



CENTRE FOR WORK + WELLBEING

A STRATEGIC RESEARCH CENTRE
OF EDITH COWAN UNIVERSITY

ANNUAL REPORT 2022

Centre for Work
+ Wellbeing

STRATEGIC RESEARCH CENTRE



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MESSAGE FROM THE CHAIR



If there's ever a time to really invest in your people, it is now. Every second post on my LinkedIn feed is someone "excited about starting a new job", the phenomenon of the Great Resignation is not slowing down despite the projection of a recession looming, and we continue to be operating in a

VUCA environment (volatility, uncertainty, complexity, and ambiguity) financially, environmentally and socially. The world of work is going through a tremendous shift, and if there wasn't a guide to manage a global pandemic, there's certainly isn't a YouTube tutorial for managing the incredibly complex working environments in which we are finding ourselves these days. This is why I am incredibly proud of the work done by the ECU Centre for Work+Wellbeing since its inception. The Centre continues to be recognised as a leader in the field of researching workplace wellbeing, and more importantly implementing measures, collaborating with workplaces across Australia to enhance employee wellbeing, moving the needle of diversity and inclusion, and engaging with key industries to develop fit for purpose solutions to build good workplaces.

This is all thanks to the work done by the talented team at the Centre, led by Professor Tim Bentley. Tim and the team at the Centre smashes the traditional perception of "University Researchers", they don't just give you the numbers and a long report and walk away. They combine science, academic rigour and practical approach, working collaboratively with Australian workplaces to bring about sustainable practices. People are always at the heart of what they do, and the Centre is continuing to evolve with workplaces to understand contemporary and emerging work and wellbeing issues.

I am very thankful to members of the Centre's Advisory Board – comprising members of both public and private sectors with varying areas of expertise and experiences, the Advisory Board has been instrumental in advising and influencing the directions of the Centre. Their willingness to share candidly, engage enthusiastically and to strongly promote the fantastic work done by the Centre has been critical to its ongoing success.

I look forward to working with the Advisory Board and the team at the Centre again in the coming year and am excited about the positive impact we can bring about to Australian workplaces.

Candy Choo GAICD,

Chief Executive Officer
Local Government Professionals WA

DIRECTOR'S REPORT



I want to start by thanking everyone who has contributed to another very successful year for the *ECU Centre for Work + Wellbeing (CW+W)*, including our researchers, partners, collaborators, participating organisations, advisors, and funders. It is so pleasing to see the continued maturing of our

research culture and to follow the stellar achievements of the Centre's researchers across the past two years, and we recognise the wider contribution to this success of so many individuals.

Our wonderful team of researchers are doing research that is recognised globally, whilst having a positive impact on business and the professions here in Western Australia. There are so many exciting and impactful projects going on in the CW+W, including the development and testing of novel tools to enhance employee wellbeing (SIGNal; Healthy Older Worker (HOW) Toolkit) and diversity and inclusion (ECU D&I Capability Maturity Model). Indeed, these projects are important as they exemplify the Centre's commitment to intervention and making a difference to individual, organisational and community wellbeing.

From a governance and strategy perspective, the CW+W is in great hands. I thank my fellow CW+W leadership team members, Professor Maryam Omari and A/Professor Ben Farr-Wharton, for their strategic input and leadership, along with bags of positive energy and enthusiasm. I want to also offer a huge thank you to the CW+W Industry Advisory Board who have done a great job in keeping the Centre's research focused where it's most needed and in connecting us to industry and the professions. A big thank you to Candy Choo for her commitment and leadership as Chair of the Board! Finally, I acknowledge the ongoing support of Edith Cowan University, who fund and promote CW+W as a Strategic research entity of the University.

As in our inaugural year, 2021, 2022 has been successful in so many ways and you can read about the important research and engagement work our researchers have been leading and contributing to in the following pages of this Annual Report.

Before I sign-off for 2022, I want to take the opportunity to thank Dr Alexis Vassiley for his excellent work as the Centre's Research Associate across the first two years of our operation. Alexis has contributed much and achieved a great deal during his time with the CW+W and I am pleased that he will be continuing as a Centre researcher in his new academic role within the ECU School of Business and Law. Thanks also to Alex Smith who has provided dedicated administrative support to the Centre across 2022 and will continue his valuable work for the Centre in 2023.

Finally, I am thrilled to share the news that we have some important personnel additions to the Centre for 2023. Dr Esme Franken will join the Centre in a full-time secondment for 2023, as a Future Leader Research Fellow. We will also be appointing a new Research Associate shortly. We are also excited to report that no fewer than three newly appointed SBL professors will be joining the CW+W research team in January 2023 (Professor Irena de Pater, Professor Ed Wray-Bliss and Professor Gabriel Eweje), adding significantly to our capability in the organisational psychology, business ethics and CSR and sustainability fields as they relate to work and wellbeing. We welcome each to our team and look forward to great things as we take the Centre to the next level together, extending our research platform and impact into new and complementary areas in the work and wellbeing field.

See you in 2023!

Professor Tim Bentley

Director, ECU
Centre for Work + Wellbeing

CENTRE OVERVIEW

For those new to the Centre for Work + Wellbeing, we are a Strategic Research Centre of ECU, supported by the University's Strategic Research Fund. Our mission is to impact policy and organisational practice to promote positive mental health and organisational wellbeing in Australian workplaces. Our key research themes are: psychosocial risk and workplace mental health; diversity and inclusion; work health and safety; and community mental health. The following pages provide an overview of the Centre's activities across 2022 and introduces our research team, PhD students and industry advisory board.

Several of our Centre team are pictured below. This photo was taken following a recent industry engagement event.



CENTRE PROJECTS: KEY FUNDED PROJECTS COMPLETED IN 2022

THE HEALTHY OLDER WORKER (HOW) TOOLKIT: A PARTICIPATORY ORGANISATIONAL INTERVENTION

Funder

NSW Government, Centre for Work Health and Safety (CWHS).

Amount funded

\$186,808.

