General comments

## Directive words

|  |  |
| --- | --- |
| Short answer section | Extended answer section |
| DefineDescribeListIdentifyExplainPredict | Define DescribeListIdentifyExplainPredict | JustifyDiscussProposeAnalyseEvaluateRespond toCreate  |

You might be asked to

* respond to stimulus material, which can include: extracts from documents, articles, journals and/or texts; case studies; cartoons and/or graphs
* respond in the context of your career pathway.

Ensure that you

* clearly mark where you are continuing a question (clearly label your answer)
* know what the directive words are requiring you to do
* allocate your time depending on the mark allocation
* plan your responses
* remember that while some questions require rote recall, many require the application of this knowledge
* avoid repetition of answers within a question
* address **all** parts of the question

Activities

Provide a clear definition of career. (2 marks)

List the factors that affect a person’s career.

Describe the concept of work/life balance. (3 marks)

Explain the consequences of not having a good work/life balance. (6 marks)

Identify the five life stages and outline work/life balance considerations in each.

(10 marks)

For each stressor on work/life balance, provide two examples and suggestions as to how to alleviate them.

|  |  |  |
| --- | --- | --- |
| Stressors on work/life balance | Example | Means of alleviating |
| Organisational practices |  |  |
| Workplace change |  |  |
| Physical environment |  |  |
| Work relationships |  |  |
| Home & family issues that may impact on work performance |  |  |

Explain three strategies for maintaining good work/life balance. (9 marks)

Identify three self-management strategies and describe how each can be implemented. (6 marks)

Provide a definition of workplace patterns. (2 marks)

Provide a definition of workplace setting. (2 marks)

Colour your top 10 values

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Accuracy | Achievement | Advancement | Adventure | Aesthetics |
| Balance | Challenge | Competency | Competition | Conformity |
| Contribution | Control | Cooperation | Creativity | Efficiency |
| Fairness | Family | Financial security | Flexibility | Friendship |
| Generosity | Happiness | Humour | Independence | Influence |
| Integrity | Justice | Learning | Leisure | Love |
| Loyalty | Nature | Organisation | Perseverance | Personal development |
| Physical fitness | Power | Prestige | Recognition | Responsibility |
| Security | Self-respect | Service | Spirituality | Stability |
| Tolerance | Tradition | variety |  |  |

Explain how knowing your values will assist you in your career development. (6 marks)

## Super’s Lifespan Developmental Theory

Super stressed the need to understand and predict a career. He defined a career as a sequence of occupations, jobs and positions held during a lifetime.

Describe what is involved in each of the five stages of Super’s Theory. (10 marks)

Outline what Super meant by “career maturity”. (2 marks)

Apply Super’s Career Theory to your career choice. (5 marks)

## Planned Happenstance – Mitchell and Krumboltz

1999 Planned Happenstance published by Mitchell and Krumboltz. It focused on constructing unexpected career opportunities. It is a process in constructing a career.

2008 Krumboltz publishes Happenstance Learning Theory which built upon Planned Happenstance focusing on career guidance counselling rather than using the original Theory for self-reflection.

Compare the traditional (Super) and contemporary (Mitchell, Krumboltz) Theories. Some points to include: (8 marks)

* Super – linear, career for life view, reflects societal views and practices of the time it was written.
* Mitchell & Krumboltz – active, evolving, requires open-mindedness and willingness to embrace opportunities and change.

Identify the four steps in the Planned Happenstance process and describe what is involved in each. (8 marks)

Apply Planned Happenstance to your career choice. (8 marks)

Explain the importance of each step in the Planned Happenstance process in building your career. (8 marks)

## Life-Long Learning: Personal Learning

### Community involvement

Identify three examples of community involvement. (3 marks)

List the advantages of community involvement in regards to lifelong learning.

(3 marks)

Outline how three of these advantages can assist you in your career development.

(6 marks)

### Public speaking courses

Describe what Toastmasters is and the reputation it holds. (4 marks)

List the advantages of participating in public speaking courses in regards to lifelong learning.

Outline how two of these advantages can assist you in your career development. (4 marks)

### Travel

List the advantages of travel in regards to lifelong learning.

Outline how two of these advantages can assist you in your career development. (4 marks)

## Life-Long Learning: Professional Learning

List examples of professional learning

Define professional learning and outline what it involves. (4 marks)

Explain one example of professional learning (what it involves and how it can benefit a person in their career development). (4 marks)

Complete the table

|  |  |  |  |
| --- | --- | --- | --- |
|  | What it is and examples | Advantages | Disadvantages |
| Online courses |  |  |  |
| Training courses |  |  |  |
| Employers initiatives |  |  |  |
| Graduate programs |  |  |  |

## Learning as part of career development

Evaluate the role of ongoing learning in regards to career development. (8 marks)

Provide three ways in which each aspect will assist an individual in managing their long term career development.

|  |  |
| --- | --- |
| Aspect | Assist in career development |
| Updating qualifications |  |
| Updating skills |  |
| Increasing knowledge |  |
| Improving ability to manage stress |  |
| Improving ability to communicate |  |
| Increasing networks |  |

## Methods for Monitoring & Improving Workplace Performance

### Self-Assessment

Explain how self-assessment contributes to improved workplace performance.

(6 marks)

Self-assessment might cover the three points below. List what each involves (6 marks)

* Interpersonal skills
* Decision making
* Coping with stress & change

### Performance Management

A performance review template usually has the following five sections. For each section outline what it involves and explain how it contributes to effective performance management. (10 marks)

#### Major areas of responsibility (what you do)

#### Performance competencies –skills and behaviours (how you do what you do)

#### Overall assessment (completed by manager not employee)

#### Development plan (there are four kinds

#### Close performance gaps

#### Enhance job skills and performance

#### Career advancement

#### Career exploration

#### Performance goals and expectations

Performance should be measured so employees will know where they can improve. These measurements should be based on measures that are valid and reliable, acceptable and feasible, specific, based on mission objectives.

Outline why each of these are important in effective performance management. (8 marks)

#### Valid and reliable

#### Acceptable and feasible

#### Specific

#### Based on mission objectives

List the people who might be asked to evaluate an employee. Provide a reason each might be chosen. (4 marks)

### Processes used in performance management

Explain why rating scales are commonly used in performance management. (4 marks)

List advantages and disadvantages of objective by management method as a performance management process.

|  |  |
| --- | --- |
| Advantages | Disadvantages |
|  |  |

Describe the process of objective by management. (4 marks)

List the advantages and disadvantages of using 360 degree feedback as a performance management process.

|  |  |
| --- | --- |
| Advantages | Disadvantages |
|  |  |

Provide two reasons why 360 degree feedback is the most valuable performance management process. (4 marks)

Plan a response to the question: evaluate the three processes/types of performance management in terms improving employee efficiency, productivity and sustainability.

