

Contents

1. Participants in the changing work environment
 1. Overview
 2. Participants in the Australian workplace
 3. Changing roles of employees
 4. Employer responsibilities in the workplace
 5. Government responsibilities in the workplace
 6. SkillBuilder: Preparing a résumé
 7. Review

UNCORRECTED PAGE PROOFS

5 Participants in the changing work environment



5 Participants in the changing work environment

5.1 Overview

5.1.1 How have workplaces changed?

The changing work environment

In order to appreciate the changes in Australia's contemporary work environment, it is useful to investigate the workplaces of the past. One hundred years ago, Australian workplaces looked dramatically different to the way they do now. In 1914, the Australian economy largely relied on the agricultural and manufacturing sectors. Although many women actively participated in the workforce, these industries mainly employed men. All this changed in April 1914 when Australia joined World War I. With thousands of men leaving to fight for their country, Australian women were charged with the responsibility of driving the economy. Women found themselves in unfamiliar jobs and unfamiliar industries. This rapid change in the Australian workforce paved the way for women's rights in Australia and laid the foundations for future development.

Figure 1 Australian women making bricks during World War I



Fast-forward 50 years and Australian workplaces had undergone significant change. In 1964, Australia's reliance on the agricultural industry had lessened thanks to a post-World War II focus on manufacturing and trade. The production of motor vehicles, metals and textiles increased significantly during this period. The focus of Australia's trade partners also shifted during this era. Australia's growing relationship with the United States of America had begun to overshadow our traditional ties with Great Britain. Workplaces at this time were typically small and family run, although some larger companies had begun to develop their influence.

In 2016, we again find dramatic changes in the Australian workplace. Although the agricultural industry remains strong, the Australian manufacturing industry has found itself unable to compete with cheaper overseas competitors. The powerful mining industry has risen to take the place of this once-important source of employment. Technological developments have also made modern workplaces more dynamic and flexible. As Australia's place in the global economy continues to develop, there is no doubt that our workplaces will change to follow suit.

5 Participants in the changing work environment

5.2 Participants in the Australian workplace

5.2.1 Who is in the workplace?

You could be forgiven for assuming that the Australian workplace involves only two groups of people — employers and employees. Our nation's work environments are much more complex than this simple relationship. Trade unions and governments have a significant impact on the nature of Australian workplaces. The ways in which these groups function and interact with each other form the basis of Australian work environments and, on larger scale, our country's economy. In this chapter, we identify and examine the participants in the Australian workplace.

Figure 1 The major participants in the Australian workplace



Figure 2 Employees, employers, trade unions and governments are all participants in the modern Australian workplace.



5.2.2 Employees

In the coming months, many of you will enter the Australian workforce for the first time. Some of you probably already have. Whether you flip burgers at the local fast-food shop, stack shelves at the supermarket or deliver medicines for the chemist, you are part of the Australian workforce. An employee is

someone who works for another person or entity in return for financial compensation. This work may vary in a number of ways including the nature of the work completed, the level of responsibility and the time spent completing the work. Whether you work as a server at the drive-thru at McDonald's or as the company's **chief executive officer (CEO)**, you are still an employee of McDonald's. Although their roles and responsibilities vary, both the server and the CEO undertake specific jobs and are paid for their time and effort.

Figure 3 A McDonald's server and the company's CEO, Don Thompson. Their jobs are very different but both are employees of the same company.



As at March 2016, more than 11.9 million Australians were classified as employees. This figure equates to just under half (49 per cent) of Australia's total population. Casual, seasonal, part-time and full-time employment are all included in this calculation. An increasing number of employees are looking for more flexible working conditions. It is estimated that nearly 35 per cent of Australia's workforce is employed on a casual or contract basis. Although this kind of work provides employees with increased flexibility, casual work does not come with the same rights and benefits as part-time or full-time employment.

