CURRICULUM VITAE

Yvonne Brunetto

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                                  Southern Cross University
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Present Position   Dept Head, Management, Marketing & Human Resources

Academic   **Doctor of Philosophy** (Management)

Qualifications   **PhD,** Griffith University (2000)

                                  *Thesis: Implementing Policies within an Institutional
                                  Framework*

                                  Supervisor: Professor Ciaran O'Faircheallaigh, Dr Liz Jones
                                  Examiners: Professor Michael Lipsky, Professor Neal Ryan.
                                  (Thesis was accepted by both examiners without revision)
                                  Bachelor of Arts (major in Economic and Geography),
                                  University of NSW (1977)

                                  Diploma in Education, University of NSW (1978)

                                  M.Ecs. Macquarie Uni –partially completed

Employment History

2008- Current   *Associate Professor in HRM*
                                  SCBS, Southern Cross University

2004 – 2008 (mid year)   *Senior Lecturer*,
                                  Griffith University

(Postgraduate Coordinator for M.Mgt and M.HRM 2005)

2001 - 2003	*Lecturer* Griffith University	
2000	*Lecturer* GSM, University of Queensland	
1994 - 1999	*Associate Lecturer* Faculty of Commerce and Management, Griffith University	
1989 – 1993	*Co-ordinator for Tertiary Preparation Course*, NSW TAFE	
1986 – 1988	*Teacher of Economics,* NSW TAFE	
1979 – 1982	*Teacher* NSW Department of Education	

Referees

Professor Rona S Beattie M A (Hons) pg Dip CG PhD FCIPD,
Professor of Human Resource Development,
Caledonian Business School
Glasgow Caledonian University|
Glasgow, Scotland.
Email: "Beattie, Rona" <R.Beattie2@gcu.ac.uk>

Professor Paul Couchman,
Head of School,
School of Management and Marketing,
Faculty of Business and Law
Deacon University| (Burwood Campus)
221 Burwood Hwy, Burwood, Vic, 3125. Australia
Email: Paul Couchman <paul.couchman@deakin.edu.au>

Professor John Rodwell,
Faculty of Business,
Catholic University| (Burwood Campus)
Locked Bag 4115, Fitzroy, MDE, Vic, 3065. Australia
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Ramsay Health Care
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Publications

Scholarly book chapters

1. Chakuthip, A, Brunetto, Y & Farr-Wharton, R & Ramsay, S (2008) The impact of Trust within Social Networks on the Adoption of Electronic Commerce: A Social Capital Perspective in Salmons, J & Wilson, L (ed) *Handbook of Research on Electronic Collaboration and Organizational Synergy.* 11 Information Science Reference, NY.

2. Towers, S, Oliver, R, Brunetto, Y, Farr-Wharton, R, Skippington, P & Gooley, A (2001) *A Flexible Toolboxes: A Solution for Developing On-Line Resources* in *Innovation in Open and Distance Learning* Routledge. London 00-110

3. Farr-Wharton, R & Brunetto, Y (2010) Gender, Opportunity Recognition and the role of Internal networks in Brush, C, DeBrunin, A, Gateway, E & henry, C (eds) *Women Entrepreneurs and the Global Environment* The Diana Project: Edward Edgar: Northhampton, 244-264

4. Brunetto, **Y** Farr-Wharton, R & Shacklock, K (2011) The impact of workplace relationships on nurses' ability to solve workplace problems: Implications for their Commitment in Wolf, J., Heather, H., Moir, M., Friedan, L., Savage, G., (Eds) *Organization Development in Healthcare: Conversations on Research and Strategies (Advances in Health Care Management, Volume 10)*, Emerald Group Publishing Limited, Bingley, United Kingdom

