



From left: Dr Julie Douglas, Dr Katherine Ravenswood, Julie Haggie and Professor Stephen Teo

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LOVE OF THE JOB NOT ENOUGH TO SUSTAIN NEW ZEALAND'S AGED CARE WORKFORCE

The New Zealand Aged Care Workforce Survey 2014 released at the end of April offers a valuable snapshot of New Zealand's aged care workforce and raises important questions about the value we place on the care of the elderly, says its lead author.

Dr Katherine Ravenswood from the New Zealand Work Research Institute, AUT says low pay, high workloads, an ageing workforce and an increasing demand for aged care add up to a concerning picture for the sector.

"The aged care workforce in New Zealand is often overlooked but that needs to change. Although many of these workers enjoy their jobs, external rewards such as pay rates are increasingly significant factors for retaining them and creating a sustainable workforce."

Dr Ravenswood says the survey reveals an interesting picture of the 'typical' aged care worker in New Zealand: "The average aged care worker is female, aged over 45 and is the main earner in her family, but she earns \$15 or less per hour. She sees herself as skilled but low paid and while she generally loves the work she does, her morale at work is slipping."

The survey found that New Zealand caregivers experience many of the conditions known to encourage aged care workers to stay in the job:

- Being part of a supportive, communicative team.
- Having a workload that allows them to work in a safe and meaningful way.
- Recognition of skills, experience and qualifications and commensurate pay.
- Training and career opportunities.
- Feeling valued by management, society and their clients.

But it also found widespread experience of conditions known to encourage aged care workers to leave the job:

- Low wages.
- High workload and pressure to get the job done.
- Feeling unsupported and undervalued by management.
- An unsafe work environment including mental and physical stress.

"Overall our impression is that although many caregivers love the job and have

good management support, the negative aspects of their work outweighs the positives. This should be a major concern for those planning for the future of New Zealand's aged care workforce," says Dr Ravenswood.

The New Zealand Aged Care Workforce Survey aims to provide accurate information that can be used by policy makers and planners. The inaugural 2014 survey provides a benchmark and first snapshot which the researchers plan to update every two years. The survey collected responses from almost 900 aged care workers in both home and community settings and in residential facilities.

BUSINESS SCHOOL



First word

Professor Tim Bentley



As always, this edition of the NZWRI Newsletter contains a broad array of interesting and informative material, and it is pleasing to note the many contributors from across our team. I hope you will enjoy reading about some of the exciting research and engagement activities our researchers have been involved in. Of note, are brief reports from many recent events we have hosted or presented at, including the NZ Association of Economists, for which Gail Pacheco was co-chair. It was also great to see excellent attendance, and much shared interest and commitment to make a difference at the launch of the New Zealand Aged Care Workforce Survey.

The Future of Work Programme has continued to generate much interest nationally and internationally, and from different sectors of New Zealand industry. The Institute, through Gail Pacheco and myself, continues to work closely with the Labour Party's Future of Work Commission, headed up by

Labour MP, Grant Robertson. I have also been invited to work with the International Labour organisation (ILO) on a project looking at the Future of Work in the ASEAN region, and will attend an Experts' Meeting in Singapore later this year to meet with regional leaders in the future of work field. Finally, I have continued to engage with industry on future of work issues this past quarter, including several keynote addresses on topics such as future of work preparedness and managing an ageing workforce. See inside for details, plus news of progress of the Future of Work research programme.

The coming quarter is once again full of activity and we hope to see you at one of our events or out there in the real world over the coming months.

Cheers
Tim Bentley

In the news

Most aged care workers earn \$15 or less an hour

KAREN KEAST | HEALTH TIMES | 21 MAY 2015

Study results highlight concerns for the sector's future – Dr Katherine Ravenswood

healthtimes.com.au/hub/aged-care/2/news/kk1/most-aged-care-workers-earn-15-or-less-an-hour/862/

Low wages undermine the aged care workforce

CHECKPOINT | RADIO NZ | 28 APRIL 2015

Interview discussing NZ Aged Care Workforce Survey – Dr Katherine Ravenswood

podcast.radionz.co.nz/ckpt/ckpt-20150428-1843-high_workload_low_wages_undermine_aged_care_workforce-00.ogg

Aged care needs urgent attention

PRESS RELEASE | NZ LABOUR PARTY | 29 APRIL 2015

"The problems will only become more acute with our ageing population." – refers to study led by Dr Katherine Ravenswood

www.scoop.co.nz/stories/PA1504/S00371/aged-care-needs-urgent-attention.htm

Events, engagements and group updates



AUT GROUP FOR IMMIGRATION & INCLUSION RESEARCH

PROFESSOR PIO JUDGE FOR THE RACE UNITY SPEECH AWARDS

Professor Edwina Pio was invited to judge for the The Race Unity Speech Awards in May. The chief judge is Superintendent Wallace Haumaha, and other judges alongside Edwina include Dame Susan Devoy, Berlinda Chin and Barbara Morgan.



