organisation's HR strategies and business strategy, we identify a range of other factors that may influence the AWA process. Measuring and

controlling for these other factors allows us to determine how important HR practices and business strategy is in comparison to these other factors.

The other factors that we identify as influencing the AWA process include leadership styles, organisational characteristics such as the proportion of AWAs already in existence and unionisation of a firm, and characteristics of individual employees.

Pathway B shown in Figure 1 suggests that the AWA process that is adopted within an organisation impacts on characteristics of AWAs that develop within that firm. It is suggested that the AWA process also influences individual, work group, and organisational outcomes.

Pathway C posits that HR strategies and business strategy, leadership, organisational characteristics, and employee characteristics also have a direct relationship with the characteristics of agreements that are produced, and with individual and organisational outcomes.

Together, Pathways A, B, and C provide a comprehensive picture of the way AWAs are integrated within organisations and their impact on the agreements that are produced and on individual and organisational effectiveness.

In addition, we investigate the impact of the broader external environment on the organisation (Pathway D). This part of the model is important because it investigates the environmental conditions under which organisations adopt different HR strategies and business strategies.

The next section of this tender, Section 4 provides a detailed analysis of the research, theory, and practice that underlies the development of our research model. Section 5 presents the longitudinal design that will be used.

BACKGROUND TO THE RESEARCH MODEL

THE AWA PROCESS

The starting point for our research model is the AWA process itself. The AWA process comprises the specific activities that are conducted when individual agreements are in development. These activities include the number and quality of discussion around the agreement; the degree of employee input in negotiations, and whether this input results in changes to the agreement; and the degree of individualism in the awards developed within a single organisation.

It is important to develop a comprehensive picture of the specific activities that occur when the AWAs are being developed and the impact of these activities for individuals and employers. Some activities might be more effective than others, and some effective activities might be under-represented. Current research provides an unclear picture of the nature and extent of activities that occur when individual agreements are being developed, and the effects of these activities. Below we outline some of the activities that have been studied as part of the AWA process.

Discussion of AWAs

Some research suggests that employees are often presented with an AWA without any discussion occurring at all regarding the agreement (Van Barneveld & Waring, 2002). In contrast, Gollan (2000) conducted a survey of 500 managers in Australian organisations with AWAs. He reported that 65 per cent of employers held discussions with their employees before commencing the drafting of their AWAs. In addition, Gollan reported that in 59 per cent of cases, discussion led employers to make changes to the AWAs.

Van Barneveld and Waring (2002) suggest that Gollan's (2000) study does not provide any information as to the quality of these discussions between the employer and employee regarding the AWA. In addition, Gollan (2000) found that at least 35 per cent of employers were offered AWAs without discussion.

cost minimisation and work intensification. In contrast, "soft" HRM practices occur when organisations carefully manage employees' needs through a range of progressive policies (Deery & Walsh, 1999; Van Barneveld & Waring, 2002).

A similar distinction has been adopted in the management field, with authors distinguishing between "control" and "commitment" HR systems (Huselid et al., 1997; Wright & Snell, 1991).

"Control" human resource systems refer to the traditional approach to work force management. Here, management attempts to exercise control and achieve efficiency of production, through means such as fixed, narrow job accountabilities and pay linked to individual job performance. Such practices assume low employee commitment, and are designed to produce reliable, but not outstanding performance (Arthur, 1994; Arthur, 1992).

In contrast, "commitment" human resource systems attempt to shape desired employee behaviours and attitudes by forging psychological links between employee and organisational goals. "Commitment" approaches focus on achieving high levels of organisational performance through expanding the capabilities and commitment of employees.

Practices such as heavy investment in training, rigorous selection processes, strong use of incentives linked to company performance, and work designs that promote participation and empowerment are used to increase employee capabilities (Boxall & Purcell, 2003). These practices are also frequently coupled with the provision of employment security guarantees and the reduction in symbolic status differentials between categories of employees (Pfeffer, 1998).

Research findings regarding AWAs and HR practices

Research has produced conflicting evidence regarding whether organisations with employees with individual agreements are characterised by control or commitment HR systems in the Australian context. A number of authors have reported that organisations that have individual agreements are characterised by commitment HR systems (e.g., Gollan, 2001; Wooden, 1999). In contrast, other authors have reported evidence suggesting that organisations using individual agreements use more "control" oriented HR strategies (e.g., Deery & Walsh, 1999).

Wooden (1999) conducted a survey study and reported that employers adopting individual agreements were more likely to report using a "high commitment" management style. However, this author only used a five item scale to classify the organisation's entire HR system and practices.

More recently, Gollan (2001) conducted a survey of 1000 employees operating under AWAs and 1000 employees that were randomly selected to act as a comparison group.

Gollan found that AWA employees were more likely than the comparison employees to believe that management could be trusted, did their best to get on with employees, and give them a say in how things are run.

However, Gollan's (2001) study has been the subject of some discussion. Van Barneveld and Waring (2002) suggest that the comparison group of employees used in this study may have contained individuals under a myriad of employment arrangements. These authors questioned whether this group is an appropriate comparison sample as discussion has always emphasized the AWA versus collective bargaining comparison (Van Barneveld & Waring, 2002).

In contrast, Deery and Walsh (1999) used the Australian Workplace Industrial Relations Survey 1995 (AWIRS 95) to identify the characteristics of workplaces which had more than 60 per cent of their non-managerial workforce on individual employment contracts. These authors reported that organisations that adopted individual agreements did not use commitment HR practices. Rather, they used HR practices focused on performance management of their employees, and sought to achieve higher effort by combining individual financial incentives with staff appraisal, characteristic of a more traditional 'control' approach.

Roan, Bramble, and Lafferty (2001) also reported results more consistent with Deery and Walsh (1999). They found that organisations were more likely to adopt "hard" HR practices that emphasised the minimisation of costs and maximisation of flexibility of hours.

Issues with existing research

One issue that exists with existing research regarding the link between individual agreements and an organisation's HR strategies is the use of the "control" vs "commitment" HR distinction. In particular, there has been considerable recent debate concerning the universalistic assumptions inherent in this approach.

It has also been suggested that the detail of what defines "best practice" HR will vary according to the particular social, political legal and economic context of the firm (Baron & Kreps, 1999; Youndt, Snell, Dean, & Lepak, 1996). This may limit somewhat the applicability of commitment-based prescriptions for HR practice across national, sectoral and organisational boundaries (Boxall & Purcell, 2003).

The limitations of categorising HR as either "commitment" or "control" practices may particularly apply to countries where there are strong histories of collective bargaining and independent union representation, such as in Australia (Marchington & Grugulis, 2000). Because of the context within which commitment-models of HR have been developed (mainly USA), the agreement making process that occurs in countries such as Australia is typically not explicitly addressed by such formulations.

To address the above concerns regarding reliance on the control versus commitment HR distinction, we propose to adopt a multi-dimensional framework when considering the HR practices that are present within an organisation.

That is, we will not only consider HR practices in terms of “commitment” and “control” systems, but will adopt a variety of other classification systems to provide a comprehensive understanding of the HR strategy and practices being used within firms. This will enable us to make more accurate links between HR practices and the individual agreement making process.

Business strategy

Business strategy refers to the set of decisions that determine the direction of a firm (Bird & Beechler, 1995). Firms select business strategies in accordance with the evaluations they make about their distinctive competencies and the environment in which they wish to compete (Mintzberg, 1990).

Current thinking suggests that an organisation’s business strategy and their HR practices and policies are interrelated (e.g., Bird & Beechler, 1995; Huselid, 1995; Miles & Snow, 1984; Schuler & Jackson, 1987). That is, some authors have suggested that the HR strategy adopted by a firm is determined by the specific business strategy a firm adopts, which is itself influenced by environmental constraints.