5.2.3 Employers

A diverse range of employers exists within Australia. As at June 2015, there were more than 800 000 employing businesses in Australia. The majority of these were small businesses with only one to four employees. The full breakdown of employing businesses in Australia is shown in [table 1](#).

Table 1 Number of businesses (by size) in Australia as at June 2015

Number of employees	Number of businesses in Australia
1–19	781861
20–199	50991
200+	3522
Total	863374

Source: Data derived from ABS 8165.0 — *Counts of Australian businesses, including entries and exits* (June 2013 to Jun 2015).

From the smallest self-run business to the largest **multinational company**, all employers in Australia are subject to the same responsibilities and requirements. As we investigate later in this chapter, employers are legally and ethically required to provide safe and fair working conditions for their employees. These responsibilities include the provision of:

- a safe workplace
- adequate financial compensation for work completed

- necessary and relevant education and training
- contributions to superannuation
- essential rights to employees (such as adequate breaks and supervision).

A number of government organisations hold employers to these responsibilities. The most influential of these is the Fair Work Commission (FWC). There have been several versions of the FWC including Fair Work Australia and the Australian Industrial Relations Commission. The Fair Work Commission ensures that employees' rights are protected and that employers comply with Australian employment law. It also acts as a tribunal for employees who feel their employers have failed in the discharge of their responsibilities.

5.2.4 Trade unions

The history of trade unions can be traced back to the merchants guilds of the Renaissance period. In those organisations, workers who held the same job banded together to organise their industry, set prices, agree upon standard practices and protect the rights of their members. Australian trade unions play a similar role. They are organisations of workers who actively seek better pay, safer working conditions and increased job security. It is not compulsory for workers in a particular industry to join a union, although it is strongly encouraged by union members.

A union with large numbers of active members can place more pressure on governments and employers than a smaller union. This pressure usually takes the form of **industrial action**, which can include strikes and work bans. Industrial action can be brief and isolated, or it can continue for days or weeks — even years in extreme cases. The longest industrial action in Australia occurred in 1946 and lasted for three years! It started when Aboriginal workers in Western Australia's Pilbara region refused to work until they were properly paid and provided with safe working conditions. Participating in industrial action is one way in which trade unions can affect the Australian workplace. Through this mechanism, they can be a crucial part of the Australian working environment.