Professor Pio (second from left) with competition winners and the judging panel.



WELLBEING & PERFORMANCE RESEARCH GROUP

NEW ZEALAND WORK RESEARCH INSTITUTE

SUCCESSFUL FUNDS APPLICANTS

- Roy Smollan received funding to support presenting his paper on coping with stressful organisational change at International conferences
- Diep Nguyen received funding to attend a conference in Hong Kong to present her doctoral thesis study which aims to examine line managers' perceptions of the performance of HR departments in Vietnam.
- Nimbus Staniland received post graduate support funding to attend the AIDEA Capri Summer School on qualitative research methods in management.
- Wendy Wrapson and research team have received seed funding to investigate employer programmes designed to address the needs of employees who care for older adults.

Contgratulations to Institute researcher Kate Blackwood who had her PhD thesis on workplace bullying in the NZ nursing profession accepted with no emendations.



DIGITAL MOBILITY RESEARCH GROUP

NEW ZEALAND WORK RESEARCH INSTITUTE

RESEARCHERS PRESENT AT IFIP 9.4 CONFERENCE

Antonio Diaz Andrade and Angsana Techatassanasoontorn presented research on the use of ICT by blind professionals in the workplace at the International Conference of IFIP 9.4 in May in Sri Lanka. The title of the paper is "The quest for autonomy in the workplace: ICT-mediated activities by professionals with sensory impairments"



IT18

Angsana Techatassanasoontorn gave a talk at the IT18 tech recruiter conference in April. Angsana spoke on the topic: [NZ Technology adoption and its impact on the workforce and work trends.](#)

NETHUI FACILITATOR

Antonio will facilitate a panel on workplace digital literacy at the 2015 NetHui in Auckland on July 9, 2015.



LABOUR MARKET RESEARCH GROUP

NEW ZEALAND WORK RESEARCH INSTITUTE

TOP MARKS FOR POSTER PRIZE AT NZAE

Last month Associate Professor Gail Pacheco co-chaired the 56th Annual Conference of the New Zealand Association of Economists' in Wellington. Gail was awarded two prizes: winner of the 2015 NZIER 'Open' poster prize; and winner of the 2015 'People's Choice' poster award as voted by the delegates. Sadly, President of the NZAE Council, Seamus Hogan passed away suddenly two weeks after the event. Seamus is shown presenting Gail with the prize in the photo below. Our condolences are extended to Seamus' family and friends.



MEMBER CONTRIBUTES TO ILO RESEARCH

The ILO Research Department invited Dr Rahul Sen to two events held in Washington DC in May 2015. The events were organised in cooperation with the Canadian, Flemish and Swiss governments, the European Commission, and the ILO Office for Washington, DC, and was hosted by the Institute for International Economic Policy, George Washington University.

The first workshop, held on 13 May, was on the research project "Assessment of labour provisions in trade and investment arrangements". Rahul is an advisory committee member for this project, his role involves providing detailed feedback to ILO researchers who are preparing the project report, participation in discussions and debating on new ideas and strategies that may encourage labor rights and job creation in presence of trade agreements.

FACULTY REVIEW AT THE NATIONAL UNIVERSITY OF SAMOA

Experts from several Australasian universities, such as Macquarie, Waikato, Victoria, Massey and AUT were invited to conduct the five yearly review of the Faculty of Business and Entrepreneurship at the National University of Samoa. Gail Pacheco was part of the review team (pictured front middle), and focussed on assessing the Economics discipline, within the faculty.



VICE-CHANCELLOR'S DOCTORAL SCHOLARSHIP

We extend our congratulations to group member De Wet van der Westhuizen who has been awarded the Vice-Chancellor's Doctoral Scholarship for 2015.