This suggests that firms that achieve a tighter fit between environmental constraints, strategy requirements, and the HR strategies adopted will perform better than those that do not (Bird & Beechler, 1995). When a firm’s environmental situation matches its business strategy and HR strategy then this is referred to as achieving “external” fit. In contrast, when firms adopt a set of internally consistent HR practices, authors have discussed this as achieving “internal” fit (Huselid, 1995).

Despite interest in the relationship between a firm’s business strategy and their HRM strategy, relatively little research has examined this issue. Exceptions are studies by Bird & Beechler (1995) in Japan, Delery, and Doty (1996) and Youndt, Snell and Lepak (1996) in the U.S. Guthrie, Spell and Nyamori (2002) conducted a study in New Zealand while Sanz-Valle, Sabater-Sanchez and Aragon-Sanchez (1999) conducted a study in Spain.

Generally speaking, this research suggests that whilst HRM practices sometimes vary in a manner consistent with competitive strategy this is not always the case. Differences in the degree and nature of fit with competitive strategy observed across such studies probably reflects the dynamic nature of competition, and the influence of other contextual factors that vary across national and firm boundaries, including social norms and agreement-making processes.

In summary, this review indicates that there is a link between an organisation's business strategy and the type of HR strategies and practices they adopt. However, the nature of that link is likely to reflect a range of contextual influences specific to the Australian context, including the nature of the agreement making process within firms. Therefore, our research will include a systematic assessment of business strategy when examining the links between HR practices and agreement making processes in firms.

Leadership

Researchers have not paid a great deal of attention to the role of organisational leaders on the AWA process. Rather, authors have focused on examining whether management's preferences are an important reason for the presence of individual agreements.

Wooden (1999) found that just over 70% of respondents at workplaces where individual agreements were in place indicated that management preferences were an important reason for the existence of such agreements.

In addition, in those workplaces where individual agreements had increased in the three years prior to the survey, almost 80 per cent of respondents identified management strategy as the driving force behind the increase in AWAs.

Our research will investigate whether, in addition to their preferences, organisational leaders influence the AWA process through the behaviours that they typically display in the workplace. In particular, participative and supportive leadership, and high levels of leader communication are likely to be important drivers of a positive agreement making process.

Participative leadership involves consulting with employees on an individual basis and may also involve making joint decisions as a group (Yukl & Van Fleet, 1992). In general, employees overwhelmingly prefer working in a participative decision making climate and supervisors prefer this climate as well (Miller & Monge, 1985). Supportive leadership involves being considerate of and aware of employees' needs.

We propose that participative and supportive leaders will be likely to consult with employees regarding AWAs, and will provide opportunities to negotiate about AWAs. Both of these factors will result in the development of a positive AWA agreement making process.

Organisational characteristics

A number of characteristics of organisations adopting AWAs are likely to impact on the agreement making processes used and the subsequent outcomes of this process. These factors are discussed below.

Proportion of AWAs

The proportion of AWAs already in existence in an organisation and industry is likely to influence the extent to which AWAs will be adopted in that firm. In addition, Gollan (2002) reported that the workplaces of AWA employees generally fall between 100 and 499 employees. This research indicates that it is important to consider organisational size when examining agreement making processes in firms.

Unionisation of an organisation

Union presence in an organisation is likely to be an important factor that influences the AWA process. However, the issue of trade unions in respect to individual agreement making processes is underdeveloped (Van Barneveld & Waring, 2002).

Recent research suggests that one in two employees operating under an AWA is a union member (Gollan, 2001). Wooden (1999) reported that while individual agreements covered an average of 31 per cent of employees at non-union workplaces, at workplaces where union delegates were present the coverage was just 4 per cent.

An important finding regarding the influence of unions on AWAs is their influence on the formalisation of agreements. A formalised agreement is one in which the agreement has been ratified by a third party. Wooden (1999) found that the formalisation of individual agreements tends to occur most commonly when unions are present, and when unions are relatively organised as indicated by the presence of a union delegate.

Skills and occupational distribution

Studies have reported that individual agreement making is predominantly a skilled worker phenomenon. Wooden (1999) found that just over half of the workforce at those places where upwards of 75 per cent of the workforce were reported to be highly skilled (that is, employment requiring at least three years of post-school education) were on individual agreements.

Wooden (1999) also reported that the incidence of individual agreement making was associated with the occupational composition of the workforce, with blue-collar workers far less likely to be covered by individual agreements than workers in other occupational categories.

Employment status

The incidence of individual agreements also varies with part-time employment. Individual agreements are relatively rare at workplaces where part-time employment is relatively common (Wooden, 1999).

Foreign ownership

Wooden (1999) reported a link between AWAs and foreign ownership, with individual agreements more common at wholly or partly foreign-owned firms. This effect remained even after controlling for industry and other workplace characteristics. In addition, use of individual agreements was more common in organisations selling into foreign markets.

Culture and climate

Organisational culture encompasses the core values, assumptions, and philosophies in a firm (Schneider & Gunnarson, 1992). Organisational climate refers to the themes or imperatives that employees believe describe their organisation. Climate encompasses the visible practices, procedures and rewarded behaviors that characterize an organisation (Schneider & Gunnarson, 1992).

Organisational culture and climate have a substantial impact on individuals' affective and behavioral reactions (e.g., Harris & Mossholder, 1996; Sheridan, 1992). For example, cultures characterised as people-oriented, supportive, and personal have been associated with positive outcomes such as satisfaction, commitment, and have been found to decrease turnover rates (e.g., O'Reilly, Chatman, & Caldwell, 1991; Sheridan, 1992).

We propose that organisational culture and climate will have an important impact on the type of AWA agreement making processes that are likely to develop in a firm. For example, a positive agreement making process is more likely to occur in a people-oriented and supportive organisational culture and climate than in a task-oriented organisational culture.

Employee characteristics

Characteristics of individuals such as their skills, organisational tenure, gender, and employment status have been found to influence individual agreements. We briefly discuss these factors below.

Researchers have reported that women are generally worse off than men under AWAs (Van Barneveld & Waring, 2002). Preston and Crockett (1999) concluded that the two states that are pursuing individual bargaining prior to 1996 have a gender wage gap that is significantly higher than that of NSW, which uses collective bargaining.

Employees' skills, tenure in the organisation, and employment status are also likely to influence the extent to which they can influence the AWA process.

Employees that are highly skilled, have a long tenure in an organisation and / or industry, and are full-time staff are more likely to have resources and to have more capacity to influence the AWA process than individuals that are not as highly skilled, have shorter tenure in the organisation and / or industry, or are employed on a casual or part-time basis.

OUTCOMES

The impact of AWAs on outcomes is a critical part of the research model. The investigation of outcomes will identify the impact of the AWA process on the quality of AWA agreements, and effectiveness at the individual, HR Unit, and organisational level. Below, we discuss each of these outcomes in more detail.

AWA characteristics

A key outcome to be examined in this study is the characteristics of the agreements that are produced. The quality of agreements will be determined by examining indicators such as the training content of agreements, the provisions for work/family balance contained in agreements, annual leave loadings, and provision for wage increases over the life of the agreement, and the degree of individualism in awards compared to individuals under other types of agreements.

A number of studies have been conducted to compare and contrast the characteristics of AWAs with the characteristics of other types of agreements, such as those created by collective bargaining processes. A number of these studies are examined below.

Whitehouse (2001) reported that the incidence of work/family provisions was slightly lower in AWAs than in the collective agreements she studied. Leonard (2001) studied AWAs in three banks and found that women had reduced access to family friendly work arrangements. In addition, analysis revealed that open-ended hours provisions limited employee discretion to balance work and family commitments.

