

New Career and Enterprise resources for 2016

New
resources
for 2016

WACE Career and Enterprise and Workplace Learning programs

Now available for 2016: Check for samples on web

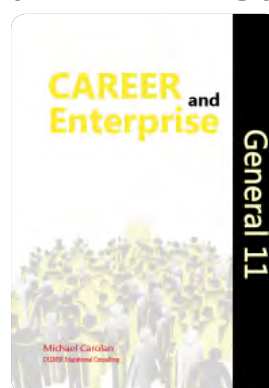
- **Career and Enterprise: CAE - General 11**
Full colour text/workbook. Approx. 310 pp.
Price \$52 (ISBN: 978-1-925172-25-6)
Fully reproducible e-version master also available to schools which enables students to use writeable PDF files.
- **Career and Enterprise: CAE - General 12/ATAR11**
Full colour text/workbook.
Approx. 354 pp. Price \$55 (ISBN: 978-1-925172-26-3)
Fully reproducible e-version master also available to schools which enables students to use writeable PDF files.

Available mid-2016 (proposed)

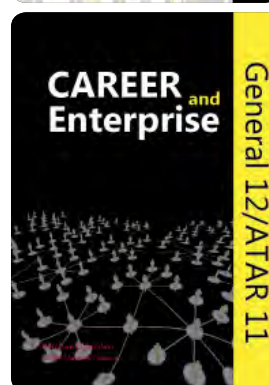
- Career and Enterprise: Foundation 12 and Career and Enterprise: Foundation 11

Available for 2017 (proposed)

- Career and Enterprise: CAE - ATAR12



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Released in 2015

A range of new resources are now ready for order. All of these new resources are available as full colour printed books or as e-version PDF masters that students can complete using ICT devices.

- ⇒ **Personal Development Activity Planner: Introductory & Personal Development Project Planner: Advanced** colour-coded PDS project planning guides.
- ⇒ **Work Placement Journal** (suitable for year 11 and Year 12 students work-related and vocational placements). Full colour A4 size and includes 40 pages of daily journals as well as all 20+ work-related application activities.
- ⇒ **Community Services: Foundation & Community Services: Intermediate** (industry-specific sets)
Industry-specific resource sets and workbooks support your VCAL, Applied Learning and work education and career/pathways programs with content-based topics and applied activities.

Feel free to contact me to discuss which resource sets might be best suited for your teaching program.

Current resource list: 2016 (* = new)

WACE Career and Enterprise (PDF e-versions also available)

- * Career and Enterprise General 11
- * Career and Enterprise General 12/ATAR 11

Career pathways, work education and personal development (PDF e-versions also available)

- > Career Pathways
- > Work Experience Journal
- > Work Placement Journal
- > Personal Development Activity Planner: Introductory
- > Personal Development Project Planner: Advanced

Industry-specific resources (PDF e-versions also available)

- > Community Services Foundation
- > Community Services Intermediate
- > Retail Foundation
- > Retail Intermediate

Industry and Enterprise

- > I&E Unit 1: Workplace Participation 3ed (& e-version)
- * I&E 1&2: Towards an Enterprising You 4ed
- > I&E 3&4: Towards an Enterprising Australia 3ed

VCAL and Applied Learning (Master sets also available)

- * Literacy - Intermediate 3ed Workbook/text and Activities booklet (revised for 2016) !!!also new e-version!!!
- * Literacy - Senior Workbook/text and Activities booklet (new for 2016) !!!also new e-version!!!
- > Numeracy - Intermediate Workbook/text and Activities booklet
- * Numeracy - Senior Workbook/text and Activities booklet (new for 2016)
- * Personal Development - Intermediate 3ed Workbook/text and Activities booklet (new colour ed for 2016)
- * Personal Development - Senior 2ed Workbook/text and Activities booklet (new colour ed for 2016)
- > Work Related Skills - Foundation Workbook/text and Activities booklet
- * Work Related Skills - Intermediate 3ed Workbook/text and Activities booklet (new colour ed for 2016)
- > Work Related Skills - Senior 2ed Workbook/text and Activities booklet

DELIVER Educational Consulting

PO Box 40, Moonee Vale 3055 Ph & Fax (03) 9939 1229 ABN 80 922 381 610

Check for samples at: www.deliverededucation.com.au michael@deliverededucation.com.au

Order form: Current from Term 1, 2016 (Note: All prices are GST inc.)

WACE: Career and Enterprise	Printed text	e-version master	Total
Career and Enterprise General 11	_____ @ \$52	_____ @ \$660	_____
Career and Enterprise General 12/ATAR 11	_____ @ \$55	_____ @ \$660	_____

Careers, Work Education & Personal Development	Printed text	e-version master	Total
Career Pathways 2015	_____ @ \$35	_____ @ \$440	_____
Work Experience Journal 2015	_____ @ \$20	_____ @ \$165	_____
Work Placement Journal 2015	_____ @ \$27.50	_____ @ \$220	_____
Personal Development Activity Planner: Introductory 2015	_____ @ \$25	_____ @ \$165	_____
Personal Development Project Planner: Advanced 2015	_____ @ \$27.50	_____ @ \$220	_____

Industry and Enterprise	Printed text	e-version master	Total
I&E Unit 1: Workplace Participation 3ed. 2015	_____ @ \$33	_____ @ \$440	_____
I&E Units 1&2: Towards an Enterprising You 4ed. 2015	_____ @ \$42.50	na	_____
I&E Units 3&4: Towards an Enterprising Australia 3ed. 2012	_____ @ \$59.95	na	_____

Industry-Specific Resources	Printed text	e-version master	Total
Retail - Foundation 2014	_____ @ \$33	_____ @ \$165	_____
Retail - Intermediate 2014	_____ @ \$33	_____ @ \$165	_____
Community Services - Foundation 2015	_____ @ \$33	_____ @ \$165	_____
Community Services - Intermediate 2015	_____ @ \$33	_____ @ \$165	_____

VCAL/ Applied Learning Resource Sets	Printed text/workbook	Printed activities book	CD Master text/workbook	CD Master activities book	Combined CD master sets	or license with master e-version
Literacy - Intermediate 3ed. New 2016	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	or _____ @ \$330
Literacy - Senior New 2016	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	or _____ @ \$330
Numeracy - Intermediate 2015	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	na
Numeracy - Senior New 2016	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	na
PDS - Intermediate 3ed. 2016	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
PDS - Senior 2ed 2016	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
WRS - Foundation 2014	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
WRS - Intermediate 3ed. 2016	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
WRS - Senior 2ed. 2014	_____ @ \$35	_____ @ \$27.50	_____ @ \$165	_____ @ \$77	or _____ @ \$220	nya
Totals	_____	_____	_____	_____	_____	_____

Add Postage: CD-only orders = \$6 Melb metro printed books = \$12
Regional Vic and interstate 1 book = \$13, 2-4 books = \$15 Contact me for larger orders.
***I recommend Express Post of \$15 for up to 4 VCAL, Industry-Specific or Careers etc.**
books; or for 2 CAE books or 2 I&E books. (More for larger orders.)

Postage amount \$	Grand Total \$
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CAREER^{and} Enterprise

Career and Enterprise - General 12/ATAR11

Contents

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5. Workplace Trends 143	10. Workplace Safety 323

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DELIVER Educational Consulting, PO BOX 40, Moonee Vale, 3055, Victoria, Australia

Contact: www.deliverededucation.com.au

michael@deliverededucation.com.au (03) 9939 1229

Carolan, Michael

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- MCEECDYA, 2010 The Australian Blueprint for Career Development, prepared by Miles Morgan Australia, Commonwealth of Australia, Canberra. Available at: www.blueprint.edu.au

Disclaimer: All material is provided in good faith but it is the responsibility of students and teachers to check current and appropriate guidelines, assessment information and publications.