Refereed Journal Publications

1. Farr-Wharton, R., Brunetto, Y & Shacklock, K (2012). The use of intuition, nurse-supervisor relationships and the impact on empowerment and affective commitment *Journal of Advanced Nursing 68 (6), 1391–1401 (A*)*
2. Shacklock, K. & Brunetto, Y. (2012). The intention to continue nursing: Work factors affecting three nurse generations in Australia. *Journal of Advanced Nursing* 68 (1) 36-46 (A*)
3. Brunetto, Y., Farr-Wharton, R. & Shacklock, K. (2012). Communication, training, wellbeing and commitment across generations, *Nursing Outlook* 60 7-15 A
4. Brunetto, Y., Teo, S., Farr-Wharton, R., & Shacklock, K (2012) Emotional Intelligence, Job Satisfaction, Wellbeing and Engagement: Explaining Organizational Commitment and Turnover Intentions in Policing *Human Resource Management Journal* A
5. Brunetto, Y., Farr-Wharton, R. & Shacklock, K. (forth coming 2012). Supervisor Relationships, Teamwork, Role Ambiguity and Discretionary Power: Nurses in Australia and the UK, *Special Issue on Contemporary Challenges for Public Sector Human Resource Management in International Journal of Public Administration* (B)
6. Brunetto, Y., Farr-Wharton, R. & Shacklock, K. (2011). Using the Harvard HRM model to conceptualise the impact of changes to supervision upon HRM outcomes for different types of public sector employees. *International Journal of Human Resource Management,* 22 (3), 553-573. *(A)*

7. Farr-Wharton, R., Brunetto, Y., & Shacklock, K. (2011). Professionals' supervisor-subordinate relationships, autonomy and commitment: A leader-member exchange theory perspective. *International Journal of Human Resource Management,* 22(17), 3496-3512. (A)

8. Brunetto, Y, Shacklock, K., Bartram, T., Leggatt, S., Farr-Wharton, R, Stanton, P. & Casimir, G. (2011). Comparing the impact of leader-member exchange, psychological empowerment and affective commitment of Australian public and private sector nurses: the implications for retaining nurses *International Journal of Human Resource Management,* DOI:10.1080/09585192.2011.616524 (published online 21 October 2011). (A)

9. Shacklock, K. & Brunetto, Y. (2011). A model of older workers' intentions to continue working, *Personnel Review*, *40*(1), 252-274. (B)

10. Brunetto, Y. Farr-Wharton, R. & Shacklock, K. (2011). Supervisor-nurse relationships, teamwork, role ambiguity and wellbeing: public versus private sector nurses. *Asia Pacific Journal of Human Resources*, 49(2), 143-64. (B)

11. Brunetto, Y. Farr-Wharton, R. & Shacklock, K. (2011). Supervisor-Subordinate Communication Relationships, Role Ambiguity, Autonomy and Affective Commitment for nurses, *Contemporary Nurse Journal* 39 (2) 227-239.(C)

12. Xerri, M., Brunetto, Y (2011) The innovative behaviour of employees within a small to medium sized engineering enterprise: A social capital perspective. *Research and Practice in Human Resource Management Journal*, 10 (1). ©

12. Xerri, M., Brunetto, Y (2011) The Impact of the Perceived Usefulness of Workplace Social Networks upon the Innovative Behaviour of SME Employees: A Social Capital Perspective. *International Journal of Innovation Management* 15 (5) 959-87 B

13. Brunetto, Y., Farr-Wharton, R., & Shacklock, K (2010) The Impact Of Supervisor-Subordinate Relationships On Public And Private Sector Nurses' Commitment *Human Resource Management Journal* 20 (2) 206-225 A

14. Brunetto, Y., Farr-Wharton, R., Ramsay, S & Shacklock, K (2010) The impact of supervisor relationships upon perceptions of work-family conflict and satisfaction: *Asia Pacific Journal of Human Resources* 48 (2) 212-232 B

15. Farr-Wharton, R & Brunetto, Y (2009) Female entrepreneurs as managers: The role of social capital in facilitating a learning culture. *Gender in Management: An International Journal* 24 (1) 14-31 C

16. Shacklock, K., Brunetto, Y & Nelson, S (2009) The different variables that affect older males' and females' intentions to continue working *Asia Pacific Journal of Human Resources* 47(1): 79-101 B

17. Brunetto, Y & Farr-Wharton, R (2008) Service delivery by local government employees' post the implementation of NPM: a social capital perspective In*ternational Journal of Productivity & Performance Management* 57 (1) 37-56 Won Emerald Award C

18. Hornby, G., Brunetto, Y & Jenning, G (2008) The Role of Inter-Organizational Relationships in Tourism Operators' Participation in Destination Marketing Systems *Journal of Hospitality and Leisure Marketing* 17 (1/2) Spring.184-215 A