## Quality Control

Typical performance indicators of quality control are cause and effect diagrams, checklists and flowcharts. Discuss the effectiveness of each of these methods of monitoring and improving workplace performance. (9 marks)

## Adapting for a Digital Workplace

Outline what it means to work in a digital workplace. (3 marks)

Identify why it is important to adapt to working in a digital workplace. (2 marks)

With the use of an example, discuss the importance of a business adapting to a digital workplace. (8 marks)

## Stages in Gaining a Job

Complete the retrieval chart

|  |  |  |  |
| --- | --- | --- | --- |
| Stage | What it involves | Help available to assist | Important points to remember |
| Locating job opportunities* Open job market
* Hidden job market
 |  |  |  |
| Applying for a job |  |  |  |
| Attending an interview |  |  |  |

## Opportunities Created by Change

Identify five changes that might occur in a workplace and explain how you can use them to your advantage. (15 marks)

## IPP

Describe three ways your IPP can assist you in your career development. (6 marks)

## Legal and Ethical Management of Information in a Workplace

Explain why it is important for a company to be careful with its information management. (6 marks)

Identify areas of sensitive information

## Organisational Structures – Functional and Geographic

List the advantages and disadvantages of functional organisational structures.

|  |  |
| --- | --- |
| Advantages | Disadvantages |
|  |  |

List the advantages and disadvantages of geographical organisational structures.

|  |  |
| --- | --- |
| Advantages | Disadvantages |
|  |  |

Identify three organisations that have a geographical organisational structure.

Identify three organisations that have a functional organisational structure.

Compare functional and geographical organisational structures in terms of (9 marks)

* communication between departments,
* innovation,
* responsiveness to change.

## Effective Resource Management

List the four core functions for effective human resource management. (4 marks)

Explain the importance of effective human resource management to an organisation. (6 marks)

Outline the concept of forward planning and explain how it relates to effective resource management. (6 marks)

Identify ways that a budget can be used by an organisation. (2 marks)

Describe how effective management of physical resources can be beneficial to an organisation. (6 marks)

Discuss how technology can be managed to benefit an organisation in regards to (9 marks)

* communication
* production techniques
* customised software

## Management Styles

Complete the retrieval chart

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Autocratic | Bureaucratic | Democratic/ participative | Laissez-faire |
| Decision making |  |  |  |  |
| Workplace satisfaction |  |  |  |  |
| Efficiency |  |  |  |  |
| Productivity |  |  |  |  |
| Type of organisation most suited to |  |  |  |  |

## Corporate Social Responsibility

Identify CSR areas

Explain three advantages of pursuing CSR for an organisation. (9 marks)

Describe three advantages to the community of an organisation pursuing CSR. (6 marks)

Outline three advantages to employees of a company pursuing CSR. (6 marks)

## Change Management in the Workplace

List factors that cause change in the workplace. (2 marks)

List positive outcomes of change in the workplace. (2 marks)

List negative outcomes of change in the workplace. (2 marks)

Identify ways in which the workplace has changed in the last decade and explain three of these. (10 marks)

Assess the impact of the trend of flexible working hours on employees and employers. (10 marks)

Discuss the consequences of an aging population. (9 marks)

Outline how gender roles have changed and account for these changes. (6 marks)

Demonstrate how consumer preferences are causing change in the workplace. (9 marks)

List five characteristics of a boom. (5 marks)

List five characteristics of a recession. (5 marks)

With the use of an example, explain how international events can impact on the domestic economy. (12 marks)

Explain how international political actions can impact on a domestic economy. (10 marks)

Outline the relationship between political and economic cycles. (6 marks)

Provide a detailed Australian example of workplace reform.

## Organisational Restructuring

Evaluate the relationship between organisational restructuring and a culture of continuous improvement. (10 marks)

Describe how each factor below drives organisational restructuring (8 marks)

* legal
* environmental
* economic
* technological

Create a flow chart of information regarding the following

* The name of an Australian company that underwent organisational restructuring
* Why they restructured
* What the restructuring involved
* The impact of restructuring on employees and customers
* Overall outcome of restructuring on the company

## Self-Assessment and Change

Explain how self-assessment can assist an individual to effectively cope with change. (6 marks)

Describe how upskilling can assist an individual to prepare for change. (4 marks)

Describe how retraining can assist an individual to respond to change. (4 marks)

Discuss the impact of organisational restructuring on workplace culture. (9 marks)

Evaluate the role of a positive workplace culture in assisting a workplace to respond effectively to change. (9 marks)

## International Manufacturing Standards

Identify three benefits of international manufacturing standards. (3 marks)

Explain three benefits of maintaining internationally recognised manufacturing standards. (6 marks)

Rank the six benefits of having Australian standards and justify your choice of the most important. (6 marks)

Predict what would happen if Australian industries failed to abide by international manufacturing standards. (6 marks)

Discuss the benefits of having international standards in regards to safety, convenience and the environment. (12 marks)

Notes

## Career

Definition: Sequence & variety of roles which are undertaken throughout a lifetime. Includes all roles, not just occupation. All paid & unpaid work, learning, leisure activities, community & family responsibilities. Work, learning & life are inextricably intertwined.

Objective element – work related activities providing continuity, order & meaning.

Subjective element – changes in values, attitudes & motivation.

Careers are shaped by complex factors – eg. performance, education, experience, parents, culture, luck.

#### Factors that affect career

Performance, education, experience, parents, culture, luck

Successful people identify their career goals, plans and take action – they are prepared for the unexpected.

## Work/life Balance

WLB – balancing competing demands of a fulfilling life & satisfying job. Adjusting your day to day activities to achieve a sense of balance between work life & personal life.

* degrading for Australians –key causal factor is work hours – unpaid overtime.
* life-stage/age effects our wellbeing – life balance is constantly changing.
* increased flexibility in the workplace is eroding the distinction between work & leisure/family – stress is a growing concern as it impacts on productivity.
* Absenteeism ­–employee doesn’t come to work, direct economic cost
* Presenteeism –employee comes to work but is unproductive, may infect others

|  |  |
| --- | --- |
| Benefits of healthy WLB | Managing WLB |
| * improved health.
 | * Goal setting
 |
| * reduced stress levels, at work and at home
 | * Enjoy your work
 |
| * greater focus and concentration
 | * Good support system
 |
| * higher levels of job satisfaction
 | * Avoid stress, mental exhaustion and burnout
 |
| * the opportunity to participate more fully in family and social life
 | * Positive attitude
 |
| * more time to pursue personal goals and hobbies
 | * Establish boundaries between work and personal time
 |
|  | * Effective time management
 |

#### Changing WLB over a lifespan

Age and ‘life stage’ affects what makes us happy and balanced as does our personality.

## Self Understanding

Knowing yourself allows you to know what to do, how to think and how you want others to see you.

Objective self-awareness enables you to make comparisons of who you actually are and how you would like to be.

Influenced by others.

Know strengths, weaknesses, values, personality

## Workplace Patterns

Your working arrangement – full time, shift work, flexi etc

## Workplace Setting

The environment within which your work is completed – inside, virtual, rural, office etc

## Self-Management Strategies

Definition: Self-management is the skills & strategies by which individuals direct their own activities toward the achievement of objectives. Important skills as if you are unable to properly manage yourself you are unlikely to impress your employers or advance in your career.

Self-management strategies

* Self reflection –self reflect & evaluate own behaviour & performance
* Goal setting –set clearly defined long & short term SMART goals. Reviewing & monitoring goals. Using IPP
* Time management –Prioritising & task tracking. Being more productive due to good time management.

## Super’s Lifespan Developmental Theory (1957)

Five stages based on age.

