

incurred as a result of performing their work

- Employees will work with care and responsibility, especially in respect to work health and safety
- Employees will carry out their work according to their agreement/award, including good customer relations and accountability for money or property.
- Being notified according to agreement/award of an employee's intention to take their leave entitlements
- Receiving formal advice of a workers intention to leave the business in accord with the award/agreement

not obey lawful instructions (insubordination); neglect their duties; are guilty of theft or dishonesty; exhibit wilful or serious misconduct; fail to meet the conditions of the employment contract; and fail to perform satisfactorily over time

- Duty of care. Employers are legally bound under the federal and state Occupational/Workplace Health and Safety Acts to provide reasonable care for the safety of the employees by:
 - Providing a safe system of work, without risks to health
 - Providing and maintaining premises that do not unreasonably expose an employee to risk of injury
 - Providing resources, information, training and supervision necessary to ensure the health and safety of workers
 - Protecting workers against risks arising out of their work activities.

EMPLOYEE OBLIGATIONS

- Carry out duties in a way that is beneficial to the business.
- Ensure that they maintain confidentiality and not use information such as sales figures in a way that is detrimental to the operation of the business.
- Account for all money that comes into the business.
- Take reasonable care and act safely in the workplace.
- Follow written and verbal procedures and policies. Be honest, fair and work with integrity in all dealings with both colleagues and customers.
- Obey lawful commands that are considered reasonable even if they may not be part of their primary responsibilities.
- Complete forms related to taxation and its deduction from income.
- Give appropriate notice of termination of employment in accordance with the relevant award

EMPLOYEE RIGHTS

- Being paid for all the time they work, including overtime where applicable
- Receiving the minimum set out in the award or enterprise agreement
- Having all pay recorded by the employer (some awards/agreements state that employees must receive a pay slip)
- Receiving extra pay such as loading for casuals and penalty rates for work outside of usual hours
- Receiving allowances for tools and uniforms if applicable
- Having access to pay and unpaid leave entitlements.

Social –

Changing work patterns

Over the last two decades there has been a dramatic growth in part-time and casual work, largely due to growth in the finance, retail, hospitality and community service industries. Most part-time workers do not want to work additional hours and part-time work offers them flexibility in balancing their work and personal lives. Work patterns are changing and commentators refer to this trend as 'labour fragmentation'.

In recent years there has been an obvious drift away from traditional full-time employment towards part-time employment. In 1979 only 16 per cent of the workforce identified themselves as part-time employees, but by 2012 this had grown to 29 per cent. Part-time work is especially common amongst women.

Businesses in search of greater flexibility in the workplace are more likely to offer part-time options that are greeted favourably by workers in search of a better work-life balance. Other workers may be interested in undertaking additional education and training and/or want to ease them into retirement and are also keen to take advantage of such arrangements.

Other changes such as a 'casualisation' of the workforce is evident in changing work patterns and as businesses seek a more flexible workforce. The proportion of casual workers grew from 17 per cent in 1992 to approximately 35 per cent today.

Despite being popular in industries such as retail and hospitality, many casual workers would prefer to work additional hours. While casual workers are in search of more flexible work arrangements such as those provided by casual work, most would like to receive paid holiday or sick leave.

Career flexibility and job mobility

Career flexibility and job mobility have increased. Workers are taking more control over their own careers.

- Around 14–16 per cent of employees are considered job mobile,
- Only 44 per cent of full-time employees have worked for their current employer for more than five years.
- The most mobile employees are aged 20–24, Australian-born, or of English-speaking background, and found in retail or hospitality industries.
- Many leave full-time positions after developing specialist skills and experience to become independent contractors or consultants.

Creative and knowledge-based fields like education, design, writing and information technology provide the most flexibility in the workplace and many workers in these occupations, especially women, are seeking part-time,

casual, flexible work day and work-from-home options. Both businesses and the government are recognising the need to address these demands and in doing so are providing increased options for employees.

Increased participation rates for women

- The increase in the **participation rate** over the past three decades has been due to the increased participation by women and older people in the workforce.
- Since 1980, the participation rate of females aged 25–54 has increased by over 20 per cent, reflecting changing social expectations, increased education levels, improved access to child care and more flexible work arrangements.
- The participation rate of people aged 55 and over has increased by 10 per cent as people have incentives to work longer, better employment opportunities, increased employment opportunities in the physically less demanding services sector, and better health and longer lives.

Ageing of the workforce

- Ageing of the workforce is likely to see a significant shortage of skills in the community over the next few years.
- Flexible working arrangements, including job share, part-time and contracting, will be critical in utilising this ageing workforce, particularly women, who are concentrated in health, education and society and culture.
- Businesses and government will need to respond by up skilling the population; creating incentives to encourage staff to postpone retirement and implementing appropriate human resource strategies to transfer skills to those remaining in the workforce.
- Removing discrimination in the recruitment of older workers, providing opportunities to update skills, and offering targeted health and safety programs will also be essential.