19. Brunetto, Y & Farr-Wharton, R (2007) Comparing the impact of management practices on public sector nurses' and administrative employees' commitment to the organisation *Asian Pacific Journal of Health Management* 2, (1), 32-40 B

20. Brunetto, Y and R. Farr-Wharton (2007) The moderating role of trust in entrepreneurs' decision-making about collaboration in the *Journal of Small Business Management* 45 (3) 362-388 A

21. Farr-Wharton, R & Brunetto, Y (2007) Service Employees and organisational Change *Journal of Management and Organization* 13 (2) 114-126 B

22. Nelson, S., Brunetto, Y and Farr-Wharton. R, Ramsay, S (2007) Organisational Effectiveness of Australian Fast Growing Small Medium Enterprises (SMEs) M*anagement Decision* 45 (7) 1143-1162 C

23. Farr-Wharton, R & Brunetto, Y (2007) Women entrepreneurs, opportunity recognition and government-sponsored business networks: a social capital perspective *Women in Management Review 22(3) 187-207*.B

24. Brunetto, Y & Farr-Wharton, R (2006) The importance of Effective organisational relationships for nurses: a social capital perspective I*nternational Journal of Human Resource Development and Management* 6(2) 232- 247

25. Brunetto, Y and R. Farr-Wharton (2006) A comparison of the administrative subculture of Australian public and private sector employees. *International Journal of Public Administration* 29 (8) 619-638.B

26. Brunetto, Y & Farr-Wharton, R (2005) Academics' Responses to the Implementation of a Quality Agenda *Quality in Higher Education* 11(2) 161-180

27. Brunetto, Y & Farr-Wharton, R (2005) Implementing Business Policies Within The Australian Context: The Role Of Economic Development Officers Within Local Government *Journal of Innovation Management* 11(20) 161-180 B

28. Brunetto, Y and R. Farr-Wharton (2005) The impact of NPM on the job satisfaction of Australian public sector employees *Asian Pacific Journal of Human Resources* 43, 289 - 304.B

29. Brunetto, Y and R. Farr-Wharton (2005) The role of management post NPM in the implementation of new policies affecting police officers' practices *Policing: International Journal of Police Strategies and Management* 28 (2) 221-241

30. Shacklock., K & Brunetto, Y (2005) Employee's Perception of the Factors affecting their decision to retire *International Journal of Organisational Behaviour* June-December, 10 (5) 740-756.

31. Brunetto, Y., Campbell, J, Farr-Wharton, R and Greenhill, A (2004) Exploring the nature of linkages as a means of examining the potential for business collaboration *Australian Journal of regional Studies* 10 (1) p19-48

32. Brunetto, Y and R. Farr-Wharton (2004) Does the talk affect your decision to walk: A comparative pilot study examining the effect of communication practices on employee commitment post managerialism. *Management Decisions 15* (7), pp 579–600

33. Brunetto, Y and R. Farr-Wharton (2004) The Impact of Business Networking on the Transfer of Knowledge: Implications for the Diffusion of Innovations *University of the Sunshine Coast Faculty of Business Working Paper Series* 7(1) pp3-25

34. Brunetto, Y and R. Farr-Wharton (2004) A Case Study Examining the Impact of Public-Sector Nurses' Perception of Workplace Autonomy on their Job Satisfaction: Lessons for Management*, International Journal of Organisational Behaviour* 8 (5), pp 521-539.

35. Brunetto, Y and R. Farr-Wharton (2003) The Impact of government practices on the ability of project managers to manag*e. International Project Management Journal* 21 (2), pp125 –133.

36. Brunetto, Y and R. Farr-Wharton (2003) The commitment and satisfaction of lower ranked police officers: lessons for Management. *Policing: International Journal of Police Strategies and Management* 26 (1) p43-63

37. Brunetto, Y and R. Farr-Wharton (2002) Using social identity theory to explain the job satisfaction of public sector employees. *International Journal of Public Sector Management* 15 (7), pp 534 - 551.