Roan and Lafferty (2001) examined 539 AWAs from employers who had signed an agreement between March 1997 and June 1998. Analysis of these agreements revealed considerable disparities in terms of the training and skills provisions addressed.

Specifically, approximately 72 per cent of individual agreements contained no reference to training. Roan and Lafferty (2001) concluded that the disparity in training provisions between agreements means that the outcomes for employees will vary widely.

As yet however, researchers have not systematically determined what factors influence the characteristics of AWAs that develop within organisations. We will address this issue in this study.

Individual and organisational effectiveness

We use work by Dyer and Reeves (1995) to guide our discussion of organisational effectiveness in this proposal. These authors suggested that three broad issues should be evaluated when examining organisational effectiveness.

The first component of organisational effectiveness is human resource outcomes, and includes outcomes such as absenteeism, turnover, and individual and group performance.

The second component of organisational effectiveness addresses organisational-level outcomes such as productivity, quality, and service.

The third component of organisational effectiveness is financial or accounting outcomes such as return on invested capital or return on assets.

Figure 1 suggests that the agreement making process influences individual employees or human resource outcomes. As suggested above, these outcomes include employees' general attitudes to their job and to the organisation as a whole, absenteeism, turnover, and individual and group performance. This group of outcomes has received very little attention in the literature on AWAs.

We propose that that the agreement making processes within an organisation will influence individual and group outcomes. For example, agreement making processes that involve extensive consultation and discussion will increase job satisfaction and reduce turnover.

In addition, Figure 1 also suggests that agreement making processes will also have a long-term impact on organisational outcomes such as productivity, quality and service. For example, when a positive agreement making process is in place, it is likely that organisations will benefit due to an improvement in these measures.

Specifically, we propose that a positive agreement making process will have organisational benefits such as enhanced productivity, reduced conflict, and improvement in the industrial relations climate in the organisation, and an increase in the viability and sustainability of future AWA negotiations.

Finally, it is also likely that the AWA process will influence an organisation's financial outcomes via its influence on human resource or individual outcomes and on organisational outcomes. However, it is important to recognise that the proposed sample size for this project is not sufficiently high to allow us to make definitive statements about the influence of HR and business strategy on indicators of organisational performance.

EXTERNAL ENVIRONMENT

A range of economic, social, political and technological factors influence individual agreement making processes and these factors are outlined below.

The use of AWAs varies markedly across industries. Individual contracts are more common in the private sector and among non-union workplaces. Individual agreements are

most common in the property and business services, where individual agreements covered almost half of the total non-managerial workforce (Wooden, 1999).

Other industry sectors where individual agreements are common include public utilities, retail, trade, mining, and those industries within a miscellaneous "other" category (government administration, health and community services, education, cultural and recreational services, and personal and other services (Wooden, 1999).

Industry factors also influence the formalisation of AWAs. Formalised agreements are most common in the mining, manufacturing, and construction industries. Specifically, 36 per cent of all workplaces in these sectors with individual agreements sought approval from third parties for their agreements. In contrast, formalised agreements were very rare in the finance and insurance, property, and business services industries (Wooden, 1999).

In addition, formalised agreements are less common at workplaces without blue-collar workers or where the workforce is dominated by women.

RESEARCH QUESTIONS AND METHODOLOGY

RESEARCH AIMS

The specific research questions to be investigated in the longitudinal research project will be developed in consultation with the OEA. However, the model that we have presented is based around a number research aims.

The primary research aim of this proposal is to explore the impact of business strategy and HR practices on the AWA process and the characteristics of the individual agreements that arise out of this process.

Examples of research questions that might arise out of this focus are listed below.

1. Does business strategy and HR practices impact on the AWA process adopted within organisations?
2. Do individual HR practices contribute to a positive AWA process or are HR "bundles" more influential?
3. Do certain HR "bundles" have a more positive impact on the AWA process adopted within organisations than other HR "bundles"?
4. Do organisations that possess business strategy and HR strategy complementarities experience more positive AWA processes than organisations that do not display internal fit?
5. Does "external fit" or business strategy, HR strategy, and external environment complementarities produce a more positive AWA process than organisations that do not display external fit?
6. How strong is the link between AWA processes and the characteristics of AWAs that develop within an organisation?
7. Is there a direct relationship between business strategy and HR strategies and AWA characteristics or does the AWA process mediate this relationship?

An important element of the design of the research project is the use of a comparison group of employees who are operating under different types of agreement. One suitable group of comparison employees may be individuals who are operating under collective

agreements. A number of research questions may arise out of this design. Some examples of these research questions are outlined below.

1. Do organisations that adopt individual agreements use a different set of HR practices to organisations that operate under collective agreements?
2. Do HR practices and business strategy have an equally strong relationship with agreement making processes in organisations that adopt AWAs in comparison to organisations that operate under collective agreements?

A secondary research aim of this proposal is to explore relationships between the AWA process and AWA characteristics and individual and organisational outcomes. However, an important caveat here in regard to organisational outcome measures is that given the sample size of the study, analysis will focus on performance of HR Units as opposed to organisational performance.

SAMPLE

Sample frame

The sample size consists of 20 organisations that will be selected by the OEA. We also discuss the sample in terms of “sub-units”. Each of the 20 organisations consists of a number of distinct departments or divisions that can act as sub-units for the purposes of the study.

Sub-units are self-contained organisational areas with some degree of independence from other sub-units in the organisation. It is important that these units are able to implement HR strategy that might differ from other units in the organisation. By using this sampling structure, the overall design can be considered a multilevel sample with each level of the sampling hierarchy nested within the level above it.

Figure 2 visually presents the multilevel nature of the sample. We present an estimate of the sample size that might be obtained at each level of analysis. The figure assumes that over the 20 organisations there will be 50 distinct sub-units. We expect that while a number of organisations will comprise a single sub-unit, a number of larger organisations might have two or more branches or divisions that operate as separate sub-units.

Figure 2 then estimates that each sub-unit will include an average of 20 managers, who will be responsible for an average of 9 employees. These figures provide an estimate of the sample size that can be used for determining the power of analyses that will be conducted.

In order to maximise the power of our analyses, we propose to sample all employees within each of the 20 organisations participating in the research project.