Project team

Professor Tim Bentley, Associate Professor Carlo Caponecchia, Associate Professor Ben Farr-Wharton, Dr Sharon O'Neill, Ms Catherine Andrew, Dr Leigh-ann Onnis, Dr Alexis Vassiley, Dr Abilio Neto

This was a three-phase project involving research collaborators from the University of New South Wales. The project set out to co-design with industry and pilot a toolkit that organisations could use to improve the wellbeing and reduce injuries for their older workers.

Australia has an ageing workforce. There is a labour utilisation issue in that 171,600 Australians aged 55-64 unemployed but would prefer to be working (Bankwest Curtin Economics Centre, May 2022). There is also a work, health and safety issue (WHS) as older workers have high rates of reported work-related injuries.

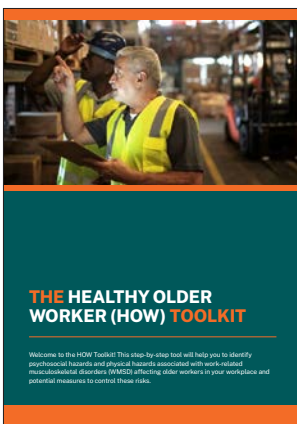
Phase 1 – Literature review

We found a growing body of research on WHS risks to older workers. However, this literature was largely not Australia-focused. Little is known about the extent, nature and causes of older worker Workplace Musculoskeletal Disease (WMSD) and psychological injury. There were very few recently published English-language research specific to interventions for older worker health, safety and wellbeing, and even fewer which include an organisational-level approach. These approaches have greater benefits as they seek to change the work, not the worker. Of the interventions the review identified, organisational interventions were evaluated as most effective, along with composite interventions that involved both organisational and individual components.

Phase 2 – Survey

We surveyed 1026 workers aged 45 and over. The findings suggested that:

- Organisations should focus resources on supporting older workers to remain in the workforce.
- Job design/redesign and other measures to better balance the work demands and resources right across the older worker age-range (45 years and older) should be applied.
- Improvements in HR practices including work re-design and workplace accommodations can positively impact the health and safety of older workers.
- Flexible working options are important for the health and retention of older workers.
- HR practices need to address age-discrimination.



Centre Projects – Key Funded Projects Completed in 2022 (continued)

Phases 3 and 4 – Developing and evaluating the HOW Toolkit with industry

Five organisations from diverse industries participated in the study which involved developing a toolkit to assist the identification and control of health, safety and wellbeing hazards impacting older workers. Each participating organisation nominated a Project Champion who established a Steering Group typically including Human Resources (HR) and Work Health and Safety (WHS) personnel, senior managers, operational managers/supervisors, and older workers.

The research team conducted a number of online workshops with the steering groups over several months. These steering Groups reviewed older worker capabilities and injury risk in their organisations and contributed to the design of a toolkit intervention to assist organisations to improve older worker health and safety through the redesign of work.

Steering Groups from the same organisations then evaluated the HOW Toolkit, with each reporting their engagement with the toolkit was positive and useful in focusing attention on the design of work undertaken by their ageing workforce. The Toolkit was found to be fit-for-purpose, and suitable across multiple industries.

The HOW Toolkit is publicly available on the CWHS website: www.centreforwhs.nsw.gov.au/Projects/the-healthy-older-worker-toolkit

Phases 1 and 2 of this research will shortly be published in international journals.



SIGNAL: AN ORGANISATIONAL INTERVENTION TO ENHANCE RELATIONAL LEADERSHIP COMPETENCIES

The **SIGNaI** project has been developed in partnership with industry across 2022. **SIGNaI** is an evidence-based organisational intervention developed by the CW+W team that activates high-relational leadership competencies for line-managers and team leaders. Its goal is to enhance employee wellbeing.

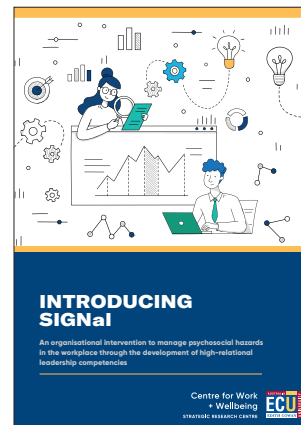
The **SIGNaI** intervention is a response to findings from Centre for Work + Wellbeing research across the past two years examining the changing demands on organisations and their employees brought about through rapid and turbulent change, COVID-19 restrictions on work, and the limited ability of leaders to effectively manage these demands. The initiative is also motivated by the limitations of currently utilised approaches to promoting employee wellbeing through the management of psychosocial hazards, which typically focus on the individual rather than the causes of poor mental health.

Psychosocial hazards are factors in the design or management of work that increase the risk of psychological or physical harm. Following recent legislative changes, there are now legal obligations to manage psychosocial hazards in the workplace under the new Work Health and Safety Act 2020 (WA) for a Persons Conducting a Business or Undertakings (PCBUs). Our recent research has indicated that organisations find the management of psychosocial hazards challenging, with little or no practical guidance available. **SIGNaI** is designed as an organisational intervention that addresses psychosocial hazards at the line-manager/ team leader level, as these leaders play a key role in the design and management of work.



The **SIGNal** intervention includes four elements of relational leadership: Supportive leadership, Inclusive leadership, Growth-oriented leadership and Now leadership. **SIGNal** is completed across four intensive interactive workshop sessions, followed by a period of activation and continuous improvement extending across a six-month period. Evaluation is built into the **SIGNal** intervention. Advancement for each element of **SIGNal** across this period is self-assessed using the **SIGNal** Capability Maturity Model.

Four major WA public sector organisations have signed up to participate in a full evaluation of the **SIGNal** intervention program in 2023. We are awaiting confirmation of funding support for this intervention and hope to commence the evaluation study mid-year. For further information about this program, please contact Professor Tim Bentley, study leader: t.bentley@ecu.edu.au.