General 12/ATAR 11

Nature of Work - Advanced

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Comments:

Introduction: Nature of Work - Advanced

In this section you will investigate a range of complex issues that influence the nature of work in contemporary contexts including efficiency and sustainability and performance management. You will investigate ethical considerations influencing workplaces, as well as the nature and impact of organisational restructuring. You will also investigate the pay and conditions associated with your preferred career pathways choices.

An enterprising approach to developing your career competencies will assist you to proactively demonstrate each of these six capabilities.

- ✓ **Entrepreneurial behaviours** by recognising and adapting to more sustainable practices to improve efficiency.
- ✓ **Learning to learn** by updating and refining your skills-sets to meet the changing demands of contemporary workplaces.
- ✓ **Career development and management** by investigating the potential impact of commercial issues on your own career pathways opportunities.
- ✓ **Work skills** by applying problem-solving skills to deal with work/life balance issues.
- ✓ Understanding of **the nature of work** by investigating a range of factors that influence work-related change.
- ✓ **Gaining and keeping work** by actively seeking suitable work-related opportunities.

What about you?

To successfully complete this unit you will be required to achieve the following.

1. Demonstrate an understanding of key terminology and concepts through your ongoing completion of a glossary.
2. Actively participate in class discussion.
3. Apply what you have learned to your own career pathway investigations.
4. Complete and submit ongoing activities as directed by your teacher.
5. Complete an assessment task related to the nature of work.
6. Undertake self-assessment at the end of this unit.



Your IPP & EPP: Nature of Work - Advanced

Tasks you will be required to complete as part of your IPP and EPP include the following.

- ☐ Participate in a performance appraisal process.
- ☐ Investigate wages and conditions relation to occupations that you are interested in.
- ☐ Describe how changes resulting from organisational restructuring and workplace reform might impact on your career.
- ☐ Identify strategies could you use at different stages of your career life cycle to achieve work/life balance.

Your teacher will give you more direction on your IPP and EPP requirements as needed throughout the unit.

1. Efficiency, productivity and sustainability

Efficiency and productivity

You saw in Section 3 that one way to measure **efficiency** is by calculating productivity. Given that **productivity** simply measures the ratio of outputs, compared to the ratio of inputs, various **key performance indicators** can be used to assess individual efficiency in work-related situations. But you should bear in mind that simple productivity measures do not account for all elements of individual efficiency. However, it can act as a starting point.



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Sustainability

You already know that a pressure is a force for change impacting on an enterprise which may originate either internally or from external sources. On the other hand, opportunities offer the potential for change and also arise both internally and from external sources. When an industry or enterprise responds proactively and turns pressures into opportunities then it is likely to react in a more enterprising way.

One such pressure and/or opportunity for change is in relation to a more sustainable use of resources. **Sustainability** involves a reduction in the use of non-renewable resources such as fossil fuels and an accompanying shift towards the use of renewable resources. Sustainability aims to make natural resources last longer. However, the very concept of sustainability clashes with the instinct of many humans - greed!

Australia has long relied on the land as a source of mining and farming revenue. However, this can have irreversible environmental effects. **Over-consumption** of natural resources leads to the degradation of our environment. Australian industry needs to develop more sustainable farming, fishing and logging methods as well as reducing our reliance on mining of fossil fuels and 'dirty' minerals. A more sustainable approach could help reduce the incidence of **global warming**.

We continue to pursue a wasteful lifestyle. Over-consumption and **built-in obsolescence** clash with the idea of sustainability. It is in producers' interests to manufacture items that don't last. As consumers we are encouraged to use disposable items as part of our throwaway society. This means that consumers keep purchasing goods so as to generate income, employment and profits for producers.

Renewable resources refer to natural resources that are infinite. Their very nature makes them sustainable. Many renewable resources occur naturally throughout our world every day, including solar, wind and wave power. Renewable resource use is underdeveloped because throughout history humankind has found it easy to dig up and burn non-renewable fossil fuels, rather than take the opportunity to develop renewable resource options.

Renewable resource options are usually much more expensive initially which discourages stakeholder use. It is currently much cheaper to use existing non-renewable resource technologies because those industries have achieved **economies of scale** over time.

Carbon footprint

An increasing number of stakeholders are trying to minimise their consumption of polluting non-renewables, i.e. by reducing their carbon footprint.

Each lifestyle and economic choice we make involves, to some extent, an environmental consequence. And industry often makes that choice for us without us having to do the 'dirty work'.

Carbon footprint reduction involves a number of factors including the use of green power and solar options, recycling, reducing consumption, reducing private transport use, consumption of fewer products including meat, carbon offsets and sequestering and other sustainability measures. So do you know your carbon footprint?

Work-related sustainability

When we make work-related decisions, either as an employee, a manager, an employer or even a supplier we need to consider the impact of our decisions on the natural environment. However, one of the pressures that impacts on work-related sustainability is related to cost, both in terms of actual dollars spent, as well as the time-based cost of pursuing more sustainable ways of doing business.

Many enterprises have introduced green policies to encourage their employees to reduce their carbon footprint. These can include small measures such as switching off lights, writing on waste paper, reducing harmful use of chemicals including plastics, organic farming, reducing product and travel miles, reducing packaging materials, using recycled products and many more.



Sustainability and efficiency

Some environmental outcomes can be measured in terms of **quantitative key performance indicators**. Clear measurable outcomes that can indicate improved productivity in relation to sustainability include:

- ✓ a reduction in the amount of inputs, per unit of output
- ✓ a reduction in the amount of waste going to landfill and waste disposal costs
- ✓ a reduction in utility costs such as electricity, gas and water
- ✓ a reduction in fuel consumption and associated fuel bills
- ✓ a reduction in the consumption of supplies
- ✓ an increase in the useful life of tools, equipment and machinery
- ✓ an increase in the proportion of an item that is re-used or recycled
- ✓ an increase in the proportion of energy sourced from renewables
- ✓ an increase in sales of sustainable products.

Small changes can go a long way, for large and small businesses alike. A more sustainable use of resources usually results in cost savings, especially in the mid-long term. For example, a farmer might invest in a computer-controlled, automated watering system that regulates watering based on temperature and soil readings. Within three years, it might be paying for itself!

A sustainable approach to doing business can also reap both immediate and significant sales benefits. Consider the growth of organic retailers, farmgate suppliers, free-trade cafés, car-sharing schemes, building supplies recyclers, installers of power saving devices, solar panel installers, water-saving consultants and many, many more. However, some sustainability outcomes cannot easily be measured as contributing to increased worker productivity. And that is where a definition of individual efficiency must extend beyond numerical calculations.

There are clear and demonstrable benefits of enterprises implementing policies to encourage, and indeed reward environmental sustainability in its workers. These **qualitative key performance indicators** may include:

- ✓ improved job satisfaction
- ✓ reduced absenteeism and labour turnover by having a more satisfied workforce
- ✓ attracting better employees more aligned with an enterprise's vision and goals
- ✓ improved worker skills in relation to efficient resource use
- ✓ employees who are better at communicating, accepting responsibility, problem-solving and decision-making
- ✓ improved morale and team spirit having workers' united towards common goals
- ✓ employees who develop a more holistic view of the operations of the enterprise
- ✓ an opportunity for employees to demonstrate and develop leadership
- ✓ improved PR, public image and community engagement.

