

MODULE TITLE	IMPROVING WORKPLACE PERFORMANCE
Nominal Duration	One and a half modules
Module Code or Number	EB 078
Module Purpose	<p>To enable students to describe ways to improve workplace performance and skills so as to implement performance plans and measures.</p> <p>This module is a general one which needs application to a specific industry or enterprise.</p>
Relationship to Competency Standards	<p>This module will be modified in line with the requirements of the National metals and Engineering Standards when they become available.</p> <p>The module contains the knowledge and skills identified and agreed by all state/territories. It has been developed on the assumption that these will be reflected in the Standards.</p>
Prerequisites	Nil
Summary of Content	<ol style="list-style-type: none">1. The Competitive Position of Australia and the Manufacturing Sector2. Productivity and Performance - Key concepts3. The New Workplace Culture4. Skills Development5. Flexible Work Practices6. Measuring and Rewarding Performance
Delivery	<p>It is recommended that the module be implemented through a range of activities such as presentations, demonstrations, workshop activities, small group work, individual and group projects and assignments and self paced work with teacher guidance.</p>

Activities, tasks, assignments and projects should be:

- relevant to the achievement of the learning outcomes
- based on workplace tasks and needs of the participants
- able to be applied at the enterprise
- clearly planned before being undertaken by the participants

It is expected that Diploma students will develop the following skills in **ALL** modules and, therefore, any activities and work requirements undertaken should take these into account:

- analysis
- synthesis
- problem solving
- evaluation
- planning
- research
- co-operative work practices

Modules can be delivered:

- in house
- at provider premises
- on-the-job
- through distance education
- a combination of these

The time of delivery can be:

- day
- evening
- weekends
- intense short course or workshop training at provider premises with workplace tasks in between sessions.

It is expected that teachers or trainers will negotiate the following with course participants:

- participant and teacher responsibilities
- timelines and deadlines
- program structure
- work requirements
- assessment tasks.

Assessment General Notes

Major assessment tasks should be negotiated with the participants, so that they meet their workplace requirements.

The learning outcomes can be assessed individually or can be integrated.

The assessment is competency based. Therefore, the assessment tasks must demand demonstration of the achievement of the performance criteria specified for each learning outcome.

Assessment criteria should be specified for each task.

Assessment may be carried out by the teacher, trainer, workplace manager, peers, through self assessment by the participants themselves or any combination of these.

As the major assessment task participants could develop and present to the group a workplace improvement plan for their own enterprise incorporating the aims and objectives, the consultative process, the suggested changes to workplace practices, skills development, work organisation and job design and suggestions for measurement of performance and rewards. The plan should also analyse the enterprise's current business position.

Analyse Australian and overseas case studies.

Conduct brainstorming sessions in small workshop groups on various aspects of the module.

Learning outcomes

On completion of this module the learner will be able to:

Learning Outcome 1

Describe the main factors impacting on the competitive position of Australia's manufacturing sector.

Assessment Criteria

- discuss an overview of the developments in the manufacturing sector in Australia from the 1960s through to the end of the 1980s
- compare Australia's performance to other OECD and Asian countries over this period of time
- discuss the export performance of the Manufacturing sector, their own industry and their own company
- identify and discuss major structural weaknesses in Australia's manufacturing sector
- discuss the importance of manufacturing and exporting for Australia's future
- identify the key changes which need to take place for the Australian manufacturing sector to be more world competitive

Conditions

Assessment method Negotiated Project

Learning Outcome 2

Describe the concepts of productivity and performance in enterprises.

Assessment Criteria

- discuss the concept of “productive performance”
- identify the elements of enterprise performance
- discuss the factors which will improve an enterprises’ performance
- define and discuss the application of labour capital and multifactor productivity measures
- discuss the long term limitations of a cost cutting approach to productivity and profitability
- discuss the concept of continuing improvement

Conditions

Assessment Method Negotiated Project

Learning Outcome 3

Explain the concept of the new workplace culture.

Assessment Criteria

- define the concept of the “new workplace culture”
- identify the key elements of the “new” workplace as compared with the “old” in terms of management style, production cycle, strategic planning quality system, skills, industrial relations etc.
- evaluate the impact of the new workplace culture on productivity and performance

Conditions

Assessment Method Negotiated Project

Learning Outcome 4

Describe key elements in the processes of new work organisation and of job redesign.

Assessment Criteria

- define “job redesign” and identify the ways in which jobs were traditionally designed in their own enterprise
- evaluate new ways of organising work
- identify the advantages of flatter organisational structures
- identify the key elements of a “good” job
- describe consultative processes used for reorganising work and redesigning jobs in an enterprise

Conditions

Assessment Method

Negotiated Project

Learning Outcome 5

Explain ways of identifying and enhancing skills of employees.

Assessment Criteria

- describe ways of identifying skills of employees (skills audit), including RPL
- discuss the ways in which this skills audit can be used to improve performance on jobs at the workplace
- define and describe the application of a workplace skills analysis
- identify the elements of an enterprise training plan
- identify ways of evaluating the effectiveness of training

Conditions

Assessment Method

Negotiated Project

Learning Outcome 6

Analyse ways of improving performance through work flexibility.

