

# CURRICULUM VITAE

**NAME:** Grant Richard Cairncross  
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## ACADEMIC RECORD:

Bachelor of Arts, Victoria University of Wellington, NZ  
Awarded 1977.

Graduate Diploma of Business (Dist), Massey University, NZ,  
Awarded 1997.

Master of Business (by Research Thesis), Southern Cross University.  
Awarded 2003.

Doctor of Philosophy. Southern Cross University.  
Awarded 2009.

## PUBLICATIONS

### Manuscripts

Cairncross, G. 2009. *“The Impact of Employment Strategies in Hotels and Resorts: A case study analysis of their effects on service quality and empowerment in Australian four and five-star organisations.”* VDM Publishing Saarbrucken, Germany. ISBN 978-3-639-00517-2

### Refereed Journal Articles

Leigh, J., Lamont, M. & Cairncross, G. 2013. *Towards a Process Model of Induction and Training for Young Event Volunteers.* International Journal of Event Management Research. 8 (1). Pp 1-20.

Davies, R and Cairncross, G. 2013. *Student Tourism and Destination Choice: Exploring the Influence of Traditional, New and Social Media – An Australian Case Study.* Journal of Tourism Culture & Communication. 13 (1). Pp 29-42.

Tiycce, M., Hing, N., Cairncross, G. & Breen, H. 2013. *Employee stress and stressors in gambling and hospitality workplaces.* Journal of Human Resources in Hospitality and Tourism. 12. Pp 126-155.

Hills, J & Cairncross, G 2011, *'How small regional accommodation providers view and respond to online intermediaries'*, Journal of Vacation Marketing, vol. 17, no. 4, pp. 249-62.

Hills, J and Cairncross, G. 2011. *'Small Accommodation Providers and UGC Web Sites: Perceptions and Practices.'* International Journal of Contemporary Hospitality Management. 23 (1). Pp 26-43.

Ingamells, A., Buultjens, J and Cairncross, G. 2010. *'Achieving Full Employment in Remote Settlements: Subsidiarity and Path Dependence.'* Journal of Economic and Social Policy. 13 (2) Summer issue. Article 9.

Crilley, G, Hills, Cairncross, G. And Moskwa, E. 2010. *'Identifying Visitor Service Quality in Australian Regional Botanic Gardens'.* Annals of Leisure Research. 13 (3) pp 476- 496.

Buultjens, J and Cairncross, G. 2009 *“The Australian Hospitality Industry’s Response to Formalised Enterprise and Individual Bargaining Prior to the Rudd Government”* Journal of Hospitality and Tourism Management. 16. pp 45-54

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Cairncross, G and Kelly, S. 2008. *“Managing Staff in Hotels and Resorts in Eastern Australia: Getting the Best to the Customer?”* Journal of Management Organisation. 14(4). pp 367-384.

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Cairncross, G., Wilde, S. and Hutchinson, L. 2008. "Training and Service Quality: A case study analysis of Regional Australian Restaurants." *Tourism and Hospitality Planning & Development*, 5 (2) pp 132-149.

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Hil, R and Cairncross, G. 2007. "Well being and its discontents: A satirical critique of Hamilton and Denis's Affluenza" *The Journal of Economic and Social Policy*, Summer Issue. pp 69-84.

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Cairncross, G and Buultjens, J. 2007. "Generation Y and innovator employers in the Australian Tourism and Hospitality industry." *The Journal of Economic and Social Policy*. Summer issue. pp 3-24

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Fuller, D., Caldicott, J., Cairncross, G. and Wilde, S. 2007. "Poverty, Indigenous Culture and Ecotourism in Remote Australia." *Development*, (1) . pp 1-8.

Buultjens, J. and Cairncross, G. 2006. "Enterprise Bargaining in Small Business: A Comparative Study of the Australian Construction and Hospitality Industries." *Journal of Industrial Relations*. 48 (4) pp 475-490.

Coomber, L., Lee, S. and Lee, Y. and Cairncross, G, 2006. "A thematic review of Club Management Magazine Australia: 1993 – 2003." *International Journal of Hospitality and Tourism Administration*. 7 (2/3). Pp 109-134.

Anderson, E and Cairncross, G. 2005. "Understanding and managing volunteer motivation: two regional tourism cases." *Australian Journal of Volunteering*. Vol 10 (2) PGS 7-17.

Cairncross, G. and Waller, I. 2004. 'Not taking annual leave. What could it cost Australia?' *Journal of Economic and Social Policy*. 9 (1). Pp 43-59

Cairncross, G. And Buultjens, J. 2004, 'Employment relations in the resorts of North-East New South Wales'. *International Journal of Employment Studies*. 12 (2). Pp 103-126.