So in essence, the development of enterprising behaviours in workers as part of an enterprise culture.

A Sustainability in action

Investigate a workplace that actively tries to be more sustainable in its work practices or processes. Choose 3 examples of their sustainable work practices and/or processes and complete the table below for each.



Workplace:			
	Example 1	Example 2	Example 3
What is the sustainable work practice or process?			
How does this impact on employees?			
How does this impact on customers/clients?			
What role does work-related technology play in this?			
How does this improve efficiency?			
Why do they do this?			

Environmental audit

B

You are required to undertake an environmental audit of a workplace with which you are familiar.

You can use the categories suggested in this table. Add 4 more of your own. Develop your own criteria to assess using both quantitative and qualitative KPIs (see p.293).

Workplace:		
Issue	Performance	Recommendation
Energy use		
Recycling		
Waste reduction		
Use of renewables		
Travel distances		
Efficiency in work practices		

nature of work
- advanced

2. Performance management

Performance management is a quality process that involves appraising employee performance so as to determine whether employees are achieving the goals and objectives of an enterprise. Performance management, though an appraisal process aims to measure employee **productivity** within the broader goals of employee **efficiency**.

Essentially an appraisal system is a performance audit. Performance appraisal allows an organisation to investigate employee performance in terms of its **key performance indicators** (KPIs).

Employee review

Employee performance needs to be reviewed to determine whether employees are efficiently carrying out the tasks, activities and responsibilities related to their positions. As part of this review process, performance appraisal may consist of regular or annual reviews of performance measured against quantitative and qualitative KPIs.

1. **Quantitative appraisal**, which uses numerical KPIs.
2. **Qualitative appraisal**, using non-numerical or behavioural indicators.

TIME FOR REVIEW

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Quantitative appraisal

Quantitative performance appraisal focuses on evaluating the performance of employees based on numerical key performance indicators that can easily be measured. For example:

- ⇒ productivity measures per unit such as per/\$, per worker and per/hour
- ⇒ meeting production targets
- ⇒ minimising faults and rejects
- ⇒ meeting deadlines
- ⇒ achieving quotas
- ⇒ meeting set internal benchmarks
- ⇒ employee absenteeism
- ⇒ labour turnover
- ⇒ minimising costs
- ⇒ maximising revenue
- ⇒ measurement against external and industry-wide benchmarks.

The use of numerical KPIs enables an enterprise to assess efficiency in terms of **productivity**.

Qualitative appraisal

Qualitative performance appraisal focuses on evaluating the performance of employees based on non-numerical key performance indicators that reflect employee behaviours and workplace relationships. For example:

- ⇒ effective teamwork
- ⇒ interpersonal communication
- ⇒ appropriate customer contact
- ⇒ participation in training
- ⇒ contribution to WHS
- ⇒ professional development
- ⇒ contribution to organisational planning and policy
- ⇒ demonstration of problem-solving and initiative
- ⇒ and other relevant 'behavioural' aspects.

The use of non-numerical KPIs enables an enterprise to assess employee efficiency in terms of effectiveness.

Performance appraisal process

Performance appraisal usually occurs periodically according to set timeframes. These appraisal timeframes should match the timeframes of the objectives that the organisation is trying to achieve.

For example, production or service staff may have to meet a daily, weekly or monthly quota. A machine operator may have to produce a certain number of products a day, or a call-centre operator may have to achieve a set number of calls per day. These are daily targets, and they are measured numerically and indicate employee productivity.

A sales representative may have to fill a set quota of sales a month, or a production supervisor might have to organise production of a certain volume of products per month. These are monthly quotas and are also measured numerically.

A customer service supervisor might measure monthly sales targets and monitor working hours for a team. However, the manager might also need to evaluate how effective the team is in communicating with other, working together and solving problems. This type of review introduces some qualitative appraisal assessments, which are, by their very nature, harder to judge! This can make performance management more complex.

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Tool for improvement

The aim of performance management is for it to operate as a tool to improve performance rather than be used as a tool to punish workers. In essence the aim of performance appraisal is to achieve the following objectives.

1. Identify expected standards of achievement for the role.
2. Communicate expected standards of achievement to employees.
3. Appraise to assess whether achievement standards are being met.
4. Reward for achievement through positive feedback, recognition, advancement (to a higher job classification) or even issue a bonus.
5. Highlight non-achievement and implement training and support strategies to improve employee performance
6. Reassess to monitor if improvement is occurring.

Ongoing review by a workplace assessor is a key part of competency-based training such as Australian Apprenticeships.



C Performance appraisal



1. Use this performance appraisal process to self-assess how you have performed at various work-related tasks. Select KPIs to measure performance and make sure you report on the outcome.
2. Encourage your employer, or teacher, a peer, or someone from your career network to appraise you as well.

Process step	Explanation	Example for you	What was the outcome?
1. Identify expected standards of achievement for the role.	Clearly know what it is you are trying to measure and assign achievable goals to the appropriate department or task, or job description.		
2. Communicate expected standards of achievement to employees.	Let those employees who have the responsibility know just what is expected of them and how they will be assessed.		
3. Appraise to assess whether achievement standards are being met.	Undertake the appraisal in a fair, open, timely and consultative manner.		
4. Reward for achievement	Reward successful employees using recognition, promotion or some other method in line with organisational policy.		
5. Support for non-achievement.	Provide training and support for employees who don't reach the goals. Help them to reach the required level by the next review.		
6. Reassess to monitor for improvement	Set a timeline for re-assessment to monitor for improvement. Match urgency to importance of improvements required.		

3. Pay and conditions

When choosing a potential career people will consider a number of factors that might influence their choices. These factors including immediate influences such as rates of **pay** and other **workplace conditions**. However, other conditions such a leave entitlements, superannuation, allowances, benefits, employee discounts among others may also influence an individual's choices, especially at different stages of the employment life cycle.

Wages

- ⇒ Wages are calculated on an hourly basis and normally apply for trades, for 'non-professional' work and for temporary employees.
- ⇒ A set rate is determined in an award, or negotiated in an enterprise agreement or set under the minimum described by the National Wage Case.
- ⇒ In some cases employees can earn higher wages if they perform higher duties such as when acting in a supervisory role.
- ⇒ Employees might also be able to earn overtime or penalty rate loadings depending on shift, holiday and weekend work.
- ⇒ A wage will be related to an employee's classification; and junior wage rates will apply in most industries and in Australian Apprenticeships.



"I don't want a high salary I just want a job that has family-friendly arrangements so that I can balance my work/life commitments."



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Salaries

- ⇒ Salaries are calculated on an annualised basis and normally apply for higher-skilled, managerial, para-professional and professional occupations.
- ⇒ Although salary earners don't automatically earn more than wage earners, the types of occupations that are normally paid a salary tend to have higher income levels.
- ⇒ Salaries are not just paid once a year! Just like wages they are usually paid fortnightly or monthly.
- ⇒ Most salary earners don't get paid overtime and are usually expected to work long hours as part of their normal employment responsibilities.