CENTRE PROJECTS

NEW PROJECTS COMMENCED IN 2022

STRENGTHENING THE PRIORITY OF WHS FOR BUSINESS LEADERS

Funder

Centre for Work Health and Safety,
NSW Government

Grant award

\$369,000

Project team

Professor Tim Bentley, A/Professor Ben Farr-Wharton, Dr Esme Franken, Dr Pieter Jan Bezemer, Dr Alexis Vassiley (ECU CW+W); Professor Yvonne Brunetto (Southern Cross University), Dr Leigh-ann Onnis (James Cook University), A/Professor Sharron O'Neil (UNSW), Dr Nic Green (Ergonomics Work and Health, NZ)

In August 2022, the CW+W commenced a major four stage project tasked with developing a behaviour change model to enhance prosocial behaviour focused on WHS commitment by business leaders. The first phase of this novel research study, undertaken between August and December 2022, sought to understand the evidence for commercial and business drivers of work health and safety (WHS) prioritisation by business leaders.

Organisational prosocial behaviours have drawn increasing attention from companies and stakeholders and have been framed within the scope of Corporate Social Responsibility (CSR) and Environmental and Social Governance (ESG). This exploratory research examined prosocial behaviours of business leaders associated with WHS and the commercial factors that motivate such behaviours through three discrete studies: a scoping literature review; analysis of financial and ESG data from ASX200 companies; and a documentary analysis of ASX200 company sustainability reports.

Findings from this research have been reported to the funder and will be made public through the Centre for Work Health and Safety's website in due course. The outcomes of this exploratory study included a conceptual model overviewing the findings as triangulated from the three studies, as well as a number of research gaps, all of which will inform Phase 2 research in this project, involving interviews with senior business leaders.

CENTRE PROJECTS

ONGOING

ECU D&I CAPABILITY MATURITY MODEL (ECU D&I CMM) APPLICATION TOOLKIT

Funder

ECU Strategic Initiatives Fund Grant

Project team

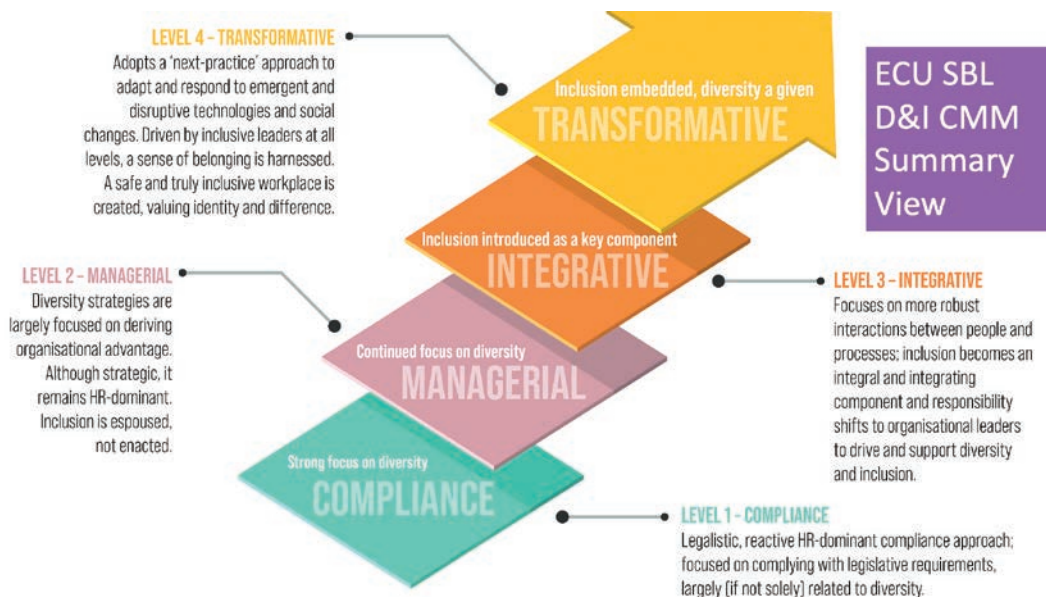
Dr Judy Lundy, Dr Uma Jogulu, Dr Fleur Sharafizad, Professor Tim Bentley, Ms Hannah Murphy

There is a strong and compelling business case that building inclusive and diverse workplaces enhances a multitude of individual and organisational outcomes including positively influencing wellbeing and performance. Diversity and Inclusion (D&I) is a key focus for ECU’s Strategic Centre for Work + Wellbeing and School of Business and Law (SBL) research and engagement, and our research in this space is already informing our curriculum.

This project builds upon the work previously undertaken by CW+W members in developing and empirically testing a D&I Capability Maturity Model (CMM) for the public sector. The origin of this CMM (Lundy et al., 2021)¹ was a report for an Australian public sector workplace

that examined D&I issues underpinning the sense of psychological safety needed for diversity disclosures and increased inclusion (Lundy et al., 2020)². The CMM was empirically tested using D&I data from another WA public sector agency which showed the usefulness of the CMM in real world settings. Feedback from representatives of this agency and other D&I experts from broader socialization of the model has been strongly positive. It was recognised though that the usefulness of the model could be further expanded with the development of support tools to assist in application in workplace settings.

The current project is confirming the support materials required to assist workplace application of the ECU D&I CMM and developing core materials to support application in workplace settings. The project team have done an extensive review of CMM toolkits across sectors and identified those best suited to apply to this CMM. The package will be review by D&I experts at focus groups in February 2023 before the full package is made available for practitioners in March 2023.



1. Lundy, J., Keast, R., Farr-Wharton, B. Omari, M. Teo, S. & Bentley, T. (2021). Utilising a capability maturity model to leverage inclusion and diversity in public sector organisations *Australian Journal of Public Administration*, 80(4), 1032–1045. <https://doi.org/10.1111/1467-8500.12521>

2. Lundy, J., Teo, S., Omari, M., Farr-Wharton, B., & Bentley, T. (2020). *Sharing and understanding diverse identities: Enhancing psychological safety in WA public sector workplaces*. Western Australian Public Sector Commission.