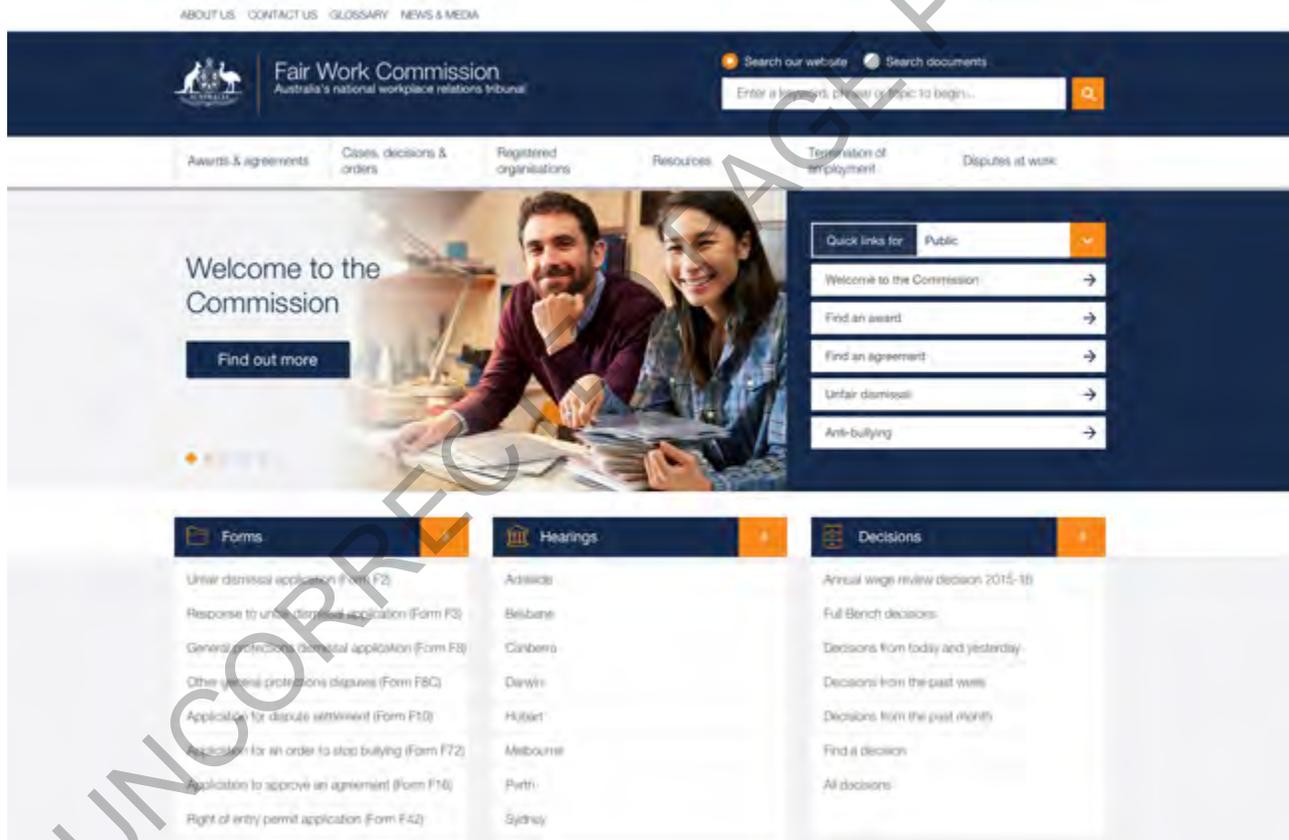
Figure 4 Teachers protesting for higher wages and better conditions at the Rod Laver Arena in Melbourne



5.2.5 Governments

Federal, state and local governments also play a crucial role in the Australian workplace. By setting and enforcing employment standards, our governments are one of the most important components of the Australian working environment. The regulation of minimum wages, leave and superannuation entitlements are just some examples of these standards. Government projects both create and sustain employment in Australian states and territories. All three levels of government are involved in the planning and implementation of new projects. Regardless of whether these projects involve the construction of new infrastructure or the creation of new training programs, they will generate jobs. Although private enterprise also generates jobs and helps set standards in certain industries, governments often have greater power and influence over job markets.

Figure 5 The Fair Work Commission is Australia's national workplace relations tribunal.



5 Participants in the changing work environment

5.3 Changing roles of employees

5.3.1 The impact of competition and technology

As dynamic and ever-changing environments, modern workplaces look dramatically different from those of the past. Ask your grandparents about the jobs they used to have. Many will tell you that they worked for only one or two companies during their entire careers. This is extremely unusual in modern Australian workplaces. By the time you retire, you are likely to have worked for more than 20 employers!

With increased competition for business and jobs, a lot is expected of employees in the Australian economy. Technological developments facilitate and encourage the fluidity of modern workplaces. Through the use of internet and smartphone technology, for example, employers may expect their staff to regularly check emails and respond to customers at all times of the day. This same technology allows employees to work from multiple locations and have more flexible working conditions. In this section, we investigate how the Australian work environment continues to change and the impact such change is having on employees and their families.

Figure 1 As employers respond to increased competition, they demand more of their employees.



As mentioned above, it is expected that most people entering the workforce will have worked for more than 20 employers by the time they retire. In an ever-changing work environment in which you are likely to have many jobs, what skills do you think are most likely to help you to succeed in your working life? **[Personal and social capability]**

5.3.2 Traditional employee roles

An employee's primary objective is to help their employer's business succeed. The specific role of an employee will depend on the nature of the business and the position they hold. The duties of an employee are usually detailed in a **position description** or outlined in their employment contract. Minimum targets or objectives may also be listed by employers in a contract. Once an employee signs a contract, they are legally bound to meet any targets and fulfil their obligations to the employer.