* Growth (4-13) -children develop capacities, attitudes, interests, socialise needs, form general understanding of world of work. 4 career development tasks;
	+ becoming concerned about future
	+ increasing personal control of life
	+ convincing oneself to achieve educationally
	+ acquiring competent work habits/attitudes
* Exploration (14-24) – attempt to understand self & find place in world of work. Attempt to identify interests, capabilities & related occupations through exploring hobbies, work experience, classes. 3 career development tasks;
	+ crystallization of career preference – develop tentative vocational goal
	+ specification of career preference – firm vocational goal
	+ implementation career preference – complete appropriate training, secure job
* Establishment (25-44) – pursue career advancement. 3 developmental task;
	+ stabilizing/securing place in organisation by meeting requirements & satisfactory performance
	+ consolidating your position – positive attitudes, habits, good co-worker relations
	+ obtain advancement to new responsibilities
* Maintenance (45-65) –continual adjustment, maintaining, keeping up, innovating.
	+ updating competencies
	+ innovating job routines
	+ finding new challenges
	+ little new ground is broken
* Disengagement (over 65) –transition out of workforce.
	+ deceleration
	+ retirement planning
	+ retirement living
	+ declined energy/interest in occupation
	+ disengaging from workplace – organising new life patterns
* Super’s model determines stages based on age & task markers.
* Originally viewed as chronological but later he acknowledges age-interdependent, task centred view of stages. Includes ‘mini cycles’ within the maxi cycle.
* Super stressed the need to understand and predict a career.
* Initially affected by individual’s parents’ socio-economic level, patterns also influenced by individual’s abilities, personality traits, opportunities to which they are exposed
* People cycle through at different rates – depends on individual readiness & completion of developmental tasks.
* Readiness for career decision making referred to as career adaptability or career maturity. The extent to which individual has completed state appropriate career development tasks compared to others of same age.
* Five primary dimensions of vocational maturity
	+ planfulness – awareness of need to plan
	+ readiness for exploration
	+ informational competence
	+ decision-making skills
	+ reality orientation

## Mitchell (2008) Planned Happenstance

Planned happenstance – conscious, purposeful, ongoing process that will help you build a more satisfying & fulfilling career.

Curiosity

* precedes development of interests.
* Interests & skills, values are developed throughout life by taking action.
* emerges from uncertainty.

Happenstance –to transform unplanned events into career opportunity.

* uncertainty, curiosity & open-mindedness – 3 provisions to securing opportunity within chance events.
* healthy to be undecided if we are open-minded if continually taking action, developing skills, following curiosity.
* taking action on curiosity places us in situations where we can create & transform unexpected events into career opportunities.

Planned Happenstance – 4 stages

1. Clarify Ideas - Follow your curiosity and identify your interests.
2. Remove The Blocks - Wonder “how I can” rather than “I can’t because...”
3. Expect The Unexpected - Be prepared for chance opportunities, such as unexpected phone calls, chance encounters, impromptu conversations and new experiences.
4. Take Action - Learn, develop skills, remain open and follow-up on chance events.

## Krumboltz Happenstance Theory (2008)

Turn chance encounters into opportunities

Developed further the Theory he wrote with Mitchell, this time focussing on what guidance counsellors should do.

Have to be willing to take risks.

* Support indecision as unplanned events can lead to good careers.
* Theory addresses need for people to deal with change within rapidly changing workplace.
* Managing life transitions essential career management skill.
* Core of the theory - unpredictable social factors, chance events and environmental factors are important influences
* Following characteristics means you’ll be more likely to capitalise on chance events
	+ curiosity to explore learning opportunities
	+ persistence to deal with obstacles
	+ flexibility to address a variety of circumstances and events
	+ optimism to maximise benefits from unplanned events.

Three steps in controlling unplanned events

1. Before – position yourself to experience
2. During – be alert, sensitive to recognize potential opportunities
3. After – initiate action so you benefit

## Life Long Learning

Life long Learning –ongoing, voluntary, self-motivated pursuit of knowledge, understanding, skill development for personal or professional reasons. Results in personal development, makes you more competitive when applying for jobs (increases your employability).

Personal Learning –further learning that is not directly related to your occupation/career but might be beneficial to it.

* Community Involvement –doing something worthwhile in/for your community. eg community gardens, soup kitchens (volunteering).
	+ Benefits of connection improve mental health & decrease stress, increasing life satisfaction. Socially you are increasing your networks and improving your interpersonal & communication skills.
	+ Placing yourself in the position to learning new things, have new experiences. This could improve your critical thinking/problem solving skills.
	+ Exposure to diversity & different ways of thinking.
* Public Speaking – Interpersonal & communication skills improve. Helps you overcome fears & build confidence. Networking, increased organisational skills.
* Travel –get to know yourself better, expand your mind/horizons, improve self confidence & learn about different cultures, ways of thinking etc, learn a new language

Professional Learning -activities that develop an individual's skills, knowledge, expertise and other characteristics that directly improve your employability skills. Formal & informal methods.

**Formal** – university studies, training institutions, professional association courses.

**Informal** – study groups/workshops, peer observations, mentoring, networks, conferences

* Online Courses –courses delivered partially or completely online eg. Open Universities
* Training Courses –series of lessons/lectures teaching skills/knowledge for a particular job/activity. eg. St John’s First Aid online, Worksafe certificates
* Employer Initiatives –training initiatives by a business designed specifically to upskill employees to match business vision. eg. McDonalds training. Skills are often transferable to other positions. Might have follow up Certificates that can be studied at TAFE.
* Graduate Programs –offered by governments & large organisations specifically for new or recent graduates. On the job training in a rotation of different areas within the organisation. Supportive environment.

## Importance of Continual Life Long Learning in Managing Your Career Development

Career Development lifelong process of gaining the knowledge, skills attitudes and behaviours to manage life, learning, leisure, transition and work in order to move towards a personally determined and evolving preferred future. It involves individuals planning and making decisions about education, training and career choices, as well as developing the right skills and knowledge to do this.

The following are aspects in managing long term career development

* Updating qualifications
* Updating skills
* Increasing knowledge
* Improving ability to manage stress
* Improving ability to communicate
* Increasing networks

## Monitoring & Improving Workplace Performance

Self-assessment –employee assesses & judges their own work. Linked to reflective practice as it involves self-development.

* self-assessment on range of aspects (eg. task performance to interpersonal skills).
* can be stimulated by
	+ intrinsic motivation –want to learn
	+ extrinsic motivation – need to learn
	+ learning by doing (practice, trial & error)
	+ feedback (praise, constructive criticism)
	+ making sense of what has been learnt
* saves time & work as improve perspective on your strengths/weaknesses
* helps acquire range transferable skills –eg self-reflection, time management, organisational skills
* might be part of performance management

Performance Management –identify how well employees are performing & then improve it. The more accurate the measurement of performance the better the knowledge of where & how to improve. To be accurate, measuring performance must be valid, reliable, acceptable & feasible, specific & based on mission objectives.

Performance Management –focus is on effective & efficient resource use (in this case people).