EVALUATING FIRST RESPONDER WELLBEING IN TASMANIA

Department of Police, Fire and Emergency Management (DPFEM) Tasmania and Ambulance Tasmania (AT)

Over the past three years a team of researchers from the Centre of Work + Wellbeing, led by Associate Professor Ben Farr-Wharton, received funding to evaluate the impact of a suite of employee wellbeing programs implemented by the Department of Police, Fire and Emergency Management in Tasmania (DPFEM). Employees (including volunteers) of first responder organisations, be it in frontline or supporting roles, are at increased risk of depression and anxiety, mental health challenges, suicide contemplation and completion because of their increased exposure to trauma in their service to the community. In line with evolving Safe Work Australia guidelines recognising that organisations must, as far as practicable, eliminate or minimise psychosocial risks in the workplace, DPFEM have proactively developed a comprehensive range of wellbeing services. Some of the resources available to DPFEM and Ambulance Tasmania (AT) staff include counselling, physical and mental health assessments, online information and points of contact, and gym memberships.

The evaluation of the impact of DPFEM's wellbeing programs on staff wellbeing measures consisted of an initial Wellbeing Baseline, four subsequent Pulse Checks, and a final comprehensive overall program evaluation.

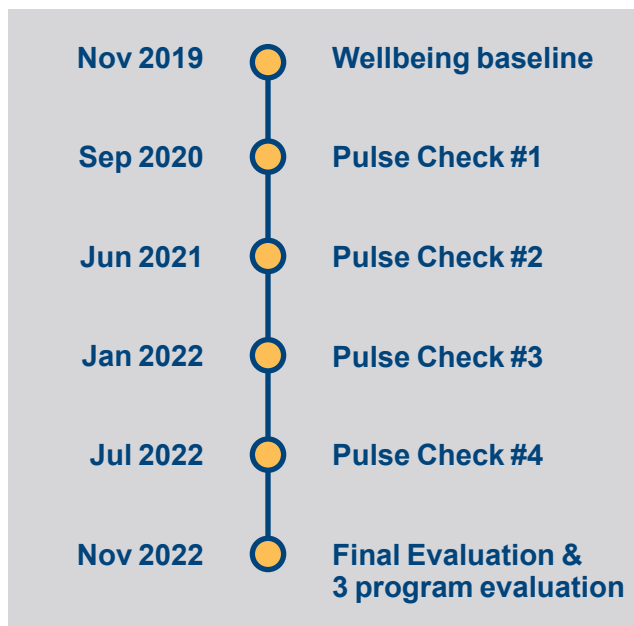


Figure 1: Timeline of the Wellbeing Evaluation Project



In November 2022, Ben Farr-Wharton, Aglae Hernandez-Grande and Fleur Sharafizad visited the AT&DPFEM premises in Hobart, Tasmania, to share preliminary findings, promote the final large-scale survey, and undertake interviews with AT&DPFEM staff. The findings of the project to-date were shared in bespoke presentations to representatives of Ambulance Tasmania, Tasmania Police, Tasmania Fire Service, Wellbeing Support, Managerial staff, and employees of AT&DPFEM. Attendees were engaged and intended to implement many of the recommendations provided in the suite of reports to further support employee and collective wellbeing. Overall, it was a meaningful experience to be involved in the practical application of academic research in a first responder context, and the knowledge that the findings may contribute positively to employee wellbeing.

The final evaluation for this project will be informed by a comprehensive survey and semi-structured interviews to track the impact of DPFEM's wellbeing programs on employee wellbeing over the past three years. The accompanying report is scheduled for completion in February 2023.

The rich data obtained during this project furthermore serves to inform several academic papers. Some of these papers have already been published, while others are currently in development. One study, for example, was published in *Review of Public Personnel Administration*. Another, titled *'Team Antecedents of employee wellbeing for first responders in Australia'*, was presented by Aglae Hernandez-Grande at the Australia New Zealand Academy of Management conference in Queensland in December 2022.

CENTRE FOR WORK + WELLBEING EVENTS

MEETING THE WELLBEING CHALLENGE: MANAGING PSYCHOSOCIAL SAFETY IN THE NEW WORLD OF WORK

In September CW+W hosted its very own industry symposium at Fraser Suites in Perth's CBD. Over 80 people took part.

Centre adjunct and Professor of Practice Dr Ben Hamer, futurist, spoke on 'The Future of Work, Today' for the keynote address. In an engaging, participatory presentation, Ben shared his insights around what work will look like in the future, and how organisations can, and should, prepare today.

Following the keynote, a number of Centre members showcased their research and its implications for practice. Topics discussed included mental health for first responders, the Healthy Older Worker Toolkit, and SIGNal – an organisational intervention to promote positive mental health in the workplace.

The day was rounded off with a panel discussion featuring Dr Uma Jogulu, Dr Judy Lundy, Professor Irene de Pater and Dr Ben Hamer. Chaired by Dr Azadeh Shafaei, the panel discussed the changing world of work, psychosocial hazards, and diversity and inclusion.

Thank you to our engaged audience who hailed from various organisations and industries. All have a vested interest in employee wellbeing and we were very pleased at the interest shown in working with us in the future.



Dr Ben Hamer giving the keynote address



Dr Azadeh Shafaei (chair, far left) and the panel at CW+W's Meeting the wellbeing challenge industry symposium. From left to right: Dr Uma Jogulu, Dr Judy Lundy, Professor Irene de Pater, Dr Ben Hamer.

ECU BUSINESS FLASHLIGHT - DIVERSITY AND INCLUSION



Panellists and university executives after the Diversity and Inclusion Flashlight. Front (l-r): Emily Jefferson, Pearl Proud, Dr Judy Lundy, Professor Maryam Omari, Keith Fitzpatrick. Back (l-r): Professor Peter Galvin, Professor Tim Bentley, Professor Arshad Omari.

Held at the ECU City Hub in June, this event co-hosted by the School of Business and Law Research Hub and the Centre for Work and Wellbeing featured a panel of four industry and academic presenters who shared insights on the role of diversity and inclusion in a rapidly changing environment. Panel members were, Emily Jefferson, Talent and Inclusion Lead, Woodside Energy; Pearl Proud, Consultant Psychologist, Pearl Proud Consulting; Dr Judy Lundy, MBA Director and CW+W member; and Keith Fitzpatrick, Lecturer, School of Business and Law.