38. Brunetto, Y (2002) The impact of growing managerialism amongst professionals in Australia: A comparative study of university academics and hospital nurse*s* in *Research and Practice in Human Resource Management Journal*, 10 (1). P 1-25

39. Brunetto, Y (2001) Mediating change for public-sector professionals *The International Journal of Public Sector Management*, 14 (6). pp 465-481. B

40. Brunetto, Y (2000) Management of Policy Implementation within Australian Universities *Asian Pacific Journal of Human Resources* 38(1) Pp50-66

Refereed Conference Publications

1. Brunetto, Y., Farr-Wharton, R., Shacklock, K., Robson, F (2012) Workplace relationships, organisational culture and discretionary power: A comparative study across public and private sector nurse using Social Exchange Theory *Academy of Management Conference,* Boston, USA, August.
2. Farr-Wharton, R,. Brunetto, Y & Shacklock, K (2012) A Comparison of the Importance of Supervisor-nurse Relationships, Engagement, Wellbeing, Affective Commitment and Retention of Australian and English private sector English nurses *IRSPM Conference* Rome April.

3. Brunetto, Y., Shriberg, A., Farr-Wharton, R., Shacklock, K., Newman, S & Deinger, J (2012) The Importance of supervisor-subordinate relationships, Teamwork, Wellbeing, Affective Commitment and Retention of North American Nurses *IRSPM Conference* Rome April.

4. Shacklock, K., Brunetto, Y & Farr-Wharton, R (2012) The impact of supervisor-subordinate relationships upon nurse engagement, wellbeing, organisational commitment and turnover intentions in Australia *IRSPM Conference* Rome April.

5. Brunetto, Y., Farr-Wharton, R., Shacklock, K (2011) Supervisor relationships, teamwork, role ambiguity and discretionary power: Public and Private Sector Nurses in Australia and the England *IRSPM Conference* Dublin April.

6. Brunetto, Y; Farr-Wharton, R. & Shacklock, K., (2011) Supervisor-nurse relationships, training, empowerment and patient role ambiguity for nurses: Australia and England *Australian New Zealand Academy of Management (ANZAM) Conference,* Wellington, New Zealand, December

7. Brunetto, Y., Xerri, M (2011) Ensuring the Implementation of Engineering Asset Management: Understanding Organisational Culture WCEAM, Cincinnati, October 3-5th

8. Brunetto, Y., Farr-Wharton, R., & Shacklock, K (2010) Street-level bureaucrats – supervisor relationships, discretionary power and client ambiguity: Can they deliver effectively? *British Academy of Management Conference,* Sheffield, UK, 13-17 September.

9. Brunetto, Y., Farr-Wharton, R., & Shacklock, K (2009) Street-level Bureaucrats: Supervisor-Subordinate Relationships, Discretionary Power and Client Ambiguity *British Academy of Management Conference,* Sheffield, UK, 15-17 September.

10. Brunetto, Y., Farr-Wharton, R., & Shacklock, K (2009) The impact of supervisor-subordinate relationships on baby-boomers and x-generation nurses' perceptions of wellbeing and commitment: a social exchange theory perspective *IRSPM Conference* Copenhagen, 6-8 April.

11. Brunetto, Y., Farr-Wharton, R., & Shacklock, K (2009) Street-level Bureaucrats: Can they deliver? *British Academy of Management Conference,* Brighton, UK, 15-17 September.

12. Brunetto, Y., Farr-Wharton, R., Nelson, S & Shacklock, K (2008) The impact of LMX on nurses' perceptions of wellbeing: A social exchange theory perspective. Winner, Best Paper, Public Management and Governance Track, *British Academy of Management Conference* 2008, 9-11 September, Harrogate, UK.

13. Brunetto, Y., Hung, J., Farr-Wharton, R., & Shacklock, K (2008) A comparison of Australian and Taiwanese nurses: A social capital perspective, *British Academy of Management Conference,* Harrogate, UK, 9-11 September.

14. Hung, J., Brunetto, Y., Shacklock, K & Timo, N. (2008) A proposed model of job satisfaction for nurses in Taiwan. *IFSAM (International Federation of Scholarly Associations of Management) 9th World Congress*, Fudan University, Shanghai, 26-28 July.

15. Brunetto, Y and R. Farr-Wharton (2007) The ingredients for enhancing police officers' acceptance of change: Effective Supervisor –Subordinate Relationships and Targeted Training *British Academy of Management*, *Conference* Warwick, Sept

16. Shacklock, K, Brunetto, Y & Nelson, S. (2007) The intention of Australian older workers to continue paid work: The impact of marital differences. *ANZAM (Australia and New Zealand Academy of Management) Conference,* Sydney, 4-7 December.