* Could begin with self-assessment.
* Usually in the form of a written report.
* Facilitates conversation between employee & employer (or manager)
* Provides feedback on employee’s performance – eg. skills, behaviour
* Framework for identifying areas for professional development
* Ongoing process
* Often has the following areas:
	+ major areas of responsibility (what you do)
	+ performance competencies – skills & behaviours (how you do it)
	+ overall assessment
	+ development plan – eg what training you need in line with business’s needs & career goals
	+ performance goals & expectations

Quality Control procedure or set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of criteria (completed within time, quality, cost and productivity parameters) or meets the requirements of the client or customer. Quality control involves the testing of completed products to uncover defects, and reporting to management who make the decision to allow or deny the release of the product.

* Should be written
* Procedure should include:
	+ specific task
	+ assign people responsible
	+ set realistic completion dates
* Must have method measuring system’s performance in order to determine its success & achieve appropriate outcomes. Organisations differ but typical performance indicators are:
	+ time parameters, quantity, productivity parameters, quality parameters, cost parameters, time targets for work, measures to avoid wastage.
* Enable decision making toward achieving goals.

Tools used to ensure product or service meets defined criteria:

* Check sheet – designed for gathering specific information on root cause of defects. Facilitates use of facts over opinions.
* Cause & effect diagram – causal diagrams showing causes of a specific event. Commonly used for product design & quality defect prevention, identifying potential factors causing overall effect. Causes are grouped based on sources of variation eg. people, methods, machines, materials, environment
* Flowchart –diagram that uses graphic symbols to depict nature & flow of a process.
	+ benefits – promote process understanding, tool for training & identifying problems & areas for improvement

## Processes used in Performance Management

### Performance Management

* Performance management focuses on the efficient and effective use of the human resources of an organisation and usually involves a periodic written review of individual performance, in the context of the ongoing performance management process.
* Managers and employees are responsible for completing a yearly performance review as part of ongoing performance discussions.
* The performance management process facilitates constructive discussion between the employee and manager in order to clarify performance objectives, provide feedback about the employee’s performance with respect to skills and behaviours, provide a framework for identifying the employee’s development plans, and serve as a basis for merit increase decisions.
* A Performance Review Form template may be used which includes the following key areas;
	+ Major Areas of Responsibility (This is what you do and should include a self appraisal of the past review period);
	+ Performance Competencies—Skills and Behaviours (This is how you do it);
	+ Overall Assessment (by employee and manager); Development Plan (identification of training needs, etc in line with career goals and organisational needs);
* Performance Goals and Expectations

Use of rating scales –performance appraisal checklist, rating employee on a continuum. Requires minimal time, effort, cost & training. Not overly accurate as subjective.

Objectives by Management Method –process managers & employees jointly set objectives for employees. Employees receive ongoing feedback. Difficult if employees & managers have different goals. Three steps:

1. set individual objectives & plans (SMART goals)
2. give feedback & evaluate performance
3. reward according to performance

360 Degree Feedback –analyses individual’s performance from all sides. Five people/groups are involved. Self-assessment, supervisor, subordinates, customers, peers.

Positives

* The 360° evaluation would give us the most accurate, best possible analysis of individuals and their performance within the company.
* The format tends to be most valuable if it is used for purposes of individual development, rather than for making administrative evaluative decisions.
* The 360° feedback system can provide specific suggestions about how to improve individual competencies.
* It can minimise some of the most common problems with the performance appraisal process (supervisor evaluation only methods).

Negatives

* It takes a significant amount of time for a group of individuals to evaluate one person if we use a 360° format.
* By using up so much organisational time, it costs us a significant amount of money. If we multiply the numbers based on the time required to evaluate one individual to count everyone in the organisation, the costs can quickly become massive.
* The integrity of anonymity can be easily compromised making subordinates/peers less truthful in their assessments of a supervisor/co-worker for fear of repercussions.
* Most accurate, best possible analysis
* Trend of structuring work in teams is seeing increasing use of peer evaluations
* Usually confidential appraisals
* Most valuable when used for purposes of individual development rather than admin evaluative decisions.
* Provides specific suggestions improving individual competencies
* Minimises some common performance appraisal issues
* Problems
	+ Time & money – group of people to evaluate one person? multiply for whole organisation.
	+ Integrity of anonymity easily compromised – fear repercussions.

## Adapting to Work Efficiently in a Digital Workplace

New needs have emerged in the digital workplace; mobility, seamless experience across multiple devices, social media, global collaboration. Shift toward nimble, flexible ways of leading & organising companies.

Cloud computing for collaboration, online forums to solve problems, video conferencing to exchange real time information all contribute to the global workplace.

**Domino’s Pizza case study**

**April 12 2009** – Video posted by 2 employee’s in the US of them interfering with customers’ pizzas, video goes viral.

**April 13 2009** – Domino’s management alerted to video – employees fired. Twitter traffic jumps

**April 15 2009** – Clip passes 1 million views, 6 fold increase in twitter traffic. Twitter account created by Domino’s. Domino’s CEO posts YouTube apology.

Lesson

* companies need active online presence to monitor their brand, enlist loyalty & immediately deal with damage.
* Domino’s now have own Facebook site, quickly became leaders in use of technology to advance company
* Huge turnaround in customer satisfaction, revenue, business growth
* Pizza Tracker – online/APP order tracker Driver Tracker – online/APP service to see order progress to your door
* Domino’s strategic priority online accessibility
* staff adapt to new technology to improve operating efficiency

## Legal & ethical information management

* Privacy –eg medical information
* Financial security -eg banking details
* Personal security –eg victims of domestic violence, stalking

## Functional and Geographical Structures

|  |  |  |
| --- | --- | --- |
|  | Functional | Geographic |
| Communication between Departments | Since the functional units are not accountable to each other and share decision-making power, the process is more bureaucratic and tends to take longer. While the flow of communication within a department is expedient, communication between departments and synchronisation of work and project completion is more difficult to manage. | Communication between representatives of the different business functions is much more personal in a geographical organisational structure. Rather than having to establish working relationships with people on the other side of the world through email and telephone, employees in a geographical structure often work side by side with personnel from various departments. |
| Customer Service | Customer service quality may be compromised. In a functional structure, a customer support representative in India might speak with a customer from England, then call an account manager in Germany to obtain the information to help the customer - access to representatives from other functions may be difficult, which can reduce efficiency. Also, customer support representatives may not fully understand the customer’s language and idiomatic expressions.  | Customer service quality can be enhanced by implementing a geographical structure. Customers can feel more at ease when speaking with local representatives who fully understand their language and idiomatic expressions. Customer support representatives will also have greater access to representatives from other functions, which can allow them to handle customer issues much more efficiently |
| Organisational Flexibility – responsiveness to change | Difficulties with communication between departments potentially decreases flexibility and innovation. Too much focus leads employees to neglect the larger view of the company and its objectives. | Grouping employees this way encourages the formation of strong, collaborative teams that work well together, engage in planning and decision-making together, and understand each other's personalities and work styles. An advantage of this close working proximity is the ability of the team to adapt quickly to changes in divisional goals and processes, and to bring everyone on board with new strategic initiatives. |

## Workplace organisational structure – functional & geographic

### Functional

* Common structure – evolved from businesses focusing on specialisation with the aim of efficiency
* Organised based on specialised functional areas –eg finance, marketing, IT
* Best suited for
	+ providers of standardised goods & services
	+ stable environments – business doesn’t need frequent changing or updating

#### Advantages

* Specialisation – cluster people together based on their knowledge, specialisation. Makes it easier to upskill people in one particular department & therefore “climb the promotional ladder”. Provides clear career goals & the direction to reach them.
* Performance – maximise performance as all necessary resources are in one place. This means expertise is easily shared amongst workers at all levels in the specialty area. Efficient resources use as not “doubling up”. Specialised training improves employee skills, improves their effectiveness & makes it easier for employees to “stand out”.