Employees are also required to follow company values and adhere to company policies. These policies often include ethical and behavioural guidelines as well as more straightforward requirements such as the wearing of a uniform. In addition to these legal obligations, employees are expected to demonstrate positive workplace qualities. These include displaying effective teamwork, acting responsibly and showing initiative.

Figure 2 An employee's primary objective is to help their employer's business succeed



5.3.3 Increased competition

The global economy is an uncertain place for many businesses. While some companies have remained successful in these tough economic conditions, many more have been forced to scale back their operations and **retrench** staff. Toyota, Ford, Telstra and Qantas have all sacked staff in recent times in order to remain financially viable in the face of increased competition. Even the Australian Bureau of Statistics (which provides the majority of statistics for this chapter) recently announced it would be cutting 100 jobs. Refer to [table 1](#) to see the number of retrenchments by industry in 2013.

Table 1 Retrenchments by industry (2013)

Industry	Number of persons retrenched ('000)
Agriculture, forestry and fishing	5.4
Mining	15.4
Manufacturing	39.9
Electricity, gas, water and waste services	8.7
Construction	64.7
Wholesale trade	14.7
Retail trade	40.4
Accommodation and food services	29.2

Industry	Number of persons retrenched ('000)
Transport, postal and warehousing	23.1
Information media and telecommunications	6.7
Financial and insurance services	12.2
Rental, hiring and real estate services	7.5
Professional, scientific and technical services	33.5
Administrative and support services	15.4
Public administration and safety	18.1
Education and training	12.3
Health care and social assistance	20.1
Arts and recreation services	3.4
Other services	10.4
Total	381.4 ^a

^a Difference due to rounding errors.

Source: ABS 6105.0 — *Australian labour market statistics* (July 2014).

With job insecurity rising and the threat of retrenchment ever present, employees find themselves under increased pressure to perform in their positions. Many feel compelled to work longer hours and push themselves harder in order to prove their worth to their employers. This may create stressful and unsustainable workplaces, and have an adverse impact on employees' personal lives.

The rising rate of retrenchment in Australia has also increased competition for job vacancies. There is always only a finite number of job vacancies in the economy. As at May 2014, this number was 146 100. A higher number of retrenchments results in a higher number of people applying for these vacant positions. Such increased competition has both positive and negative consequences. Employers often see this competition in a positive light — it can result in a higher quality of applicant and more dedicated employees. Employees are more likely to see this competition in a negative light — it can increase workplace stress and also result in longer periods of unemployment if they lose their jobs. In this way, competition for employment can dramatically influence an employee in the workplace.

What does the car manufacturing industry mean to Australia?

5.3.4 The rise of the intrapreneur

Employers constantly seek a **competitive advantage** in their industries. As a result, it is now expected that employees will actively seek ways to improve not only their own roles, but also the general functioning of the entire business. An employee who develops their own ideas for the financial benefit of their employer is known as an intrapreneur. (An entrepreneur, in contrast, is self-employed and develops ideas for the benefit of their own business.)

The word was first used in the 1970s, and today there are many famous examples of intrapreneurship. The indispensable sticky note was invented in 1968 by an employee of stationery giant 3M. The 3M scientist invented a reusable adhesive that led to the creation of the sticky note. The Sony PlayStation and the Java programming language also resulted from employees demonstrating initiative in the workplace.

There are often financial incentives and rewards for employees who demonstrate intrapreneurship. Employees also receive non-financial rewards, such as the opportunity to use a broader set of skills and show creativity in the workplace. The benefits of these last two points should not be underestimated. 3M values intrapreneurship so much that employees are allowed to spend 15 per cent of their time working on their own projects.