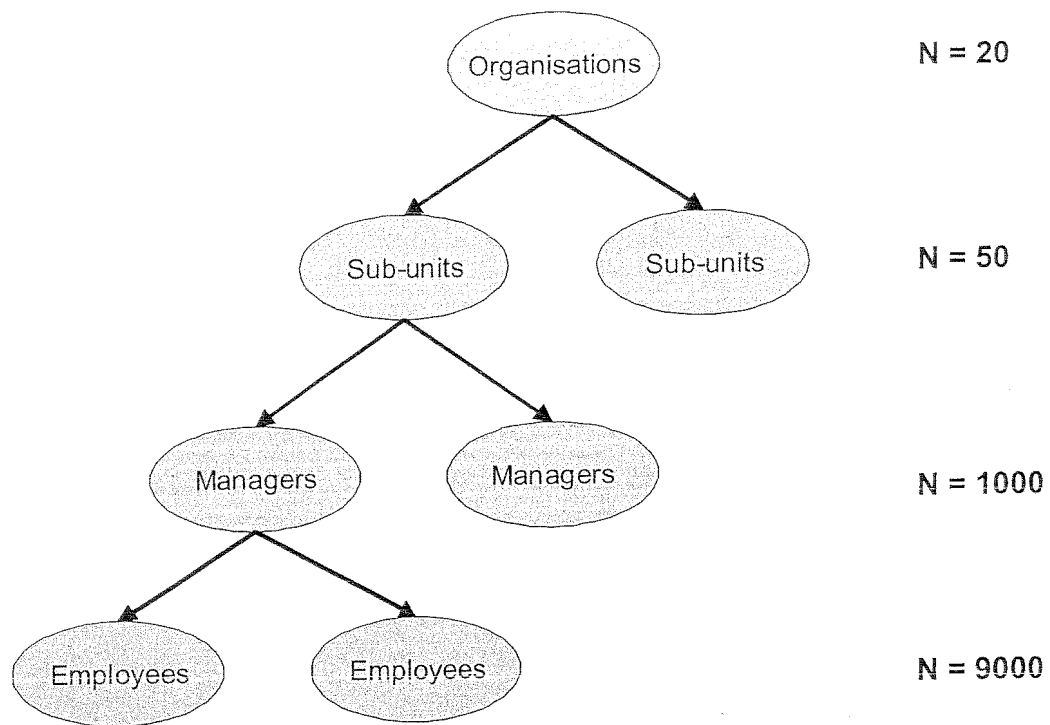


Figure 2
Schematic representation of sampling at each level

It is important to consider the sample size at each level of the hierarchy. This issue is important because as the number of sub-units increases so does the power of analyses that we conduct and the kinds of inferences that can be drawn from the data we collect.

Comparison group

An important component of the design of this study will be the use of a comparison group or groups of employees. An appropriate comparison group will enable us to test whether HR strategies and the business strategy within a single organisation have a differential impact on individuals under AWAs versus those operating under other arrangements. In addition, this design allows us to determine whether organisations using different HR practices and business strategies use different agreement making processes, and also to address whether individuals operating under AWAs display differential attitudes and performance to individuals under other arrangements.

Appropriate comparison groups will be determined after discussion with the OEA. However, researchers have generally focused on contrasting the conditions of individuals operating under collective agreements with those operating under individual agreements. As such, it seems likely that an appropriate comparison group will be employees that are operating under collective agreements.

It is critical in this design that sufficient information on the demographic characteristics of the comparison groups be collected. It will be important to collect detailed information on individuals' occupation, the award they are under and how the award came about, characteristics of any discussions that led to their agreement, their employment status, and when the agreement came about.

Generalisability of results

It will be important to be able to contrast the 20 organisations participating in the study with the population of organisations in Australia. This will enable us to determine how representative the results of the study are and for which organisations the results will be most applicable to.

MEASURES

AWA measures

The distinction between individual contracts and other arrangements needs to be made clear to interview and survey respondents. It is envisaged that a procedure, such as that adopted by Wooden (1999) would be appropriate.

Wooden (1999) distinguished individual agreements from other arrangements by the requirement that such arrangements not only be developed after negotiation between individual employees and employers, but by the requirement that the details of those agreements differed in some way from, or involve significant additions to relevant awards or collective agreements.

Such agreements may or may not have been ratified by an industrial tribunal or other statutory authority. Wooden (1999) also specifically requested that respondents ignore verbal agreements and only respond with respect to written agreements.

HR measures

Given the focus of this research on determining the impact of HR and business strategy on the AWA process, an important component of the research methodology is the measures that will be used to classify organisations' HR system. We will use both interview and survey data to assess the characteristics of the HR systems of the 20 participating organisations.

We propose to examine organisations' HR systems on a number of measures including the individual practices that occur within an organisation, the HR bundles that exist in the organisation, and the "fit" of HR practices (Beatty, Huselid, & Schneier, 2003; Huselid, 1995).

We propose to examine two types of fit, which are outlined below.

- 1) Internal fit – is concerned whether an organisation has an internally consistent set of HR practices and,
- 2) External fit – is concerned with whether an organisation's environmental situation matches its business strategy and the HR strategy.

The idea of an internally consistent set of HR practices is concerned with whether an organisation adopts a fairly complete, mutually reinforcing or synergistic set of HR practices (Dyer & Reeves, 1995).

It is important to adopt a variety of different approaches to describing organisations' HR systems and practices so as to overcome the limitations noted previously that apply to categorising HR as either "commitment" or "control" practices.

The use of a variety of different systems through which to think about HR strategies will ensure that we are able to draw meaningful conclusions about the relationship between HR practices and AWA processes within organisations.

AWA characteristics

A primary outcome of interest in this project is the characteristics of the agreements that develop within organisations. As discussed previously, authors have examined indicators such as the training content of agreements, the work family provisions and flexibility options contained in agreements, the existence of provisions for wage increases over the term of the agreement, and the annual leave loading provisions.

We will assess these measures in this study, with the aim of selecting a wide variety of indicators of the quality of AWAs that develop within organisation. In addition, we will also examine the degree of "individualisation" of AWA agreements within organisations. A number of authors have suggested that the extent to which individual agreements differ between individuals within a single organisation is an important indicator of the quality of agreements being produced in a firm.

Individual outcome measures

A range of individual outcome measures will be assessed in this study. We will assess employee attitudes, individual performance, and group performance. The collection of a range of diverse measures ensures that we can get a good understanding of the relationships between AWA processes and individuals' experience in the workplace.

Organisational outcome measures

A range of indicators of organisational-level outcomes will be used including productivity, quality, service, and financial or accounting outcomes, such as return on invested capital or return on assets.

The use of a variety of measures and methodologies to capture information about HR practices and business strategy is an important advance in research on AWAs.

It is important to recognise that due to the small sample size proposed for this project that our ability to draw meaningful links between organisational-level outcome measures such as financial or accounting outcomes will be limited. In order to draw meaningful links between these outcome measures and AWA processes a sample size in excess of 50 HR units is required.

LONGITUDINAL DESIGN

The objective of the current proposal is to investigate the influence of four broad factors, including HR practices and business strategy, on agreement making process and AWA characteristics and individual and organisational outcomes.

To test the model outlined in Figure 1, a longitudinal research study will be conducted. Longitudinal research involves collecting data for each variable for two or more distinct time periods. In addition, this type of research involves analyzing the same (or comparable) subjects or cases from one period to the next, and engaging in some comparison between or among periods (Menard, 2002).

There are two primary purposes of longitudinal research. First, this type of research allows us to describe patterns of change and, second, this type of research allows us to establish the direction and magnitude of causal relationships (Menard, 2002).

Three criteria are essential to establish the existence of causal relationships. First, the phenomena or variables in question must covary as indicated, for example, by a nonzero correlation between two variables. Second, the relationship must not be attributable to any other variable or set of variables.

Third, the supposed cause must precede or be simultaneous with the supposed effect in time, as indicated by the change in the cause occurring no later than the associated change in the effect. The third criterion can usually only be tested adequately with longitudinal data.

It would be desirable to be able to assess some individuals before they enter into an individual agreement so as to compare their work conditions and well-being and

performance prior to the agreement with their conditions, well-being and performance after they have entered into an individual agreement.

Tracking these individuals longitudinally would enable the research team to establish a clear picture of how the entire agreement making process operates and the time that these processes take to come into operation.

PROCEDURES

A variety of different procedures will be used in this research project including focus groups and interviews, survey administration, and examination of archival records. The procedures that we will adopt in this longitudinal investigation of factors influencing the agreement making process are outlined in Table 1.