#### Disadvantages

* Complicated communication & decision making process as departments have different outlooks.
* Bureaucratic –so takes longer to make decisions as departments not accountable to each other & share decision making.
* Synchronisation between departments more difficult, potentially decreasing flexibility & innovation.
* By focussing on the department an employee specialises in, they may lose sight of larger company view & objectives.

### Geographical

* Based on geographical units (eg regional, national, international) that report to a central headquarters.
* Offices operate individually while following company policies & values.

#### Advantages

* Can be highly effective if located in regions they serve & employ local labour.
* Communication & collaboration –more personal communication as work side by side with colleagues rather than emailing. This encourages strong, collaborative teams that plan, decision make together. Working closely together provides the ability to adapt quickly to change & have everyone onboard with new strategic initiatives
* Local managers –leaders who are familiar with local environment, culture, laws. Understand what drives local behaviour, understand tax, financial reporting requirements, understand most effective management practices for the region. Improved decision making as able to accommodate to match local conditions, employ local talent.
* Geographical focus –enhanced customer service as more at ease with people who “speak their language”. Able to liaise between departments as all working together (eg tax, IT support). Able to alter products to suit local tastes, finances, beliefs etc
* Performance measurement & strategy –easier to track performance of individual markets via profit margins, costs & link performance improvements to specific regions & tailor products, resources to suit regional differences.

## Effective Resource Management

Resource management

* Efficient & effective resource allocation.
* Includes planning, allocating, scheduling resources to tasks.
* Impacts on schedules & budgets.

Effective resource management requires insight into future needs – demand & supply of resources.

### Human (eg recruiting, training, salary, redeploying)

* Everything to do with the employees
* Recruiting –searching for & obtaining a pool of potential candidates with the desired knowledge, skills, experience. Purpose- to find widest & best applicant pool for the organisation to select the best possible candidate from. Ineffective recruitment can cause significant cost to a business – reduced productivity, interpersonal difficulties, operational interruptions, customer service costs
* Training – process of acquiring new behaviours, knowledge, skills and attitudes which enhance employees' ability to meet current and future job requirements and perform at higher levels.
* Organisation responsible ensuring employees have appropriate skills & knowledge through ongoing professional learning. It ensures ongoing competiveness & adaptability for the company
	+ on the job training
	+ internal & external workshops & courses
	+ coaching, mentoring
	+ external study
* Salary – Human resources department determining salary & benefits to attract, retain, motivate employees.
* Redeploying –reorganising workplace to meet current & future needs – redundancy, retirement, retraining into a different area of the business

### Financial (eg budgeting, forward planning)

Link between what a business wants to achieve in the future & the resources it will need to do so.

* Budgeting –legal requirement. Plan for revenue & expenditure
* Forward planning –crucial to good management & future security. Establishing a clear view about where the organisation is heading & how it will get there. Three key principles:
	+ establishing a clear view
	+ where the organisation is heading
	+ how it will get there

### Physical (eg buildings, grounds, equipment)

Anything needed to carry out the day to day business activities. Includes Facilities & grounds, plant & equipment, consumables.

Improving physical resources for efficiency can improve the sustainability of the business. Can create economic value & contribute to healthy ecosystems & strong communities.

### Technological (eg communication, production techniques, customised software)

* Communication –technology provides immediate, convenient & efficient communication globally.
* Production techniques –keeping up to date with most efficient & effective techniques – eg automation, technology for record keeping
* Customised software –generally produce most efficient system as specific to the needs of a particular business.

## Management Styles

### Autocratic

* Manager makes all decisions.
* Autocratic managers have a lot of power over their staff.
* Employees have few opportunities to make suggestions.
* Advantageous in fast-paced work environment where quick decisions are needed for efficiency. Can be effective for some routine and unskilled jobs. Autocratic leadership is therefore incredibly efficient.
* Ideal in crisis – quick decisions or complex decisions needed without dissent –eg military
* Motivate employees through confidence in manager’s ability for accurate & productive decisions.
* Downside most people resent being treated this way. Often results in high levels of absenteeism and high staff turnover.

### Bureaucratic

* Rigorous rule followers
* Very appropriate management style for work involving serious safety risks, involvement of large sums of money & routine tasks.
* Inflexibility & high levels of control can demoralize staff, diminish the organisation's ability to react to changing external circumstances.
* Ineffective in teams and organisations that rely on flexibility, creativity, or innovation.
* Often, bureaucratic leaders achieve their position due to their conformity to rules rather than qualifications or expertise, resulting in resentment when team members don't value their expertise or advice.

### Laissez-faire

* Employees given freedom to work, set own deadlines.
* Managers provide team support with resources and advice, but otherwise don't get involved.
* Effective if manager monitors what is being achieved & regularly communicates with employees.
* Effective with employees who are highly experienced & skilled self-starters.
* Main benefit is high levels of job satisfaction & increased productivity.
* Negative when manager exerts insufficient control. Can inadvertently occur when manager has little control.
* Not good when employees are unmotivated, low in skills & knowledge resulting in poor achievements & low job satisfaction.

### Democratic/participative

* Employees encouraged to contribute, but manager has final say.
* Encourages creativity resulting in highly engaged employees, increasing job satisfaction & developing people’s skills.
* More productive & motivated workers as they feel involved.
* Suitable when teamwork is essential & quality more important than efficiency or productivity.
* Negatives – slower due to more people participating in decision-making but often better results. Not good in crisis situations when decisions need to be made quickly. Employees may not have knowledge/expertise to provide high quality input.

|  |  |  |
| --- | --- | --- |
|  | Functional | Geographic |
| Communication between Departments | Since the functional units are not accountable to each other and share decision-making power, the process is more bureaucratic and tends to take longer. While the flow of communication within a department is expedient, communication between departments and synchronisation of work and project completion is more difficult to manage. | Communication between representatives of the different business functions is much more personal in a geographical organisational structure. Rather than having to establish working relationships with people on the other side of the world through email and telephone, employees in a geographical structure often work side by side with personnel from various departments. |
| Customer Service | Customer service quality may be compromised. In a functional structure, a customer support representative in India might speak with a customer from England, then call an account manager in Germany to obtain the information to help the customer - access to representatives from other functions may be difficult, which can reduce efficiency. Also, customer support representatives may not fully understand the customer’s language and idiomatic expressions.  | Customer service quality can be enhanced by implementing a geographical structure. Customers can feel more at ease when speaking with local representatives who fully understand their language and idiomatic expressions. Customer support representatives will also have greater access to representatives from other functions, which can allow them to handle customer issues much more efficiently |
| Organisational Flexibility – responsiveness to change | Difficulties with communication between departments potentially decreases flexibility and innovation. Too much focus leads employees to neglect the larger view of the company and its objectives. | Grouping employees this way encourages the formation of strong, collaborative teams that work well together, engage in planning and decision-making together, and understand each other's personalities and work styles. An advantage of this close working proximity is the ability of the team to adapt quickly to changes in divisional goals and processes, and to bring everyone on board with new strategic initiatives. |

## Work Place Satisfaction Links with Management Styles

Strong link between workforce practices (including leadership, culture and management), productivity and the wellbeing and fulfilment of people at work.