Retainers, commissions, piece-rates and bonuses

- ⇒ Employees in sales occupations, such as real estate agents and sales reps, may be paid an annual retainer topped up with a sales commission or a bonus.
- ⇒ A retainer is usually quite a low amount but the salesperson has the potential to earn much more based on achieving sales targets. The bonus or commission acts as an incentive that rewards employees who can make lots of sales.
- ⇒ Many employees, including those in managerial positions may have access to bonus payments or team bonuses as part of their salary package. Usually these bonuses are based on an employee's performance in their annual review.
- ⇒ A piece-rate of pay is given to an employee for producing a quantifiable amount of output or performing tasks. Pay is not structured on an hourly basis.

Superannuation

- ⇒ Under law, employers are required to contribute at least 9.5% of an employee's average annual income as superannuation as at 2015/16.
- ⇒ This will rise to 10% from 2021/22 and then to 12% by 2025.
- ⇒ This contribution applies to full-time, part-time and casual employees, employees aged 18+ (also for employees <18 who are working 30+ hours/week) and those earning more than \$450 gross a month.
- ⇒ Some employers offer higher superannuation as part of their employment conditions which encourages workers to be loyal to that organisation.



"At first I thought it was cool that my boss gave me a free laptop and mobile but after a while I realised why!"

Fringe benefits

- ⇒ Many professional and managerial workers are rewarded with fringe benefits as part of their overall salary package.
- ⇒ Fringe benefits may include items such as company cars, fuel 'allowances', rent 'allowances', travel 'allowances', laptops, tablets, mobile phones, private school fees, gym memberships, health insurance and other relevant benefits.
- ⇒ Fringe benefits are paid instead of cash income. The employee receives these fringe benefits as part of their employment package but doesn't have to spend their own cash to pay for these items. By 'sacrificing their salary' an employee receives a lower income and might pay less tax, but still gets the benefit!
- ⇒ The employer pays fringe benefits tax on these benefits.

Workplace freebies, perks and discounts

- ⇒ Some employees are given other benefits that come from working for companies that produce particular goods and services. They may be entitled to discounts on travel, home loans, products and other non-income benefits.
- ⇒ Some organisations also offer employees workplace perks and incentives such as free gymnasiums and health care, childcare facilities, free food and snacks and even alcohol(!), as well as coffee, coffee and more coffee. But you should really see what happens when employees have to buy their own milk! Some of these perks, such as discounts, are actually fringe benefits!
- ⇒ Ask your teachers about all the perks they don't get!



"Don't give me decaf!"

Leave

The following minima for full-time employees are set down as part of the NES. However, some employers might offer more generous leave provisions.

- ⇒ Personal/carer's leave is set down at 10 days per year.
- ⇒ Annual leave accrues at 4 weeks for every year of service. An employee officially designated as a shift-worker is entitled to 5 weeks. Annual leave is paid at the employee's base rate.
- ⇒ Leave provisions DO NOT apply to casuals who forego these benefits in exchange for a higher hourly base rate of pay.

Long-service leave is generally set-down in a registered agreement or as part of a national pre-modern award (prior to 2010); or according to state legislation. Length of service and entitlement varies from seven to 15 years. In some cases an employee might receive 1 week LSL for every year worked.



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Allowances

Many occupations and industries provide allowances for employees.

- ⇒ These can be provided to offset the cost of workplace necessities such as uniform cleaning, sunscreen and meals associated with travel and overtime shifts.
- ⇒ Allowances might also be paid for clothing, tools of the trade or other specific work-related requirements.
- ⇒ Travel and car allowances are common where an employee is required to travel as part of their expected duties.
- ⇒ Other allowances can be for duties with responsibility such as first-aid officer, leading hand, working remotely and working in adverse conditions.
- ⇒ Some jobs attract a call-out (for standby) or shift allowance for flexible, irregular or after-hour rosters.

D Pay and conditions - General

Use information from Fair Work Australia and its PACT tool to summarise some key points related to the following categories. Search for the PACT tool or navigate through:

www.calculate.fairwork.gov.au/FindYourAward or

<https://calculate.fairwork.gov.au>



Industry and Occupation:

Classifications & categories

Rates of pay

Hours of work, rosters and breaks

Leave

Allowances

Other

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Pay and conditions - Specific

E

1. Choose one occupation you are interested in pursuing as part of your career pathway and investigate wages, conditions and other entitlements for this occupation.
2. Choose another occupation that must be entered via an Australian Apprenticeship. Investigate wages, conditions and other entitlements for this occupation.



Complete the research guide below. Use your work folio if you need to as well.

Tips: You might work in pairs. Your teacher can help guide you. Copy this page & enlarge it to A3.

Correct occupation title:



Workplace & industry:



Contact information to find out details about workplace arrangements:



Type of workplace arrangement that applies to this occupation for this workplace:



Wage rates for this occupation:



Casual loading for this occupation:



Junior, training or grading rates for this occupation (if applicable):



Overtime and penalty rates for this occupation (if applicable):



Breaks and rest periods for this occupation (if applicable):



Hours of work, (or rostering) for this occupation (if applicable):



Another workplace entitlement:



Another workplace entitlement:



Another workplace entitlement:



Union details and contacts (if applicable):



Other information:



nature of work
- advanced

4. Ethical considerations

Modern business practice emphasises a growing need for organisations to act as good **corporate citizens**. Consider the following statement. “With great power, comes great responsibility.” It may indeed be ancient wisdom but all enterprises need to conduct their operations in such a way so as to minimise harm on both internal and external stakeholders.

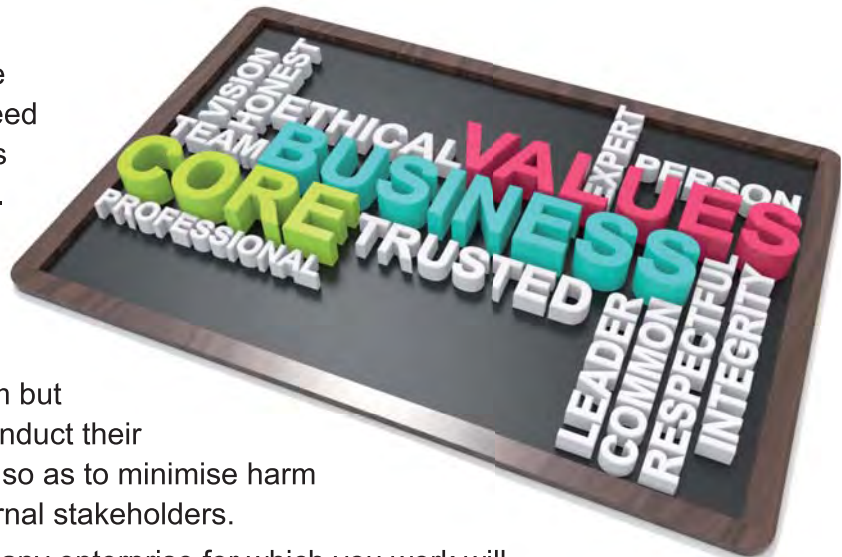


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You are likely to find that any enterprise for which you work will have **codes of conduct** that govern how you are expected to behave in work-related situations.

Some of these codes of conduct will be governed by law such as WHS (OSH), equal opportunity, anti-discrimination, fair trading and product safety and you will be expected to follow these explicitly. Failure to do so might result in instant dismissal or even legal sanctions.

Other codes will be developed to both reflect and reinforce the corporate image and workplace culture of the organisation. For example environmental sustainability, community involvement and use of social media.

Others will be related directly to the values of the organisation so as to both reflect and reinforce the core services provided in areas such as education, healthcare, community and social service, government agencies, emergency services, welfare and charity services, member services, religious activities and others.