Figure 4 Sticky note inventor, Arthur Fry



5.3.5 A global workplace

Imagine you're happily working at your desk in the near future when your boss calls you into her office and says, 'How would you like to work in our New York office for six months?' The emergence of a truly global economy means that opportunities like this occur every day. If you are lucky enough to work for a multinational company, it is likely that you will be asked to visit or work in a number of locations around the world. In 2013 alone, over \$1 trillion was spent by individuals and companies on business trips. This remarkable figure reflects the changing nature of modern working environments. Employees are frequently presented with incredible opportunities which further their careers at the same time as exposing them to new places and cultures.

5 Participants in the changing work environment

LEARN MORE

Go to your Resources section for

Weblink: [World air traffic](#)

5.4 Employer responsibilities in the workplace

5.4.1 The best places to work

Each year the business magazine *Business Review Weekly* (BRW) publishes its list of companies with the best work environments in Australia. The 2014 top ten consists mainly of companies that are not well known to the general public. You have probably never heard of most of them. What these companies have in common is that they take their responsibilities to their employees very seriously. These employers view employee satisfaction as crucial to the success of the company itself. From free personal training and education programs to generous salaries, smart employers will provide the best possible work environments for their employees.

Learn MORE

Go to your Resources section for

Weblink: Best places to work in Australia

Figure 1 Google offices like this one in Tel Aviv (Israel) are known for their quirky design.



There are also official workplace responsibilities designed and enforced by government, and every employer in Australia must abide by them. We identify and discuss these responsibilities in this section.

5.4.2 Workplace health and safety

Whether employees spend their day working at a computer or harnessed to a tree, employers are obliged to provide safe working conditions. They have a **duty of care** to provide proper training programs, equipment and facilities for their employees. The nature of this support, known as workplace health and safety (WHS), is determined by the duties undertaken by the employee. For an office worker, this may require the provision of an ergonomic work station and regular breaks. For a tree logger, this could necessitate more complex training programs and proper safety equipment.

WHS law is described in the *Work Health and Safety Act 2011*. This Commonwealth legislation has corresponding state government Acts, with each state responsible for running its own WorkCover/WorkSafe authority. These government organisations hold employers to their WHS responsibilities. They conduct random spot checks on employers, imposing fines and other penalties should any breaches be found. WorkCover also serves to protect employees who suffer injuries resulting from an employer's negligent behaviour. If any such injuries occur, it is also the employer's responsibility to provide suitable alternative work for the injured worker. Mental health issues as well as workplace harassment and bullying are also covered by the federal Act.

Figure 2 WorkSafe officials conduct spot checks to ensure that employers are providing safe working environments



5.4.3 National Employment Standards (NES)

All Australian employers must abide by the ten national employment standards (NES). Developed under the *Fair Work Act 2009*, these standards were established to protect the fundamental rights of Australian workers. It is therefore the responsibility of all Australian employers to follow the NES. Failure to comply with the standards can result in fines for individuals or companies. The details of the NES are listed in [figure 3](#).

Figure 3 Entitlements under the ten national employment standards

The ten NES entitlements

- **Maximum weekly hours of work** — 38 hours per week, plus reasonable additional hours.
- **Requests for flexible working arrangements** — an entitlement allowing employees in certain circumstances as set out in the *Fair Work Act 2009* to request a change in their working arrangements because of those circumstances.

- **Parental leave and related entitlements** — up to 12 months' unpaid leave per employee, plus a right to request an additional 12 months' unpaid leave, plus other forms of maternity, paternity and adoption related leave.
- **Annual leave** — four weeks' paid leave per year, plus an additional week for certain shift workers.
- **Personal/carer's leave and compassionate leave** — 10 days' paid personal/carer's leave, two days' unpaid carer's leave as required, and two days' compassionate leave (unpaid for casuals) as required.
- **Community service leave** — unpaid leave for voluntary emergency activities and leave for jury service, with an entitlement to be paid for up to ten days for jury service.
- **Long service leave** — after working at an organisation for an extended period of time, employees qualified for a prolonged period of paid leave.
- **Public holidays** — a paid day off on a public holiday, except where reasonably requested to work.
- **Notice of termination and redundancy pay** — up to five weeks' notice of termination and up to 16 weeks' severance pay on redundancy, both based on length of service.
- **Provision of a Fair Work Information Statement** — must be provided by employers to all new employees, and contains information about the NES.

