

CURRICULUM VITAE

John Lawrence SHIELDS

CONTACT DETAILS

Work Address:

Discipline of Work and Organisational Studies
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ACADEMIC QUALIFICATIONS

- 1990 Doctor of Philosophy
 Dept. of Economic History, The University of Sydney.
 Thesis: 'Skill Reclaimed: Craft Work, Craft Unions and the Survival of
 Apprenticeship in New South Wales, 1860-1914.'
- 1977 Bachelor of Arts (Honours) First Class
 Department of History, The Australian National University
 Thesis: 'Possession and Privation: A Study of the Free Selector
 Communities of South Eastern New South Wales, 1862-1900.'

ACADEMIC EMPLOYMENT

- 2007- Associate Professor
 Discipline of Work and Organisational Studies
 The University of Sydney
- 2000-2006 Senior Lecturer
 Discipline of Work and Organisational Studies
 The University of Sydney
- 1999 Senior Lecturer (Tenured)
 School of Industrial Relations and Organisational Behaviour
 The University of New South Wales
- 1995-99 Lecturer (Tenured)
 School of Industrial Relations and Organisational Behaviour
 The University of New South Wales
- 1993-95 Lecturer (three year contract)
 School of Industrial Relations and Organisational Behaviour
 The University of New South Wales

Curriculum Vitae – John Shields

- 1989-92 Senior Researcher (fixed term contract) for Australian Research Council funded project entitled 'A Biographical Register of the Australian Labour Movement, 1788-1975'.
Faculty of Arts and Social Sciences, University of Western Sydney, Macarthur.
- 1989 Lecturer (Fractional Contract), History, Macarthur Campus
Faculty of Arts and Social Sciences, University of Western Sydney, Macarthur.
- 1981-82 Full-time Tutor
Department of Economic History
Faculty of Economics
The University of Sydney
- 1977-81 Casual Tutor
Department of Economic History
Faculty of Economics
The University of Sydney

PUBLICATIONS AND RESEARCH PRESENTATIONS

BOOKS AND MONOGRAPHS

- Shields, J. (2011, forthcoming), *Managing Employee Performance and Rewards: Concepts, Practices, Strategies*, 2nd edition, Cambridge University Press, Melbourne.
- Shields, J. (2007), *Managing Employee Performance and Rewards: Concepts, Practices, Strategies*, Cambridge University Press, Melbourne (21 chapters; 600pp; published June 2007).
- Ellem, B., Markey, R. & Shields, J. (eds.) (2004), *Peak Unions in Australia: Origins, Purpose, Power, Agency*, Federation Press, Sydney.
- Shields, J. (ed.) (1992), *All Our Labours. Oral Histories of Working Life in Twentieth Century Sydney*, New South Wales University Press.

REFEREED JOURNAL ARTICLES

- Gollan, P., & Shields, J., 'Collective Bargaining in Global Transition', *Industrial and Labor Relations Review* (introduction to special issue, submitted April 2010, under review).
- Shields, J., Scott, D., Bishop, J. & Goelzer, P., 'Differentiating Pay and Employee Engagement: Are These Contradictory Management Strategies?', *International Studies of Management and Organization* (submitted February 2010, under review.)
- Patmore, G., Knowles, H. & Shields, J., 'Courting the Foreign Money Power: Labor and Citibank', *Labour History* (accepted 2 2010).
- Shields, J. & Grant, D., 'Psychologising the Subject: HRM, Commodification, and the Objectification of Labour', *Economic and Labour Relations Review* (accepted 3 2010)
- Shields, J. & Harvey, A. (2010), 'Succumbing to the Burden of Foreignness: A Social Constructionist Analysis of Print Media Representations of Telstra CEO, Sol Trujillo', *Management Communication Quarterly*, 24(2), 288-321.
- Capezio, A., Shields, J. & O'Donnell, M. (forthcoming), 'Too Good to be True. Board Structural Independence as a Moderator of CEO Pay-for-performance in Australian Corporations', *Journal of Management Studies*. (accepted 11 2009)
- Scott, D., McMullen, T., Shields, J. & Bowbin, B. (2009), 'Reward Alignment: High Hopes and Hard Facts', *WorldatWork Journal*, 18(4), 32-47.
- Long, R. & Shields, J. (2009), 'Do Unions Affect Pay Methods of Canadian Firms? A Longitudinal Study', *Relations Industrielles/Industrial Relations*, 64(3), 442-65.
- Long, R. & Shields, J. (2010, forthcoming), 'From Pay to Praise? Non-cash Employee Recognition in Canadian and Australian Firms', *International Journal of Human Resource Management*, (accepted November 2008).

- Knowles, H., Patmore, G. & Shields, J. (2008), 'Histories of Banking and Finance in the Asia-Pacific: An Introduction', *Accounting, Business and Financial History*, 18(3), 275-281.
- Knowles, H., Patmore, G. & Shields, J. (2008), 'From Hire Purchase to Property Development: The Rise and Demise of the Industrial Acceptance Corporation in Australia, 1926-1977', *Accounting, Business and Financial History*, 18(3), 383-302.
- Johnson, L. & Shields, J. (2007), 'Lessons from Management-Union Partnership in Teacher Performance Appraisal in the New South Wales Public Education System', *International Journal of Human Resource Management*, 18(7), 1214-27.
- Long, R. & Shields, J. (2005), 'High Involvement Management and Performance Pay in Canadian and Australian Firms', *International Journal of Human Resource Management*, 16(1), 1783-1811.
- Shields, J. (2005), 'Setting the Double Standard: CEO Pay the BCA Way', *Journal of Australian Political Economy*, 56, 299-326.
- Long, R. & Shields, J. (2005), 'Best Practice Or Best Fit? High Involvement Management and Base Pay Practices in Canadian and Australian Firms', *Asia Pacific Journal of Human Resources*, 43(1), 52-74.
- Grant, D. & Shields, J. (2002), 'In Search of the Subject: Researching Employee Reactions to "Human Resource Management"', *Journal of Industrial Relations*, 44 (3), 313-334.
- O'Donnell, M. & Shields, J. (2002), 'Performance Management and the Psychological Contract in the Australian Federal Public Sector', *Journal of Industrial Relations*, 44 (3), 435-457.
- Ellem, B. & Shields, J. (2002), 'Making the "Gibraltar of Unionism": Union Organising and Peak Union Agency in Broken Hill, 1886-1930', *Labour History*, No.83, 65-88.
- Ellem, B. & Shields, J., (2001), 'Placing Peak Union Purpose and Power: The Origins, Dominance and Decline of the Barrier Industrial Council', *Economic and Labour Relations Review*, June, 61-84.
- Ellem, B. & Shields, J. (2000), 'Making a "Union Town": Class, Gender and Workers' Control in Inter-war Broken Hill', *Labour History*, 78, May, 116-140.
- Ellem, B. & Shields, J. (2000), 'H.A. Turner and "Australian Labor's Closed Preserve": Explaining the Rise of 'Closed Unionism' in the Broken Hill Mining Industry', *Labour and Industry*, 11(1), August, 69-94.
- Ellem, B. & Shields, J. (1999), 'Rethinking "Regional Industrial Relations": Space, Place and the Social Relations of Work', *Journal of Industrial Relations*, 41(4), December, 536-560.
- Shields, J. (1997), "'Lead Bonus Happy": Profit-sharing, Productivity and Industrial Relations in the Broken Hill Mining Industry, 1925-83', *Australian Economic History Review*, vol.37 (3), 222-255.
- Ellem, B. & Shields, J. (1996), 'Why Do Unions Form Peak Bodies? The Case of the Barrier Industrial Council', *Journal of Industrial Relations*, vol.38 (3), 377-411.
- Shields, J. (1995), 'Deskilling Revisited: Continuity and Change in Craft Work and Apprenticeship in Late Nineteenth Century New South Wales', *Labour History*, no. 68, 1-29.
- Shields, J. (1995), 'A Matter of Skill: the Rise of Compulsory Apprenticeship in Early Twentieth Century New South Wales', *Journal of Industrial Relations*, vol.37 (2), 236-262.