You will be signing to agree to these ‘internal codes of conduct’ as part of your terms and conditions of employment.

Government, large and medium-sized organisations will have written codes of conduct that you must adhere to. You will be made aware of the requirements of these as part of your **induction** program.

Smaller enterprises might have a more ad hoc documentation of codes of conduct. Your employer or supervisor might tell you directly what you should and should not do. But that may not necessarily prepare you for every eventuality. In that case you might have to learn on the job and trust your better judgement as an enterprising and socially responsible young worker. Just remember, there’s no harm in asking, “What should I do?”

Ethics, accountability and responsibility

i. Ethical practices

Ethics are a set of rules that are used to guide behaviour. Ethical management relates to an organisation doing the right thing by its stakeholders.

Any commercial decision may cause conflict between the different stakeholders impacted upon by that decision. Some decisions might benefit some stakeholders at the expense of others. Consider the potential impacts on local indigenous communities of the granting of mining licenses in the Kimberleys. This commercial conflict arises due to the differing values of key stakeholders.

Employees must follow the ethical standards expected of them as set down in an organisation's policies and protocols. This means that employees have to follow **codes of conduct** that govern their behaviour as representatives of the entity for which they are employed. These codes of conduct might relate to issues such as environmental sustainability, fair and non-exploitative trading and appropriate quality and customer service protocols.

ii. Accountability

Accountability relates to the notion that stakeholders within organisations, including employees, are responsible and fully answerable for their actions.

At the top level, general managers, managing directors and chief executive officers are appointed by a board of directors and paid handsomely to run companies in the interests of shareholders. These appointees might be responsible for holding, managing and investing many billions of dollars of shareholders funds. If the company fails, collapses or becomes insolvent, people are called to be accountable.

Senior executives and managers also must be accountable for their actions including ensuring that their products will not harm others, that the organisation actively promotes a safe workplace that is free from discrimination, and that they conduct their operations according appropriate laws, rules and guidelines.

An employee is required to perform the work tasks associated with the role for which they are employed as part of their job description. This means that you, as a potential employee, will be held accountable for your actions.

Once again you will need to adhere to varied codes of conduct that might govern the way that you; work with others, or communicate on behalf of the enterprise, or meet safety guidelines and even act in a socially responsible manner.



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iii. Social responsibility

Social responsibility can drive acceptable behaviour through various codes of conduct across many areas of an organisation's operations. Organisations are members of society and their commercial decisions impact on society and on communities generally, and on different stakeholder groups within society and communities specifically.

Many organisations develop social responsibility programs to reflect their **core values**. This also attracts employees who share those values. This helps align all internal stakeholders to the goals and objectives of the organisation. As your career develops you are likely to seek out work in an organisation that reflects your values. This is the difference between having a job and having a **vocation**.

Codes of conduct may be developed to drive socially responsible practices in relation to:

- ✓ environmentally sustainable business practices
- ✓ environmental impact of operations
- ✓ fair trading
- ✓ workplace health and safety
- ✓ employment conditions and benefits
- ✓ affirmative action
- ✓ community involvement, sponsorship and support programs
- ✓ non-exploitative use of market power
- ✓ responsible and transparent advertising, marketing and PR
- ✓ customer service and quality
- ✓ product quality.

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F Code of conduct

Locate a code of conduct for a workplace with which you are familiar. List some of the most important do's and don'ts outlined in this policy.



Workplace:	Code:
Do's	Don'ts

1. What is ethics?

2. Why do organisations need to have ethical practices? Give an example.

3. Why do organisations need to be accountable for their actions? Give examples.

4. What is social responsibility? How can organisations act more socially responsible? Give examples of those that are.

5. Organisational restructuring

Back in Section 3 you investigated the different types of vertical and horizontal organisational structures commonly in use. **Organisational structures** determine the functional, geographic or divisional departments of an organisation.

The organisational structure also sets out the **lines of command** reflecting the level of control such as the authority, the degree of responsibility and the structure of accountability of different management levels. An organisational structure will also determine how workplace activities are carried out including working relationships, methods of communication and participation in decision-making.

In essence, organisational restructuring is aimed at changing the way that organisations are structured so as to improve efficiency, quality and other performance-based outcomes. Organisational restructuring is a process of workplace reform aimed at promoting an enterprising culture.

Workplace reform can be described as an integrated approach to changing how work is managed so as to improve outcomes for work-related stakeholders. It usually involves changing the **structure** of an organisation as well as redesigning how **activities** are carried out. Effective workplace reform might involve:

- ✓ a flatter management hierarchy
- ✓ a focus on two-way communication and/or 360° feedback
- ✓ greater autonomy and responsibility for employees
- ✓ increased employee involvement in decision-making
- ✓ a shift towards teams-based work units
- ✓ a redesign of work environments including greater adaptability and openness
- ✓ an emphasis on both numerical and functional flexibility
- ✓ supportive training and development programs to enhance multi-skilling
- ✓ a shift towards more family-friendly work arrangements
- ✓ a focus on environmental sustainable work practices; as well as many other 'progressive' changes to reflect a more inclusive, effective and efficient contemporary workplace.

H Workplace reform

Use an example to explain the importance of workplace reform.

Industry restructuring

Many organisations undergo restructuring in response to varied pressures and opportunities that are occurring in the broader commercial world.

Industry restructuring occurs in response to a range of reform initiatives that are aimed at making Australian workplaces and industries more competitive. It is no longer okay to sit and reflect on past glory. **Pressures** that occur both locally and due to global factors mean that all businesses have to be able to hold their own and compete in the marketplace.

For a long time Australian industry and enterprises have been accused of being less efficient than they should be. Industry restructuring aims to improve **productivity** and make organisations within Australian industries more competitive.

Industry restructuring occurs within the framework of a range of **micro-economic policy** initiatives to try and influence proactive changes to improve efficiency, quality, flexibility and **international competitiveness**.

Micro-economic policy

Government micro-economic policy is concerned with creating change in the supply side of the economy. Micro-economic policy could be either Commonwealth or state level government policy and actions focused on achieving **efficiency** throughout different Australian industries or industry sub-sectors.

Micro-economic policy aims to influence positive change and to boost productivity by making leaner, more efficient and more internationally competitive industries (and organisations) operating on a '**level playing field**'.

Some key examples of micro-economic policy examples that put pressure on organisations to change and undertake restructuring are listed opposite. Your teacher might focus on one or more of these as relevant to the impact on your particular local or regional area.

The idea is to consider these bigger picture reforms in the context of how they might, and do, impact on specific organisations resulting in **organisational restructure**.

Micro-economic reform

- ⇒ Ongoing long-term tariff reductions.
- ⇒ Removal of protection, subsidies and support for industries.
- ⇒ The pursuit of free trade agreements.
- ⇒ Changes to skilled migration, including an increase in '457' visas.
- ⇒ Deregulation of industries and industry sub-sectors.
- ⇒ Privatisation of government-owned 'businesses'
- ⇒ Corporatisation of government agencies forcing them to compete in the marketplace.
- ⇒ Changes to post-secondary education including TAFEs, private providers and universities.
- ⇒ Changes in industrial relations moving from a centralised system to a decentralised system of negotiation.
- ⇒ Award restructuring and simplification of awards and conditions.
- ⇒ Changes in trading hours allowing businesses to operate more flexibility.
- ⇒ Worker training initiatives and incentives including Australian Apprenticeships.
- ⇒ Policies to promote and encourage family-friendly workplaces and work arrangements.