Table 1
Description of the research process

Research stage	Task	Methodologies / Procedures	Timeline
Stage 1	<p>Consultation with the OEA regarding the purpose and nature of the interviews to be conducted</p> <p>Conduct a systematic assessment of the HR and business strategy of the 20 participating organisations via interviews/focus groups</p>	Interview top management, HR staff, and employees within each of the 20 organisations regarding the HR practices that are endorsed in that organisation	Month 1 to 3
Stage 2	Consultation with the OEA regarding the content of the surveys to be administered	Design survey to be administered to participating organisations	Month 2 to 4
Stage 3	Analyse and collate data from Stage 1	Feedback preliminary results to OEA regarding the HR and business strategies in use in the sample	Occurring during Month 1 to 4
Stage 4	Administer survey to participating organisations	Administration of survey to sample	Month 5 to 7
Stage 5	Analyse survey results	<p>Using a range of analytic procedures, we will analyse the survey data and will produce a report detailing our findings</p> <p>Feedback the report to the OEA for feedback</p> <p>Incorporate changes to the report</p>	Months 8 to 11

Stage 6	Review the research procedure for that year	We will conduct a review of the year with the aim of identifying areas for improvement and strengths of the processes	Months 11 to 12
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ANALYSIS

A longitudinal design with a multilevel data structure raises both analytic opportunities and complexities. The research team has extensive experience in appropriate analyses and is in a position to conduct a wide range of multivariate techniques to analysis the longitudinal data resulting from the research process.

In addition, the team has considerable experience in the development of reliable and valid measures to use in both qualitative and quantitative research.

Data modeling issues

Our analysis is based around investigation and elaboration of the model presented in Figure 1. A number of analytic issues arise from the model, data, and procedures. We address these issues below in a non-technical way. A more technical analysis of statistical modeling issues can be provided if required.

Variance components

We will investigate the variance composition of the data across different levels of measurement (e.g., individual, HR unit, and organisation). This analysis is critical for determining the level at which it is appropriate to investigate linkages in the model.

Multilevel modeling

The variance components analysis will provide guidance on the analysis of the multilevel structure of the data. For example, if we can demonstrate appropriate variance in AWA process across HR units in the study, we can then model the link between organisational characteristics and AWA processes in HR units.

Structural modeling

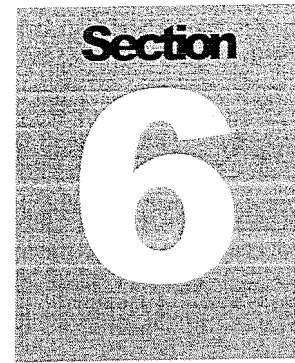
Structural models provide a comprehensive analysis of relationships among multiple measures and are very useful for evaluating the relationships in our research model. However, the proposed sample size limits the opportunities for structural modeling of the

data at the organisational level. We will use variants of structural modeling, such as path analysis, where the sample size is sufficient to assess relationships reliably.

Longitudinal analysis

As noted previously, longitudinal research allows us to describe patterns of change. For the purposes of describing change it is important to make distinctions between qualitative and quantitative change, short-term and long-term change, whether the change we are interested in is a change in values of one or more variables or a change in the relationship between variables and whether we are interested in describing, predicting, or explaining change (Menard, 2002).

Our analysis of the longitudinal relationships among measures will focus on describing the patterns of relationship over time. We will use a variety of analytic techniques to analysis the longitudinal data including regression analyses, structural equation modeling, and hierarchical linear modeling.



PERFORMANCE MEASURES AND SUB- CONTRACTORS

PERFORMANCE MEASURES

We identify a number of measures that could be used to assess our performance under the contract. In particular, we suggest a number of performance indicators including;

- 1) Delivery of services that meet or exceed the OEA's expectations as expressed in the contract
- 2) Meeting timelines agreed in the contract
- 3) Inclusion of feedback from the OEA in the research process
- 4) Demonstration of an understanding of the cultural characteristics of the OEA as expressed by tailoring research products to the particular needs of the organisation
- 5) Keeping all research partners informed of progress on a regular basis
- 6) Maintaining effective relationship with stakeholders as assessed by the regularity of meetings and feedback to stakeholders
- 7) Provision of summary progress reports
- 8) Periodic feedback to research partners
- 9) Maintaining best practice in the field of organisational research
- 10) Utilisation of high quality standards in project management

SUB-CONTRACTORS

No sub-contractors will be used in conducting this research project.

VALUE-ADDED SERVICES

We offer a range of value-added services in this proposal including;

- 1) A major value-added service offered in this proposal is the provision of regular progress reports during the course of the longitudinal research process.
- 2) We are able to provide a choice of different survey delivery methods including pen and paper or internet delivery, or a combination of both methods.
- 3) We have access to a large benchmarking database on employee attitudes and organisational effectiveness that is based on responses in the Queensland Public Sector.
- 4) If internet survey delivery is selected, then we have the capacity to provide immediate feedback on individuals' survey results.
- 5) We have expertise in integrating diverse data sets in order to address critical business questions.

Section
8

PRICING SOLUTION

The pricing solution for Year 1 of the longitudinal research project is provided in Table 2 below. Table 3 contains the pricing solution for the second and third year of the research project.

There are a number of points to note about the pricing solution offered for Year 1 of the project. First, we have included a substantial number of interviews and focus groups in the initial stages of the project. This design has been adopted to allow us to develop a sound understanding of the 20 participating organisations that we will be working with. In Years 2 and 3 we propose to conduct substantially less interviews than in Year 1.

Second, we are able to administer surveys via the traditional pencil-and-paper format or over the internet. However, both options are costed the same. This occurs because we provide an additional service with the internet delivery mechanism. Specifically, we are able to provide respondents with immediate feedback regarding their survey results in comparison to a benchmark group when they complete the survey.

Table 3
Pricing solution for the longitudinal research process in Year 1

Research stage	Task	Cost Summary	Cost Details
Stage 1	Consultation with the OEA regarding the research project prior to systematically assessing the HR and business strategies of the 20 participating organisations	- Consultation OEA – 4 meetings (phone or in person)	\$2,000
		- 20 x 1 day interviews/focus groups with HR units including interviews with managers, employees.	\$20,000
		- Assume Sydney (10), Melbourne (10); one organisation per day.	\$4,000
		- 30 x 1 hour telephone interviews with 30 smaller HR units located with the 20 organisations	\$800
		- Travel costs to and from organisations	\$1,400

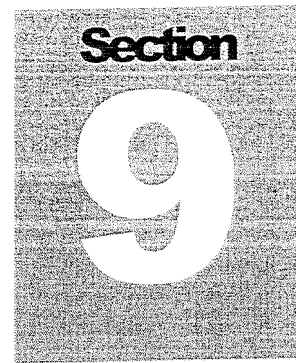
		<u>Flights</u> - Brisbane -> Melbourne (12 days) -> Sydney (14 days) -> Brisbane <u>Accommodation costs</u> - Melbourne 12 nights - Sydney 13 nights - Sustenance and incidental travel	\$1,500 \$4,000
Stage 2	Consultation with the OEA regarding the content of the survey to be administered	Consultation and survey development	\$2,000
Stage 3	Analyse and collate data from Stage 1	Stage 1 data analysis (qualitative) Feedback/reporting of preliminary results from interviews and focus groups	\$5,000 \$5,000
Stage 4	Administer surveys	- Paper and pencil Survey distribution – per unit cost \$4 paper-based. Assume 500 employees per organisation = 10,000 employee surveys - Web-based survey - includes an immediate report of respondents' results to the individual. This service is not available with paper-based surveying.	\$40,000 (paper-based) \$40,000 (web-based)
Stage 5	Analyse survey and HR data	- Data input Assume 80% response rate- 8000 respondents - Data analysis - Report to OEA for feedback Provision of final report (survey 1)	\$4,000 \$4,000 \$14,000
Stage 6	Review the research procedure for that year	<u>Focus groups</u> - Assume 6 focus groups - Consultation with OEA; Report results of the review - Travel costs to and from organisations <u>Flights</u>	\$5,000 \$4,000 \$400

		- Brisbane -> Sydney return (3 days)	\$500
		- Accommodation costs Sydney 4 nights Sustenance & incidental travel	\$700
Additional Allocation		To cover unexpected travel costs; extra organisation interviews and surveying	\$1,700
Value Added Services	Progress Report	Produced at the end of month four outlining outcomes of interviews and survey pilot testing	0
Total			\$120,000

Table 4

Pricing solution for the longitudinal research process in Year 2 and Year 3

Research stage	Task	Cost Summary	Cost Details
Stage 1	Administer surveys	- Survey distribution – per unit cost \$4 Assume 500 employees per organisation = 10,000 employee surveys	\$40,000
Stage 2	Analyse survey data	- Data input Assume 80% response rate- 8000 respondents - Data analysis - Report to OEA for feedback - Provision of final report	\$4,000 \$2,000 \$14,000
Total			\$60,000 / year



REFEREES

Three industry partners that have worked closely with the work of the WERP are listed below.