Buultjens, J. and Cairncross, G. 2001. 'Ten Years of Enterprise Bargaining and the Hospitality Sector'. *Labour and Industry*. 12 (1). pp 27-41.

### **Refereed Book Chapters**

Edelheim, J and Cairncross, G. 2011. 'The Simpsons on Strike: An analysis of work as portrayed in popular culture.' (In Print)

Cairncross, G and Buultjens J. 2010. 'Generation Y and work in Tourism and Hospitality. Problem? What problem?' In 'Tourism and Generation Y'. Beckendorff, P., Moscardo, G and Pendergast, D. (Eds). CABI Org Publishers. Wallingford, Oxfordshire, U.K. Pp . 143-154.

Coomber, L., Cairncross, G, Lee, S. and Lee, Y. 2006. "A Thematic Review of Club Management Magazine Australia: 1993 – 2003."

### **Refereed Book Sections**

Cairncross, G. 2005. "Human Resource Development." in the 'International Encyclopaedia of Hospitality Management.' (Ed: Pizam, A.). Elsevier Press. London. pp 327-328.

### **Refereed Conference Proceedings**

Cairncross, G and Buultjens, J. 2014. *An analysis of the value of the Birdsville Races*. College of Australasian Tourism and Hospitality Educators (CAUTHE) Conference, 11-13 February, Brisbane, Australia.

Cairncross, G and Brennan, C. 2013. *Public sector innovation as practice: Social enterprise, community gardening and sense of place in the context of embedded social exclusion in rural Australia*. International Research Society of Public Management (IRSPM) Conference, Prague, Czech Republic.

Brennan, C and Cairncross, G. 2013. *Innovation in the Not for Profit Sector; An Evaluation of a Social Enterprise Garden in Regional Australia*. International Research Society of Public Management (IRSPM) Conference, Prague, Czech Republic.

Hills, J & Cairncross, G 2011. 'Cross-border industry clusters: The conduciveness of border regions', paper presented to Australian and New Zealand Academy of Management (ANZAM), Wellington, NZ, 7 - 9 December.

Crilley, G., Hills, J., Cairncross, G and Moskwa, E. 2010 'Identifying Visitor Service Quality in Australian Regional Botanic Gardens.' *Paper to be presented to the Australia New Zealand Academy of Leisure Studies (ANZALS)*. 3 – 5 February, Brisbane.

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Cairncross, G., Wilde, S & Hutchinson, L. 2008. Size Does Matter: Training and Service Quality in Small to Medium Australian Regional Hospitality Firms. *Australia New Zealand Academy of Management (ANZAM) Auckland University, NZ December 2-5, 2008*;

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Cairncross, G and Kelly, S. 2007. "Employment arrangements and managing knowledge capital in hotels and resorts in eastern Australia: The casualisation conundrum." *Paper presented to the Australia New Zealand Academy of Management Conference (ANZAM)*. 2-5 December, Sydney, Australia.

Cairncross, G and Buultjens, J. 2007. "Generation Y and Work. Problem? What problem?" *Paper presented to the Industrial Relations and Popular Culture Conference*. Tweed Heads, NSW, Australia. September 26.

Buultjens, J., Cairncross, G. and Pike, L. 2007."The use of Employee Rewards in NSW Licensed Clubs. *Paper presented to the 21st Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) Conference*. 7- 9 February, 2007, Auckland, New Zealand..

Cairncross, G. Brosnan, P and Smith, V. 2006. "What's up Doc? Leave taking among regional NSW GP's". CAUTHE Conference, Melbourne. February 6 – 10, 2006.

Smith, V. and Cairncross, G. 2006. "A study of leave taking among regional NSW GP's". *Paper presented to the 40<sup>th</sup> Conference of the Australian Psychological Society*, 4-7 October. Sydney, Australia.

Cairncross, G. and Buultjens, J. 2005. "Sea-changers and Downshifters and the Australian tourism and hospitality industry – some possible effects." CAUTHE Conference, Alice Springs, Australia.

Buultjens, J. and Cairncross, G. 2005 "Wage determination in Queensland Registered Clubs." CAUTHE Conference, Alice Springs, Australia.

Cairncross, G. and Buultjens, J. 2004. "Employment arrangements remuneration and recruitment in Resorts in N.E. NSW - A longitudinal study". February 11-13. CAUTHE Conference, Brisbane, Qld.

Cairncross, G. and Waller, I. 2004. "An avenue for helping measure the true value of a holiday?" February 11-13. CAUTHE Conference, Brisbane, Qld.

