Chapter 5: Participants in the changing work environment

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Chapter 5: Participants in the changing work environment

Overview

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 were mainly supported by 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.
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 2014, 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.

**STARTER QUESTIONS**

1. How does the workplace of 1914 compare with that of today?
2. How has the focus of the Australian economy changed over the last 100 years?
3. Who are the main participants in Australian workplaces?
4. What impact did World War I have on the Australian workforce?
5. What impact did the post–World War II period have on the Australian economy?
5.1 Participants in the Australian 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** Employees, employers, trade unions and governments are all participants in the modern Australian workplace.

**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.
As at July 2014, more than 11.5 million Australians were classified as employees. This figure equates to just under half (49.1 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.

Employers

A diverse range of employers exists within Australia. As at June 2013, 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>
<thead>
<tr>
<th>Number of employees</th>
<th>Number of businesses in Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>1–4</td>
<td>563 412</td>
</tr>
<tr>
<td>5–19</td>
<td>197 412</td>
</tr>
<tr>
<td>20–199</td>
<td>50 946</td>
</tr>
<tr>
<td>200+</td>
<td>3 598</td>
</tr>
<tr>
<td>Total</td>
<td>815 368</td>
</tr>
</tbody>
</table>

Source: Data derived from ABS 8165.0 — Counts of Australian businesses, including entries and exits (June 2009 to Jun 2013).

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 historical 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.

**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.

![Teachers protesting for higher wages and better conditions at the Rod Laver Arena in Melbourne](image-url)
**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 state 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.

**ACTIVITIES**

**REMEMBER**

1. What proportion of Australia's population is currently employed in casual, part-time or full-time work?

2. When did the first trade unions begin and what was their purpose?

3. What is the main role of governments in the Australian workplace?

**EXPLAIN**

4. Suggest reasons why someone would choose:
   a. casual work over part-time/full-time work
   b. part-time/full-time work over casual work.

5. Explain the role of the Fair Work Commission.

**THINK**

6. Copy table 1 from this section and add a column titled 'Percentage of all Australian businesses'. For this new column, you will need to take each category of business and calculate the percentage of Australian businesses that fall into that category. For example, what percentage of Australian businesses have 1–4 employees? Complete this calculation for each category in the table.

**EXPLORE**

7. Research an industrial action in Australian history. Write a summary of the dispute which answers these questions:
   a. What was the dispute about?
5.2 Changing roles of employees

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.

![Image](image.jpg)

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

**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.

![An employee's primary objective is to help their employer's business succeed](image)

**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)**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of persons retrenched ('000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry and fishing</td>
<td>5.4</td>
</tr>
<tr>
<td>Mining</td>
<td>15.4</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>39.9</td>
</tr>
<tr>
<td>Electricity, gas, water and waste services</td>
<td>8.7</td>
</tr>
<tr>
<td>Industry</td>
<td>Number of persons retrenched ('000)</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Construction</td>
<td>64.7</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>14.7</td>
</tr>
<tr>
<td>Retail trade</td>
<td>40.4</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>29.2</td>
</tr>
<tr>
<td>Transport, postal and warehousing</td>
<td>23.1</td>
</tr>
<tr>
<td>Information media and telecommunications</td>
<td>6.7</td>
</tr>
<tr>
<td>Financial and insurance services</td>
<td>12.2</td>
</tr>
<tr>
<td>Rental, hiring and real estate services</td>
<td>7.5</td>
</tr>
<tr>
<td>Professional, scientific and technical services</td>
<td>33.5</td>
</tr>
<tr>
<td>Administrative and support services</td>
<td>15.4</td>
</tr>
<tr>
<td>Public administration and safety</td>
<td>18.1</td>
</tr>
<tr>
<td>Education and training</td>
<td>12.3</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>20.1</td>
</tr>
<tr>
<td>Arts and recreation services</td>
<td>3.4</td>
</tr>
<tr>
<td>Other services</td>
<td>10.4</td>
</tr>
<tr>
<td>Total</td>
<td>381.4a</td>
</tr>
</tbody>
</table>

\(^a\) 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 impact adversely upon employee’s personal lives.

The rising rate of retrenchment in Australia has also increased competition for job vacancies among employees. 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.
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.
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.
ACTIVITIES

REMEMBER

1. What kind of document describes the specific duties and responsibilities of an employee?
2. What are the positive impacts of a global economy on employees?