1. Queensland Department of Employment and Training

DET Contact: Mr Brett Mayze, Phone (07) 3225 2436

Title of Project: An Assessment of Staff Opinions and Organisational Effectiveness within the Department of Employment and Training 2000, 2001, 2002, 2003, ongoing

This research collaboration involved the use of surveys containing both quantitative and qualitative measures to explore employees' opinions about a range of work-related issues, and also assessed organisational functioning on key indices of work effectiveness. Benchmark data was also used to provide work units, business units, and divisions with a comparative image of their work environment in relation to other functional levels within the organisation. Findings have been used to generate a diagnostic map of organisation effectiveness, and to support strategic change by identifying important drivers of organisational effectiveness.

2. Queensland Department of Public Works (2000-2003)

DPW Contact: Mr Steve Maugham, Phone (07) 32245990

Title of Project: Linking Strategic Decision Making to the Staff Survey Process, 2000-2003

The long-term collaboration between the Department of Public Works and QUT has been concerned with increasing the effective use of survey data. This project has involved a range of methodologies that have gathered information on staff attitudes and organisational effectiveness.

The WERP has been involved in conducting an organisational-wide staff survey, and feeding back survey results via workshops. In addition, this project has integrated staff survey results with human resource information systems (HRIS) data and with other

surveying processes occurring in the organisation. This information has then been linked to the strategic decision making processes in the organisation.

3. Queensland Health Pathology and Scientific Services

QHPSS Contact: Mr Paul Bailey Ph: 36361708; Mr Bob Partridge Ph: 3636 6164

Title of Project: *Work Effectiveness Surveys 2001 and 2002*

The WERP developed and administered surveys, delivered reports, and staff training for feedback to work groups. This project also implemented action planning which included keeping records of those action plans and giving information about what types of actions were associated with improvements on survey measures over time. The survey data was linked with QHPSS code data (on absenteeism, overtime, productivity) and the researchers established that leadership represented a priority for QHPSS to focus on. This work led to submission of an Australian Research Council Linkage Grant.

Title of Project: Australian Research Council Linkage Grant: *Unravelling leadership development: Investigating outcomes, contrasting interventions, and exploring processes* - Years: 2003 to 2005

This longitudinal research project has involved designing and delivering a 360 degree feedback survey designed to assess critical leadership capabilities for QHPSS leaders; delivering a two day workshop on transformational leadership; evaluating the effectiveness of these interventions (360 feedback and the workshop) and executive coaching and training programs through the delivery of a staff opinion survey, repeated 360 degree feedback surveys, and also by examining improvements in productivity and absenteeism within workgroups over time.

Section
10

RESEARCH TEAM

The research team is drawn from four Australian universities. The core team members are Professor John Cordery, Professor Mark Griffin, Professor Sharon Parker, Dr Alannah Rafferty, and Professor Phyllis Tharenou. Brief biographical sketches of the team are included below. Staff members from Queensland University of Technology will have the major responsibility for administering and coordinating the longitudinal research project.

The core research team has an outstanding reputation for delivering high quality applied research. They have conducted projects in many organisations around the world to deliver influential research.

Details of the tenderer's previous or current experience directly relevant to the required services addressing the team's previous survey experience, previous qualitative and quantitative research experience, and previous experience conducting focus groups is outlined below. The research team is well placed to deliver on the proposed research project outlined in this document.

Table 5 below provides a very brief summary of the research team's areas of expertise and their experience in conducting surveys, in using qualitative and quantitative research methods, and in conducting focus groups. More detailed information on team member's expertise and experience is available from the attached CVs.

Table 5
A brief summary of key staff and their areas of expertise

Name	Areas of Expertise	Project Experience
Professor Mark Griffin	Employee measurement systems, multilevel statistical models, data linkage analysis	Manager of over 25 large organisational projects in Australia and internationally. ARC funding on four 3-year projects. All projects include analysis using multiple data systems together with extensive stakeholder liaison and reporting
Dr Alannah Rafferty	Organisational change and development, transformational leadership, survey design and development, focus group and feedback processes	Managed large-scale longitudinal research projects involving both qualitative and quantitative research. She has managed focus groups within a number of organisations in to explore issues related to organisational change and to develop managerial and employee skills in interpreting and using organisational data. She has expertise in using advanced multivariate techniques and in survey development and design.
Professor John Cordery	Designing high performance work systems, work teams and empowerment, developing human capital in organisations.	Over twenty years experience in applied industry-based research, designing and evaluating workplace innovations aimed at enhancing organisational performance . Particular expertise in the design of work systems that promote employee empowerment and commitment. Recent work within the manufacturing and resources sectors has focused on designing human resource management systems to optimise the utilization of advanced manufacturing technology.
Professor Phyllis Tharenou	HR practices and business strategy. Employee careers and international HR. Assessment systems.	Leader of multiple ARC funded projects to investigate organisational performance. Extensive expertise in the development of HR systems and the evaluation of their impact on individual and organisational outcomes.
Professor Sharon Parker	Work design and organisational change to minimise employee stress & maximise employee self-efficacy, learning & well-being; women in the work place.	Manager of over \$2 million dollars of research funds in the UK and Australia, including chief investigator on major longitudinal employee stress project in the UK and current ARC Discovery grant on employee proactivity. Particular research expertise in longitudinal and quasi-experimental research designs, and survey development.

PROFESSOR MARK GRIFFIN
QUEENSLAND UNIVERSITY OF TECHNOLOGY

Mark is Professor of Management in the Faculty of Business. He holds a PhD in organisational psychology from The Pennsylvania State University. Mark has extensive experience in assessing the attitudes and performance of employees in the work place. He has implemented large-scale employee assessment systems in a diverse range of organisations from both the public and private sector.

He has successfully worked with organisations to integrate these systems into activities such as strategic planning, performance management, training and development, and the management of organisational change.

Mark has published numerous articles and book chapters on the link between organisational practices and employee performance. His work has been published a range of leading international journals such as Academy of Management Journal, Journal of Applied Psychology, and Personnel Psychology. He regularly presents international seminars on advanced techniques for the analysis of organisational data.

Mark has worked in private and public sector organisations in Australia, the UK, and the USA to develop measurement systems that inform strategic management and organisational change.

DR ALANNAH RAFFERTY
QUEENSLAND UNIVERSITY OF TECHNOLOGY

Alannah is a postdoctoral research fellow in the School of Management at Queensland University of Technology. She has considerable academic and applied knowledge in the field of organisational psychology, having worked with a number of public and private organisations in areas such as survey administration and feedback, organisational development and change, and leadership development. Alannah has extensive experience in liaising with industry partners in order to successfully implement both short-term and long-term collaborative partnerships.