Early retirement

- Early retirement from full-time work is popular today.
- The average age of retirement from full-time work has increased to an average age of 53 years (58 for males and 47 for females); however, participation in part-time work is much higher, suggesting older employees are using a gradual withdrawal approach to retirement.
- The most common reasons are eligibility for superannuation or for health reasons.
- A growing number of people are returning to work in a part-time capacity following retirement for financial reasons or to relieve boredom.

Living standards

Australians have one of the highest living standards in the world today. These high standards include occupational health and safety, regular wage

Once the needs have been determined, options may be considered.

Job analysis: Job analysis and job design are required to meet the needs of new positions. These are undertaken through staff interviews, observations, and reports from performance appraisals and evaluations. Job specifications and descriptions can then be developed and prepared for applications through external or internal recruitment.

Job design: the number, kind and variety of task that a worker is expected to carry out in the course of performing their job.

RECRUITMENT, SELECTION AND PLACEMENT

When the relevant information has been gathered in the planning process, HR managers must recruit and select employment.

Recruitment is the process of locating and attracting the right quantity and quality of staff to apply for employment vacancies or anticipated vacancies at the right cost.

When all the applicants have been received HR managers need to assess each one to determine which people are truly right for the vacant position. This is the screening process. The most common screening method is the interview. Other methods include tests to assess ability, checking references, physical examination, and probationary periods.

Employee selection involves gathering information about each applicant and using that information to choose the most appropriate applicant.

Placement involves locating the employee in a position that best utilises the skills of the individual to meet the needs of the business.

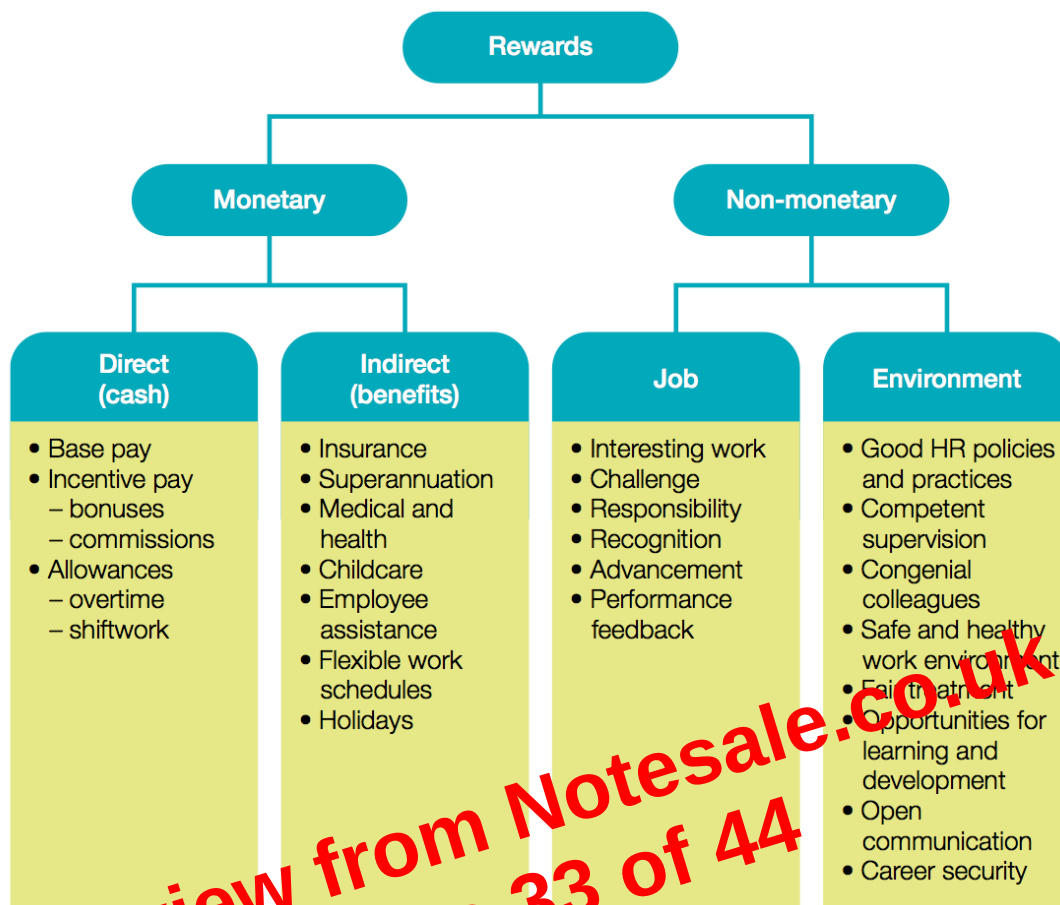
2. Development

Development is the process of human resource management concerned with improving the skills and capabilities of employees in order to better achieve business objectives.

Effective development programs ensure that experienced and talented staffs are retained. They enhance employees' motivation and commitment to the business through promotion opportunities over the longer term. Research shows that employees who feel competent in performing their jobs and are recognised for their achievements are more motivated and satisfied at work. They achieve higher levels of performance.