Reform & Restructuring: Issues to Consider



nature of work
- advanced

I Reform



Choose 3 of the reform issues shown above and for each briefly explain the impact on an industry you are familiar with, and how you would need to adapt to deal with the changes.

Industry:		
Issue 1:	Impact on industry	What would I need to do?
Issue 2:		
Issue 3:		

Restructuring and reform: Big picture/little picture

Although micro-economic change usually impacts at an industry level, it causes pressures for structural change on individual business at an organisational level. When reading this information consider the likely impact each issue might have on you.

Privatised businesses tend to run more efficiently when ownership is in the hands of the private sector. e.g. Telstra (83% privately-owned) earns more profit as a privatised business than it ever has before.

However, a privatised business might adopt a profit-at-all-costs mentality which might result in staff cuts as part of a leaner structure and also see service levels drop. Privatisation often results in reduced service levels for people in regional (i.e. less cost-effective) areas. Many customers have seen electricity prices rise as a result of state-based privatisation of these firms.

Deregulation encourages competition and some say it cuts the 'red-tape' that 'strangles' business. Deregulation encourages businesses to invest due to reduced government intervention in the marketplace. However, government rules and regulations exist to protect consumers from unfair exploitative business practices. Not every organisation operates in a socially responsible manner. As evidence, consider what happened with shonky private training providers who exploited the deregulation of TAFE sector funding.

The competition that comes from privatisation and deregulation means that only the best and strongest businesses survive. Therefore Australian industry becomes more efficient. As a result, weaker businesses are forced to restructure. They might relocate offshore or even close, costing employment and local production. This also leads to an increased level of imports when Australian manufacturers cease operations.

Tariff reductions and the **reduction of subsidies and support** for local firms exposes Australian producers to international competition. This forces them to restructure to become more efficient by meeting world's best

practice. This also boosts the potential for exports. It also encourages Australian business to invest in new and improved methods of production, including innovative capital-intensive production processes in order to become more efficient.

In theory, greater competition forces prices to drop which means consumers can get access to cheaper products both from Australian producers and from overseas producers.

However, tariff reductions and reduced protection for local businesses expose producers to international competition, which might result in closures of local businesses. Many local producers reduce their workforce significantly, or outsource to cheaper labour overseas or relocate completely. Job losses tend to impact on those least likely to find other work and can destroy a local regional economy. So where has Australia's car manufacturing industry gone? And why?

Workplace flexibility means that many businesses are open and trade 7 days a week, 24 hours a day competing effectively in the global marketplace. Workers can work varied shifts to suit their lifestyle. Workplace flexibility allows employees to be multi-skilled thereby increasing job satisfaction and improving a person's experience of their workplace. It also makes them more employable for the future.

However, workplace flexibility means that employees need to be available at all times reducing family time and creating a work/life imbalance. Workers can also suffer from job insecurity due to an increased incidence of casual and contract work. Employees need to have more skills in order to gain and keep employment and job tasks become more difficult and complex. Employees might have to undertake ongoing training at their own expense.

And of course a **decentralised industrial relations system** means that employees and employers can negotiate more effectively and people can be paid what they are worth. Try that on with your boss when you start your first job!



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Workplaces need to be more competitive especially in the face of competition from larger organisations. This means that businesses need to achieve **economies of scale**.

Certain industries have been exposed to more competition both locally and overseas. Workplaces in these industries must increase productivity in order to survive in the future. Some industries have falling employment levels because they are using more **capital-intensive** methods of production in order to boost efficiency and be more competitive.

Employees must become more enterprising so as to match productivity levels of overseas employees. This might involve more **teamwork, responsibility** and **problem-solving**. Employees will need to be **flexible** and **multi-skilled**. They will need retraining throughout their career in order to adapt to an ever-changing global trading environment.

Managers too need to be better trained and more enterprising in order to help their organisations compete more effectively. This might mean restructuring to introduce **flatter management models** based on greater **communication** and **employee participation**.

Employees need to be better trained and continue to update their skills as industries and organisations undergo restructuring. This means that they need support through employee training programs as part of **professional development**.

Employees who are in declining industries need to be retrained before major job losses occur throughout their industry. This can help smooth the **transition** to new employment opportunities. Governments need to ensure that businesses and industries are supported through this difficult change.

Certain industries will emerge in the future while others will decline. Investment will flow towards industries that are more likely to survive in the face of increased competition.

Many older, lower-skilled and poorly educated employees are likely to suffer from **long-term unemployment** as they are usually employed in those industries most likely to restructure and/or decline.

Industries and workplaces must invest in building the **skills base** of employees rather than just importing overseas labour. They

might also have to pay **trainees** and trades employees higher incomes.

Employers must offer and pay for **training programs** that ensure that workers are ready and able to satisfy future skills needs. They need to work with unions and the government to develop training.

The government must place a greater emphasis on **vocational training** through secondary, TAFE and VET education. This includes more funding and incentives to train for **skills shortages**.

The speed of technological innovation is ever-increasing and workplaces need to keep abreast of industry trends, otherwise they might be left behind and become less than competitive.

Employees need to update their skills on an ongoing basis. They need to welcome technological **innovation** and be prepared to be lifelong learners to continually develop **industry-specific skills**.

Managers must ensure employees are fully trained prior to starting employment and that they receive ongoing training. Managers should also ensure that adequate time is set aside for training.

All workplaces should undertake **environmental audits** to identify wasteful procedures and to plan for greener more **sustainable** work practices. This will save money and boost efficiency.

Employees need to be trained in more enterprising approaches to resource use and be encouraged to participate in problem-solving so as to take an active role in dealing with potential issues.

Managers need to be aware of trends and **world's best practice** relating to environmentally sustainable production. Managers need to encourage a more efficient use of resources and support employees in this pursuit.

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So what might be the likely impact of organisational restructuring and workplace reform on your own career development? Complete this table below based on your own thoughts and research as well as by using advice gained by interviewing a stakeholder in a workplace or industry in which you are interested.

Interviewee:	Industry/workplace:	
Restructure issue	Impact on my career might be:	As a result I might have to:
Greater employee involvement in decision-making.	<i>I think that:</i>	<i>I think that:</i>
	<i>Advice for me is:</i>	<i>Advice for me is:</i>
Increased numerical and/or functional flexibility.	<i>I think that:</i>	<i>I think that:</i>
	<i>Advice for me is:</i>	<i>Advice for me is:</i>
Shift towards environmentally sustainable work practices.	<i>I think that:</i>	<i>I think that:</i>
	<i>Advice for me is:</i>	<i>Advice for me is:</i>
Increased use of capital-intensive production and service processes.	<i>I think that:</i>	<i>I think that:</i>
	<i>Advice for me is:</i>	<i>Advice for me is:</i>
your choice	<i>I think that:</i>	<i>I think that:</i>
	<i>Advice for me is:</i>	<i>Advice for me is:</i>
your choice	<i>I think that:</i>	<i>I think that:</i>
	<i>Advice for me is:</i>	<i>Advice for me is:</i>

6. Work/life balance

If you look ahead to the future you might see that you are likely to spend about 40-50 years of your adult life working. As the nature of work becomes both more demanding and more complex you will experience clashes between the time available for your family, personal and professional responsibilities.

This is an ongoing societal issue for workers as the stress and demands of their working lives encroaches on their personal lives. People of both sexes are increasingly reporting they are struggling to balance the complex requirements of their work and family lives.