### Benefits of effective management include:

* Social and economic benefits of positive work environments for home and family life as well as an individual’s mental and physical health
* Improved employee fulfilment and wellbeing at work
* Better management-employee relationships (leading to fewer industrial relations disputes)
* Improved leadership capability resulting in more resilient organisations better equipped to deal with changes, such as climate change and the subsequent greening of the economy.

## Corporate & Social Responsibility

Corporate social responsibility (CSR) refers to a business practice that involves participating in initiatives that benefit society. CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

Businesses exist to make a profit. However, no organisation operates in isolation; there is interaction with employees, customers, suppliers and stakeholders. CSR is about managing these relationships to produce an overall positive impact on society, whilst making money.

* CSR is about transparency & honesty – paramount to earning the public’s trust.
* CSR will appeal to socially conscious consumers & employees, while making a difference in the world.
* Community – support local charities, employ local talent, purchase supplies locally
* Employee – provide them with a voice, flexible working arrangements
* Organisation – improve profit – generate good will toward your company.

**Environment:**One primary focus of corporate social responsibility is the environment. Businesses, both large and small, have a large carbon footprint. Any steps they can take to reduce those footprints are considered both good for the company and society as a whole.

**Philanthropy:**Businesses also practice social responsibility by donating to national and local charities. Whether it involves giving money or time, businesses have a lot of resources that can benefit charities and local community programs.

**Ethical labor practices:**By treating employees fairly and ethically, companies can also demonstrate their corporate social responsibility. This is especially true of businesses that operate in international locations with labor laws that differ from those in developed nations.

## Change in the Workplace

#### Recent changes

* Influenced by globalisation, rapid advances in ICT, significant demographic shifts.
* No longer “job for life” – change numerous times.
* Trend away from permanent to flexible, varied work – eg. contract & project work.
* Need to keep updating qualifications.
* Need more than just job-related skills –eg. interpersonal, resilience, teamwork, enthusiasm.
* Increasing choice & challenge favours self-managing people (know strengths & limitations, confidence follow dreams, seek help) – others may give up.

#### Flexible hours, access to family friendly leave & child-care

* Increased participation women in workforce – flexible hours, child care, leave.
* Access to paid leave entitlements.
* Both parents work.
* Fair Work Act, 2009

Social Changes -demography (population, age), values, attitudes, preferences. Attitudes to work, health & religion.

* Ageing population –numbers of older people increasing relative to population
* Over the next four decades in Australia, the number of people aged over 65 will almost double. Within just seven years, about 85% of labour market growth will come from people over the age of 45. One of the economic implications of ageing is the increased burden on the pension, welfare and healthcare systems. One of the governments’ approaches for dealing with this fiscal pressure is to keep people in the workforce for longer by increasing the eligibility age for the age pension. This has implications for employers with regard to maintaining the occupational health and safety of these older employees, as well as maintaining productivity and efficiency. E.g.; BMW reorganising production line, need for transition to retirement – reduced hours, changed job role
	+ baby boomers retiring
	+ numbers young people declining relative to population due to fertility rate 1.7 (below replacement levels)
	+ skills & experience shortage as baby boomers retire
	+ economic implications – increased burden on pension, welfare, healthcare system
	+ government trying to keep people in workforce longer – eg. raising pension age
	+ implication regarding OH&S
	+ implications maintaining productivity & efficiency
	+ skills shortages – need recruit or retain older workers
* Gender roles –changing workplace demographics – increasing participation women in the workforce.
* In the past 50 years women’s participation in the workforce has increased significantly while men’s has decreased, now both partners of couple families are likely to be employed. Impacts workplaces through the need for increased access to family friendly leave provisions/ workplace flexibility, affordable child care
	+ diverse working hours, patterns
	+ increase demand affordable child care
	+ flexible work hours, arrangements –eg. work from home
	+ WLB important
	+ access to family friendly leave provisions.
	+ Since 1999 – carer’s leave, maternity/paternity/adoption leave, equal pay.
* Consumer preference –demand for particular product or service. Preferences influenced by culture, education, individual tastes, social media, environmental awareness, allergies etc.
* The individual consumer has a set of preferences which are dependent upon culture, education, and individual tastes, among a plethora of other factors (think social media, environmental awareness, allergies, etc). Demand for a product or service, and therefore the sustainability of a business, can rise or fall in a viral storm on social media. Impact on workplaces is that companies must have an active presence on the Web to monitor their brands continuously, and also to be innovative and proactive to stay ahead of consumer trends.
	+ Rise of the food nation
	+ Social conscience

Technological changes–use of new technologies, eg nanotechnology. Technology major factor when considering change.

* Out-dated business if don’t keep up
* Lose competitive advantage
* New ways of advertising
* Products go from design, full production, obsolescence much faster
* Increases need business keep eye on its market.
* Mechanisation changed ways of manufacturing.
* Instantaneous, real time communication – skype, videoconferencing
* Increased size of world economies
* Mass production made many consumer technologies affordable
* Increased efficiency & cost saving

**New software** - developments in consumer technologies such as mobile phones, have changed the way business is conducted. No longer do people have to be in the same building to take part in a meeting – video conferencing, for example, allows staff in different locations to take part in a meeting. The software used must be compatible across all devices and platforms – whether it be for inhouse video conferencing or online customer sales. New software can open new ways of doing business and access to new markets.

**New operating systems** - Innovations in technology can force a business to change just to keep up. Employees who have never used computers need to be trained to operate the new computer system. A business also can benefit by implementing a technological change. The airlines' introduction of email ticketing and eCheck-in has resulted in increased efficiency and better customer service while meeting little customer resistance. Less customer service staff are required for ticket sales and the check-in process, which represents a significant cost saving to the airlines.

Global & domestic changes–effects demand and supply of goods, services, resources.