Source: Adapted from Fair Work Ombudsman factsheet, Introduction to the national employment standards.

The maximum weekly hours of work in Australia are set at 38, plus reasonable additional hours. However, many workers find themselves under pressure to consistently work longer hours. Do you think the 38-hour guideline is fair? What do you think reasonable additional hours are? **[Personal and social capability]**

5.4.4 Taxation and superannuation

From small family businesses to large corporations, all Australian employers have taxation and **superannuation** obligations. Employers must provide staff with necessary taxation documentation and ensure they are taxed at the correct amount. Adequate records of tax withheld must be kept and passed on to employees at the end of each financial year. Employers are also required to lodge the company's own taxation documents.

Australian employers must also make regular contributions to their employees' superannuation accounts. Each pay period, a small proportion of money is diverted into a retirement fund mandated by the federal government. (The minimum amount from July 2014 was 9.5 per cent of each employee's income.) This fund is known as superannuation and is paid to all employees over 18 years of age. While employees are allowed to make additional payments to their own superannuation accounts, it is an employer's responsibility to make at least a minimum payment for each employee. Many superannuation funds invest this money for the employees. In this way, an employee's superannuation fund can grow significantly over time.

Figure 4 Superannuation is intended to provide a 'nest egg' that grows over a person's working life and accumulates enough money for them to live on when they retire.



5 Participants in the changing work environment

5.5 Government responsibilities in the workplace

5.5.1 Passing workplace legislation

Federal, state and (to a lesser extent) local governments are involved in developing and implementing the laws that facilitate effective workplaces. The *Fair Work Act 2009*, the *Work Health and Safety Act 2011*, as well as the various acts relating to anti-discrimination, are all examples of legislation that protects the rights and conditions of Australian workers. Discrimination on the basis of age, race, gender and sexual orientation are all subject to stringent federal and state legislation. Governments have a responsibility to make laws such as these to ensure the health and safety of employees and the productivity of the Australian economy. In this subtopic, we examine the responsibilities of government in the Australian workplace.

Figure 1 'Brodie's law' was established after incessant workplace bullying led teenager Brodie Panlock to suicide.



5.5.2 Generating growth

Economic growth, as measured by **gross domestic product (GDP)**, creates employment and generates income. High growth usually translates to low unemployment. By stimulating growth the government helps to keep people employed and earning incomes, and the businesses that employ them operating and making profits. You could argue that generating economic growth is one of the most important roles played by government in the workplace.

The problem in Australia as elsewhere in the developed world is the ageing of the population. According to a federal government report published in 2010 (*Australia to 2050: future challenges*):

- In 1970 there were 7.5 people of working age supporting each Australian over 65.
- In 2010 there were 5 people of working age supporting each Australian over 65.
- In 2050 it is predicted at current trends there will be only 2.7 people of working age supporting each Australian over 65.

Where will we find the people to do all the jobs that keep the nation running? Without enough people in the workforce, an economy can cease to function and an entire country can be crippled.

It is the responsibility of government to develop and implement policies that avert this projected decline. It must redesign the vehicle that is the Australian economy to ensure it is heading in the right direction.

Possible strategies include the funding of training and education programs, as well as programs targeting skilled migrants.

Figure 2 Governments create a system which allows for workplace agreements to be negotiated between employers and employees.