BUSINESS & LABOUR HISTORY GROUP

NEW ZEALAND WORK RESEARCH INSTITUTE

7TH ANNUAL AAHANZBS CONFERENCE

Association of Academic Historians in Australian and New Zealand Business Schools

Plenary speaker is Professor Ray Markey.

Early bird rates are available up to 7 September:

Full = \$90

Students = \$75

[Online registration](#) for the conference is now open.

In the news

Levelling the gender imbalance pays off
MARGIE-ELLEY BROWN | THE NEW ZEALAND HERALD | 22 APRIL 2015

The gap is being closed but it could be done quicker – Associate Professor Gail Pacheco
www.nzherald.co.nz/business/news/article.cfm?id=3&objectid=11436238

Learning to cope with work in future
DIANA CLEMENT | WEEKEND HERALD | 25 JULY 2015

Flexible work situation and new ways to gain credentials for skills lie ahead of us – Professor Tim Bentley
www.nzherald.co.nz/nz/news/article.cfm?id=1&objectid=11486428

**PROFESSOR TIM BENTLEY PRESENTS TO VECTOR
STAFF ON WORKFORCE AGEING AND MANAGING A
MULTIGENERATIONAL WORKFORCE**

On 15 July, Professor Tim Bentley presented at the Vector Diversity Strategy Day on managing an ageing and multigenerational workforce. Tim provided an overview of the findings from two recently completed studies on the ageing workforce: the Engaging an Ageing Workforce Productively Survey of HR managers and employers, and the Mature-age Workers Survey of over 1200 over 55 year old New Zealand workers. In his presentation, Tim noted that there was good evidence from the NZ Work Research Institute research that organisations see an ageing workforce as a priority, although many do not have an age policy or practices in place to engage and retain older workers.

Tim also noted that older workers feel they will need to work for longer than they had planned due to financial reasons, and that the gap between when workers would ideally like to retire and could realistically retire was significant. The presentation outlined the HR practices currently in use by organisations to help mature-age workers stay engaged in productive work, and the aspects of work mature-age workers most value, notably recognition and respect and flexible work arrangements.

A full report on findings from these studies will soon be available on the NZWRI website. An industry report on best practice for managing an ageing workforce is currently available online at www.workresearch.aut.ac.nz.

PRESENTATION TO THE SOLGM LEADING PRACTICE FORUM

In May, Professor Tim Bentley presented to a large audience of local government managers at the SOLGM Leading Practice Forum in Wellington. Tim's keynote presentation, entitled 'Future of work: Forces, mega-trends and implications' covered a range of key future of work concerns for New Zealand organisations and managers. The talk covered changes brought about due to advanced technology, including the rise of new forms of working, mobile work, and the threat to jobs from technology. Other themes discussed included changes in careers, and skills and competency needs for the future of work.

NZWRI PARTICIPATION IN LIFE-LONG CAREER DEVELOPMENT FORUM

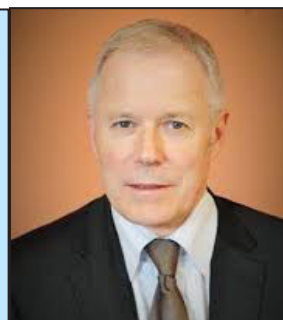
Professor Tim Bentley is working alongside the President and other senior members of the Career Development Association of NZ (CDANZ), Careers NZ, and a range of government and industry stakeholders in the Life-long Career Development Forum. The goal of the forum is to raise the profile of career development in New Zealand and develop a strategy and action plan to advance this goal. The working group met at the Institute in late June to set out an agenda and will continue to meet over the coming months with a wider group who will consider and develop the action plan.

FUTURE OF WORK COMMISSION

Professor Tim Bentley and Associate Professor Gail Pacheco continue to contribute as members of the Labour Party's Future of Work Commission. Working alongside senior representatives from industry, government and the unions, Tim and Gail have contributed to the development of a number of position papers around key future of work concerns. These include technology, job and income security, economic development and training and education. Tim is a member of the External Advisory Group and both Tim and Gail have attended recent meetings at Parliament with Grant Robertson and others tasked with the development of policy in this area.

TRIBUTE TO FORMER INSTITUTE DEVELOPMENT BOARD MEMBER

The Institute was saddened to hear of the passing of Peter Conway on 9 June. Peter was former Council of Trade Unions secretary and member of the Institute Development Board. Our deepest condolences go out to Peter's family and friends.