Training and development needs change as an employee's career develops. In the early stages, employees may focus on gaining qualifications. As they move from one employer to another, younger employees focus on experiencing a variety of roles to determine their interests and talents. Later, the development of specialist or managerial competencies may become important as employees move into senior positions. Talented staff may need to be fast-tracked. For employees over 40, the focus may be on upgrading

- Extrinsic rewards- are those given or provided outside the job itself e.g. wages, commission, holidays, child care, medical costs, flexible work schedules, company car, etc.



Individual or group rewards

Rewards are often related to individual's performance; however, this can lead to conflict and rivalry if not managed effectively. All individuals are dependant on others and on efficient workplace system to achieve high-quality performance. Increases use of groups and team-based structures have increased the need for cooperation and made it difficult to distinguish performance of individuals within teams. Gain sharing plans and group incentive schemes are often used to support a team-based culture.

A gain-sharing plan involves the benefits of improvements and success, such as productivity improvements, cost savings and sales and profit increases, being reflected in rewards for teams, such as shares, cash bonuses or annual bonuses.

Individual rewards

An individual system would pay each worker in the team a different amount based on his or her role, characteristics, and effort/performance

– Resolution – negotiation, mediation, grievance procedures, involvement of courts and tribunals

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Software skills

- Disputes and internal conflict

These problems are reflected in poor business performance, lower sales, lower profits than competitors and ultimately the 'bottom line.'

The indicators that reveal a workplace has poor corporate culture include:

- High staff turnover
- Poor customer service
- High levels of absenteeism
- Accidents
- Disputes and internal conflict

These problems are reflected in poor business performance, lower sales, lower profits than competitors and ultimately the 'bottom line.'

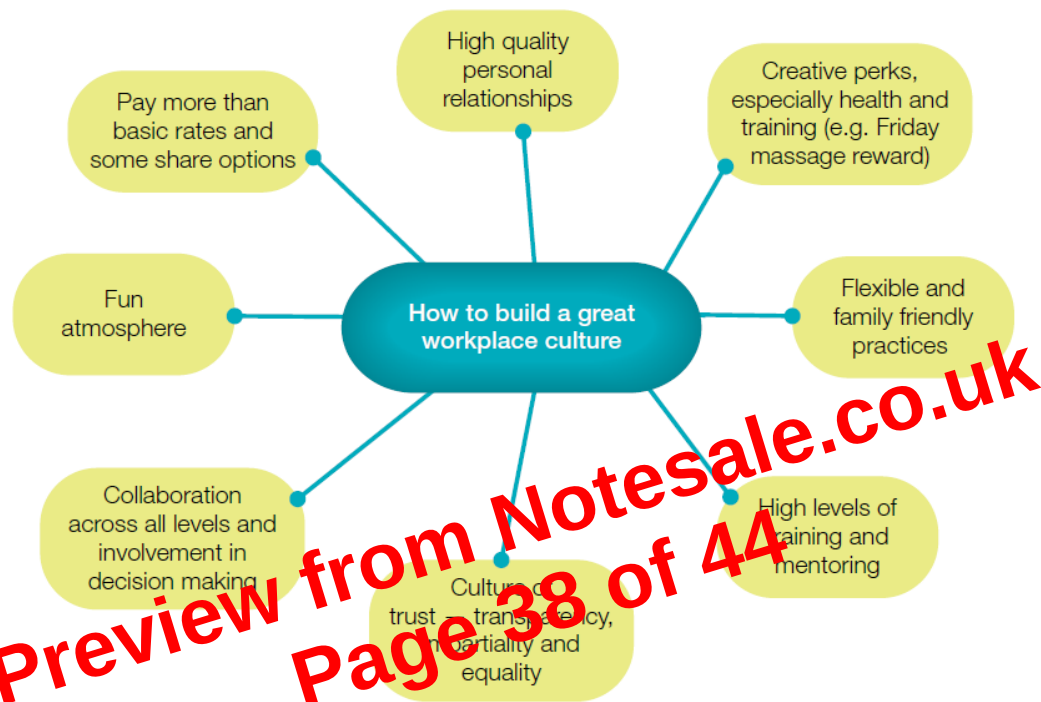


FIGURE 17.3 How to build a great workplace culture — features of workplaces rated the best in Australia

5. EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT	
Indicators of Effectiveness	
Corporate Culture	
The business's CORPORATE CULTURE	WHAT IT SAYS about the business's HR strategies
Employees are negative when it comes to teamwork	There's something wrong with the acquisition process . Internal promotions may be causing too much competition. OR There's something wrong with the maintenance process . Individual rewards may be discouraging co-operation (possibly move to group rewards)
Workers have negative attitudes about training	There's a problem with the development process . Maybe the current off-the-job training is seen as irrelevant (possibly move to on-the-job training for current skills)
Employees generally leave work as soon as they are allowed (difficult to get them to do overtime)	There's a problem with the maintenance process . The remuneration system (the current monetary rewards are ineffective)
Employees are not worried about meeting requirements	There's a problem with the maintenance process . Working conditions may be