17. Nelson, S, Brunetto, Y., Farr-Wharton, R & Currant, N (2007) The impact of NPM on the stress level of Australian nurses *British Academy of Management Conference*, Warwick, UK Sept
18. Chakuthip, A and Brunetto, Y (2007) Trust, Social Network and Electronic Commerce Adoption *British Academy of Manage*ment, Warwick, Sept
19. Farr-Wharton, R and Brunetto, Y (2006) Opportunity Recognition behaviour of female SME owners *British Academy of Management Conference*, Belfast, Sept.
20. Brunetto, Y and R. Farr-Wharton (2006) The impact of the relationship between supervisors and local government employees post the implementation of NPM: A social capital perspectiv*e British Academy of Management*, Conference Belfast, Sept.
21. Brunetto, Y and R. Farr-Wharton (2006) *The impact of the relationship between supervisors and local government employees post the implementation of NPM: A social capital perspective* British Academy of Management, Belfast, Sept.
22. Brunetto, Y and R. Farr-Wharton (2005) *The impact of Gender on opportunity recognition of entrepreneurs: The implications for the productivity of non-social networks* Academy of Management Conference Hawaii August
23. Brunetto, Y and R. Farr-Wharton (2004) *A comparative pilot study of the culture of Australian public and private sector administrative employees* Proceedings of ANZAM Conference, Dunedin December.
24. Brunetto, Y and R. Farr-Wharton (2003) *Factors affecting Australian SMEs decision to access government policies and programs promoting collaboration* American Academy of Management Proceedings, Seattle August.
25. Brunetto, Y (2003) *The impact of a police officer's schema in relation to a domestic dispute* Addressing Violence against Women: Policy, knowledge, trends and practice symposium QUT July 4th, Brisbane
26. Brunetto, Y and Farr-Wharton, R (2002) *Factors affecting the development of an industry cluster* European Academy of Management Proceedings, Stockholm
27. Brunetto, Y and R. Farr-Wharton (2002) *The impact of supervisor communication on the job satisfaction of early career police officers* Proceedings of IFSAM/ANZAM, Brisbane.
28. Brunetto, Y (2001) *The Impact of Recent Policy Changes on the Work practices of Australian Academics* Presented at the International Employee Relations Association Conference July, 2001, Singapore
29. Brunetto, Y (2000) "*Radical Changes to Higher Education Policies: The implications for Learning Support*" Published in special refereed *HERDSA* March edition. (on disc)
30. Brunetto, Y (2000) "*The Impact of Resources on the Responses of Professional Employees to Policy Changes*" Presented at the 2nd Asia Academy of Management Conference 15-17 December 2000, Shangri-La Hotel, Singapore
31. Brunetto, Y & Farr-Wharton, R (2000) *National Collaboration within and across Public and Private Providers in the Development of multimedia resources for the VET sector* Presented at the Competition, Collaboration, Continuity & Change Conference Sept. University of South Australia
32. Brunetto, Y (2000*) The impact of policy on online innovation* Presented at the Open Learning 2000 4th International Conference December Brisbane
33. Brunetto, Y & Farr-Wharton, R (1999) *Effective Management Models for Online Development* Keynote Workshop Address at the ANTA Net Working 99 Conference in Sept 1999.

Commissioned Reports

1. Brunetto, Y., Farr-Wharton. R., Oliver. R., Skippington, P., and Towers. S (Project Manager)(1999 (Sept)) The 1998 *Evaluation of Flexible Delivery Multimedia Toolbox Development Initiative (Series One)* for ANTA. AGPS, Canberra.

2. Brunetto, Y., Clark, T., Farr-Wharton. R., Oliver. R. and Skippington, P.(2000 (December)) The 1999 *Evaluation of Flexible Delivery Multimedia Toolbox Development Initiative (Series Two)* for ANTA. AGPS, Canberra.