Alannah has worked with a wide variety of organisations to implement effective measurement systems, provide feedback, and support strategic decision making. She has a particularly strong record of liaising with industry representatives at all organisational levels to ensure the project is understood and supported.

Alannah has implemented advanced statistical analyses and has extensive experience in conducting focus groups for a variety of different purposes. She has a particular interest in working with organisations to achieve strategic change. Recently, Alannah has spent a great deal of time working closely with a variety of different organisations to integrate different data sets so as to inform strategic change initiatives. Recent partners in this endeavour include the Queensland Department of Main Roads and the Queensland Department of Public Works.

Her research interests include organisational change management, transformational and strategic leadership, and research methods. Alannah has extensive knowledge and experience in applying a variety of advanced data analytic and research methodologies to suit the needs of industry.

PROFESSOR JOHN CORDERY
UNIVERSITY OF WESTERN AUSTRALIA

John Cordery has a PhD in Psychology from the University of Sheffield, and is currently Professor of Management at the University of Western Australia, where he teaches both organisational behaviour and human resource management. He is joint Director of the Centre for Organisational Research at the University of Western Australia.

His principal research interests have to do with the design and implementation of innovative work systems, with particular reference to team-based work designs. Since 1995, this research program has attracted grants totalling in excess of \$2 million from a number of funding agencies and private organisations.

Recently, he has been focusing on ways of promoting innovation in work teams, and has also begun work on a project dealing with the nature of integrity and how it shapes organisational behaviour. The results of his research have appeared in journals such as the *Academy of Management Journal*, *Journal of Applied Psychology*, *Human Relations*, and the *Journal of Occupational & Organisational Psychology*.

PROFESSOR SHARON PARKER
UNIVERSITY OF NEW SOUTH WALES

Sharon Parker is Professor of Organisational Behavior at the Australian Graduate School of Management. She is the Academic Director for the AGSM's *Graduate Certificate in Change Management*, and teaches 'Redesigning the Organisation'.

Sharon's research work in the UK and Australia has focused on the redesign of work, such as the introduction of self-managing teams, and the way work design is affected by organisational changes such as downsizing and contingent working. Other research

interests include employee development and learning, the prevention of stress and promotion of safety, and women in the workplace. She is currently investigating how to design work environments and coach leaders to maximise employee proactivity in the work place.

The results of Sharon's research has been published in tier one journals such as the *Journal of Applied Psychology* and *Academy of Management Journal*, as well as in a wide range of other outlets. She recently co-authored a book published by Sage on work design called, *Job and Work Design: Organizing Work to Promote Well-being and Effectiveness*.

Sharon has more than ten years experience working as a consultant and researcher in a range of different organisations carrying out activities such as: diagnosis of organisational problems using multi-method approaches, advice on work and organisational design, advice on other organisational changes, and systematic evaluation of change outcomes.

This work has been conducted within a range of private organisations (e.g. Caterpillar, British Petroleum, Westpac) and public organisations (e.g. UK Health & Safety Executive, Department of Defence, UK Police departments).

PROFESSOR PHYLLIS THARENOU MONASH UNIVERSITY

Phyllis Tharenou received her PhD from the University of Queensland, and lectures in human resources management and organisational behaviour where she is the professor of organisational behavior. She has extensive lecturing experience in both psychology and management departments at postgraduate levels. Her prior academic positions were at the University of Queensland, Griffith University, and the Queensland University of Technology.

Her publications appear, amongst others, in the *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Vocational Behavior*, *Group and Organisation Management*, *Applied Psychology: An International Review*, *Journal of Organisational Behavior*, and the *Journal of Occupational and Organisational Psychology*, and have investigated staffing international careers, managerial career advancement, gender differences in managerial advancement, training and development, performance appraisal, absenteeism, and employee self-esteem.

She has been the Associate Editor of the *Journal of Organisational Behavior*, *Applied Psychology: An International Review*, and *Australian Psychologist*. In 2001, the Australian Psychological Society awarded her the *Elton Mayo Prize* for outstanding contribution to industrial and organisational psychology.

In 1999, she was awarded the Distinguished Scholar Award by the Australian and New Zealand Academy of Management. In 1994, she won the best paper prize from the Journal of Organisational Behavior for her 1993 paper 'A test of reciprocal causality for absenteeism'. In 1989, she received the Outstanding Paper Prize from the Management Education and Development Division of the U.S. Academy of Management for her paper on management training needs analysis, and in 1988, 1993 and 1996 won awards from the Women in Management Division of the Academy for papers on women' and men's advancement in management.

She has been a consultant chiefly in human resource management, and a trainer to both the public and private sectors and universities in the finance, coal, mining, electricity, and telecommunication industries, the armed forces, and policy and line areas of Australian State and Commonwealth Governments.

She was the Director of Human Resource Management in the central agency of an Australian state government. She is a successful candidate in national competitive grant funding. Her current research interests are staffing international work including why individuals are willing to take up international work at home and abroad, for which she has recently had a Large Australian Council Grant, and how organisations staff international work conducted by managers and executives.

Section
11

DETAILED TIMETABLE

Figure 3 presents a summary of the proposed timeline for the first year of the research process. It is expected that a similar procedure will be adopted in the second and third of the research project. However, these processes will become more streamlined over time.

The final form of these activities can be determined through negotiation between the OEA and the research team.

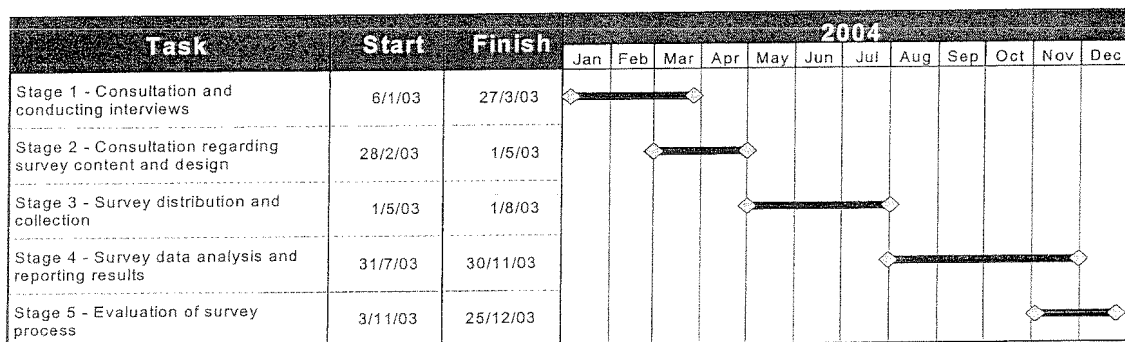


Figure 3
Timeline for the first year of the longitudinal research project

Figure 1 displays the major tasks to be undertaken in the first year of the research project. In addition, we outline the points in the research process where we will report on the progress of the project. We expand on these points below.

Stage 1 – Consultation with the OEA and conducting interviews:

- Consultation with the OEA (Months 1 and 2). Consultation will be undertaken to clarify goals, expectations, and outcomes of the survey project and to consult with the organisation about the interviews to be conducted.

- Interview sample of staff from participating organisations (Months 1 to 3). Semi-structured interviews will be conducted in order to develop our understanding of the participating organisations, their HR systems and typical business strategies.

Stage 2 – Consultation with OEA regarding survey content and design:

- Discussion around the survey developed to assess the research model (Months 3 to 4). This stage of the research process will involve discussion with the OEA and participating organisations regarding the layout and content of the survey.
- Determination of final survey measures (Month 4). Specific survey measures will be finalised after consultation.
- Pilot tests of the survey instrument (Month 4): The survey will be administered to a small pilot group of staff to ensure that employees understand the instructions, can respond appropriately to the survey questions.
- Progress report (Month 4): A written progress report will be provided to the OEA detailing the outcomes of the interview and survey pilot testing process and the final content of the survey that will be administered.