EXPLAIN

3. How has increased competition for jobs affected the Australian workplace?
4. What is an intrapreneur? Provide an example in your answer.

THINK

5. Table 1 shows the number of retrenchments by industry in 2012. Use the data in the table to answer the following questions:
   a. Which three industries shed the most number of jobs in 2012?
   b. Provide a likely explanation for the downturn in each of these industries.

PREDICT

6. In question 1, you used the data in Table 1 to rank the three worst performing industries. Now use the same data to predict which other industries are showing negative signs. Once you have identified these struggling industries (choose at least three), suggest what governments could do to rectify these patterns.

5.3 Employer responsibilities in the workplace

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.

Weblink

Best places to work in Australia

Follow this weblink to see the complete list of companies judged as having the best workplaces in Australia in 2014 (over 100 employees).
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.

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 lopper, 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 responsibility of an employer 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.
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.
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*.

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**Figure 8** Entitlements under the ten national employment standards

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**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.

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**ACTIVITIES**

**REMEMBER**

1. What duty of care do employers have towards their employees?

2. What are the national employment standards (NES)?

**EXPLAIN**

3. What is superannuation and why is it important for an employee?

4. Explain how WorkCover/WorkSafe can help injured workers.

**THINK**

5. Consider your own part-time job (or that of a friend if you do not have one yourself). What occupational dangers and risks are there at your workplace? What training and instruction have you had to minimise these risks?

6. Provide one argument for and one against the idea of compulsory superannuation.

7. Are there any entitlements described under the NES which you believe are unnecessary? Justify your response.
5.4 **Government responsibilities in the workplace**

Australian governments have both direct and indirect responsibilities in the workplace.

**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 section, we examine the responsibilities of government in the Australian workplace.
Take a stand against bullying

‘Brodie’s law’ was established after incessant workplace bullying led teenager Brodie Panlock to suicide.

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.

![Image of stock market chart]

**Figure 2** Generating economic growth is possibly the government’s most important role in the workforce.

**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.
ACTIVITIES

REMEMBER
1. What is gross domestic product and how is it calculated?
2. What is a workplace agreement? Why are workplace agreements important?

EXPLAIN
3. Explain how governments can generate economic growth.

THINK
4. Imagine you are a government adviser. In order to boost employment rates in Australia, which areas of the Australian economy would you prioritise? For example, would you encourage the immigration of skilled workers, or invest in education and training programs?

SkillBuilder: Preparing a résumé

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 and nor do they want to spent 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.
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.

**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.

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.
Résumé of Chris Fernandez

Contact details
Email: chris.fernandez@jacarandamail.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 (2013–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
Heartback Secondary College
Years 7 to 11 (current)

Current subjects
Biology, Chemistry, Physics, English and Geography

Achievements
- House Captain (2014)
- House Captain (2013–14); Student Environmental Group Coordinator (2012–13)

Volunteer placements
Green Valley Animal Shelter (2013 — present)
- Customer Service: Responded to incoming calls and customer inquiries. Liaison between customers and veterinary clinics.
- Practical duties: Cleaning of pens, involvement with welfare of animals.

References
- Peter Parker
  Franchise Manager
  McDonald’s Green Valley
  Phone: 01 9955 5555
- April O’Neill
  Manager
  Green Valley Animal Shelter
  Phone: 01 9955 5554

FIGURE 2  Résumé of Chris Fernandez
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 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!

Review and reflect

Review

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 fulfillment 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.

Reflect

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.
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.

### Table 1: Cost/benefit table for attending school

<table>
<thead>
<tr>
<th>Costs</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waking up early</td>
<td>Making lifelong friends</td>
</tr>
<tr>
<td>Wearing a uniform</td>
<td>Learning new skills and knowledge</td>
</tr>
<tr>
<td>Too much homework</td>
<td>Co-curricular opportunities</td>
</tr>
<tr>
<td>Not enough free time</td>
<td>Preparation for life after school</td>
</tr>
<tr>
<td>Peer pressure</td>
<td>Sport</td>
</tr>
<tr>
<td>School fees and other financial costs</td>
<td>The school canteen</td>
</tr>
</tbody>
</table>

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