Research Grants

External Research Grants

2010 -12 $30,000 - Ramsay Healthcare Pty Ltd (Healthcare research).
2011-13 $10,000 **– NSW Health (**Healthcare research**)**

2010-12 - $59,000 + funded PhD scholarship (Engineering Asset Management organisational culture study) funded by **CIEAM CRC**

2007- 8 - $30,000 funded by **Ramsay Healthcare Pty Ltd** (Healthcare research

2007-2009 $150,000 + PhD scholarship funded by **Queensland Health**. (Healthcare research

2007 $7,500 **Queensland Government Department of Communities** *Building Links Funding Initiatives 2005-2006.* Evaluating the extent to which sustainable partnerships have been developed between Domestic Violence Advocacy Service and DV Connect.

1996 $9,000 Australian Federal Government URIS Grant to undertake a pilot study of women's learning environments within universities.

Internal Research Grants – approximately $30,000 in total whilst at Griffith University (eg, in 2006, $6,500 GBS internal grant with Dr Kate Shacklock to examine the impact of organisational factors on employees' decision to continue working at Gold Coast Council and 2005 - **$6,500** GU New Researchers Grant to examine women entrepreneurs **2004).**

Teaching Grants

2005 - $15,000 Teaching and Learning Grant: Work Integrated Learning Grant entitled "Development of a model to integrate student learning within the work community for use by the Griffith Business School". With Dr. Don Kerr, Dr. Sheryl Ramsay and Dr. Mohan Thite.

2001 -$6,000 Griffith University Teaching Grant: "Effectiveness of different teaching methods in the flexible learning environment, according to student perceptions and different course objectives and content".

1999 Australian Postgraduate Research Scholarship (APA)

Research Supervisions
Successful completions

1. Kate Shacklock, awarded PhD in 2005
2. Silvia Nelson – awarded PhD in 2006
3. Apivut Chakuthip – awarded PhD in 2007
4. Glen Hornby awarded PhD in 2008
5. Jai Yi Hung awarded PhD in 2009
1. Comm (Honours) – Principal Supervisor for Alice Thompson, 2005. (Awarded 1st class honours)
2. BBusMgt (Honours) – Principal Supervisor for Natasha Milward/Currant, 2004-2005. (Awarded 1st class honours)
3. M.Mgt (Honours) - Principal Supervisor for Scott Gordon, 2005 (Award 1st Class Honours)
4. Principal Supervisor for Brett Jenson, 2003 (Award 1st class Honours)
5. B.Bus (Hons) – Principal Supervisor for Matt Xerri, 2009 (Awarded 1st Class Honours)

Service to the Community and Profession

Consulting

1. 2007 Robert Bird Pty, Ltd – An examination of values congruence … in progress
2.
3. 2006. *Redland Shire Council*. Examining opportunity recognition in horticultural firms.
4. 2006. *Robert Bird Pty Ltd*. Organisational effectiveness of the firm.
5. 2005 *Neumann Contractors Pty Ltd.* Undertake a HR Audit of staff & management practices, identified problems, and made recommendation for change. Examine factors affecting customer satisfaction. Assisted firm to improve efficiency and effectiveness of organisational processes. Obtained excellent data for research.
6. 2005 *Queensland Police Service (Logan District).* The research used a stakeholder group (comprising police, the public and businesses) to examine whether the present drug strategy is effective for different groups of stakeholders. A report identifying positive and negative outcomes from the present processes and potential strategies for overcoming the problems.
7. 2003 *Neumann Contractors Pty Ltd.* Undertake a HR Audit of staff & management practices, identified problems, and made recommendation for change. Assisted firm to improve efficiency and effectiveness of organisational processes, Obtained excellent data for research.
8. 2003 *Neumann Steel Pty Ltd.* Undertook a HR Audit of staff & management practices, identified problems, and made recommendation for change. Identified HR and management issues. Recommendations accepted and are being operationalised.
9. 2002 *Queensland Police Service (Logan District).* The research was instigated by a stakeholder group (comprising senior management representatives from the state's police service, the Department of Youth and Community Affairs and related local community groups) because of a perceived community belief that police officers were reluctant to file criminal charges against perpetrators of domestic violence. A report detailing that when first level managers perceive incongruence between a written policy and the supporting implementation variables, then it is likely that to the extent that first line managers do have power, they will use it to maintain the status quo. In order to achieve a different outcome, first line managers must perceive that senior management wants the policy implemented and would provide resources for manning and training police officers appropriately.
10. *ANTA (Australian National Training Authority).* I consulted for ANTA during the