BOOK CHAPTERS

- Shields, J. (2011, forthcoming), 'Reward Management', in Kramar, R. & Syed, J. (eds.), *Human Resource Management in a Global Context: A Critical Approach*, Palgrave Macmillan, London.
- Brown, M. & Shields, J. (2010, forthcoming), 'Pay for Performance: Argument, Evidence, Implications', in Clarke, M. (ed.) *Readings in HRM and Sustainability*, Tilde Press, Melbourne.
- Shields, J. (2010, forthcoming), 'Strategic Reward Management', in Nankervis, A., Compton, B. & Baird, M. (eds.), *Human Resource Management. Strategies and Processes*, 7th edition, Cengage.
- Capezio, A. & Shields, J. (2009), 'Sensitivity and Sense-making: Rethinking CEO Reward Determination', in Young, S. (ed), *Contemporary Issues in International Corporate Governance*, Tilde Press, Melbourne, 58-72.
- Shields, J. (2007), 'Strategic Reward Management', in Nankervis, A., Compton, B. & Baird, M. (eds.), *Human Resource Management. Strategies and Processes*, 6th edition, Thomson, 382-437.
- Grant, D. & Shields, J. (2006), 'Identifying the Subject: Worker Identity as Discursively Contested Terrain', in Hearn, M. & Michelson, G. (eds), *Rethinking Work: Time, Space and Discourse*, Cambridge University Press, 285-307.
- O'Donnell, M. & Shields, J. (2006), 'The New Pay: Performance-Related Pay in Australia', in Teicher, J., Holland, P. & Gough, R. (eds.), *Employee Relations Management. Australia in a Global Context*, 2nd Edition, Prentice Hall/Pearson, 383-412.
- Ellem, B. & Shields, J. (2006), 'The Far West', in Hagan, J. (ed), *People and Politics in Regional New South Wales. Volume 1 1856 to the 1950s*, The Federation Press, Sydney, 294-326.
- Ellem, B., Kimber, J. & Shields, J. (2006), 'The Far West', in Hagan, J. (ed), *People and Politics in Regional New South Wales. Volume 2, the 1950s to 2006*, The Federation Press, Sydney, 282-316.
- Ellem, B. & Shields, J. (2004), 'Beyond the Will to Unity: Theorising Peak Union Organisation and Agency', in Ellem, B., Markey, R. & Shields, J. (eds.), *Peak Unions in Australia: Origins, Purpose, Power, Agency*, Federation Press, 32-53.
- Ellem, B. & Shields, J. (2004), 'The Barrier Industrial Council: A Study in Local Peak Union Origins, Purpose, and Power', in Ellem, B., Markey, R. & Shields, J. (eds.), *Peak Unions in Australia: Origins, Purpose, Power, Agency*, Federation Press, 133-51.
- Fry, S., Shields, J. and Ellem, B. (2004), 'The Industrial and Political Role of the Trades and Labour Council of Queensland since 1922: A Reassessment', in Ellem, B., Markey, R. & Shields, J. (eds.), *Peak Unions in Australia: Origins, Purpose, Power, Agency*, Federation Press, 99-115.
- Grant, D., O'Donnell, M. & Shields, J. (2003), 'The New Performance Management Paradigm in the Australian Public Service: Discourse, Practice, Impact', in Duvillier, T., Genard, J-L, and Priaux, A. (ed), *La Motivation au Travail dans les Services Publics*, L'Marmattan, Paris, 247-259.
- Shields, J. (2003), 'Walter Edmunds, 1919-25', in Patmore, G. (ed.): *Laying the Foundations of Industrial Justice: The Presidents of the Industrial Relations Commission of NSW 1902-1998*, Industrial Relations Commission & Federation Press, 103-128.
- Shields, J. (2003), 'William Kenneth Fisher 1981-1998', in Patmore, G. (ed.): *Laying the Foundations of Industrial Justice: The Presidents of the Industrial Relations*

Commission of NSW 1902-1998, Industrial Relations Commission & Federation Press, 230-266.

O'Donnell, M. & Shields, J. (2002), 'The New Pay: Performance-Related Pay in Australia', in Teicher, J., Holland, P. & Gough, R. (eds.), *Employee Relations Management. Australia in a Global Context*, Prentice Hall/Pearson Education, Sydney, 406-434.

Shields, J. (2002), 'Performance-related Pay in Australia: Past, Present and Prospects', in Brown, M., & Heywood, J. (eds), *Paying for Performance: An International Comparison*, M.E. Sharpe, NY, 178-213.

Shields, J. (1992), 'Working Life and the Voice of Memory: an Introduction', in Shields, J. (ed.), *All Our Labours. Oral Histories of Working Life in Twentieth Century Sydney*, Sydney, New South Wales University Press, 1-9.

Shields, J. (1992), 'Craftsmen in the Making. The Memory and Meaning of Apprenticeship in Sydney between the Great War and the Great Depression', in Shields, J. (ed.), *All Our Labours. Oral Histories of Working Life in Twentieth Century Sydney*, Sydney, New South Wales University Press, 86-122.