An audience of approximately 40 industry participants joined the conversation with the panel which explored a wide range of D&I issues including how organisations are approaching diversity and inclusion given societal and organisational shifts, the key conversations are in terms of advancing this agenda, the challenges being faced at the organisational level, and practical steps that we can take/expect moving forward. As part of this conversation, Dr Lundy presented the ECU D&I Capability Maturity Model which was first published in the Australian Journal of Public Administration in 2021 and which is being used in a couple of current CW+W projects.



Dr Judy Lundy speaks to the ECU D&I Capability Maturity Model

WORKPLACE PSYCHOSOCIAL HAZARDS AND EMPLOYMENT RELATIONS FRAMEWORKS SYMPOSIUM

The Centre for Work + Wellbeing co-sponsored this event, held in August, with the major funder being the Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ).

The event was attended by 65 people in person and online. The audience included regulators, academics, health and safety practitioners and unionists, who enjoyed the opening address from Prof Tim Bentley and keynote from Prof Michael Quinlan (UNSW) entitled “*Psychosocial Hazards: A Comparative perspective*”. Six work-in-progress papers were presented to the audience, their high quality reflected in the audience engagement and quality of discussion.

A panel of Prof. Trish Todd (WA Commission for Occupational Safety and Health), Owen Whittle (Unions WA), Elisha Butt (Circle Green) and Sally North (Department of Mines, Industry Regulation and Safety) discussed contemporary issues and future directions in safety, psychosocial hazards and industrial relations in Western Australia. The previous day, an HDR/ECR Plenary was held.

The symposium was held in companionship with an upcoming special issue of the *Journal of Industrial Relations*, which is examining ‘Workplace Psychosocial Hazards: Employment Relations Frameworks and Implications for Workers’ Health and Safety’, to be published in late 2023.



Prof Quinlan engages the panel.

CENTRE MEMBER DEVELOPMENT

- Writing retreats: CW+W held two, 2-day writing retreats at Mindarie Marina over November and December, following similar successful events last year. Attendees collectively wrote thousands of words for journal articles, reports, book chapters and grant applications. We also held shorter weekly writing groups (1.5 hours long) throughout the year.
- Member meetings: four member meetings were held during 2022, providing the opportunity for members to share their research with the wider group, establish inter-disciplinary projects, and keep in touch with current events. External researchers were also invited to attend and discuss their research.
- Mentorship: Centre members enjoyed the opportunity to spend time with senior visitors working in the work and wellbeing field to the Centre, including Professor Yvonne Brunetto from Southern Cross University.

ENGAGEMENT ACTIVITIES

- The Centre for Work and Wellbeing made a submission to the Senate Select Committee on Work and Care's Inquiry into Work and Care. The Submission is available here (Submission 123) www.apf.gov.au/Parliamentary_Business/Committees/Senate/Work_and_Care/workandcare.
- We established the Centre for Work + Wellbeing LinkedIn page, growing it to around 550 followers from industry, academia and the community. Our #1 post for the year was a wrap-up of the Meeting the Wellbeing Challenge Industry Symposium, with 48 reactions and 1,240 Impressions.

CENTRE FOR WORK + WELLBEING

IN THE MEDIA

Centre members have appeared in the *Canberra Times*, *Australian Financial Review*, the ABC National and Regional programmes, and much more discussing their research and its practical implications on topics such as inclusion and diversity, bullying, age discrimination, and insecure work.

Authored media articles

- **Ben Farr-Wharton**. Universities are the key to transformational leadership. *The West Australian*, 12 August.
- **Ben Farr-Wharton**, Mathew Xerri, Yvonne Brunetto. Eddie Betts' camp saga highlights a motivational industry rife with weird, harmful ideas. *The Conversation*, 9 August. <https://theconversation.com/eddie-betts-camp-saga-highlights-a-motivational-industry-rife-with-weird-harmful-ideas-188354>
- **Alexis Vassiley**. Why insecure work is finally being recognised as a health hazard for some Australians. *The Conversation*, 22 February. <https://theconversation.com/why-insecure-work-is-finally-being-recognised-as-a-health-hazard-for-some-australians-177153>
- **Judy Lundy**. Optimising inclusion and diversity in the public sector: an evidence-based approach, *The Mandarin*, January. <https://www.themandarin.com.au/178943-optimising-inclusion-and-diversity-in-the-public-sector-an-evidence-based-approach/>

Media Engagement

- **Associate Professor Ben Farr-Wharton** was quoted in the *Canberra Times* on workplace bullying, November.
- **Dr Judy Lundy** was interviewed about building inclusive workplaces for the Soft Skills for Leaders Podcast, November. <https://www.speakingsavvy.com.au/inclusive-workplaces-judy-lundy/>
- **Professor Maryam Omari** was quoted in the *Australian Financial Review (AFR)*'s the BOSS lift out in the article 'Edith Cowan the top-ranked business for quality', September.

- **Professor Tim Bentley** appeared on ABC TV, radio, and online discussing older workers, age discrimination in the labour market, September. <https://www.abc.net.au/news/2022-09-20/call-for-employers-to-hire-older-workers-amid-worker-shortage/101434582>
- **Associate Professor Ben Farr-Wharton** gave expert comment to the *Australian Financial Review* on the importance of wellbeing to staff retention, June.
- **Associate Professor Ben Farr-Wharton** was quoted in the in the *Australian Financial Review* in the article entitled 'skill shortages reshape leadership trajectories,' June.
- **Associate Professor Ben Farr-Wharton** spoke to *HRDaily* on Australia's lack of wage growth, June.
- **Dr Alexis Vassiley** spoke to ABC Perth Breakfast on sick leave for casual employees, March.
- **Dr Alexis Vassiley** spoke to RTR FM on the impact of the Federal government on casual workers, March. <https://rtrfm.com.au/story/federal-budget-workplace-rights-and-employment/>
- **Associate Professor Ben Farr-Wharton** was quoted in the in the *Australian Financial Review* in the article entitled 'Post-pandemic era needs soft skills with technical capability,' February.
- **Dr Alexis Vassiley** was interviewed for 6PR Mornings, ABC Perth Breakfast and RTR, on the Record on WA's new code of practice on psychosocial workplace hazards and the health impacts of insecure work, February. <https://rtrfm.com.au/story/new-workplace-code-highlights-the-strain-of-insecure-work-dr-alexis-vassiley/>
- **Professor Tim Bentley** spoke on unpaid overtime, work from home and wellbeing, January <https://www.abc.net.au/everyday/how-to-address-excessive-overtime-in-2022/100696256>

AWARDS



Esme Franken received the Best Paper Award, British Academy of Management, Manchester, UK, August 2022. Paper title: Growth-oriented leadership: The development of a measure.