implementation of the *1998-9 Flexible Delivery Multimedia Toolbox Initiative* (Series One). I am presently consulting on the 1999 *Flexible Delivery Multimedia Toolbox Initiative* (Series Two). My role was to co-develop a research framework that examined: The policies and processes undertaken by ANTA during the implementation process, and The management practices undertaken by government –funded project teams. I was responsible for gathering, analysing and interpreting data, as well as co-authoring the government report and evaluating outputs and outcomes. Developed a research framework that facilitated in-depth examination of policy and management practices. Policy that I developed was adopted by ANTA. Developed a new model for more effective project management of government-funded teams. Successfully mentored four teams to develop stated courseware by designated timeline (1998).

Service to the profession

1. I am presently a member of the Board of Directors for the Domestic Violence Resource Centre. My role is to assist with governance and HRM issues as well as to provide advice about approaches involving police stakeholders.
2. I am a reviewer for a range of Management and HR journals
3. I have provided professional assistance to fast growing SMEs by diagnosing and providing recommendations to address HRM/strategic management problems in their firms.
4. I have examined two DBA and four Honours and one research Masters of Management thesis.

Teaching and learning

Course Development

2010: I have recently led a small team of academics in developing the HRM major for the new B.Bus and BBA courses to be rolled out in 2012. I was informed in conceptualising the course by the work of eminent management researchers that contributed to a special edition of Academy of Management Journal (A*) in 2007 (vol 50, issue 5) that identified the great divide between evidence–based management research and what was being taught in management courses in both undergraduate and post graduate courses. Researchers such as Professors Rousseau, Casio and Rynes in different articles identified that management was being taught in universities from a practitioners' perspective that had a poor connection to evidence in most cases. They called for a change in practice by management academics to embed Evidence-Based Management (EBM) within any management course. Additionally, I was informed by the recent documents written by the accreditation body in Australia – Australian Human Resource Institute (AHRI) as well as research by Bandura (1986) on social learning which informed the direction and substance of the capstone course entitled HR Theory in Practice that embeds work integrated learning for all final year, final semester HR students. Bandura argues that adults learn best with others and therefore the unit aims to create a learning environment in the workplace that provides for learning by observation of work role-models as well as learning by doing (either in a group or with mentoring and coaching).

The eight units developed in the HRM major are:

1. Understanding the Business Environment
2. The HR Expert Practitioner

3. Designing Workforces for HR
4. Organisational Stakeholder Management
5. Culture and Change Implementation
6. Strategic Architecture of Organisations
7. Organisational behaviour, Power and the HR Activist
8. HR Theory in Practice (capstone)

Additionally, to ensure double loop learning the team's work was reviewed by two international HRM academic experts in the field – Professor Karin Sanders (Twente University, Netherlands) and Dr Fiona Robson, (Newcastle Business School, Northumbria University) and AHRI and all feedback was addressed. In Sept 2011, we received notification that AHRI has accredited the new HR major within the B.Bus and BBA for three years 2012-2014.

Teaching Excellence

Between 2000-2008, whilst at University of Queensland and Griffith University, I have been Unit Assessor for a range of management and Human Resource Management (HRM) courses including "Organisational Development and Change Implementation" and "Principles of Management" and "Principles of Human Resource Management". My expertise is in developing and running a Work-Integrated Learning (WIL) capstone course (entitled "Applied Management Project") and a post graduate course (entitled "Research Framework").

Since 2009, I have been the Unit Assessor for two units Principles and Practices of Human Resource Management (MNG00320) and International Human Resource Management (MNG00311). The units are also taught in Singapore (MDIS), China (STUV) and PNG (IBS) and there I was involved in moderating assessment from each site. My teaching philosophy is informed by Evidence-Based Management (EBM) (Rousseau, 2007) producing research-led teaching that ensures that the information presented to the students is based on evidence – not opinions. Additionally, Bandura (1986) argues that adults learn best by firstly observing the behaviour and practices of others, and if they perceive the outcomes of others to be advantageous, they are likely to adopt similar practices. I therefore spend time before each assessment building the skills requires mastering the assessment in a scaffolded way. Consequently, I spend time teaching how to write a paragraph for an academic essay before expecting students to write the essay.

I have 8 PhD students. In this way, I'm role-modelling appropriate academic behaviour and mentoring their development into competent academics.