Shields, J. (1984), 'Capital, Craft Unions and Metal Trades Apprenticeship in New South Wales Prior to World War II', in Cottle, D. (ed.), *Capital Essays*, Sydney, the editor/General Studies Dept. University of New South Wales, 6-18.

Shields, J. (1982), 'A Dangerous Age: Bourgeois Philanthropy, the State and the Young Unemployed in New South Wales in the 1930s', in Sydney Labour History Group, *What Rough Beast? The State and Social Order in Australian History*, Sydney, George Allen & Unwin, 151-170.

DICTIONARY/ENCYCLOPAEDIA ENTRIES

Moore, A., Shields J. & Rittau, Y. (2010, forthcoming), *A Biographical Register of the Australian Labour Movement, 1788-1975*, Business and Labor History Group, The University of Sydney (on-line collective biographical resource, 2,200 individual entries).

Shields, J. (forthcoming), 'Wright, Thomas (1902-1981), metal worker, unionist', in Langmore, D. (ed.) *Australian Dictionary of Biography*, vol. 18, Melbourne University Press.

Shields, J. & Ellem, B. (2005), 'O'Neill, Eugene Patrick (1874-1953)', in Cunneen, C. (ed.) *Australian Dictionary of Biography. Supplement 1580-1980*, Melbourne University Press, 312-13.

Shields, J. (2000), 'McGuirk, George Thomas (1896-1967), tramway worker and trade unionist', in Ritchie, J.D. (ed.), *Australian Dictionary of Biography*, vol. 15, Melbourne University Press, 225-226.

Shields, J. (2000), 'O'Dea, Ernest Charles (1889-1976), Labor politician, lord mayor and unionist', in Ritchie, J.D. (ed.), *Australian Dictionary of Biography*, vol. 16, Melbourne University Press, 517-518.

PROFESSIONAL JOURNAL ARTICLES, BOOK REVIEWS AND OTHER PUBLICATIONS

Shields, J., Scott, D., Sperling, R. & Higgins, T., (2009), 'Rewards Communication in Australia: A Survey of Policies and Programs', *Compensation and Benefits Review*, 41(6), 14-26.

Shields, J. (2006), 'Heads I Win: Tails You Lose', *On Line Opinion*, <http://www.onlineopinion.com.au/view.asp?article=4277> (Posted 21 March)

- Shields, J. (2005), 'Balancing Fairness and Flexibility: the Industrial Relations Commission of NSW during Bill Fisher's Presidency, 1981-98', *Australian Review of Public Affairs*, 19 September. ISSN 1832-1526.
<http://www.australianreview.net/digest/2005/09/shields.html>
- Shields, J. (2005), 'Soliciting Excellence: Soliciting Excellence: Strategic Reward Management at Winton Wynne Moore and Associates, Commercial Law Partners', in Stone, R., *Human Resource Management*, fifth edition, John Wiley & Sons Australia.
- Shields, J. (2004), 'W(h)ither Performance Pay?', *ADAM Report*, Australian Centre for Industrial Relations Research and Training, University of Sydney, 9-14.
- Shields, J. (2003), Eklund, E. (2002), *Steel Town. The Making and Breaking of Port Kembla*, Melbourne University Press, Melbourne, *Labour History*, no. 85, 266-68. Book review.
- Shields, J. (2002), 'Beyond the Hard Sell: Redesigning Performance-Related Rewards at Bidgee Bank', in Stone, R., *Human Resource Management*, fourth edition, John Wiley & Sons Australia, 522-524.
- Shields, J. (2002), 'Edgar Ross and Broken Hill', *The Hummer* (Australian Society for the Study of Labour History, Sydney Branch), vol. 3 (8), Winter.
- Shields, J. (2001), "Pay-for-performance: what's really happening?", *Human Resources Management Bulletin*, CCH Australia Ltd, Issue 16, April, 1-12.
- Shields, J. (2001), 'William Sydney ('Shorty') O'Neil (1903-2000)', *The Hummer* (Australian Society for the Study of Labour History, Sydney Branch), vol. 3 (6), Winter, 30-38.
- Shields, J. (2000), 'William Sydney ('Shorty') O'Neil (1903-2000) - King of Broken Hill Unionism', *Workers On Line* (Labor Council of New South Wales) 1 September.
- Shields, J. (2000), Dessler, G., Griffiths, J., Lloyd-Walker, B. and Williams, A. (1999), *Human Resource Management*, Prentice Hall Australia, *International Human Resource Issues*, vol.1 (1), September, 83-85. Book review.
- Shields, J. (1999), Stuart MacIntyre, (1998), *The Reds. The Communist Party of Australia from Origins to Illegality*, Sydney, Allen & Unwin (Review Essay), *The Hummer* (Australian Society for the Study of Labour History, Sydney Branch), vol.3 (1). Book review.
- Shields, J. (1999), Joseph A McCartin (1997), *Labor's Great War. The Struggle for Industrial Democracy and the Origins of Modern American Labor Relations, 1912-1921*, University of North Carolina Press, *The Journal of Industrial Relations*, 41(4), 650-53. Book review.
- Shields, J. (1998), Mary Jo Maynes, *Taking The Hard Road. Life Courses in French and German Workers' Autobiographies in the Era of Industrialization*, University of North Carolina Press, *Labour History*, no.74, 225-27. Book review.
- Shields, J. (1998), Jack Barbash & Noah Meltz (1997), *Theorizing in Industrial Relations: Approaches and Applications*, Sydney, Australian Centre for Industrial Relations Research and Training, *The Journal of Industrial Relations*, vol.40 (3). Book review.
- Shields, J. (1996), Erik Olssen (1995), *Building the New World. Work, Politics and Society in Caversham, 1880s-1920s*, Auckland, Auckland University Press, *The Journal of Industrial Relations*, vol.38(3), 493-94. Book review.
- Shields, J. (1995), Beverley Symons, (1994), *The Communist Party of Australia. A Bibliography*, Canberra, National Library of Australia, *Public History Review*, vol.4, 198-200. Book review.