PROFESSOR TIM BENTLEY PRESENTS AT THE EMA FRESH HR EVENT ON FUTURE OF WORK

On 1 July, Professor Tim Bentley delivered an invited keynote address to around 90 HR professionals at the Fresh HR Luncheon, at the invitation of the Employers and Manufacturers Association (EMA). In opening his talk, entitled 'Tomorrow's workforce: Global, flexible and mobile', Tim noted the importance for organisations to be preparing to meet the challenges associated with the future of work:

"It makes good business sense that New Zealand managers should be looking to the future and asking the question: 'how can we best prepare to meet the demands and opportunities presented by forces and mega trends that will change the way we live and work'. Some of these changes are already knocking at the door, others will soon come and will change the way we think about work, where it happens, how it is done, who with and when. It is vital that HR professionals have a good understanding of what these forces and mega-trends are and the wave of change they will bring. The changing nature of work has enormous implications for how organisations are structured and how people are managed and work together. Can we turn these trends into opportunities?"

Tim went on to outline the nature of forces driving workplace change and the implications of these:

"Advanced technology, globalisation, environmental pressures, changing workforce demographics and new

forms of social interaction and organising will together change the very nature of work. Work will be more flexible, insecure, and global, and workers will increasingly need to be responsible for managing their own careers and keeping their skills up to date and relevant. Organisations will need to support new ways of working, which will involve a significant mind-shift for management. For example, management of an increasingly mobile workforce requires new ways of thinking towards measuring outputs rather than inputs, and policies that support anywhere working.

Management of increasingly diverse workforces, with greater ethnic diversity and an ageing and multigenerational workforce, is a priority now and will only become more critical to organisational effectiveness. There is much to be done to be prepared for the future, and we might not know what the jobs of 2030 will look like but at least we know the forces that will shape the future and what we can be doing to be prepared."



Other new studies

THE 2015 NEW ZEALAND WORKPLACE VIOLENCE SURVEY

In partnership with Massey University's Healthy Work Group, NZWRI researchers, Professor Tim Bentley and Dr Kate Blackwood, are conducting the fourth NZ Workplace Violence Survey. Thus far, some 150 organisations have responded to the survey from across multiple industry sectors. The study seeks to determine the prevalence level for workplace violence across a representative set of sectors and organisations, the sources of violence, risk factors for violent incidents, and prevention measures currently in place to prevent workplace violence. Findings of this study will be available on the [NZWRI website](#) and the Healthy Work Group website from late September.

A CULTURAL APPROACH TO THE MANAGEMENT OF WORKPLACE BULLYING

In collaboration with Dr David Tappin of Massey University's Healthy Work Group, Professor Tim Bentley is currently undertaking a cultural analysis of two NZ organisations with the aim of providing recommendations for advancing organisational cultural maturity as it relates to bullying. The study uses a published qualitative safety culture assessment tool (HASAT), developed by Bentley and Tappin, and seeks to determine the effectiveness of the tool when applied to the problem of workplace bullying. A summary of findings will be reported in the next newsletter.

Future of Work Programme: progress on projects

MATURE-AGE WORKERS SURVEY

Study leader, Professor Tim Bentley, is delighted that the Mature-aged Workers Survey, undertaken in conjunction with the EEO Trust and Waikato and Massey Universities, has returned over 1200 responses from New Zealand workers over the age of 55 years. The analysis will take place over the coming month and a full report will be available from the NZWRI website from late August. Areas covered by the survey include: retirement intentions, perceived discriminatory attitudes and behaviour, worker wellbeing and health, and HR practices to support mature-age worker engagement and retention.

MULTIGENERATIONAL WORKFORCE MANAGEMENT STUDY

Undertaken in collaboration with the EEO Trust, Institute researchers are undertaking a number of case studies seeking to identify best practice for the management of multiple generational cohorts within New Zealand organisations. This research will be reported on by the end of 2015.

OPINION PIECE

Professor Tim Bentley's thoughts on the topic of

Switching off



Digital technology has blurred the boundaries between work and family life. Some 13% of the New Zealand workforce work in excess of 50 hours per week compared to 9% in OECD. Furthermore, for many, work is becoming increasingly intensified – so they are not just working longer hours but also more intensely! Given what we know from international research about burnout and its impacts on people and productivity, this is a recipe for disaster, and at least some of the blame for can be directed towards the widespread use of ubiquitous technologies and digital media.