Alexis Vassiley received an Outstanding Presentation Award, Early and Mid-Career Researchers' Network Symposium, Edith Cowan University, 4 November 2022 for 'Psychosocial hazards and the health effects of insecure work'.



The paper 'Gender equity in the Western Australian Mining Industry: Diversity & Inclusion programs and gender outcomes' by **Ashley Speers**, Kerry Brown, **Fleur Sharafizad** and **Maryam Omari** won Best overall doctoral paper and Best paper in stream at the Australian and New Zealand Academy of Management (ANZAM) Conference, 6-7 December 2022, Gold Coast, Queensland.



Esme Franken, Geoff Plimmer, **Fleur Sharafizad** and Evan Berman won Best paper in stream for 'Enacted and thwarted public service motivation: A Latent Profile Analysis' at the Australian and New Zealand Academy of Management (ANZAM) Conference, 6-7 December 2022, Gold Coast, Queensland.



INVITED ADDRESSES

- **Professor Maryam Omari.** Keystone Education Webinar – How to improve your university rankings Webinar interview. November 2022
- **Jen Lajom.** Perceived organizational support, organizational time demands and employee outcomes: The role of passion for work. Centre for Work, Organisation and Wellbeing (WOW) Seminar Series, Griffith University. June 2022.
- **Jen Lajom.** Exploring the interactive role of work engagement and harmonious passion on recovery experiences and emotional exhaustion. Australian Institute of Business (AIB) Seminar Series. March 2022
- **Professor Tim Bentley** presented an invited presentation to a national forum in New Zealand – Mentally Healthy Work Community of Practice.
- **Professor Tim Bentley and A/Professor Ben Farr-Wharton** presented an invited presentation on Leading healthy work to the Institute for Future Work Seminar Series, Curtin University.
- **Professor Tim Bentley** presented an invited presentation on SIGNAL to the UNSW Business School seminar series.
- **A/Professor Ben Farr-Wharton** presented the opening keynote address on Leadership, to the Local Government Professionals WA South West Forum, August
- **A/Professor Ben Farr-Wharton, Dr Fleur Sharafizad and Aglae Hernandez** presented Tasmanian Police Executive Leadership team, November
- **A/Professor Ben Farr-Wharton** presented on 'doing better with less in the public sector', to the Local Government Professionals WA Finance Professionals Forum, April
- **A/Professor Ben Farr-Wharton, Dr Fleur Sharafizad** presented their research on the Local Government Workforce Capability to the Local Government Professionals State Conference, November



MEET THE MEMBERS – LEADERSHIP TEAM



PROFESSOR TIM BENTLEY **DIRECTOR**

Professor Tim Bentley is Director of the ECU Centre for Work + Wellbeing. Tim is an experienced research leader, mentor and supervisor. As former director of the New Zealand Work Research Institute, Tim is rated ‘world standard’ in his research field according to New Zealand’s Performance Based Research Fund quality assessment exercise (A ranked).

He has led many major government-funded research projects in the fields of psychosocial risk, workplace ill-treatment, employee health, safety and wellbeing, and his research has been supported by over \$6M of external funding. Tim’s published research is extensive and has received considerable scholarly and public attention. Further, his research on psychosocial risk and workplace ill-treatment has had high impact on government and industry stakeholders, contributing to national policy in New Zealand and best practice guidelines/industry practice in both New Zealand and Australia. Most recently, Tim has acted as Chief Investigator and co-led multiple projects funded by the NSW and WA Governments, along with many industry-funded projects.

Tim’s key research areas are: Psychosocial risks; Occupational health; Safety and wellbeing; and Human factors issues in work.



PROFESSOR MARYAM OMARI **CO-DEPUTY DIRECTOR**

Professor Maryam Omari has been the Executive Dean of the School of Business and Law since January 2016. Since becoming the Executive Dean, she has grown and repositioned the School of Business and Law at ECU by leading and managing a significant change agenda which has resulted in structural, cultural, academic and curriculum renewal.

Under Maryam’s leadership the Business School achieved accreditation from AACSB International in 2022. The Business and Economics discipline at ECU rose to the Top 250 in the Times Higher Education (THE) international rankings for 2022 and retained this standing for 2023, and the Hospitality and Tourism discipline became the highest ranked discipline at ECU on the ShanghaiRankings at number 30 in the world in the same year. In September 2023, The Australian Financial Review (AFR) named the Business School at ECU as number 1 in the country for Quality.

Maryam has a PhD, Master of Business (Human Resource Management), Graduate Diploma of Business (Management), and a Bachelor of Science (Zoology). She has taught Human Resource Management, International Business, and Management and has lived, studied and worked in the Middle East, UK and USA.

Meet the Members – Leadership Team (continued)



ASSOCIATE PROFESSOR BEN FARR-WHARTON **CO-DEPUTY DIRECTOR**

Associate Professor Ben Farr-Wharton is the Associate Dean of Management within Edith Cowan University's School of Business and Law. For the last decade, Ben has been working with international and Australian colleagues to develop a more comprehensive understanding of the factors that shape mental health and wellbeing at work.

