



WRC E-Newsletter

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Message from the Director

Dear Subscriber,

Workforce Development and the use of skills

In recent years there has been growing interest in a 'workforce development' approach to skills matters in Australia. Workforce development refers to those arrangements where people, through the course of paid employment, gain new competencies necessary to become productive beings.

The key dynamic of interest is the balance between the development and deployment of labour on the job. This balance is determined by the skill eco-system in which work and skill formation is embedded.

The key finding from these studies and pilots is that it is often factors beyond the training

Diary of Upcoming Events

Sydney:

25 September

*Happiness +
Wellbeing @ Work
Conference*

Speakers:

Hugh Mackay (IPSOS Mackay),

Dr Tim Sharp (The Happiness Institute),

Chris Taylor (Great Place to Work Institute),

Adrian Dolling (BMW Group),

Ian Moore (Getronics),

Dr John Lang (Good Health Solutions)



system driving problems in skill formation and use. In metal and engineering, for example, pressures of excess capacity and maximising shareholder value in the short run have resulted in the pre-occupation with deploying skilled labour to the fullest extent possible. The shift from a 'labour hoarding' to 'labour hire' regime has driven out the space for the coherent development of skilled labour on the job.

While policy remains pre-occupied with training places and VET funding arrangements, problems with recruitment and retention and skill shortages will continue to be misdiagnosed. The challenge is move a concern with workforce development from the margins to the centre of policy concerning skills and economic development.

John Buchanan
Director

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Recent Research

Workforce planning in the dairy farming industry

The WRC has been working with Dairy Australia to trial a methodology for regional workforce planning. People capability is a burgeoning issue for the dairy farming industry, as farm size is increasing at the same time that farmers are struggling to retain family members on-farm. Using the West Gippsland area in Victoria as a pilot, the project team developed recommendations that the local industry can now use to support funding applications and future business development. The research involved three stages: mapping the local labour market,

***New SUPER
conference!***

***AWGF
Superannuation:
Politics and Labour
Conference***



***Invited speakers
include:***

Hon Nick Sherry,

*Minister for
Superannuation and
Corporate Law*

Larry Beferman, *Labor
and Worklife Program,
Harvard Law School*

Garry Weaven *Chair,
Industry Funds
Management*

Bernie Frazer,
*Independent Director of
Australian Super and
Cbus and former
Governor of the Reserve
Bank of Australia*

Charles Littrell,
*Australian Prudential
Regulation Authority*

4th December 2008:

The Federal

surveying farmers to determine the characteristics of current and future demand, and mapping possible links between the local dairy industry and employment services institutions and training providers. One aim of the project was to equip the dairy industry to replicate the research in other regions. To support this, the WRC developed a customised data warehouse of labour supply data and a one-page survey of labour demand that has already generated considerable interest from other groups.

The Governance and Performance of Occupational Superannuation Funds in Australia

The purpose of the research project is to analyse the relationship between governance and performance in the Australian superannuation industry.

The Australian superannuation industry has developed rapidly in size and scope in the last two decades, especially with the advent of compulsory superannuation. The industry has developed around a range of differing fund governance arrangements. A clear differentiation here is the development of different fund types, including corporate, public sector, industry and retail master trusts. One way of understanding these fund-type characteristics is in terms of a dichotomy between “for profit” (retail master trust) and “not for profit” (public sector, industry and corporate) type funds. The research has already produced a review of fund governance research and we are about to release results of research on the relationship between governance and fund performance.

The main motivation for the research is to test whether differential fund performance can be

Government's
Perspective on the role
of superannuation in
the medium to long
term

Where have we come
from and where should
we be going? Capital
Stewardship
What are workers
getting from their
superannuation funds?