* Global –the world economy. Impacts on Australia’s domestic economy through our trade relations, financial investments.
* Domestic –Australia’s economy
* Recession –decline in economic activity. Low –inflation, consumer & business confidence, investment. High unemployment.
	+ Eg. Global Financial Crisis 2008
* Boom –strong economic activity. High –inflation, consumer & business confidence, investment. Low unemployment.
	+ Eg. Mining Boom

Political/legal changes– caused by the government via laws it makes, budgets it passes or changes in the government (eg. Labor or Liberal government)

* legislative workplace reform –eg. Sunday trading hours
* tax cuts
* child care funding
* increased pension age & asset testing

**Government Initiatives –** This factor relates to the way in which political changes might impact on an organisation’s future strategic plans. Political factors abroad, which may affect Australian businesses, must also be considered. An example of political change would be if a company was receiving tax incentives for locating in a deprived area and if those tax ‘breaks’ were later withdrawn by the government. E.g.’s : solar panel rebates, car manufacturing, small business incentives, childcare reforms, trade agreements, tariffs

**Changes in Government** - The ideological orientation of governments and the nature of competition between political parties influence unemployment, economic growth, inflation, and monetary and fiscal policy. Patronage does unfortunately occur, this is a term used when politicians or governments undertake or endorse projects that benefit a group of citizens in return for that group's support or campaign donations. This spending mostly benefits the needs of a small select group despite the fact that the entire community's funds are being used. E.g. Road vs rail development for transport

**Legislative workplace reforms** - Government, both State and Federal, legislate (make laws) to achieve the best possible workplace relations and to cope with the challenges posed by the economy and changing community needs. Workplace Reforms must recognise two features of labour markets; Labour is not just an ordinary input, and, that there are ethical and community norms about the way in which a country treats its employees. Without regulation, employees are likely to have much less bargaining power than employers, with adverse outcomes for their wages and conditions. The challenge for Workplace Reform is to develop a system that provides balanced bargaining power between the parties, that encourages employment, and enhances economic efficiency. E.g.’s “ enterprise bargaining (industrial relations), allowances and entitlements, Fair Work Act – National Employment Standards

### How changes in political/legal, technological and social factors drive change in the workplace

* more flexible work arrangements to retain workers (from home)
* improved maternity/paternity entitlements (to entice workers to stay with an organisation)
* organisations subsidise training courses offered to retain workers (university, TAFE). Nationally accepted training and education standards that are more readily accepted across the nation by employers
* new ideas/processes are introduced into organisations as workers change employment more frequently. Workers are familiar with positive change management
* jobs become redundant and new jobs emerge
* uncertainty about changing workforce (predicting future employment patterns and processes
* being able to negotiate effectively in the workplace (e.g. pay and working conditions
* failure to understand technology (changing at a rapid rate)
* longer working hours (less leisure time); (impact on work-life balance)
* increased pressure/stress at work (meeting deadlines/work commitments)
* working to an older age (pension/superannuation changes); particularly demanding in trade positions (e.g. construction)
* FIFO arrangements favoured by mining companies which some studies have indicated cause mental illness issues as well as relationship issues (family issues)
* increased environmental focus across all industries
* increased sense of corporate responsibility
* increased competition from globalisation drivers greater innovation
	+ - government policies may force workplaces to become more sustainable in their operations. This may force investment in alternative processes in the workplace, e.g. reducing the size of the premises to reduce rent, utility consumption, etc. as more reliance is placed on ‘work from home’ arrangements or installing solar cells on workplace premises to offset resource/utility use

### Changes that could provide opportunities

Technology – greater use of technology, e.g. software and Operating Systems:

* + - learning/training/upskilling provided by employer for new software/OS
		- encourages networking opportunities
		- identification of industry trends is available through improved technology (increased mobility)
		- increase in professional development opportunities (e.g. advancement, secondment, change in role)
		- access to telecommunications (satellite, web cams, the Internet, videoconferencing
		- new products/trends/markets emerge (new jobs created)

Political/legal – a greater number of job changes in a person’s working life:

* multi-skilling
* more adaptable to change
* job sharing and job rotation
* national, international work positions in larger organisations increases
* enhanced development of transferable employability skills
* ageing workforce – utilising their skills
* more opportunities to change career pathways
* importance of lifelong learning with many job changes over a lifetime
* ability to develop more work-life balance with more part-time work opportunities

Social– increase in part-time work:

* opportunity for work-life balance
* opportunities provide women with the power to gain a greater control over when in their careers they choose to become a mother and when to re-enter the workforce
* part-time work provides greater flexibility of work hours
* part-time work is seen as a transition to retirement by older full-time workers
* an important trend for women over the past three decades has been the change in fertility patterns – namely, women are generally having fewer children and having them later in life preferring to focus on their career first
* importance of lifelong learning with many job changes over a lifetime
* older workforce – engaging them better
* new products/trends/markets emerge (new jobs created)

## Organisational Restructuring

Definition: act of reorganising the legal, ownership, operational, other structures of an organisation for the purpose of making it more profitable, better organised for its present needs. Permanent feature of today’s economy.

* culture of continuous improvement – competitive market – what’s good today might not be good enough tomorrow.
* business constantly reflecting on products/performance to stay profitable & competitive (sustainable).
* Examples of restructuring
	+ relocation
	+ offshoring/delocalisation
	+ outsourcing
	+ bankruptcy/closure
	+ merger/acquisition
	+ internal restructuring
	+ expansion

## Factors Driving Organisational Restructuring

Legal –laws that require business to act in certain way.

* protect consumers & employees
* ensure products manufactured to certain standard –avoid injury, death
* government regulation changes impact company operations

Environmental –significant recently – way organisation reduces impact on environment.

* fined for being heavy polluters
* appeal to consumers through environmentally friendly activity

Economic –economic growth, interest rate changes, inflation changes, employment levels, taxation changes, resource supply.

* affect price, supply, demand goods.
* outsourcing & offshoring to reduce costs – increasing practice

Technological –constant new technologies – adapt or redundant business

## Impact of Organisational Restructuring

Employees –downsizing & similar restructuring adverse effects worker safety, health, wellbeing. eg. mental health issues, bullying, occupational violence.

* shift away from permanent fulltime jobs
* growth flexible work arrangements – part-time, temporary, own employment
* outsourcing & repeated rounds of downsizing/restructuring encourage flexible work arrangements but result in job insecurity.
* Job insecurity & temporary work arrangements adverse effect worker safety, health, mental wellbeing.
* combination job-strain & job-insecurity result in higher mental & physical health problems.
* relationship between job-security & mental health
* Positive effects – improvement in job position – better wellbeing, higher job satisfaction, innovative behaviour, work engagement
* substantial increase in part time work (work less than 35 hours per week)
* FIFO workers – increased during mining boom, decreasing now

Workplace culture –character and personality of your organization. It's what makes your organization unique and is the sum of its values, traditions, beliefs, interactions, behaviors, and attitudes.

* visible component in the way business looks & how employees dress. Thrives in attitudes of employees, in the setting of goals & in communication of business values to workers & customers. Business owner sets pace for creating, defining & refining company culture. Only goes as far as employees are willing to invest in it.
* management’s job minimise impact restructuring on employee well-being, promote positive impacts
* fulfilling human needs (comfort, confident, motivated stay, help colleagues) – receptive to change
* Positive workplace culture is conducive to restructuring.
	+ more productive
	+ proud to work for organisation
	+ share knowledge, experience with colleagues improving efficiency, productivity & performance
	+ enjoy going to work
	+ more committed to organisation
	+ happier, more satisfied – spreads to families, friends

Industries –case study QANTAS

## Change Management in the Workplace

Managing & leading organisational change & growth –lead, manage, sell change effectively

* identify, innovate, lead change
* innovation – products/services, work processes, cost structures, communication protocols, work environment, employee engagement etc
* effective managers
	+ establish meaningful communication, engage with workers
	+ understand resistance to change
	+ understand people’s motivations – use these to implement change
	+ selling change more effective than telling change will happen
* how change effects people – negatives people view of change
	+ discomfort – out of comfort zone with something new
	+ give something up – rather than what they’ll gain
	+ fell alone –risk. Want to be part of a team
* Benefits must outweigh pain for people to embrace change
	+ What is the change?
	+ Why is change being made?
	+ How change will effect worker

## Internationally Recognised Manufacturing Standards

Standards –published documents setting out specifications & procedures to ensure products, services & systems are safe, reliable & consistently perform as intended.