5.5.3 Negotiating workplace agreements

Governments are also heavily involved in negotiating workplace agreements with various professions. Workplace agreements can take several forms. Essentially, they document the terms and conditions of employment between an employee (or group of employees) and their employer. Professionals in the public service such as teachers, nurses and paramedics regularly negotiate agreements with their state governments. It is the responsibility of these governments to work with employees and trade unions to develop fair and equitable agreements. Such negotiations are often challenging and sometimes lead to industrial action. While these actions can be disruptive, they can also be necessary for meaningful change to occur.

5 Participants in the changing work environment

5.6 SkillBuilder: Preparing a résumé

5.6.1 Tell me

The first step in gaining employment is applying for a job. To do this, you will need a résumé: a short summary of your skills, experience and qualifications. (It is also known as a curriculum vitae, or CV.) A résumé is a crucial part of the job application process, and yours needs to stand out from the résumé of everyone else who has applied for the same position. With so many applicants, a poorly presented or badly written résumé may be the difference between getting the job and not even getting an interview! Employers are not concerned with fancy résumés, nor do they want to spend 20 minutes reading your entire life story. They are often put off by résumés with photographs and will not consider your application if you don't have the necessary skills. An effective (and ultimately successful) résumé will be:

- brief and succinct

- relevant to the position for which you are applying
- a strong and confident description of your skills, experience and qualifications.

The following SkillBuilder will explain the various components of a résumé and present examples and templates on which you can model your own résumés.

Figure 1 Your résumé needs to stand out from the crowd to secure the interview that eventually leads to the job.



Let us now examine the elements of an effective résumé.

Length

An effective résumé should be between one and two pages long. Remember that your résumé is merely a summary and an introduction to who you are as a prospective employee. If there is other important information that you wish to provide, you can do so through a cover letter or during the interview process. Do not be concerned if your résumé is only one page long. Some people are tempted to add irrelevant information simply to make a résumé longer and seem more impressive. This is a common résumé mistake and can impede your chances of getting the job.

Learn MORE

Go to your Resources section for

Weblink: [How to write a résumé](#)

Order

The order of your résumé is important and the information in it should flow logically. Use the following list as a guide:

- contact details
- opening statement/career overview
- key skills and personal attributes
- employment history
- education
- referees.

Contact details

Begin with your name, possibly in a slightly larger font than the rest of your résumé. You want to make a bold and positive impression from the first time an employer sees your résumé! You only need to provide your phone number and email address on a résumé. Make sure that your email address is professional and does not include any nicknames or inappropriate words and phrases. An address such as john.smith@jacarandamail.com would be more suitable than one such as smithy9999@jacarandamail.com.

Opening statement/career overview

A component usually seen in the résumés of older professionals, a brief opening statement or career overview can add a touch of maturity to your résumé. If you choose to include this component, make sure it is relevant to the position. There is no point explaining your experience and passion for babysitting if you are applying for a job as a dog washer.

Key skills and personal attributes

This section can be included as a simple bullet-point list of your relevant skills (including any technical skills) and personal attributes. You need to list the skills for which this particular employer is looking. In other words, the skills you list for one job application may differ from those you list for another, depending on the job requirements. Many applicants use the same résumé, changing only the employer name and job title (and sometimes forgetting to do even this), and then wonder why they have no success in their job hunting. Do not make this mistake.

Employment history

The convention for listing your previous jobs is to start from the most recent position and work backwards to the oldest. For each position you should provide the job title, the name of the employer and the dates (in months or years) during which you worked. You can also include a bullet-point summary of the main responsibilities of each job held.

Education

There is no need to list your entire educational history in a résumé. Instead, you need only include the highest level of education you have obtained. It is also a good idea to describe any achievements or positions of responsibility which you may have had during your time at school.

Referees

Ideally, at the end of your résumé you should include the names of two people who are willing to provide references. A reference is a written or verbal testimony about you by someone (the referee) who knows you well or for whom you have worked. One referee should be a past employer who can attest to your work ethic and professional performance. The second referee could be from a non-employer (such as your sporting coach or former teacher/principal) who can vouch for your character and personality. Make sure that you ask your referees for permission before listing them on your résumé.