Buultjens, J. and Cairncross, G. 2004. "Industrial Disputation and Trade Unions in Registered Clubs of Queensland. *Paper presented to the 18<sup>th</sup> Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) Conference*. 3- 6 February, 2004, Noosa, Australia.

Cairncross, G. and Waller, I. 2004. "Should the taking of annual leave be made compulsory in Australia?" *Paper presented to the 18<sup>th</sup> Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) Conference*. 3- 6 February, 2004, Noosa, Australia.

Buultjens, J., Cairncross, G and Crowe, M. 2003. "Enterprise Bargaining: A Comparative Study of Small to Medium Businesses in the Australian Hospitality and Clothing and Footwear Industries". *The International Employment Relations Association (IERA) 4th IERA International Conference*. July 8-11. University of Greenwich, London, UK.

Waller, I and Cairncross, G. 2003. "Psychology, tourism, personal health and economic wealth." *Paper presented to the 38<sup>th</sup> Conference of the Australian Psychological Society*, 2-5 October. Perth, Australia.

Cairncross, G. and Buultjens, J. 2002. "Enterprise Bargaining in Small Business: Some Case Studies". Paper presented to the 16<sup>th</sup> Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ) Conference. 6-8 February, 2002, Queenstown, New Zealand.

Buultjens, J. and Cairncross, G. 2002. "Employment Relations Practices in Resorts in Regional NSW." *The International Employment Relations Association (IERA) Conference*. Gold Coast, Australia..

Buultjens, J. and Cairncross, G. 2001. "Ten Years of Enterprise Bargaining and the Hospitality Sector". Paper presented to the *Ten Years of Enterprise Bargaining Conference*, Newcastle, NSW, April 2001.

## **Reports**

Cairncross, G. 2013. 'Growth Through Localisation and Love of our City – Economic and Community Development Strategy' for Coffs Harbour City Council.

Cairncross, G and Brennan, C. 2012. 'An evaluation of Coffs Coast Community Farm Project Innovation Farm' for DEEWR

Cairncross, G. 2011. 'Creative/Knowledge Workers on the Coffs Coast: A Pilot Study'. Report done for the Coffs 2050 Group.

Reis, A and Cairncross, G. 2011. Four x Reports - *The Impacts of Rally Australia 2011 on the Coffs Coast Business Community* – Reports done for Coffs Harbour, Bellingen, Nambucca and Pristine Waters LGAs.

Whitelaw, P, Barron, P, Buultjens, J, Cairncross, G and Davidson, M. 2009. 'Training Needs of the Hospitality Industry.' Sustainable Tourism CRC, Gold Coast, Queensland.  
<http://www.crctourism.com.au/>

## **Masters Thesis**

Cairncross, G. 2003. "A Determination of employment conditions in resorts in Mid-North and North Coast New South Wales – A Case Study." *Awarded in accordance with the requirements for a Master of Business (Research), Southern Cross University, NSW.*

## **PhD Thesis**

My PhD was awarded in May 2009. The thesis is titled; "The Impact of Employment Strategies and Conditions in Four and Five Star Resorts on Service Quality and Empowerment – A Case Study Analysis." *Awarded in accordance with the requirements for a Doctor of Philosophy, Southern Cross University, NSW.*

## **Summary of thesis topic:**

Prior research shows that larger foreign-owned organisations have adopted a more formal approach to human resource and employment relations functions than smaller Australian-owned resorts who have, nevertheless, started to implement a more professional approach to employment relations strategies (Cairncross and Buultjens, 2004; Lafferty, 1998). In addition enterprise bargaining has largely failed to take hold as an employment instrument strategy, a major reason for this may be for cost containment and cutting reasons (Buultjens and Cairncross, 2001). This phenomenon is known as 'award pull' (Waring, Ostenfield and Bray, 2004). As a result issues arise as to whether simple awards are the best mechanism for enlightened human resource strategies in an industry that is a high employer of non-standard labour, yet is also reliant on quality service for a competitive advantage (Buultjens and Cairncross, 2001; Timo, 1995). This thesis aims to also establish if 'award pull', and a higher than average use of non-standard labour has an effect on high labour turnover and if such turnover affects quality service.

## **EMPLOYMENT HISTORY:** (SCU)

### **1998-to Present**

Senior Lecturer in the School of Tourism and Hospitality. Also taught previously in the School of Business and the School of Commerce and Management Southern Cross University, NSW.