Even when it's time to switch at the end of the 'working day', we can't! The ping on your smartphone makes it impossible to switch off. We must be wary of becoming slaves to the machine. The boundary between our work and personal lives has become very permeable. As renowned sociologist Arlie Hochschild identified, "workplaces are greedy institutions and technology has allowed them by stealth to expand the boundary line and encroach on our personal lives."

This view suggests that when an employee is provided with a digital device (or three) she becomes involuntarily available 24 hours a day - connected, as she is, through the 'digital leash'. But that's not the case, as ill-discipline in the use of digital technology and digital media is also to blame in many cases. How many of us switch our phones to silent as soon as we have finished work? It can be hard to resist checking mail and messages with your phone on silent, but harder still if the phone is pinging throughout the evening and weekend! The same goes for holidays. If we are not in a life and death job, why do we need to check our messages on the beach? The answer, smart phones are addictive, giving continual feedback and reinforcement, and we can't help ourselves!

What we don't yet understand are the long-term effects of workers always feeling they are on duty and having too little time for rest and recuperation between work shifts? We do know that healthy work requires a balance of effort and rest, although the use of digital technology to extend working time into personal time makes this balance far less likely. We all know that we feel more energised, creative and motivated

following a break or even a good night's rest, yet how often is the potential for such recovery eroded by the invasive presence of the smart phone, tablet or other digital device. If the impacts on employees are increases in stress and burnout, these translate directly into poorer productivity, quality, attendance, and retention.

Just because we are connected doesn't mean we are available, and that's a boundary that managers need to encourage! With changes in technology and globalisation, etc., people are often asked to attend 6 am meetings or join phone calls at 9pm, get asked to complete projects over the weekend, and are even tempted or asked to work during family holidays! This is the fast track to burnout and is no good for the individual or their organisations. Hence, the need for organisations to think carefully about what their employees do outside of their worktime. This is particularly important as flexible work forms such as telework (or anywhere, anytime working) become more prevalent and the importance of managing work-life balance effectively increases if these forms of work arrangement are to be effective and sustainable.

Personally, I try to use digital working to improve my work-life balance. I am a manager and can potentially be connected and available 24/7. I have found myself walking on the beach with my family, clearing my mailbox. I'm not sure this is why I came to New Zealand from the UK 17 years ago – well, yes to walking on the beach, but no to working all hours! A while ago I was asked to do an urgent media piece for a newspaper on work-life balance by my comms department. As always, I responded promptly (it's always urgent of course), with the first line of my article being: 'I write this while gazing out to sea on my annual family camping holiday...' Realising the irony, I decided that from now on, holidays were for me and the family and work time was for work, and I was going to do all I could to not let the boundaries become blurred. I also decided that I would turn off my smart phone from 7pm and not work at all on Sundays and holidays. How's that going? Well, it's Saturday morning, I'm writing this, and my wife wants to know when I'm coming to help with the kids...

Power out of balance

Safeguard Magazine Issue 151 | May/June 2015



**What happens when a principal and a contractor sign a contract which encourages the contractor into unhealthy practices?
CLARE TEDESTEDT GEORGE reports on the plight of contract truck drivers.**

In New Zealand in 2013, one out of every 20,000 car licence holders died in a road traffic accident. For truck drivers the death rate was six times higher.

Truck drivers work very long hours, often travel long distances and juggle multiple tasks, all of which are contributing factors to the high death toll but which largely go unreported. The causes of crashes are often treated as simplistic; the focus is almost entirely on the truck driver, with little attention paid to their working conditions and the health and safety policies of their employer or principal.

Prevention techniques have traditionally focused on the driver or the road or the truck, and while these have helped to reduce accidents to some extent, they do not go far enough.

The increasing push for more flexible labour practices has resulted in working arrangements which promote outsourcing, contracting and sub-contracting. What New Zealand and overseas research highlights is a growing trend of companies outsourcing not only their distribution and logistics, but also their health and safety responsibilities (eg Rawling & Kaine, 2012). Many companies have downsized to their core competencies and now outsource most other functions, creating complex chains of contractors and subcontractors. In the transport sector there has been a wholesale conversion from “employee” to “contractor”.