5.6.2 Show me

Figure 2 contains the résumé of a Year 11 student who is applying for a casual position at a veterinary clinic. Consider how this student uses the components we have just discussed.

Figure 2 Résumé of Chris Fernandez

Résumé of Chris Fernandez

Contact details
Email: chris.fernandez@jacarandaemail.com
Mobile: 0400 000 000

Career overview
Current Year 11 student seeking career opportunities in veterinary sciences. Highly motivated and passionate individual with demonstrated experience working in high-pressure working environments. Dedicated to the health and wellbeing of animals and to the emotional welfare of their owners and families. Strong communication skills and the ability to learn quickly and effectively.

Key skills and personal attributes

- Customer service
- Relevant scientific background
- Caring and enthusiastic personality
- Proficiency in Microsoft Office Suite
- Verbal and written communication skills
- Occupational health and safety procedures
- Point-of-sale experience
- Proficiency in Macintosh operating environments

Employment history
McDonald's Restaurant (2012–present)

- Customer service: Provided customer service at register. Responded to all customer enquiries, providing support and guidance as required.
- Cash management: Ensured accurate management of all cash and electronic sales.
- Stock control: Conducted regular and thorough stocktake of inventory.

Achievements

- Employee of the Month, November 2013 and April 2014

Education
Hearthack Secondary College
Years 7 to 11 (current)

Current subjects
Biology, Chemistry, Physics, English and Geography

Achievements
House Captain (2014), Debating Captain (2013–14), Student Environmental Group

5.6.3 Let me do it

Using the example in [figure 2](#) as a guide, create your own résumé. Make sure you follow the guidelines as to what to include and what to omit from your résumé. If you are happy with the final product, why not print off some copies and deliver them to businesses in your area at which you might like to work? Good luck!

5 Participants in the changing work environment

5.7 Review

5.7.1 Summary

The Australian workplace is a dynamic environment. It is shaped by a host of important participants including employers and their employees, governments and independent organisations such as trade unions. Each of these participants has a range of responsibilities. The fulfilment of these duties keeps the Australian economy moving in a positive direction. As our economy grows, it continues to become part of the larger global economy. This developing relationship has created new opportunities for individuals in the workforce. Employees in many industries benefit from the increased use of technology in the workplace and more flexible working hours and conditions. The global workplace is a creative workplace and one that fosters diversity and inclusion. The Australian community benefits as these positive elements of the changing Australian workplace filter through to the community level.

- Australian workplaces are ever-changing, dynamic environments.
- All participants in the Australian workplace have their own responsibilities.
- As Australia's place in the global economy grows, the roles of individuals and organisations in our workplaces will continue to develop accordingly.

5.7.2 Your turn

A cost/benefit table is a method of analysis frequently used in the business world. [Table 1](#) is an example of a cost/benefit table applied to school attendance.

Table 1 Cost/benefit table for attending school

Costs	Benefits
<ul style="list-style-type: none">• Waking up early• Wearing a uniform• Too much homework• Not enough free time• Peer pressure• School fees and other financial costs	<ul style="list-style-type: none">• Making lifelong friends• Learning new skills and knowledge• Co-curricular opportunities• Preparation for life after school• Sport• The school canteen

In 2014, car manufacturer Toyota announced it would be shutting down the bulk of its Australian operations. While the company will maintain a presence in Australia, cars will no longer be produced by Australian workers. This move follows the trend set by other car companies and large-scale manufacturers. In order to understand this decision, complete a cost/benefit table for Toyota's Australian operations using the example in [table 1](#) as a guide. Remember that the costs to Toyota of continuing to manufacture cars in Australia could be financial pressures or any other negative consequences of this activity. The benefits could be financial benefits or any secondary positive consequences.

LEARN MORE

Go to your Resources section for

Interactivity: Participants in the changing work environment crossword

UNCORRECTED PAGE PROOFS