- Shields, J. (1994), Raelene Frances (1993), *The Politics of Work. Gender and Labour in Victoria, 1880-1939*, Melbourne, Cambridge University Press, *The Journal of Industrial Relations*, vol.36 (2), 557-59. Book review.
- Shields, J. (1993), Eric Fry (1993), *An Airman Far Away. The Story of An Australian Dambuster*, Kenthurst, Kangaroo Press, *Labour History*, no.65, 219-220. Book review.
- Shields, J. (1991), John Ritchie (General Editor): *Australian Dictionary of Biography*, vol.12, Melbourne, Melbourne University Press, *Labour History*, no.60, 141-43. Book review.
- Shields, J. (1978), Brian Kennedy (1978), *Silver, Sin and Sixpenny Ale. A Social History of Broken Hill, 1883-1921*, Melbourne, Melbourne University Press, *Bowyang*, no.4, 91-94. Book review.
- Shields, J. (1990), Mark Bray & Malcolm Rimmer (1987), *Delivering the Goods. A History of the Transport Workers' Union in New South Wales, 1886-1986*, Sydney, Allen & Unwin, *The Hummer* (Australian Society for the Study of Labour History, Sydney Branch), no.28, 14-18. Book review.
- Shields, J., with four co-reviewers, (1988), Alan Gilbert & Ken Inglis (General Editors), *Australians. A Historical Library*, 11 volumes, Sydney, Fairfax, Syme & Weldon Associates, *Labour History*, no.54, 114-119. Book review.
- Shields, J. (1985), Janet McCalman (1984), *Struggletown: Public and Private Life in Richmond 1900-1965*, Melbourne, Melbourne University Press, *The Hummer* (Australian Society for the Study of Labour History, Sydney Branch), no.8, 45-48. Book review.

REFEREED CONFERENCE PAPERS (2000+ ONLY)

- Capezio, A. & Shields, J.: 'Beyond the Myth of Board Independence', Refereed paper, Academy of Management Annual Congress, Montreal, August 2010 (Accepted 18 March 2010)
- Knowles, H., Patmore, G. & Shields, J. (2008), 'Backdoor Bankers: The Origins of Citigroup's Australia Operations', Refereed paper, Business History Conference meeting April 10-12, Sacramento, California.
- Capezio, A., O'Donnell, M., & Shields, J. (2008), 'Too Good to be True?: Board Structural Independence as a Moderator of CEO Cash Reward', AIRAANZ Conference, Melbourne, February 2008.
- Shields, J., Capezio, A., O'Donnell, M., Frino, A. & O'Brien, J. (2007), 'Ownership Concentration, CEO Reward and the Managerial Power Thesis: Evidence from Australia', Refereed paper, Academy of Management Congress, Philadelphia, August.
- Shields, J., O'Donnell, M. & O'Brien, J. (2004), 'The Bucks Stop Here: Executive Pay and Company Performance', 18th Annual Conference of the Association of Industrial Relations Academics of Australia and New Zealand, Noosa, 4 February 2004.
- Shields, J. & Grant, D (2002), 'In Search of the Subject: Researching Employee Reactions to "Human Resource Management"', Refereed paper presented at the Fifth International Conference on Organizational Discourse, The Management Centre, Kings College, University of London, 24 July 2002.

**CONFERENCE PAPERS, SEMINAR PAPERS AND UNPUBLISHED REPORTS
(2000+ ONLY)**

- Scott, D., Bishop, J.W, Shields, J. and Goelzer, P. (2009), 'Antecedents and Consequences of Fair Pay', Second European Reward Management Conference, Brussels, 26-27 November.
- Shields, J. (2008), 'Psychologising the Subject: Labour Objectification and Commodification 21st Century Style', paper presented at Workshop entitled 'Is Labour a Commodity?', University of Sydney, September 2008.
- Harvey, A. & Shields, J. (2008), 'Change Agents Down Under: A Discourse Analytic Study of Three US-recruited CEOs in Australian Companies', International Research Workshop on Leadership and Discourse Conference, International Centre for Research in Organisational Discourse, Strategy and Change, University of Sydney, 14-15 February.
- Harvey, A. & Shields, J. (2007), 'Change Agents Down Under: A Discourse Analytic Study of US-recruited CEOs in Australian Companies', paper presented in Work and Organisational Studies Seminar Series, University of Sydney, 5 October.
- Harvey, A. & Shields, J. (2007), 'Bringing US "Tall Poppies" Down-Under: A Discourse Analytic Study of Australian Telco CEO and US "Import", Sol Trujillo', paper presented at 23rd EGOS Colloquium July 5-7, 2007, Vienna University of Economics & Business Administration, Vienna.
- Shields, J., Capezio, A. & O'Donnell, M. (2007), 'CEO Pay-Performance Sensitivity in Australian Listed Companies, 1999 to 2005', unrefereed paper, AIRAANZ Conference, Auckland, NZ, 9 February 2007.
- Knowles, H., Patmore, G. & Shields, J. (2006), 'Hire Purchase in Australia: The Rise and Demise of Industrial Acceptance Corporation', paper presented at conference on 'The History of Banking and Finance in the Asia-Pacific', Business and Labour History Group, University of Sydney, December.
- Shields, J. (2006), 'Cutters, Clickers, Courts and Common Rules: Federal-State Arbitral Jurisdiction and the Boot Trades Dispute of 1907-1910', paper presented at conference on 'Arbitration and Working Life', Australian Society for the Study of Labour History, University of Sydney, November.
- Shields, J. (2006), 'CEO Performance-Reward Sensitivity in Australian Listed Companies Since 1990', paper presented at staff seminar, School of Management, Marketing & International Business, College of Business & Economics, Australian National University, 20 October.
- O'Donnell, M. & Shields, J. (2006), 'Chief Executive Pay in Australia 1990-2005: Rent Extraction by CEOs in Australia's Top 200 Listed Companies', paper presented at 'Integrating Global Organisations: The Role of Performance Measurement Systems', Faculty of Economics, University of Siena, Italy, 13-14 July.
- Shields, J. & Ellem, B. (2005), 'Electoral Politics in the NSW Far West in the interwar period', paper presented at the Ninth Biennial Conference of the Australian Society for the Study of Labour History, University of Sydney, 1 July.
- Shields, J. (2005), 'Balancing Fairness and Flexibility: the Industrial Relations Commission of NSW during Bill Fisher's presidency, 1981-98', paper presented at symposium on 'The State Systems of Industrial Relations: Past, Present and Future', organised by the Business and Labour History Group, School of Business, University of Sydney, at the Women's College, University of Sydney, 26 August.