Studies (eg Quinlan & Wright, 2008) have highlighted disturbing practices, including the signing of contracts for owner-drivers that effectively require them to breach traffic laws, to work excessive hours, and to set work schedules that encourage travelling at excess speeds.

About 70 percent of the long-haul workforce are self-employed, owner-drivers, or on short-term contracts. For a select few, life as a contractor provides a variety of commercial work and significant premiums. However, many drivers trying

to earn a decent living from insecure work are obliged to make employment and lifestyle choices which affect their health and safety.

Recent court cases have revealed that many contracts allow the principal unilateral power to make changes to the driver’s contract, including the terms of payment. Contract terms are often non-negotiable and the rights of the contractor to review or challenge are limited. Exclusivity clauses are common, which means the driver can only work for the one company. Contractors are required to invest heavily in capital items such as their truck. Some are required to procure key business costs from the principal’s key suppliers, ensuring dependency – the term “dependent contractor” has since emerged.

A contract that may seem objective and fair at the outset can quickly become a one-sided trap for the contractor in cases where the principal has almost total control of the relationship and unilateral powers to change it. With debt obligations and personal commitments to financiers, the dependent contractor cannot escape without loss. Termination rights invariably favour the principal; any attempts made by the driver to complain may result in the termination of their contract and their run taken by a more compliant driver.

The only solution for the contractor is to continue working even if they have to drive longer and longer hours to make ends meet. With no wage protection, this can mean working at below the minimum wage. The precarious nature of their contract also means they could lose their (one) source of income in an instant; meeting that deadline now has wider consequences: there is no time for a toilet stop, no time to have a proper meal, no time to sleep well.

Under such circumstances concerns for health and for safety come second to doing what it takes to meet deadlines. Drivers cannot raise these things, for fear that they will be blamed for



this, and the contract terminated because they have broken the law. This puts drivers under immense pressure to work within the confines of the contract while trying to make a living.

More recently, a growing number of contract drivers have begun to seek legal redress against harsh and unreasonable contracts imposed by their principal companies, and have won. Since 2011, for example, the drivers' advocate organisation ProDrive, together with Simpson Grierson lawyers, have successfully concluded 13 cases where misuse of unilateral power was the core issue. In each of these cases ProDrive confirms that adverse health and safety outcomes were a direct corollary to that power imbalance.

In his judgment, which found in favour of the contract driver, Justice Keane acknowledged this power imbalance between

the contractors and the principal. In his ruling, he emphatically stated that: "as a result of the ruling that I gave in [the contractors'] favour Goodman Fielder will no longer be able to exercise its unilateral power in the manner that it did" (Keane J declaratory ruling 23).

In spite of the fact that the courts have found in favour of the contract drivers, wider law reform is still needed. What is also needed is a more comprehensive safety and health approach to the reduction of road accidents. Unless these things occur, the already horrendous road toll will continue to rise.

Clare Tedestedt George is currently undertaking a PhD at AUT focusing on the health, safety and wellbeing of contracted truck drivers in New Zealand. If you have information to share please email her: clare.george@aut.ac.nz



Oh my God!

Religious diversity at work

Employment Today | September/October 2014

For many people, religion is a living dynamic background against which they operate. While organisations have taken steps towards greater gender diversity, there is still a very strong sacred and secular divide, which means religion often gets left out of diversity policies, says PROFESSOR EDWINA PIO.

Religious diversity at work calls for developing a new organisational repertoire—one that allows individuals to think and talk about religion in a more deep and meaningful way, and that gives permission for people to bring their sacred selves to work. Yet religion, which is supposed to help us cultivate a sense of the sacred inviolability of every single human being, often seems to reflect the violence and desperation of societies and to evaporate our common humanity.

Indeed, we often forget the dictum: Honour the stranger in your midst, for you were once strangers. Acceptance of the alien and foreign takes time for it means displacing oneself from the centre of one's worldview and it demands considerable effort. Yet such migrant complications also mean access to multifarious worlds, markets, technologies and knowledge bases.