Known for a collaborative and industry-engaged approach, Ben's past studies have focussed on a broad array of wellbeing contributors including employee stress, safety culture, resilience, harassment, performance, leadership, support and engagement. To date, Ben's research has been externally funded in excess of \$1 million. He has undertaken research for the Australian Army, Ramsay Health Care, Humanitas Hospital (Italy), the Maltese Civil Police Force, the Tasmanian Department of Police, Fire and Emergency Services, Sydney Water, the Department of Water and Environmental Regulation (WA), and Local Government Professionals (WA).



MEET THE MEMBERS – CORE MEMBERS



DR AZADEH SHAFAEI

Dr Azadeh Shafaei is a Lecturer at the School of Business and Law and a core member of Centre for Work + Wellbeing at Edith Cowan University. Azadeh has been actively involved in several research projects funded by internal and external bodies including UNESCO the Organisation for Economic Co-operation and Development (OECD). Azadeh has collaborated with several scholars from Australia and overseas on joint research projects focusing on inclusive leadership, well-being, organisational behaviour, work meaningfulness, green human resource management and flexible work arrangement. Azadeh has contributed to several industry funded projects and published her research findings in reputable international journals.



DR ESME FRANKEN

Dr Esme Franken obtained her PhD in Human Resources and Industrial Relations from Victoria University of Wellington, New Zealand in 2019. Prior to her PhD, she worked in HR for organisations in the Waikato region of New Zealand. Esme is interested in how both managers and employees can develop to their full potential in organisations. Her research uses both quantitative and qualitative methodologies, and centres on employee growth and development, public sector management, leadership and gendered organisations. Esme is passionate about teaching in both HRM and Management subject areas. She has taught specifically in the areas of organisational behaviour, management, employee development, and performance management. Esme has published her research in the journals such as Gender, Work & Organization, Australian Journal of Public Administration and the International Journal of Human Resource Management. She is a member of ANZAM and the British Academy of Management.

Meet the Members – Core Members (continued)



PROFESSOR DENISE JACKSON

Professor Denise Jackson is the Director of Work-Integrated Learning in the School of Business and Law at Edith Cowan University, Perth. Denise is focused on preparing students for future work and career through embedding meaningful industry and community engagement into the curriculum. Denise's work has been recognised by several research and learning and teaching awards, most recently an Award for Teaching Excellence (Australian Awards for University Teaching) and the James W Wilson Award for Outstanding Contribution to Research in the Field of Cooperative Education. Denise is a Principal Fellow of the Higher Education Academy and an Elected President for the Australian Collaborative Education Network, the professional association for work-integrated learning in Australia.



DR UMA JOGULU

Uma Jogulu is a Senior Lecturer in the School of Business and Law at Edith Cowan University. Uma's work encompasses the intersections of gender and diversity, careers and work, and disability and inclusion to understand why individuals make career choices. Building on her own lived experiences of exclusion as a minority group faced with discrimination while growing up in Malaysia has provided a lot of strength to Uma's research in the inclusion space. Her publications focus on the importance of creating fair, equitable socioeconomic outcomes particularly in the labour market for everyone.



DR JENNIFER LAJOM

Jen is a Lecturer in Management at Edith Cowan University's School of Business and Law. She received her PhD in Business in 2016 from the Australian National University. Jen has shared her expertise with various academic and professional engagements over the last five years. She is a contributor to HR Daily and Channel News Asia, and has undertaken guest speaking for peak professional bodies and other Australian Business Schools. Her research has been published in highly reputable journals including *Human Relations*, the *Journal of Career Assessment*, and *Personality and Individual Differences*.

Meet the Members – Core Members (continued)



DR ALEXIS VASSILEY

Alexis was a Research Associate in the Centre for Work and Wellbeing (CW+W). Maintaining membership of the CW+W, he is now a Lecturer at the School of Business and Law. Alexis has a background in industrial relations and labour history. His research centres around the notion of decent work and comprises two main research tracks: 1) Wellbeing at work, focussing on workplace psychosocial hazards. 2) Union strategy historically and today.

His research has been published in *Labour History*, *Labor History* (US) and *Labour and Industry*. Alexis serves on the Editorial Board of *Labour History* as Editorial Trainee and is the lead guest editor for a forthcoming special issue of *Journal of Industrial Relations* on Workplace Psychosocial Hazards and Employment Relations Frameworks. Alexis holds LLB and BA (Hons) degrees from UWA and completed his PhD at Curtin University's Business School (conferred in 2021).



DR JUDY LUNDY

Dr Judy Lundy is the MBA Director at the School of Business and Law at Edith Cowan University. She has a long career in the education, consulting and hospitality sectors and has taught in leading business and hospitality schools in Australia, Canada, New Zealand and the Netherlands. Judy's main research interests are in the field of inclusion and diversity, and she is passionate about using her teaching and research to help build adaptive, inclusive, and sustainable workplaces. Her aspirations as MBA Director and CW+W researcher are to help transform workplaces to meet the needs of increasingly diverse workforces in a way that embeds care for people and planet. She has a DBA from University of Newcastle, an MBA (HRM) from University of New England and a Bachelor of Adult Education from the University of Canberra.

MEET THE MEMBERS –

NEW MEMBER & ADJUNCT MEMBER

PROFESSOR IRENE DE PATER

NEW MEMBER

Irene de Pater will join the School of Business and Law at Edith Cowan University as Professor of Business Psychology in January 2023. She currently is Associate Professor in the School of Management and Marketing at Curtin University. Before, she was Assistant Professor at the National University of Singapore Business School (Singapore) and at the School of Psychology at the University of Amsterdam (the Netherlands). Irene received her doctorate degree in Work and Organizational Psychology from the University of Amsterdam.

In her research, Irene applies theory of organizational behavior to understand how employees react to and can deal effectively with the experiences they have at work and the consequences these experiences have for both their work and personal life. This research mainly focuses on experiences related to the work they conduct (i.e., the content of work) and the people they encounter (i.e., interpersonal interactions) and has been published in scholarly journals such as *Journal of Applied Psychology*, *Journal of Organizational Behavior*, and *Personnel Psychology*.

Irene serves as Associate Editor for the *Journal of Organizational Behavior* and is an active reviewer for numerous scientific journals in business and psychology.