**Subjects:**

- \*MNG01413 – Human Resource Management for Tourism and Hospitality. (Lecturer and Tutor, 2004-2007).
- \*MNG00219 – Contemporary workplace issues for Tourism & Hospitality. (Lecturer and Tutor).
- \*MNG00125. Introductory Law and Industrial Relations. (Lecturer and Tutor 1998-2007)
- \*MNG00440. Introduction to Tourism and Hospitality Management. (Lecturer & Tutor (2002-2004)
- MKT1416 – Tourism and Hospitality Project (2004)
- MNG00427 – Entrepreneurship in Tourism and Hospitality (Lecturer & Tutor 2002 & 2003 - Lecturer only 2002)
- \*MKT00103. Media Strategies. (Lecturer and tutor. 1999 – 2002)
- \*MKT00103. Advertising and Promotion. (Lecturer and tutor 2000)
- \*MNG00143. Human Resource Management. (Lecturer – 2002-2004)
- \*SOY00179. Project Management. (Course co-ordinator – external. 2000-2003)
- \*MNG00319. Buying. (Course co-ordinator – external. 2002)
- \*MKT00075. Marketing Fundamentals (Tutor 1999 – 2001)

**Positions of Responsibility held (SCU):**

- Coordinator and writer - MNG00219 – Contemporary Workplace Issues in Tourism & Hospitality, SCU. 2004 – present. ). Put course on-line using SCU's Blackboard software system. Unit suspended January 2012.
- Coordinator and writer – MNG1413 – Human Resource Management. SCU. (2004 – present). Put course on-line using SCU's Blackboard/Camtasia software systems. Two full re-writes – 2006 and 2011 with Michele Day.
- Coordinator- MKT01907 - Tourism & Hospitality Management. 7<sup>th</sup> intake, Bangkok, Thailand (August – December 2006). School of Tourism and Hospitality, SCU.
- Coordinator - MNG 00908. - Strategic Management in Tourism and Hospitality Industries – 2<sup>nd</sup> Intake, Bangkok, Thailand (May – October 2002). School of Tourism and Hospitality, SCU.
- Coordinator - SOY 00179. - Project Management Unit (2000-2002 – School of Commerce & Management - SCU). Put course on-line using SCU's Blackboard software system.
- Coordinator . MNG 00914. – Managing HRM and Change in the Hotel Industry – 2<sup>nd</sup> Intake, Bangkok, Thailand (August – December 2001). School of Tourism and Hospitality, SCU.
- Coordinator. MNG 00319. Buying Unit (Spring Semester 2002 - School of Commerce & Management - SCU) Put course on-line using SCU's Blackboard software system.

- External Student Guide Author - SOY00179. Project Management Unit (2000-2002 – School of Commerce & Management - SCU).
- External Student Guide Co-Author - MNG 00319. Buying Unit (2002 - School of Commerce & Management - SCU).
- Joint Funding Application – Regional Cuisine Project (with Ms Janet Hanlan – SCU, School of Business.)
- Co-ordinator DEWRSB ACC funding applications for both SCU and CHEC Management – 2000-01.’
- STHM academic staff workloads allocator – 2008 – present.
- STHM School Board – Deputy Chair – 2011.
- Coffs Harbour STHM Honours Coordinator 2004 – present.
- Member STHM Honours Committee – 2004 – present.
- Member Coffs Harbour Human Research Ethics Sub Committee (HREC) – 2006 – present (including Acting Chair 2011).
- Member SCU Coffs Harbour Campus Management Advisory Group (MAG) 2005 – 2011.
- Member STHM Executive – 2011
- Member SCU Casuals Working Group – 2011.

#### **Honours supervision completions.**

Anderson,, E. 2004. *“The Motivation and Management of Volunteers : A Comparative Study of two Regional Tourism Organisations.”* Second Class – First Division (Distinction).

Morrison, A. 2005. *The Influences of Human Resource Strategies on Guest Perceptions of Service Quality in a Resort Setting: A Regional Case Study’.* Second Class – First Division (Distinction).

Ely, P. 2005. *“The Effects of Changing Demographic Characteristics on Consumer Retail Demand: A Study Focused on the Coffs Harbour Region.”.* Second Class – First Division (Distinction).” – Supervised for SCU School of Commerce and Management.

Dzinamarira, N. 2006. *An Evaluation of Employee Motivation Strategies in a Resort.”* Second Class – First Division (Distinction).

Hills, J.R. 2007. *User-generated Content Websites and Small Accommodation Providers: Management Practices and Perceptions.* Second Class – First Division (Distinction).

Smith, N.J. 2009. *The Design Effectiveness of Websites As An Advertising mechanism For Four-To-Five Star Chain Hotels*. Second Class – First Division (Distinction).