* common language defining quality & safety
* based on industrial, scientific & consumer experience
* constantly reviewed

Australian standards –objective & rigorous – people trust products/services that meet Australian standards.

* Benefits Australian standards
	+ protect Australians – give businesses & consumers confidence in products/services
	+ support Australian innovation
	+ boost Australian production & productivity
	+ make Australian businesses more competitive
	+ link Australia to the world
	+ complement Australian regulation & make markets work better

#### Why have international standards

* Countries with low labour costs often have poorly regulated building & manufacturing standards – sweatshops – not ethical.
* Online shopping (do products meet Australian standards?)
* Increased mobility of people – issues with non transferable goods such as power adaptors, phones/internet systems
* ISO (International Organisation for Standards)
	+ technological, economic, societal benefits – harmony in standards
	+ largest developer voluntary standards. Helps break down international trade barriers
	+ level playing field for developing countries
	+ facilitate free & fair global trade
	+ minimise waste, errors – increase productivity & efficiency

#### Benefits of international standards

* + Safety
	+ Environmental
	+ Convenience
	+ Access new markets/opening up world trade
	+ Facilitate free & fair global trade –levels playing field for developing countries

## Change Management Strategies

|  |  |  |
| --- | --- | --- |
| Strategy | Why the strategy is useful | Activities to facilitate the strategy |
| **Communicate the threat of not changing** | Helping staff understand the business drivers of change can draw their attention to organizational requirements rather than focusing on personal desires. | Face to face meetings, newsletters, memos, letter, email, company internal website, access to documentation that outlines bottom line. |
| **Involve the team in decision making** | Communication is a two-way process. If an organization simply shares details of the forthcoming changes with the workforce, but does not provide a mechanism for people to share feedback, then employees may perceive change as being pushed on them, rather than feel that they are being given a voice to influence change. Employees need to feel that their opinions count and that they are being heard. | Call for suggestions : Staff meetings; suggestion box, submissions via email. Survey staff. Vote on proposals: at meetings, via online ballot |
| **Minimise uncertainty** | Access to the decision makers (firsthand information - the higher in the organizational hierarchy the “author” is, the more credibility the message will have) Publish a process timeline with estimated start and end dates. Honest tone in messaging, Consistent language and terms, Message content that “connects the dots” for employees. Focus on the positives - focusing on the benefits the new work environment will bring and how those advantages will be achieved. | Make someone available for individual staff members to discuss the effect on them, regular updates on progress for all staff (website, email, etc). |
| **Celebrate successes in moving towards the goal** | Create and agree on a limited number of specific goals and outcomes for the workplace change management process, when a goal is met celebrate or reward staff efforts. | Having a morning tea, lunch, staff bonding or wellbeing exercise. |
| **Keep explaining the reasons to change** | with a large organisation thousands of employees may be affected and how they are affected may shift and change as the change process rolls out.  | Face to face meetings, newsletters, memos, letter, email, company internal website – explaining progress to date and next stage/s. |
| **Be as transparent** as possible | when there is an information vacuum people often assume the managers are plotting terrible things | Regular face to face meetings, access to documentation (website), regular updates – memo, email, newsletter |

## Management Styles

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Autocratic** | **Democratic/participative** | **Laissez-faire** |
| **Characteristics** | * ruling with unlimited authority
* swiftness of project completion - efficient
* employees often coerced and threatened to complete tasks
* manager makes all the decisions, communication lines are direct
* employees can feel unmotivated and disconnected
* limited staff development.
 | * requires and encourages participation from everyone and shares decision-making
* for the betterment of the organisation
* leaders reward employees through financial gains and positive evaluations which in turn increases motivation and morale
* encourages employee commitment as employees feel valued
* develops leadership skills in subordinates
* can be time-consuming reaching decisions.
 | * Very little guidance from leaders
* Complete freedom for workers to make decisions
* Leaders provide the tools and resources needed
* Group members are expected to solve problems on their own
* Power is handed over to followers, yet leaders still take responsibility for the groups decisions and actions
 |
| **Job satisfaction** If the employees find their job fulfilling and rewarding, they tend to be more satisfied with their jobs. | Autocratic management styles tends to foster lower job satisfaction levels because:• work tasks are directed not negotiated• manager opinion valued above others• minimum communication lowers positive feedback necessary to foster a satisfactory work environment• more value placed on manager’s goals and company efficiency at the expense of employee satisfaction and personal efficiency. | Democratic/Participative management styles tends to foster higher job satisfaction levels because:• employee’s input valued• opportunity for personal and professional development• there is a shared decision-making process• the increasing social commitment of working in teams and valuing other’s input leads to greater satisfaction• employees feel a sense of empowerment and ownership, as they are part of the decision-making process• open communication between all levels of management. | Laissez-faire:* Great for teams in which individuals are very experienced, skilled self-starters, as they have complete freedom to make decisions, do their work and set their own deadlines – high job satisfaction and increased productivity
* Damaging if team members don’t manage their time well as deadlines are not met or if they are lack knowledge, skills or motivation to do their work effectively – poor achievement levels lead to low job satisfaction.
 |
| **Workplace efficiency** | - less distractions as work directions are handed down and not questioned- less meetings so more time is spent on tasks- rewards are task-orientated so acts as an incentive to complete work- the completion of the directed task is paramount so work schedules are prioritised to maximise collective output. | - as the approach is team-orientated everybody works towards a common goal- new ideas and methods are raised to improve workplace efficiency- a collaborative manner ensures each individual is placed in an appropriate part of the work process to maximise efficiency. | - Delegate authority to capable experts – so efficiency of decision making maximised- Maximize the leadership qualities of staff – individuals motivated to perform- Efficiency is maintained by allowing staff to solve problems and manage challenges but monitoring closely enough to know when to step in and lead during a crisis |
| **Workplace productivity** | - each individual is focused on their own performance so each unit of performance can easily be measured- rewards and coercion often used by management so an employee’s work is constantly monitored- processes and methods are simplified to ensure employees follow instructions accurately to maximise individual output. | - each individual is trained and supported to optimize their individual productivity- as part of a team an individual does not wish to lessen their input so they work to maximise their output. | - Allows experts to function productively and challenges them to take personal responsibility for their achievements and failures- Motivates people to perform optimally and gives them latitude to make correct decisions that might not be supported in a more structured environment- Reinforces successful performance and leads to a higher retention of experts who thrive in creative environments that support autonomous decision-making |
| **Workplace sustainability** | - as the focus is task-orientated each element of the task is completed on schedule and deadlines are met- a successful autocratic leader keeps abreast of changing global trends and implements appropriate methods and processes to ensure continued viability.  | - working in a team environment, individuals are always investigating new methods due to global pressures to ensure sustainability of the organisation- individuals have a strong sense of ownership and will work together on responding to new trends in the marketplace.  | - Sustainable provided team members are supported to maintain their high level skills, extensive education and/or experience to ensure ongoing relevance of work output.- Sustainable provided manager maintains knowledge base to enable effective monitoring of group and individual performance and to stay on top of new trends. |