Research points to five diversity megatrends within which religion is embedded:

- 1. Demographic patterns:** Increasing global mobility and the growth of 'non-traditional' migrants in Western countries. Worldwide in 2013, international migrants are approximately 232 million, accounting for approximately 3.2 percent of the world's population.
- 2. Religious growth:** Multiple religions are diffusing historical monopolies and driving religious diversity. In mid-2010, Christians constituted 47.4 percent of all diasporas, Muslims account for 25.4 percent, Hindus 9.5 percent and Sikhs 0.2 percent.
- 3. Corridors of commerce:** BRICS (Brazil, Russia, India, China and South Africa), Asia Pacific and halal areas are billion dollar markets. New Zealand's exports of meat and edible co-products to Muslim markets were just over NZ\$411 million in 2012/2013.

4. Human rights: New Zealand is guided by Article 18 of the Universal Declaration of Human Rights (1948) and the Human Rights Act (1993). Section 28.3 of the Act specifically requires employers to accommodate religion or ethical observances as long as the practise does not unreasonably interfere with the business. In 2011, a set of guidelines on religious diversity in the workplace was put forth by the Human Rights Commission.

5. Whole self @ work: Today's workers live 24/7 lives so it's no surprise we're seeing the integration of religion/spirituality at work.

New Zealand, over many decades, has proved that it is a religiously tolerant nation, yet some segments continue to be affronted by immigrants and are increasingly wary, making business organisations nervous about employing them. While global migration has ensured that our organisations have a rich base of potential employees to select from and to promote, it has also clearly complicated simple dichotomous divides such as work and religion, private and public, the sacred and the secular.

Adherents of some religions have visible diversity discriminators which make their faith obvious in organisations, and some minority religions have also been intensely covered in the media, resulting in distorted representations of followers of these faiths. Contradictions and tensions are often exacerbated by ideological discourse, the radical aspects of some religions, and a narrow understanding of socio-historical antecedents, which often fail to recognise the rich legacy and heterogeneity of many of the adherents of minority religions.

While diversity has always been part of the mix of Aotearoa New Zealand, until recently it could be discounted as it affected only a few. Now there is a blurring of boundaries between the secular and sacred for many individuals who

belong to faith traditions such as Hinduism, Islam, Indian Christianity, Sikhism and Zoroastrianism.

My new book, *Work & Worship*, recently released by Race Relations Commissioner Dame Susan Devoy, investigates minority religions in New Zealand. Through robust research and interviews/focus groups with both employers and employees, the book encourages employers to broaden their knowledge base and include religious diversity in their organisational policies and practices. *Work & Worship* also suggests that employees learn to adjust and integrate into New Zealand organisations.

Adherence of one's personal faith could mean the visible expression of one's religion in the workplace, whether it is through wearing a veil, growing a beard, carrying a kirpan (dagger), a computer screen which shows a god with the head of an elephant, or the display of a goddess with many arms.

The meaning of work, including the value placed in it and the expectations about who should perform what types of work, is a reflection of the society in which the work and the organisation exists. While religion may not foreground work, for many it is a living dynamic background against which they operate. Employees who are adherents of minority religions may express a general feeling of gratitude and happiness to live in New Zealand and to have the freedom to express themselves, while also being aware of the necessity to integrate. Yet these feelings may be laced with a certain amount of apprehension and fear in expressing their religious beliefs at work and the effect such expressions might have on colleagues and managers, as well as on career progression.

Employees interviewed in *Work & Worship* say diversity awareness is a must, especially for immediate managers. Senior leadership teams need to undergo training about cultural sensitivity, cultural competence and diversity. Furthermore, employees believe that since customers are from diverse backgrounds, organisations need to recruit people from diverse backgrounds.

There is also the perception that many Kiwis believe that non-traditional migrants "are villagers and not from a cultured metropolis. Kiwis talk about Australia and New Zealand, and perhaps USA and UK, but they do not talk about other parts of the world..."

While many organisations had diversity policies, there was a general lack of knowledge on the part of employers and high-level managers who were interviewed about how to manage employees who visibly express their religion at work. Policies rarely acknowledged religious diversity. As one employer said: "If you look at policies, you may get gender and racial diversity, but New Zealand has to come to terms with religious diversity and lift its head a little ...it is important to make religious diversity accessible, but not make it over the top."

Managers need to ask the questions: "Will lack of diversity have an impact on us, do we represent the community we serve, do we represent the customers we serve?" According to one HR director: "We are a traditional Christian community and most managers do not know about the changing demography ...there is a preference to have all prayers non-denominational and non-Christian ...we sort of waffle ...because you have a different religion from mine, doesn't make

mine wrong; me having mine doesn't make yours wrong."

