

200300 - Managing People at Work Notes

Topic 1 Lecture – The Complexity of Managing People at work

- Many argue that the successful management of people is a key source of competitive advantage
- People are different to other resources and this can make the management of staff complex
- What factors do you think make the management of people complex?
- There are many different views on how staff should be managed

The Contemporary Australian Workforce

- The last two decades have witnessed dramatic changes to the world of work. This week we are focusing on the Australian context. The lecture will explore some of the key changes to the Australian labour market.
- Change occurs both in the external environment and within organisations.
- Managers need to be able to deal with these changes effectively to ensure a productive workforce and successful organisation.

The Way We Were: Work in the 20th C

- Traditional' work dominated by:
 - Blue collar work e.g. Manufacturing
 - Men
 - Permanent, full time jobs
 - Weekends and the 8 hour day
 - Unionised labour
- The last two decades have witnessed many changes to Australian workplaces, for both **employers** and **employees**.

Change in Australian Industry Concentration

- Move from smokestack industries to service work.
- Growth in service work – health, education, retail, hospitality.
- Decline in manufacturing - consider recent collapse of Australian automotive industry.
- Resources boom.

Labour Market Changes

- Gender: Increasing female participation in the workforce.
- Age: There are more than two million Australians aged 65 and older, and the number will double by 2025.
- Ethnicity: Migrants comprise 25% of Australia's workforce.
- Disability: Many Australians experience some form of physical or psychological impairment.

Changing Patterns of Work

- Full-employment until 1970s (end of the long boom).
- Decline of full-time employment (1970s 89% of all employees were full time. By 2002 this had fallen to 62%).
- 1990s 'explosion' in casual work.
- Over the last decade, employment categorised by 'flexibility':
 - Labour hire, contractors, part-time, full-time, casual, temporary labour.

- Work has become more 'precarious'

1. Casualization	<ul style="list-style-type: none"> - A trend in industrialised economies is the casualisation of the workforce. - 23 million US workers (20% of the country's workforce) now work part-time. - In Australia, the percentage of casual workers is approximately 29%. - Competitive pressures, changes in technology, the need for more flexible staffing, increased use of outsourcing and unfavourable industrial relations legislation have contributed to this trend. - This is partially attributable to the decline in manufacturing and the growth of service work (retail, hospitality, health, education, public sector).
2. The Growth in Labour Hire	<ul style="list-style-type: none"> - Beyond casualisation, there has also been a growth in particular categories of non-employees such as: <ul style="list-style-type: none"> ➤ Independent contractors ➤ Labour-hire workers
3. Working Hours	<ul style="list-style-type: none"> - Australia was once seen as the land of the long weekend; many now consider Australia the land of the lost weekend. - Increasing hours of work -Australia is one of a small number of OECD countries in which long term decline in working hours has been reversed. - For some other workers, underemployment is a problem. <p>Why Have working hours changed?</p> <ul style="list-style-type: none"> ➤ Social change ➤ Technology ➤ Culture of overwork ➤ Global pressure ➤ Push for flexibility ➤ Bargaining ➤ Changes to the labour market ➤ Management may see long hours as a means to improve productivity/ profitability. <p>The Implications</p> <ul style="list-style-type: none"> - Many Australian workplaces now have a culture of long hours. - Many writers have pointed to the hazards associated with long hours: <ul style="list-style-type: none"> ➤ WHS ➤ Disruptions to family life ➤ Community concerns (sport and charity work) ➤ Stress/Pressure ➤ Carbon footprint

Environmental Influences

1. Technological Change	<ul style="list-style-type: none">- Technological advances in communications and transportation, and increased labour mobility, have facilitated the internationalisation of business.- Companies are no longer locked into using more expensive, less skilled and less productive domestic labour.- Labour is now a global resource.
2. Globalisation	<ul style="list-style-type: none">- Globalisation is allowing skilled labour to move like capital across the world to locations that offer the best compensation and the best future.- Immigration is often controversial and can impact on many social and economic areas e.g. debates over visa 457 usage.
3. Outsourcing	<ul style="list-style-type: none">- Strategic outsourcing of functions that an organisation cannot do efficiently itself means that the organisation can focus on what it does best.- Trend towards an increase in the number of contractors and a reduction in permanent employees.- Increasing focus on identifying which activities can be performed more cheaply externally.
4. Government Regulation	<ul style="list-style-type: none">- Government rules and regulations have a significant impact on:<ul style="list-style-type: none">➤ Employment relations procedures and outcomes.➤ The role of, and interaction between, employment relations stakeholders.➤ Managing people at work.- Can you think of any laws that impact on employment?