Stage 3 - Survey administration procedures:

- Distribution of surveys (Months 5 to 7). Previous experience indicates that higher response rates are achieved when employees have the opportunity to complete the survey during work hours at a time specifically designated for the survey. Consultation will identify the most appropriate method for different work groups that will maximise response rates.
- Return of surveys (Months 5 to 7). Completed surveys can be returned directly to the survey team so that all data collection and entry can be managed externally to the OEA. Envelopes can be clearly marked with a QUT destination and with appropriate confidentiality notices. All data will be entered and verified using professional data entry personnel.

Stage 4 - Survey data analysis and reporting results:

- Data analysis and communication of survey results (Month 8 to 11): At this stage of the survey process, the data is analysed by the survey team in order to produce a summary of results. An overall report will be produced detailing the results of the survey.
- Presentation of results to OEA (Months 10 to 11): A presentation of the key results will be provided to the OEA that will explore implications of the results and present recommendations for further development. The format of the presentation can vary depending on the time available, the background of the participants, and the goals of

the session.

- Presentation of results to participating organisations (Months 10 to 11): The results of the staff survey will be presented via a brief written report. The format of this report will be developed after consultation with the OEA.

Stage 5 – Evaluation of Success of Survey Process:

Solicitation of feedback from the OEA and participating organisations (Months 11 to 12):

After the survey results are delivered, we will conduct a number of focus groups in order to assess the effectiveness of the survey process. Focus groups will consider a range of issues including;

- 1) The effectiveness of the survey delivery procedure
- 2) The appropriateness of the survey content in terms of the perceived importance of the measures addressed
- 3) The usefulness of the reports and summary of results produced\

Report to the OEA detailing learnings from survey administration process (Month 12): We will provide a brief report that details the results of the focus groups and discussions with the OEA and the participating organisations regarding the effectiveness of the survey process. This report will identify areas for improvement in the survey process, including administration and reporting, and will also identify those aspects of the survey process that worked well.

PROPOSED TIMETABLE AND MEANS OF REPORTING TO OEA

The proposed timeline for the research project is outlined above. The research project has been broken up into five distinct stages. We will report on the progress of the research to OEA on a regular basis.

In particular, as outlined in response to the above point, we will provide the OEA with a number of progress reports. Below, we describe the progress reports that will be produced and discuss the content and purpose of these reports.

1. Progress Report (End of Month 4) – the progress report will be produced by the end of the fourth month of the research project. This report will briefly outline the outcomes of the interview and survey pilot testing process. The progress report will also describe the final content of any survey to be administered.

2. Report on Survey (End of Month 9) – the report on the survey results will detail the sample, the methodologies used, and the results of the survey process. Key findings will be described in detail in this report.

3. Presentation to OEA (Months 10 and 11) – the research team will present the survey results to the executive group of the OEA. The purpose of this presentation will be to discuss the key results and the implications of the findings.

4. Presentation to participating organisations (Months 10 and 11) – survey results will also be made available to participating organisations. The form in which this information will be presented to the participating firms will be determined after consultation with the OEA.

5. Report on learnings from the first round of data collection (Month 12)- a brief report detailing the results of focus groups conducted with key stakeholders to identify the strengths and weaknesses of the first round of surveys will be produced. The aim of this report is to streamline and improve the research process for the following year.

In addition to the formal presentations and reports detailed above, we will also keep in close contact with the OEA contact person or steering committee and the participating organisations throughout the research project. Developing a good working relationship with the OEA and the participating organisations will be critical in ensuring the success of the longitudinal research project.

STATEMENT OF STRENGTHS AND WEAKNESSES OF PROPOSAL

There are a number of strengths of the proposed research process. The strengths of this proposal include;

- 1) The expertise of the research team
- 2) The extensive experience in managing and conducting large-scale research projects
- 3) The qualitative and quantitative research skills possessed by the team
- 4) The use of a comprehensive model to guide the research process

One of the risks inherent in this longitudinal research project is that a high level of participation and engagement is required by the participating organisations over a long period of time. As a result, the research team will need to spend a great deal of time in order to establish close links with the participating organisations so as to ensure that these firms are committed to the research process.

STATEMENT OF COSTING AND INSURANCE

FINANCIAL CAPABILITY

The Work Effectiveness Research Program has the financial ability to settle the Commonwealth's media accounts within the normal accounting period. Audited financial statements for the Queensland University of Technology appear as publicly accessible and downloadable documents on the following web site:

<http://www.frp.qut.edu.au/finserv/financialman/strategicrep/statements.jsp>

CURRENT INSURANCE COVER

Public and Product Liability Insurance

Insurer: QBE Insurance (Australia) Limited & ACE Insurance Limited

Policy No.: 10023390BFL

Limit of Protection: \$100,000,000 except Products Liability limited to \$1,000,000 in USA/Canada

Expiry Date: 31 December 2003

Certificate of Currency can be downloaded from:

<http://www.frp.qut.edu.au/finserv/clientservic/insurance/publicproduct.jsp>

Professional Indemnity Insurance

Insurer: Chubb Insurance Company of Australia Limited

Policy No.: 98280128/2

Limit of Protection: \$10,000,000

Expiry Date: 31 December 2003

Certificate of Currency can be downloaded from:

<http://www.frp.qut.edu.au/finserv/clientsevic/insurance/professional.jsp>

Section
14

STATEMENT OF COMPLIANCE

Below, we outline our compliance with each clause of the RTF (see Table 6). In addition, we also discuss compliance with the draft contract (Table 7).

Table 6

Compliance with the RTF

RTF Clause	Item Description	Compliance	Comment
4.1	Declaration by tenderers	Comply	
4.2	Tenders submitted in response to the RTF will remain valid	Comply	
4.3	Language, measurement, and currency	Comply	
4.4	Executive summary will be provided	Comply	
4.5	Profile of tenderer	Comply	
4.6	Proposed solution to providing services	Comply	
4.7	Value added services	Comply	
4.8	Pricing solution	Comply	
4.9	Demonstrated ability to provide the required services	Comply	
4.10	Compliance with the RFT	Comply	
5.0	Evaluation	Comply	
6.0	Statutory declaration	Comply	

Table 7

Compliance with draft contract

Draft Contract Clause	Item Description	Compliance	Comment
2.0	Provision of consultancy services	Comply	
3.0	Fees, allowance, and assistance	Comply	
4.0	Subcontractors	Comply	
5.0	Specified personnel	Comply	
6.0	Responsibility of Consultant	Comply	
7.0	Commonwealth material	Comply	
8.0	Intellectual property in contract material	Comply	
9.0	Dealings with copies	Comply	
10.0	Disclosure of information	Comply	
11.0	Protection of personal information	Comply	
12.0	Compliance with law	Comply	
13.0	Taxes, duties, and Government charges	Comply	
14.0	Conflict of interest	Comply	
15.0	Conduct at Commonwealth premises	Comply	
16.0	Access to consultant's premises	Comply	
17.0	Indemnity	Comply	
18.0	Insurance	Comply	
19.0	Dispute resolution	Comply	
20.0	Termination and reduction for convenience	Comply	
21.0	Termination and default	Comply	
22.0	Negation of employment, partnership and agency	Comply	
23.0	Waiver	Comply	
24.0	Assignment and novation	Comply	
25.0	Applicable law	Comply	
26.0	Notices	Comply	
27.0	Year 2000 compliance	Comply	

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