Assessment Condition

- identify flexibility’s within their industry’s award regarding contract of employment and hours of work
- identify the mechanisms available for making changes to work flexibility

Conditions

Assessment Condition

Negotiated Project

Learning Outcome 7

State common methods to measure and reward performance improvement.

Assessment Criteria

- identify quantitative and qualitative ways which can be used to monitor and measure performance
- explain the importance of employee involvement in the development of performance measures
- identify consultative processes
- identify methods of communicating performance to employees
- define “benchmarking”
- explain how benchmarking can be used by the enterprise
- discuss “internal”, “functional” and “competitive” benchmarking
- evaluate ways of rewarding employees for performance improvement
- identify consultative methods for establishing performance rewards

Conditions

Assessment Method

Negotiated Project

Suggested Learning Resources

ACTU

Making Better Jobs,
Melbourne, ACTU, 1990

ACTU

Australia Reconstructed, ACTU Mission to Europe
Melbourne, ACTU

Australian Manufacturing Council

The Global Challenge Australian Manufacturing In the 1990s
(AMC, July 1990)

CAI/BCA/ACTU

Joint Statements: Issues Related to Productivity Improvements
(CAI/BCA/ACTU, 1986)

Commonwealth Department of Industrial Relations
*Industrial Relations at Work: The Australian Workplace
Industrial Relations Survey*
Canberra, 1991

Commonwealth Department of Employment & Industrial
Relations, Industrial Relations Development Division
The Practical Guide Series (5 booklets),
Canberra, AGPS, 1991

Commonwealth Department of Employment & Industrial
Relations, Working Environment Branch:
*Future Directions in the democratisation of Work in
Australia*
Canberra, AGPS, 1985

Commonwealth Department of Employment & Industrial
Relations, Working Environment Branch:
*Diversity, Change and Tradition: The Environment for
Industrial Democracy in Australia*
Canberra, AGPS, 1986

Commonwealth Department of Employment & Industrial
Relations, Working Environment Branch:
Participation in Change
Readings on the introduction of new technology
Canberra, AGPS, 1987

DERTOUZOS, M. LESTER, Richard K., SOLOW,
Robert M. and the MIT
Commission on Industrial Productivity
Made in America Regaining the Productive Edge
The MIT Press, Cambridge, Massachusetts, date?)

Economic and Industrial Democracy: an International
Journal.
London, Sage Publications Ltd

EMERY, Fred E.
Systems Thinking (ed)
Penguin Books, 1969

EMERY, Fred E.
Open Systems Thinking
Vols I & II, Penguin Books, 1981

EMERY, Fred E.
Form and Content in Industrial Democracy (with
Thorsrud, E.)
Tavistock Publications, 1969

EMERY, Fred E.
Democracy at Work: The Report of the Norwegian Industrial Democracy Program (with Thorsrud, E.)
Leiden, Martinus Nijhoff 1976

EMERY, Fred E.
The Emergence of a New Paradigm of Work
CCE/ANU, 1978

EMERY, Fred E.
Participative Design (with Emery, M)
CCE/ANU, 1974

EMERY, Fred E.
A Choice of Futures (with Emery, M)
Leiden: Marinus Nijhoff, 1976

EMERY, Fred E.
Futures We Are In
Leiden: Marinus Nijhoff, 1976

EPAC COUNCIL
Improving Australia's International Competitiveness
(EPAC Council Paper No. 45 January 1991)

GUSTAVESSEN, Bjorn
'Workplace Reform and Democratic Dialogue' in
Economic and Industrial Democracy, Vol, 6, No. 5, 1985

GUSTAVSEN, Bjorn
'Evolving patterns of enterprise organisation: the move towards greater flexibility', in
International Labour Review, Vol 125, 1986

HALLETT, Jeff
Worklife Visions: redefining work for the information

MTIA
Building Enterprise Productivity
(MTIA, August 1991)

SCHONBERGER
World Class Manufacturing

SKINNER, W.
Various titles

WEISBORD, Marvin

Productive Workplaces - Organising and Managing for Dignity, Meaning and Community, Joessey-Bass, San Francisco and London, 1989

WORMACK, J. JONES, D., and ROOS, D.

The Machine that Changed the World
Rawson, New York, 1990

The following are available from Platypus Oz, PO Box 169, Kangaroo Ground, Victoria, 3097

VIDEOTAPES WITH LEADERS' GUIDES

- *Scientific management to sociotechnical systems: How the Flying Starship factory got that way and what you can do about it.*
- *The changing workplace*
- *Supervisors: the changing role of supervision in the workplace*
- *A team leader's day*
- *Leading a service team*
- *Transforming bureaucracies*

PROGRAMS AND SIMULATIONS:

The Flying Starship Factory
Building Productive Workplaces
Participation
Systematic Problem Solving