Community values and attitudes have changed and are continuing to evolve. Balancing work and family life is essential for the wellbeing of society, as well as a key to improved material and non-material standard of living.

It is vital that you manage your time effectively so that you achieve a work/life balance between career demands and your personal life. At different stages of your life your personal and family responsibilities will influence your ability to develop a career. These personal and family responsibilities are also likely to influence the career pathways choices that you make. Many of these choices will be dictated by issues surrounding work/life balance.

So what may be causing time poor people to report a work/life imbalance? Is it the work that is the problem or is it the life? Or is it both?

Some key workplace trends that impact on work/life balance include:

- ✓ increased numerical flexibility expected of workers
- ✓ increased commute times due to having to seek work further afield
- ✓ a growth in remote work arrangements such as DIDO and FIFO
- ✓ longer working hours (often unpaid) expected of managers and senior staff which results in over-employment
- ✓ huge time demands impacting on people who are self-employed
- ✓ standard of living issues forcing couples with children to both work.

Causes of work/life imbalance

- ⇒ longer working hours
- ⇒ inflexible working hours
- ⇒ more salaried positions
- ⇒ unpaid overtime
- ⇒ higher level jobs
- ⇒ more job responsibility
- ⇒ higher expectations
- ⇒ dual income families
- ⇒ 24-hour technology
- ⇒ weekend trading
- ⇒ increased female workplace participation
- ⇒ cost of living pressures
- ⇒ mortgage stress
- ⇒ higher parenting costs
- ⇒ child-care issues
- ⇒ domestic duty issues
- ⇒ over-parenting
- ⇒ single parent families
- ⇒ increased commute time
- ⇒ FIFO and DIDO
- ⇒ work-related travel
- ⇒ isolation from extended family

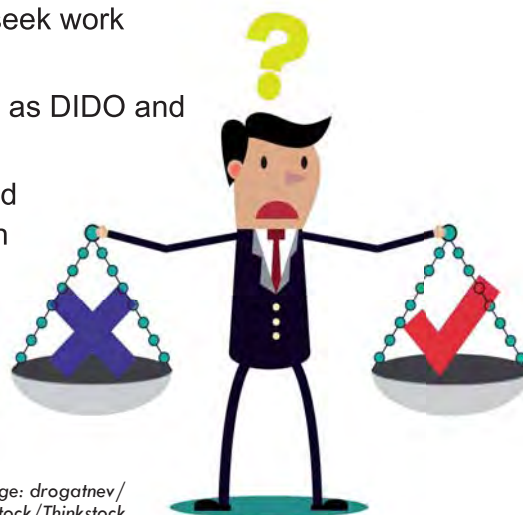


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Flexible Work Arrangements

Casual

- ⇒ Employment on a non-permanent basis. Casual shifts may be as brief as 3 hours.
- ⇒ The employer is not required to supply leave and other entitlements to casual workers and employment can be terminated at short notice. However, a higher hourly rate of pay is usually offered.

Multi-skilling

- ⇒ Training employees in a variety of skills that allow maximum flexibility of deployment which supports synergy and teamwork.
- ⇒ Workers can be rotated through different work tasks. This allows work to be shared in very busy times since a variety of employees have been trained to be competent in a range of tasks.

Part-time

- ⇒ A time fraction that is less than full-time but which entitles the worker to all conditions enjoyed by full-time workers on a pro-rata basis.
- ⇒ Part-time work, unlike casual work, is usually permanent and generally between 1-34 hours per week.

Redeployment

- ⇒ The movement of an employee from one job task within an organisation to another.
- ⇒ This may be desirable for a number of reasons including changes in technology, up-skilling of the staff-member or as part of a process of multi-skilling.

Job-sharing

- ⇒ This occurs when a job is literally divided between more than one worker.
- ⇒ Hence one worker may work for two days a week and the other for three. They may even work on the same day to allow continuity and avoid duplication of tasks.

Hot-desking

- ⇒ Employees use a shared or temporary workspace, work station or office, in order to maximise the use of resources.
- ⇒ This is a cost-effective arrangement for work settings with lots of dynamic employees who may not need a full-time office, such as in sales.

Outsourcing/contracting

- ⇒ Work that is undertaken for a specified period of time or for a particular job using external stakeholders.
- ⇒ This allows employers to buy-in or outsource specialised skills only when they need them such as ICT, marketing, security, cleaning and transport.

Flexitime/time-in-lieu

- ⇒ Time off in compensation for overtime or for extra hours worked.
- ⇒ In some industries, if a worker puts in additional hours at the request of the employer, they can take the same amount of time off at a later date.

Telecommuting

- ⇒ Employees working from home using an ICT infrastructure to communicate work. e.g. Internet, intranet, telephones, video-conferencing and phone link-ups.
- ⇒ Common in the Professional, Scientific & Technical Services industry and with the 'cloud'.

Family-friendly workplaces

Modern enterprising workplaces are taking steps towards being more family-friendly workplaces. This is occurring partly in response to the growing incidence of dual working parents and parents returning to work sooner after the birth of a child.

In addition, an increased emphasis has been placed on the role of carers in society and in helping to support employees who might also care for children or sick and/or elderly relatives.

Flexible work practices such as part-time, telecommuting, job-sharing, flexible hours, time-off-in-lieu and other work arrangements can help support employees who have parental and carer responsibilities. Government initiatives, such as paid parental leave schemes have also been introduced to help work/life balance.

However, some flexible arrangements also threaten work/life balance. Casual shifts may be at inconvenient hours, telecommuting forces work into the home environment and multi-skilling increases job responsibilities which often results in extra work.



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monkeybusinessimages/
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K Flexible work arrangements

For each of these flexible work arrangements explain how they could both assist, yet also threaten, work/life balance. Use examples from an industry or workplace.

Arrangement	Assist work/life balance	Threaten work/life balance
Casual work		
Tele-commuting		
Job-sharing		
your choice		
your choice		

Work/life balance

L

How might you achieve work/life balance? What strategies could you use at different stages of your career life cycle? How might these impact on your life?



Stage	Strategies	Potential impacts on me
Entry	i	
	ii	
	iii	
Growth	i	
	ii	
	iii	
Consolidation	i	
	ii	
	iii	
Change	i	
	ii	
	iii	

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nature of work
- advanced

Summary: Nature of Work - Advanced

Sustainability involves a reduction in the use of **non-renewable resources** such as fossil fuels and an accompanying shift towards the use of renewables resources. Over-consumption and **built-in obsolescence** clash with the idea of sustainability. **Renewable resources** refer to natural resources that are infinite. Their very nature makes them sustainable.

When we make work-related decisions we need to consider the impact of our decisions on the natural environment. Many enterprises have introduced **green policies** to encourage their employees to reduce their **carbon footprint**.

A more sustainable use of resources usually results in cost savings, especially in the mid-long term. A sustainable approach to doing business can also reap both immediate and significant sales benefits.

Performance management is a **quality process** that involves appraising employee performance so as to determine whether employees are achieving the goals and objectives of an enterprise. Performance management, though an **appraisal process** aims to measure employee **productivity** within the broader goals of employee **efficiency**. As part of a review process, performance appraisal may consist regular or annual reviews of performance measured against **quantitative** and **qualitative KPIs**.

The aim of performance management is for it to operate as a tool to **improve performance** rather than be used as a tool to punish workers.