- Shields, J. (2005), 'The Cashless Turn in Performance and Reward Management: Evidence from the Colonies'. Paper presented at the Third Performance and Reward Conference', Manchester Metropolitan Business School, Manchester, April 7.
- Shields, J. & Long, R. (2005), 'What Exactly is the Relationship between HRM Practice and Union Presence/Absence? Evidence from Australian and Canadian Firms', non-refereed paper, 19th Conference of the Association of Industrial Relations Academics of Australian and New Zealand, University of Sydney, 9-11 February 2005.
- Shields, J. Cutcher, L., O'Donnell, M & O'Brien, J. (2005), 'Laughing All the Way: Executive Pay, Company Performance and Corporate Governance in the Australian Banking Industry', non-refereed paper, 19th Conference of the Association of Industrial Relations Academics of Australian and New Zealand, University of Sydney, 9-11 February 2005.
- Grant, D. & Shields, J. (2005), 'Reconstituting the Subject: Changing Representations of the Worker in Managerial and Anti-managerial Meta-Narratives of Work', non-refereed paper, 19th Conference of the Association of Industrial Relations Academics of Australian and New Zealand, University of Sydney, 9-11 February 2005.
- Shields, J. (2004), 'Incentive Plans and High Involvement Management: Evidence from Australian and Canadian Firms', seminar paper, Developing High Performance Workplaces, Labour-Management Studies Foundation, Macquarie Graduate School of Management, and Office of the Employment Advocate, Sydney, 4 June.
- Shields, J. (2004), 'Do High Involvement Firms Reward Any Differently? Evidence from Australian and Canadian Firms', presentation to Australian Senior Human Resource Roundtable Annual Conference, Sydney, 18 August.
- Shields, J. (2004), 'Reward Practices and High Involvement Management in Canadian and Australian Firms', Paper presented at Staff Seminar, Work & Organisational Studies Discipline, University of Sydney, 8 September 2004.
- Shields, J., O'Donnell, M. & O'Brien, J. (2003). 'The Bucks Stop Here: Private Sector Executive Remuneration in Australia'. Report prepared for the Labor Council of New South Wales (85 pp).
- Shields, J. & Ellem, B. (2003), 'The Eight Presidents of the Barrier Industrial Council, 1923-2003'. Report prepared for the Barrier Industrial Council, Broken Hill, to commemorate the Council's 80th Anniversary (20pp).
- Shields, J. (2003), 'Perverse Incentives: Executive Remuneration and Financial Performance in Australian Companies', paper presented at staff seminar, School of Management and Policy, University of Canberra, 29 May.
- Shields, J. & Grant, D (2002), 'Putting Workers in Their Place (Discursively)', Work and Organisational Studies Seminar, University of Sydney, 6 September 2002.
- Ellem, B. & Shields, J. (2001), 'Theorising Peak Union Formation, Purpose and Power', paper presented at Peak Unions Workshop, First Session, 7th Annual National Labour History Conference, Australian National University, Canberra, 19-21 April.
- Ellem, B. & Shields, J. (2001), 'Placing Peak Union Power and Purpose: The Origins, Dominance and Decline of the Barrier Industrial Council', paper presented at Peak Unions Workshop, Second Session, 7th Annual National Labour History Conference, Australian National University, Canberra, 19-21 April.
- Ellem B. & Shields, J. (2001), 'A Tale of Two Renewals: Peak Union Organising in Broken Hill, 1900-1931', paper presented at seminar on Labour Movement Mobilising and Organising, Australian Society for the Study of Labour History, 30 November 2001.
- Shields, J. & J. O'Brien (2000), 'Performance Appraisal and Union Strategy', presentation to Workshop on Trade Union Renewal, 14th Annual Conference of The Association of

Curriculum Vitae – John Shields

Industrial Relations Academics of Australia and New Zealand, Pre-conference Workshop, 1 February, Newcastle, NSW.

Ellem, B. & Shields, J. (2000), 'Exploring Peak Union Purpose and Power: The Origins, Dominance and Decline of the Barrier Industrial Council', paper presented to the 14th Annual Conference of The Association of Industrial Relations Academics of Australia and New Zealand, 2-4 February, Newcastle, NSW.

Shields, J. (2000), 'Reith's Revolution? Performance-Related Pay in Australia – Trends, Methods and Implications', Work and Organisational Studies Seminar, University of Sydney, 28 July 2000.

CURRENT RESEARCH PROJECTS

- Reward alignment and firm performance: an international, multi-level analysis.
- Board structure and director advice-seeking and information processing.
- Demographic and cross-cultural dimensions of emotional intelligence self-assessment
- Human resource management, employee engagement and firm performance in accounting SMEs.
- A history of Citigroup in Australia

RESEARCH GRANTS

NATIONALLY COMPETITIVE GRANTS

- 2010-12 Australian Research Council Discovery Grant - \$174,000: For project entitled 'Pay Alignment: Fact or Fallacy?' (with Michele Brown, Michael O'Donnell, Stephen Perkins, Richard Long and Dow Scott)
- 2005-7 Australian Research Council Discovery Grant - \$210,000: For project entitled 'CEO remuneration, Organisational Performance and Corporate Governance in Australian Listed Companies, 1998-2007: A Composite and Case Study Analysis' (with Alex Frino, Michael O'Donnell & John O'Brien)

INDUSTRY AND OTHER

- 2005-6 Citigroup - \$37,125: to co-author a history of Citigroup and its antecedents in the Australian financial sector (with Assoc. Prof. G. Patmore, and Dr H. Knowles).
- 2003 Labor Council of New South Wales - \$15,000: to produce consultancy report on executive remuneration and its impact in ASX-listed companies (with Drs M.O'Donnell and J.O'Brien).

INTERNAL GRANTS

- 2009 University of Sydney Bridging Support Grant (\$40,000) for project entitled "Employee Reward Practice: A Global Study" (ARC 'near-miss' grant)
- 2008 Faculty of Economics and Business, Strategic Research Initiative Grant (\$8,700) for project entitled 'Towards a Global Research Cluster on Comparative Reward Management – Seed Funding for Australian Three Pilot Initiatives'
- 2007-8 Faculty of Economics & Business Research Grant (\$10,000) for project entitled 'Change agents down under: A discourse analysis of media

Curriculum Vitae – John Shields

- representations of U.S. chief executives of Australian companies.’ (with Arlene Harvey)
- 2005-6 School of Business Research Grant (\$13,600) for project examining the predictors and consequences of CEO turnover in Australian listed companies.
- 2004-5 School of Business Research Grant (\$10,000) for project entitled: ‘A History of Electoral Politics in the Far Western Division of New South Wales’ (with Bradon Ellem)
- 2003-4 School of Business Research Grant (\$17,500) for project comparing executive remuneration and company performance in Australia and Canada.
- 2000 Sesqui New Staff Support Scheme Grant (\$8,000), University of Sydney, for project entitled: ‘Do Pay Practices “Fit “Management Strategy? A Comparative Study of Reward Systems and Human Resource Management Strategy in Australian and Canadian Firms.’
- 1998 Special Research Grant (\$3,936) Faculty of Commerce and Economics, University of NSW, for project entitled: ‘The New Pay? Performance-related Pay under Australian Workplace Agreements’
- 1995 ARC Small Grant (\$6,602), Faculty of Commerce and Economics, University of NSW, for project entitled: ‘The Transformation of Industrial Relations in the Broken Hill Mining Industry’ (with Bradon Ellem).