5th December 2008:

*Financialization and
Superannuation: an
Interdisciplinary
Workshop*

*What is conceptually
new about*

*'financialization', and
how does it pertain to
superannuation?*

*What are the policy
challenges concerning
financialization and
superannuation?*

For more information about
the Superannuation
conference please contact
Michael Rafferty
m.rafferty@econ.usyd.edu.au

Diary of Upcoming Training

Sydney:

***18 & 19 November
Essential Employee***

detected between fund-types. Subsequent research will use different governance attributes that cut across fund types to test for performance effects.

The research is being funded by the Australian Institute of Superannuation Trustees

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Events

We would like to thank those who attended our very successful 2008 WRC Labour Law Conference held on the 15th August.

We would also like to thank the Hon. Bob Hawke for his opening address and our engaging speakers who helped make it an insightful day.

Two weeks to go! 25th September
[WRC 2nd Happiness + Wellbeing at work conference.](#)

The conference speakers will discuss a number of perspectives on Happiness + Wellbeing at Work. One such view is that **happy workers are better workers** – they're more engaged and more satisfied hence they're more productive! In contrast, another of our speakers will ask us to **rethink the current obsession with happiness** and explore moving beyond the need to be happy at work to the broader concept of well-being at work. **Is happiness really the issue or should we be looking at wellbeing more closely?**

The morning session also sees some practical examples of **how others have implemented programs to improve happiness + wellbeing in their workplace including the FISH! Culture program.** The afternoon

Relations

Melbourne:

14 & 15 October
Essential Employee Relations

SPECIAL OFFER:

Book EER Melbourne for the 14-15th October 2008 and receive a **FREE night's accommodation at the course venue valued at \$228**

[Click here for more info](#)

For further information regarding these events please contact our Training Manager, Seymour Maddison on 02 9351 5717 or to book please go to www.wrc.org.au

2009 Timetable of training courses coming soon.



Hon. Bob Hawke and WRC Director John Buchanan at the Labour Law Conference

Speakers for

workshops will provide you with ideas and strategies to implement into your workplace including the **fundamentals of a great place to work** and how to increase happiness and productivity.

If you want to have a productive, innovative, positive workplace with high retention rates, higher profits and operating margins then you cant miss this Happiness + Wellbeing at Work conference

[Register Now](#)

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Training

SPECIAL OFFER valued at \$228 Free night's accommodation at the [course venue](#) when you book into the 14-15th October 2008 Melbourne EER.

To book please email karen k.treacy@econ.usyd.edu.au

The launch of our new Advanced Employee Relations half day workshops in 2008 has been incredibly successful with some of them selling out. **The 2009 timetable of these half day courses will be released shortly.**

If you require any further information on training courses or in-house training please do not hesitate to contact the Training Services Manager, Seymour Maddison on s.maddison@econ.usyd.edu.au or phone 02 93515717.

[Book Now](#)

Happiness + Wellbeing include:



Hugh Mackay



Timothy Sharp

New WRC staff



Maja Moensted
WRC Research Analyst



Karen Treacy -
WRC Events
Coordinator

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WRC Staffing News

We would love to welcome **Maja Moensted** to our research team at the WRC. Maja has a Masters of Arts in Psychology and Communication and a Bachelor of Arts in Psychology from Roskilde University, Copenhagen Denmark. Maja's Master dissertation was on 'What are the consequences for the solidarity and cooperation within the workforce when working with flexible management strategies?'

We would also like to congratulate **Karen Treacy** on securing the Events Coordinator role. Karen is currently working as our Special Projects Officer and will move into the role on the 6th October.

We would also like to welcome **Amanda Setiadi** who has been recruited into the Special Projects Officer role - now called the Training Support Officer. Amanda who is joining us from PWC will primarily be assisting our Training Services Manager, Seymour Maddison, in the managing our courses and customised training services.

Researcher Profiles:

[Michelle Jakubauskas](#)

[Betty Frino](#)

Thanks for reading our e-newsletter,

the team at WRC

WRC Researcher Profiles



Michelle Jakubauskas -
WRC Research Analyst



Betty Frino -
WRC Research Analyst

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