McVicar, R.J. 2009. *Attitudes and Perceptions Towards Hiring People With Disabilities in the Hospitality Sector in Coffs Harbour*. Second Class – First Division (Distinction).

Furyk, P. A. 2010. *'Social Offset Scheme's in Small island Developing States*. Second Class – First Division (Distinction).

Scerri, M.A. 2010. *When a Desire for Luxury and a Social Conscience Collide: The Integration of Environmental Management and Service Quality in Hotels*. First Class Honours – University Medal. Lead supervisor – with Dr G Lovell.

Davies, R. 2012. *Student Tourism and Destination Choice: Exploring the Influence of Traditional, New and Social Media*. Second Class – First Division (Distinction).

Leigh, J. 2012. *Training and Induction of Young Volunteers in Special Events: A case Study Of the Northern University Games, Australia*. First Class Honours – University Medal. Lead supervisor – with Dr M Lamont.

#### PhD supervisions - current.

Hills, J. R. 2009 – present. *Emergent Tourism Clusters in Border Regions / The Case of Tourism Development in the East Coast Australian Border Region*. 50% - with Assoc. Prof Dianne Dredge.

Scerri, M.A. 2010 – present. *Society's Conversations With Hotels: A Study of the Language of Service*. 50% - with Dr Michelle Whitford.

#### Research Projects

2008

Regional and remote indigenous tourism labour market project with Assoc Prof Jeremy Buultjens of Australian Regional Tourism Research Centre., SCU, Lismore. SCU IRG project.

2006 -07

National Tourism & Hospitality skills shortage Sustainable Tourism CRC project.

#### Research Interests

Employment relations strategies and their effects on service quality, the overall physical/sociological and economical value of a holiday, OH&S and its relation to productivity, the effects of changing work patterns on holiday destinations, the effects of demographics on the T&H labour market, downshifting and 'seachangers' and what they mean for regional industries, Generation Y and Work, the importance of creative/knowledge workers to regional economy's.

#### Grants, contracts and project funding gained

Year	Title of current grant, contract or project	Granting agency	Amount \$	Chief investigators & staff member in order	Percent and nature of contribution
2007	Skills shortages in Tourism & Hospitality	Sustainable Tourism CRC	\$50,000	Whitehead, P, Barron, P. Davidson, M. Buultjens, J.	20% - carry out focus groups in Coffs Harbour, Cairns and Port Douglas – help write up STCRC Report.
2008-2009	Desert Knowledge CRC CP4 Diamantina project	Desert Knowledge CRC	\$75,000	Ingamells, A and Buultjens, J.	33% - carry out interviews, conduct surveys, write up DKCRC reports and 2 x academic papers -. The CP4 case was used as an example of 'best practice' for successful bid for new REP-CRC - \$27 million awarded by Federal Govt over 7 years. from 1 July 2010..
2011-12	CHESS-DEEWR	CHESS	\$30,000	Cairncross, G.	65% - Carry out audit of CHESS Innovation farm for DEEWR – in conjunction with Dr Charlie Brennan.
2012	STHM IRG	SCU STHM	\$7,850	Cairncross, G	40% - Study of stress and its effects on recruitment and retention in licensed gaming venues.



## Prizes & Recognition Awarded at SCU

Awarded the Kylie Wilson Award by the School of Psychology, SCU (2006) for 'Best Assistance in Research Project(s)'.

Finalist (2013) in SCU Office of Regional Engagement Awards – Leadership Category.

## Other Employment

- 1998-2002** Casual Teacher TAFE – Teaching HRM, Industrial Relations, Marketing, Project Management, Operations Management & Management to Retail and also to International Business Students.
- 1998-2008** Casual Trainer – OH&S – Enterprise Training Co- Coffs Harbour, NSW. Compulsory Workcover accredited induction-trainer for courses for construction workers.
- 1992-1998** Industrial Officer – NZ Public Service Association– Wellington, NZ. Negotiating enterprise agreements and large organisational restructuring agreements on a national basis for public servants during a period of large-scale change.
- 1991** Freelance Travel Writing – Africa and Asia. Wrote and had published articles in NZ newspapers while backpacking for one year.
- 1983-1991** Safety Officer–Various Sydney Construction Sites. Worker representative on Safety Committees then employed by a number of construction companies to co-ordinate OH&S policy and practice and help run OH&S Safety Committees. Risk analysis and accident investigation. Accredited rigger and scaffolder.
- 1977- 1983** Industrial Radiographer. – NZ and Norway. (Including a period of self-employment). X-Ray operation and diagnosis on oilrigs in North Sea and natural gas pipelines in NZ.
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