Research clearly indicates the need to develop a more sophisticated understanding of religious diversity in the workplace, in particular a world of cooperation, good faith and respect where organisations craft and implement policies and practices acknowledging the porosity between the sacred and secular. Five dimensions for organisations, gleaned from *Work & Worship* are:

- Crafting policies (explicit mention of religious diversity);
- Talent management (socialisation processes and legitimising difference by recruiting differently);
- Engaging voice (listening and circumscribing dress code, etiquette and symbols);
- Learning and development (structural and institutional processes, mindful negotiation and civility); and
- Augmenting media (inclusive, respectful, supportive; calendar of festivals).

An organisation may want to invite a select group of people from various religions to find out their views. If the number of religious people in the organisation is numerous, it might be appropriate to seek representation before the meeting. For every suggestion made with reference to religious diversity, discuss the positives and negatives as well as the tensions and challenges. This will be time well spent in the long run.

Various perspectives for discussion could include those of the employee, the employer, the customer and the future prosperity of the organisation. Request specific evidence/data-based suggestions, while clearly stating the rules of the game and planning for internal, cultural and strategic fit.

When in doubt, employers may wish to seek advice from the Human Rights Commissions and/or the Office of Ethnic Affairs about aspects such as religious prohibitions to certain medical examinations, refusal to undertake certain activities in the workplace on religious grounds or dress code.

Work-life, from the intersecting spaces of life inside and outside organisations, is shaped by a complex web of ethnicity, gender, religious sect, class and socio-cultural influences. This complex web is inextricably linked with the daily micro-iniquities, micro-hopes, oppressions and generosities that proliferate in organisations.

Organisations need to put the right conditions in place, in order to reap the benefits of pluri-religious workforces. New Zealand does have the right conditions for it is the least corrupt country in the world, based on its good governance, according to the Corruptions Perceptions Index. It also ranks high, at number seven, in the Global Gender Gap Index 2013 rankings from the World Bank, and it is the third most peaceful country in the world.

Religious diversity in organisations signals discernment and restraint now. All time is now time—a time of fierce grace, of courage and vulnerability, a time to choreograph and compose the alchemy of the secular and sacred. The future is about our choices now.



10TH INTERNATIONAL CONFERENCE

WORKPLACE BULLYING

• and Harassment 2016 •

19-22 April 2016

Hilton Hotel, Auckland, New Zealand

bullying2016.com

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Please join us for the **10th IAWBH** in the heart of one of the world's 'Top 10 Cities to visit' and gateway to Aotearoa, New Zealand - Land of the Long White Cloud.

Academic and practitioner knowledge of workplace bullying and harassment has greatly increased over the last twenty years.

With the damaging impact of these forms of workplace ill-treatment now well documented, how do we:

- Further advance our understandings of how to prevent and manage this toxic workplace problem?
- Promote, build and maintain workplaces that are healthy and sustainable for all?

The conference offers scholars and practitioners the opportunity to consider these questions and other important aspects related to workplace bullying and harassment, and workplace ill-treatment generally. The aim of the conference is to bring together the community of scholars and practitioners to share and learn advances in preventing and managing workplace bullying and harassment.

SUBMISSIONS

Abstracts (350-500 words maximum) are invited from academics and practitioners. All submissions will be double-blind peer reviewed with accepted abstracts published in the conference proceedings. The conference programme will consist of oral presentations and poster sessions. The submission style guide can be viewed on the conference website www.bullying2016.com.

CONFERENCE TOPICS

Submissions are welcome on a range of topics relating to workplace bullying, harassment and other relevant forms of workplace ill-treatment. Suggested topics include but are not limited to:

- Identifying and measuring bullying and/or harassment
- Risk factors for bullying and/or harassment
- Work organisation and workplace ill-treatment
- Leadership and workplace ill-treatment
- Coping with workplace ill-treatment
- Prevention and intervention issues
- Individual, organisational and societal costs of bullying
- Employment relations, legislation and compensation
- Workplace bullying and discrimination
- Workplace bullying and psychophysiology
- Health effects and rehabilitation
- Methodological issues in workplace ill-treatment research
- Bystanders
- Cyberbullying
- The role of social actors

SUBMISSION DEADLINE: 30 OCTOBER 2015

NOTIFICATION OF ACCEPTANCE: 14 DECEMBER 2015



NEW ZEALAND

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