UNIVERSITY TEACHING

UNIVERSITY TEACHING AWARDS

2008	Faculty of Economics and Business: Wayne Lonergan Outstanding Teaching Award for 2007 (\$10,000)
2003	School of Business, Faculty of Economics and Business: Teaching Excellence Award

UNIVERSITY COURSEWORK LECTURING

The University of Sydney			Student Enrolment
2010	Human Resource Processes	Undergraduate	193
	Performance and Rewards	Postgraduate	c.120
2009	Human Resource Processes	Undergraduate	194
	Global Rewards (Special Intensive)	Postgraduate	61+30*
	Performance and Rewards (Summer Intensive)	Postgraduate	21
2008	Human Resource Processes	Undergraduate	166
	Performance and Rewards	Postgraduate	128
	Research Tools at Work	Postgraduate	10
	Research Methods	Undergraduate Hons	8
2007	Human Resource Processes	Undergraduate	188
	Performance and Rewards (Study Leave Semester 2)	Postgraduate	83
2006	Re-writing HRM	Undergraduate Hons	18
	Human Resource Processes	Undergraduate	250
	Performance and Rewards	Postgraduate	110
	International Corporate Governance (team taught)	Undergraduate	60
2005	Human Resource Processes	Undergraduate	240
	Performance and Rewards (Long Service Leave Semester 2)	Postgraduate	140
2004	Introduction to Human Resource Management	Postgraduate	168
	Performance and Rewards	Postgraduate	115
	Human Resource Processes	Undergraduate	180
2003	Introduction to Human Resource Management	Postgraduate	170
	Performance and Rewards (Winter intensive)	Postgraduate	25
	Human Resource Processes (Study Leave Semester 2)	Undergraduate	185
2002	Introduction to Human Resource Management	Postgraduate	165
	Performance and Reward Management	Postgraduate	95
	Human Resource Processes	Undergraduate	255
2001	Introduction to Human Resource Management	Postgraduate	65
	Performance and Rewards	Postgraduate	85
	Human Resource Management	Undergraduate	210
2000	Introduction to Human Resource Management	Postgraduate	40
	Human Resource Management	Undergraduate	210

*Inc 30 visiting MBAs from Loyola University, Chicago.

The University of New South Wales			
1999	Managing Pay and Performance	Undergraduate	75
	Remuneration and Performance Management	Postgraduate	40
	Management, Work and Organisation	Postgraduate	115
	Management, Work and Organisation	Postgraduate	120
1998	Managing Pay and Performance	Undergraduate	79
	Remuneration and Performance Management	Postgraduate	34
	Management, Work and Organisation	Postgraduate	35
	Management, Work and Organisation	Postgraduate	90
1997	Management, Work and Organisation	Postgraduate	90
	Managing Pay and Performance	Undergraduate	
1996	Labour History	Undergraduate	21
	Management, Work and Organisation (Study Leave Semester 1)	Postgraduate	34
1995	Wage Determination	Postgraduate	22
	Labour History	Undergraduate	21
	Human Inequality	Undergraduate	104
	Human Inequality	Undergraduate	110
1994	Wage Determination	Postgraduate	18
	Labour History	Undergraduate	13
	Human Inequality	Undergraduate	100
	Human Inequality	Undergraduate	90
	Comparative Labour History (USyd)	Postgraduate	12
1993	Human Inequality	Undergraduate	110
	Human Inequality	Undergraduate	90
	Labour History	Undergraduate	11
	Wage Determination	Postgraduate	15
University of Western Sydney			
1989	Revolutionary Europe	Undergraduate	45

THESIS SUPERVISION

Doctor of Philosophy

Marcelle Droulers	'Performance management in Australian Universities: A Faucauldian Analysis	2008- (part-time)	
Anthony Jensen	'Determinants of Employee Buyout Organisation Success and Failure'	2006- (associate Supervisor)	
Carolyn Burns	'An Analysis of the Contribution of Corporate Real Estate to the Strategic Competitive Advantage of Organisations.'	2003- present (part-time)	
Vera Lim	'Paying the Pipers: The Development of the Regulation of Director and Executive Remuneration in Australian Listed Companies since 1987'	2005- present	Submitted March 2010 (Under examination)
Liway Johnson	'Partnership in Performance Management: Strategic Choice and Employer/Union Cooperation in the NSW Public Education System.'	2004-2009 (part-time)	Graduated 2010

Alessandra Capezio	'Does Performance Pay? An Economic and Structural Analysis of CEO Cash Reward and Firm Performance in Australian Public Companies.'	2005-2008	Graduated 2009
Helen Conomos	'Training For Tolerance: An Examination of The Effects of Diversity Training on Social Capital Value Realisation in Five Star Hotels.'	2004-2007	Graduated 2008
Shaun Ryan,	'"Dirty Deeds Done Dirt Cheap": Labour Management in the NSW Contract Cleaning Industry'.	2001-2006 (full/part-time)	Graduated 2006
Leanne Cutcher	' "Banking on the Customer " Customer Relations, Employment Relations and Worker Identity in the Australian Retail Banking Industry'	2000-04	Graduated, 2004

Masters by Research

Sarah Runcie	Executive Assistants and Organisational Change	2010-	
Diann Blackman	'An Examination of the Role Played by Craft Unions in the One Big Union Movement in New South Wales'.	1995	Graduated
Catherine Luk	'Generating Change: Corporatisation and Strategic Human Resource Management in Pacific Power.'	1995-6	Graduated

Coursework Masters Theses

Zhao Jia Lin	'Exploring Group Differences in Emotional Intelligence: An Australian Pilot Study	2009	Graduated with Honours 1
Eri Hidayat	'A Study of the Use of Competency Frameworks in the Australian Army for Performance Management and Development'	2004-5	Graduated
Michele Sapucci	'The Influence of Human Resource Managers' Perceptions of the Stability/Malleability of Personality on Human Resource Management Style in General and Performance Management in Particular.'	2005	Graduated