DR BEN HAMER

ADJUNCT MEMBER

Dr Ben Hamer was appointed as an Adjunct Professor of Practice at the Centre this year. As part of this, he has supported and informed activities at the Centre, including delivering the keynote at the Centre for Work and Wellbeing's Industry Symposium (September 2022).

Throughout the year, Ben has delivered an extensive program of keynote presentations, with organisations including Meta, Microsoft, Dell, and Seek. Ben has also featured at conferences such as the Australian HR Institute's National Convention, the Australia and New Zealand Mental Health Symposium, the Asia-Pacific Health Leadership Congress, and SomethingX. In addition, Ben hosted the NSW Future of Work event at NSW Parliament House, interviewing the likes of Victor Dominello (Minister for Customer Service and Digital Government) and Suzi Nicoletti (former MD of Twitter Australia).

Ben is a frequent commentator across Australian media. This year, he appeared on Sunrise to provide a 2022 job outlook as well as across 7News talking to the 'quiet quitting' phenomenon, amongst other things. Ben has also featured extensively across print media, predominately in regards to hybrid working, winning the war for talent in a tight labour market, and in promoting the recent publication of his book – *The Kickass Career: How to succeed in the future of work, now*.

MEET THE MEMBERS – HIGHER DEGREE BY RESEARCH (HDR) STUDENTS



CAROLINE NGUGI

Caroline is a Higher Degree by Research Student at Edith Cowan University. She joined ECU in April 2022 and is currently working on her proposal.

Before joining ECU, Caroline worked as a Research Assistant to the Academic Director for Africa, at the Thunderbird Regional Centre for Excellence, Nairobi (part of Arizona State University). She assisted with research on “Understanding and Improving Women’s Work on Digital Labour Platforms in Kenya” a project funded by the International Labour Organization. She also developed a strategic plan for the International Association of Women Judges, Kenya Chapter. Additionally, Caroline has worked as a Research Assistant to the Course Director at the United Nations University of Peace (UPEACE) to develop online courses for the Aljazeera Media Institute (AJMI).



ASHLEY SPEERS

Ashley leads CEOs for Gender Equity, a non-for-profit which seeks to accelerate gender equity through inspiring and supporting CEOs to take action. Her role involves hosting and facilitating roundtables and summits where CEOs come together to learn, share and collaborate. Ashley is also collaborating with local, state, and national government to drive gender equity outcomes through policy and procurement.

Ashley is completing her PhD which seeks to accelerate female inclusion and diversity in the Western Australian mining industry. She plans to translate her thesis into an online, interactive ‘how to’ guide to advance gender equity.

Ashley regularly shares insights from her work and studies in the media including opinion pieces, radio, print and news segments.

CENTRE FOR WORK + WELLBEING TEAM & ADVISORY BOARD

TEAM

Leadership Team

- Professor Tim Bentley (Director)
- Professor Maryam Omari (co-Deputy Director)
- Associate Professor Ben Farr-Wharton (co-Deputy Director)

Core members

- Dr Tom Barratt (to July 2022)
- Dr Azadeh Darastani
- Dr Esme Franken
- Professor Denise Jackson
- Dr Uma Jogulu
- Dr Jennifer Lajom
- Dr Alexis Vassiley
- Dr Judy Lundy
- Dr Fleur Sharafizad
- Professor Irene de Pater

Collaborating members

- Dr Marcus Cattani
- Professor Julie Ann Pooley
- Dr Ben Hamer

Higher Degree by Research students

- Emmanuel Kokoroko
- Ashley Speers
- Caroline Ngugi



Advisory Board Chair
Candy Choo.

ADVISORY BOARD

The Centre is fortunate to be supported by an industry advisory board comprising senior and influential industry people with a wealth of experience across public and private sector organisations in Western Australia and beyond.

This ensures a two-way dialogue between researchers and industry partners. It informs how and what we research, and, in turn, we hope our research will impact wellbeing at work where it is most needed.

The committee met three times this year. We thank them for their service!

Advisory board members

- Andy Shaw – Head of Customer Connection Services at Western Power
- Ashani Seneviratne – Principal at Mercer
- Ben Farr-Wharton – Associate Dean of Management, School of Business and Law at Edith Cowan University
- Bevan Catley – Professor at Massey University
- Brett Cullen - Manager Business Partnering at Roy Hill
- Candy Choo – Chair of CW+W Advisory Board. Non-Exclusive, Board Chair, Chief Executive Officer, Speaker
- Charley Jones – Associate Director at KPMG
- Arron Jackson – Industry Relationship Manager, School of Business and Law at Edith Cowan University
- Jonathon Woolfrey – Managing Partner at Talenting, Dep. Chair, Catholic Education WA; Non-Exec Director & State President, AHRI, GAICD, FCPHR
- Maryam Omari – (Deputy Director of CW+W Advisory Board). Executive Dean, School of Business and Law at Edith Cowan University
- Michelle Raymond – Manager, Talent & Culture at Department of Water and Environmental Regulation
- Paul Arthur- Edith Cowan University, Society and Culture Theme Leader
- Pearl Proud – Board Chair at Community Arts Network
- Hanlie du Plessis - Edith Cowan University Human Resources Director
- Tim Bentley – Director, Centre for Work + Wellbeing, School of Business and Law at Edith Cowan University

PUBLICATION LIST 2022

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- Teo,S.T. ,**Bentley,T.A.** ,Nguyen,T. ,Blackwood,K. ,Catley,B. (2022) Inclusive leadership, matured age HRM practices and older worker wellbeing. *Asia Pacific Journal of Human Resources* 60(2): 323-341. <https://doi.org/10.1111/1744-7941.12304>
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Contact

Professor Tim Bentley
Director, ECU Centre for Work + Wellbeing
School of Business and Law
Edith Cowan University
270 Joondalup Drive
Joondalup WA 6027
E: cww@ecu.edu.au

www.ecu.edu.au

Find us at



[linkedin.com/showcase/centre-for-work-wellbeing/](https://www.linkedin.com/showcase/centre-for-work-wellbeing/)