People will consider a number of factors that might influence their career choices. These factors including immediate influences such as **rates of pay** and other **workplace conditions**. However, other conditions such as leave entitlements, superannuation, allowances, benefits, employee discounts and others may also influence an individual's choices, especially at different stages of the employment life cycle.

Modern business practice emphasises a growing need for organisations to act as **good corporate citizens**.

You are likely to find that any enterprise for which you work will have **codes of conduct** that govern how you are expected to behave in work-related situations.

Ethics is a set of rules that are used to guide behaviour. **Ethical management** relates to an organisation doing the right thing by its stakeholders. Any commercial decision may cause **conflict** between the different stakeholders impacted upon by that decision. Some decisions might benefit some stakeholders at the expense of others. Employees must follow the **ethical standards** expected of them as set down in an organisations's **policies** and **protocols**. This means that employees have to follow **codes of conduct** that govern their behaviour as representatives of the entity for which they are employed.

Accountability relates to the notion that **stakeholders** within organisations, including

employees, are **responsible** and fully accountable for their actions.

An employee is required to perform the work tasks associated with the role for which they are employed as part of their job description. This means that you, as a potential employee, will be held **accountable** for your actions.

Many organisations develop **social responsibility programs** to reflect their **core values**. This helps align all internal stakeholders to the goals and objectives of the organisation. As your career develops you are likely to seek out work in an organisation that reflects your values. This is the difference between having a job and having a **vocation**.

In essence, **organisational restructuring** is aimed at changing the way that organisations operate so as to improve **efficiency, quality** and other performance-based outcomes. Organisational restructuring is a process of **workplace reform** aimed at promoting an **enterprising culture**.

Many organisations undergo restructuring in response to varied **pressures** and **opportunities** that are occurring in the broader commercial world. **Industry restructuring** occurs in response to a range of reform initiatives that are aimed at making Australian workplaces and industries more competitive.

Government **micro-economic policy** is concerned with creating change in the supply side of the economy and can be either Commonwealth or state level government policy and actions focused on achieving **efficiency** throughout different Australian **industries** or industry sub-sectors. Micro-economic policy aims to influence positive change and to boost productivity by making leaner, more efficient and more **internationally competitive** industries.

This is an ongoing **societal issue** for workers as the stress and demands of their working lives encroach on their personal lives. People of both sexes are increasingly reporting they are struggling to balance the complex requirements of their work and family lives.

Community values and **attitudes** have changed and are continuing to evolve. Balancing work and family life is essential for the wellbeing of society, as well as a key to improved material and non-material **standard of living**.

It is vital that you manage your time effectively so that you achieve a **work/life balance** between career demands and your personal life. At different stages of your life your personal and family **responsibilities** will influence your ability to develop a career and the career **pathways choices** that you make. Many of these choices will be dictated by issues surrounding **work/life balance**.

Modern enterprising workplaces are taking steps towards developing **family-friendly workplaces**. **Flexible work practices** can help support employees who have parental and carer responsibilities. However, some flexible arrangements also threaten work/life balance.

M

AT4 Response: Nature of Work - Advanced**Response**

There are workplace issues that are impacting on the nature of work. These also result in implications for your future career pathways choices.

You are required to prepare a response that discusses how these issues might impact on you. You also need to develop steps as part of an action plan to outline how you might best be able to deal with these issues.

Task required:

Using a research format negotiated with your teacher choose up to 2 of these issues impacting on the nature of work. For each issue you must use examples from industry, and from your own career pathways development and workplace experiences; (or from your likely potential experiences). It is most likely that you will complete your response in class under test or structured conditions.

- | | |
|---|--|
| <input type="checkbox"/> Efficiency and sustainability | <input type="checkbox"/> Ethical considerations |
| <input type="checkbox"/> Performance management | <input type="checkbox"/> Organisational restructuring |
| <input type="checkbox"/> Pay and conditions | <input type="checkbox"/> Work/life balance |

Specific requirements for response

For each of your chosen issues you are required to investigate the following. You should strongly consider interviewing someone in an industry setting or getting assistance from your career mentor as part of your research.

To focus your research organise your information into these 4 sections.

- i. Summarise the key aspects of the **impact** of the **issue** on the **nature of work**.
- ii. Explain how this **issue** is **impacting on workplace(s)** you are familiar with.
- iii. Discuss how this **issue** might be, or is, **impacting on your career pathway** options.
- iv. Outline **steps** you will need to take (or have taken) as part of an **action plan** in order to proactively deal with the **impact** of this **issue** on **your own career pathway**.
- v. Relate these **steps** to relevant **career management competencies**.

Note:

Your teacher might also add other tasks. If so record these along with other important information such as format, dates, word length, task conditions, etc..

Additional information:

Word/term	Definition	Example of usage
Identify	Find or show the main points or categorise information.	<i>Identify 2 examples from a workplace you are familiar with using sustainable work practices.</i>
Discuss	Need to present an overall view include arguments for and against.	<i>Discuss how an industry has responded to the pressures of globalisation.</i>
Assess	Judge the performance using evidence.	<i>Assess the performance of a workplace you are familiar with in improving work health and safety training outcomes.</i>
Compare	Emphasise and show the similarities.	<i>Compare how both an employee and employer have responded to the need to become more flexible in the workplace.</i>
Contrast	Emphasise and show the differences.	<i>Contrast the impact of new technology on employees in two different workplaces.</i>
Devise	Come up with and outline a solution.	<i>Devise a strategy that can help improve your skills when cold canvassing.</i>
Define	Provide an accurate definition. Using an example to support a definition is good practice.	<i>Define the term 'organisational restructuring' and give an example from a workplace you are familiar with.</i>
Summarise	Give the main points/factors.	<i>Summarise different employee responsibilities as part of the SAM hazard control process.</i>
Justify	Support giving reasons, or make a choice or choices based on a situation.	<i>Justify why a focus on enterprising behaviours is important to develop an enterprise culture for a workplace you are familiar with.</i>
Illustrate	Use examples and evidence to explain your point.	<i>Illustrate how a workplace you are familiar with has introduced training programs to improve cross-cultural communication</i>
Outline	Briefly describe the key points, paying heed to correct sequencing and process.	<i>Outline the key roles and responsibilities of employers in ensuring a safe workplace.</i>
List	Give a brief description of a number of points.	<i>List the key industry-specific work skills required by an employee for an occupation in which you are interested.</i>
Evaluate	Make an assessment on, or judge the overall performance using evidence/criteria.	<i>Evaluate the extent to which your career portfolio accurately represents your skills and experience.</i>
Describe	Detail the key features in the correct sequences.	<i>Describe the structure of a training program for an occupation in an industry you are familiar with.</i>
Explain	Often used as a general term it may mean, 'to clarify'.	<i>Explain how managing change is important for an entry-level employee.</i>
Analyse	May relate to statistics or evidence and requires higher-level thought and problem-	<i>Analyse, using evidence, why Australian industry needs to proactively tackle globalisation.</i>

Self Assessment Pro-Forma

Which work skills did I develop during this unit?

→ _____

→ _____

Which tasks did I perform best at during this unit?

→ _____

→ _____

Which tasks did I most enjoy doing and why?

→ _____

→ _____

Which tasks (if any) did I least enjoy doing and why?

→ _____

→ _____

How did I demonstrate career management competencies?

→ _____

→ _____

→ _____

→ _____

Which areas should I focus on improving?

→ _____

→ _____

Signed: _____ Date: _____

Teacher initials: _____ Date: _____