Undergraduate Honours Theses

Tom Binetter	'Reverse Expatriation and Knowledge Transfer'	2010	
Saadiya Choudhury	'From Managing Down to Facing Up: An Assessment of HR Function and Malfunction in an Australian Supermarket Chain'	2008	Honours 2-1
Rowena Smith	'Coaching Female Leaders: Gender-Awareness and Organisational Culture in Executive Coaching'	2006	Honours 1

Jess Carson	'CEO Remuneration in Australian banking'	2006	Honours 2-1
Alessandra Capezio	'Bridging the gap between attitudes and behaviour: a re-examination of the multidimensional model of commitment. A survey in the ACT Public Service.'	2004	Honours 1
Phillip Riley	'Trade Unions and Internationalism: The Case of the Australian Waterside Workers Federation'	2002	Honours 1
Michelle Sullivan	'Leadership, Gender and Emotional Intelligence: A Study of Australian Women Executives'	2002	Honours 2-1
Ruby Cottle	'Working Life in War-time Lithgow, 1939-45'	2000	Honours 2-2
Shey Hulme	'Gainsharing and Employee Participation in Two Australian Firms'	2000	Honours 1
Leanne Cutcher	'Undercut: Skill Recognition and Under-Reward in Hairdressing.'	1998	Honours 1
Julie Kimber	' "A Case of Mild Anarchy "?: The Rise, Role and Demise of Job Committees in the Broken Hill Mining Industry, c1930 to c1954.'	1998	Honours 1 and University Medal
Stephen Doran	Management and Employee Responses to the Australian Workplace Relations Act (1996) in the New South Wales Retail Trading Industry.	1997	Honours 2-1
Colm Bryce	'The Trade Union Movement Bureaucracy and the Transition to Enterprise Bargaining.'	1995	Honours 2-1
Kristen Thompson	'Trade Unions and Child Care.'	1994	Honours 2-1
Toni O'Loughlin	' "The Bones of Building ". The Rise of Occupational Health and Safety in the Building Industry 1970-1990'	1993	Honours 1 and University Medal

ADMINISTRATIVE SERVICE AND LEADERSHIP

	Discipline	Faculty	University
The University of Sydney			
2010		Associate Dean Postgraduate Graduate Studies Board, chair Orientation committee, acting chair Learning Outcomes Committee, chair Academic Honesty Working Party, member Master of Professional Accounting Review Committee, acting chair	Graduate Studies Committee, co-opted member Academic Board Nominee Go8 Delegation to Chile, April 2010, University of Sydney academic representative
2009		Associate Dean Postgraduate Graduate Studies Board, chair Quality & Accreditation Committee, chair Academic Honesty Working Party, member Maths Working Party, chair Master of Commerce Review Committee, chair Joint Symposium with Sun-Yat Sen University, Guangzhou, China, co-leader	Graduate Studies Committee, member Academic Board Nominee
2008	Honours Coordinator	Quality & Accreditation Committee, chair Graduate Studies Board, deputy chair Acting Associate Dean Postgraduate (occasional) Member, AACSB reaccreditation submission committee Honours Ethics Committee, member	Graduate Studies Committee, member Academic Board Nominee
2007	Postgraduate Coursework Co-ordinator Acting Chair of Discipline (Occasionally)	Graduate Studies Board, member Acting Associate Dean Postgraduate	Graduate Studies Committee, member Academic Board Nominee

Curriculum Vitae – John Shields

		(occasional)	
2006	Acting Chair of Discipline (Occasionally) Research Coordinator	Graduate Studies Board, member Acting Associate Dean Postgraduate (occasional) GSB subcommittee to review Master of Industrial Relations and HRM program, lead author of report recommending restructure	Academic Board Nominee
2005	Australian Human Resources Institute Accreditation Submission, coordinator Acting Chair of Discipline (Occasionally)	Graduate Studies Board, member Inter-Faculty Mentoring Committee, member	Academic Board Nominee
2004	Acting Chair of Discipline (Occasionally)	Graduate Studies Board, member Teaching and Learning Committee, member Inter-Faculty Mentoring Committee, member GSB Subcommittee to Review and Restructure Master of Business program, member	Academic Board Nominee Administrative Services Quality Assurance Review, Review of Planning Support Office, member
2003	Postgraduate Coursework Co-ordinator Acting Chair of Discipline (Occasionally)	Graduate Studies Board, member Teaching and Learning Committee, member Dean's Working Party to Draft Faculty Teaching and Learning Strategic Plan, member	
2002	Postgraduate Coursework Co-ordinator Acting Chair of Discipline (Occasionally)	Graduate Studies Board, member Teaching and Learning Committee, member Dean's Working Party to Draft Faculty Teaching and Learning Strategic Plan, member	
2001	Postgraduate Coursework Co-ordinator Acting Chair of Discipline (Occasionally)	Teaching and Learning Committee, member Working Party responsible for designing new majors in 'Employment Relations	

Curriculum Vitae – John Shields

		and Human Resource Management' and 'Organisational Analysis and Strategy' for Master of Business, chair	
2000	Postgraduate Coursework Co-ordinator Co-designed and implemented inter-Faculty postgraduate coursework programs (Graduate Certificate, Graduate Diploma, Masters) in Human Resource Management and Coaching	Teaching and Learning Committee, member	
The University of New South Wales			
1999	Postgraduate Coursework Co-ordinator		
1998	Postgraduate Coursework Co-ordinator		
1997	Postgraduate Coursework Co-ordinator		
1996			
1995	Undergraduate Studies Coordinator Designed and implemented new major in Human Resource Management for undergraduates undertaking Bachelor of Arts and Bachelor of Social Science degree.		
1994	Undergraduate Studies Coordinator Oversaw major restructuring of undergraduate majors in Industrial Relations and Human Resource Management offered by School of Industrial Relations and Organisational Behaviour in the Bachelor of Commerce and Bachelor of Education degree programs	Bachelor of Commerce Review Committee, member	
1993	Undergraduate Studies Coordinator	Bachelor of Commerce Review Committee, member	

EXTERNAL SERVICE AND PROFESSIONAL ENGAGEMENT

EDITORSHIPS; EDITORIAL BOARDS

2010-	Emerald Critical Studies on Corporate Responsibility, Governance and Sustainability, editorial advisory board, invited member
2005-present	Associate Editor, <i>Labour History</i> Acting Editor (occasional)
1996-present	Member, <i>Labour History</i> Editorial Board

ACADEMIC REFEREEING

Invited referee for the following academic journals:

Asia-Pacific Journal of Human Resources
Australian Accounting Review
Australian Bulletin of Labour
Australian Psychologist
Economic and Labour Relations Review
Economic and Industrial Democracy
Human Relations
Human Resource Management Journal
Industrial and Labor Relations Review
Industrial Relations/Relations Industrielles
International Journal of Management Reviews
International Journal of Human Resource Management
International Human Resource Management Review
Journal of Applied Social Psychology
Journal of Industrial Relations
Labour History
Labour & Industry
New Technology, Work and Employment
Sydney Law Review
Thunderbird International Business Review

ACADEMIC EXAMINER/ASSESSOR

Since 1994 I have examined over 20 dissertations, including 15 Doctoral theses and 3 Masters theses.

Since 1998 I have served as an assessor of Australian Research Council Grant applications.

PROFESSIONAL ASSOCIATION MEMBERSHIP

Academy of Management, USA, member, 2007+

Australian Human Resources Institute, Associate Member, 1998-2006; Chartered Member, 2006+

Association of Industrial Relations Academics of Australia and New Zealand, 1994-present

Industrial Relations Society of New South Wales, 1993-present

Australian Society for the Study of Labour History

Member, 1975-

Member, Federal Executive, 1988-1996

Federal Treasurer, 1988-96

Australian Society for the Study of Labour History, Sydney Branch

Co-founder, 1983

Committee Member, 1983-2006

Branch Secretary, 1983-1992; 1994-5

Vice-president, 1996, 2000, 2005

President, 1997

Business and Labour History Group (BLHG), Faculty of Economics and Business, University of Sydney

Co-founder, 2003

Occasional Acting Director.

CONFERENCE/SEMINAR ORGANISING AND CHAIRING

August 2009	Stream convener ('Institutions, Processes and Outcomes') for International Industrial Relations Association Annual Congress, Darling Harbour, Sydney, August 2009.
September 2009	Invited Chair, First Day of Third Annual Australian Human Resources Summit, held Darling Harbour, Sydney 15-16 September 2009.
July 2008	Convener of full-day practitioner workshop on reward management themes, Darlington centre, July 2006. Workshop was sponsored by Hay Group and attracted 60 leading HRM practitioners.
December 2006	Co-organiser, BLHG symposium on accounting, business and finance history at Sydney University.
June-July 2005.	Co-convener (with Assoc. Prof. Patmore) of Ninth Australian Labour History Conference to be held at Sydney University
August 2005.	Co-organiser, One-day Symposium of the 'State Systems of Industrial Relations: Past, Present and Future', Business and Labour History Group, School of Business, University of Sydney, held at the Women's College, University of Sydney.
December 2000	Co-organiser, Conference entitled 'The Impact of HRM on Worker Performance and Well-Being', Keynote Speaker Prof. David Guest, University of Sydney.

COMMUNITY ENGAGEMENT

Invited Public Addresses and Presentations to Meetings of Professional and Community Bodies

Shields, J., 'Beyond the Myth of Board Independence', invited address to the Pacioli Society, Darlington Centre, University of Sydney, 25 February, 2010.

Curriculum Vitae – John Shields

- Shields, J., 'Executive Pay: What's Wrong; What's Reasonable', keynote presentation to Faculty of Economics and Business 'Powered by Research' Breakfast, Union Club, Sydney, 29 September 2009.
- Shields, J., 'Mind the Gap: Contours and Causes of Gender Pay Inequality in Australia', presentation to Equal Pay Day Event, University of Sydney, September 2009.
- Shields, J., 'Executive Remuneration in Australia: What Now?; What Next?', presentation to Annual Conference of Workplace Research Centre, August 2009.
- Shields, J., 'From Bull to Bear: Equity-based Incentives in Turbulent Times', presentation to annual general meeting of the Australian Employee Ownership Association, Sydney, 11 December 2008.
- Shields, J., 'Performance Pay: Can You (Still) Bank on It?', address to Annual Conference of Financial Institutions Remuneration Interest Group, Sydney, October 2008.
- Shields, J., 'Personality, Emotional Intelligence and Performance: What Do We Really Know?', presentation to breakfast briefing organised by Thomas International, 9 August 2008.
- Shields, J., 'Do High Involvement Firms Reward Any Differently? Evidence from Australian and Canadian Firms', presentation to Australian Senior Human Resource Roundtable Annual Conference, Sydney, 18 August 2004.
- Shields, J. 'Performance, Rewards and the New Psychological Contract', presentation to HR Leadership Conference organised by Quorum United, Sydney, 2 December 2003.
- Shields, J., 'Executive Remuneration and Performance: Research Evidence and Findings', invited presentation, panel session on 'The Debate about Executive Pay', 'Navigating the White Water – Managing in Uncertain Times', 2003 Australian Graduate School of Management Alumni Conference, Sydney, 8 November.

Media Commentary

Since commencing my research on executive remuneration in 2002, I have been a frequent media commentator on corporate governance and executive remuneration matters, with numerous print and electronic media citations.

Examples of media items which I have authored or in which I am cited include:

- J. Cadzow, 'Outrageous Fortune', *Sydney Morning Herald Good Weekend* magazine, 13 February 2010, pp.14-21.
- Shields, J., 'Myth Busting. CEO Performance Pay Doesn't Work, According to This New Research', *AFRBoss* magazine, November 2009, p.30.
- Steffens, M., 'Good As Gold', *Sydney Morning Herald Weekend Business*, 26-27 September 2009, pp.1 & 4.
- Steffens, M., 'Investors Urged to be Sceptical on Pay Claims', *Sydney Morning Herald*, 24 June 2009, p.17.
- West, A., 'The Bucks Stop Here', *Sydney Morning Herald*, 23-24 February 2008, p.30.
- J. Riley 'Workers losing in CEO pay bonanza', *The Weekend Australian*, 28-29 January 2006, p.1.
- N. O'Malley, 'Work laws benefits exaggerated: study', *Sydney Morning Herald*, 25 January 2006, p.2.

Award Panel Membership

2003-9	Expert Member, Short-listing Panel, Australian HR Excellence Awards, sponsored by <i>Human Resources Magazine</i> .
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Consultancy Work

January –May 2003	Lead researcher for report on executive pay in Australian commissioned by the Labor Council of NSW
November 1999	Expert Witness for Construction, Forestry, Mining and Energy Union, Mining Division, on Performance Appraisal at Hunter Valley No1 Coal Mine, Australian Industrial Relations Commission, Sydney,
May 1999	Expert Witness for Construction, Forestry, Mining and Energy Union, Mining Division, on Performance Appraisal and Merit Pay System at Curragh Queensland Mining Company, in re CFMEU and CEEEIPP&ASU and Curragh Queensland Mining Ltd., Australian Industrial Relations Commission, Brisbane.
