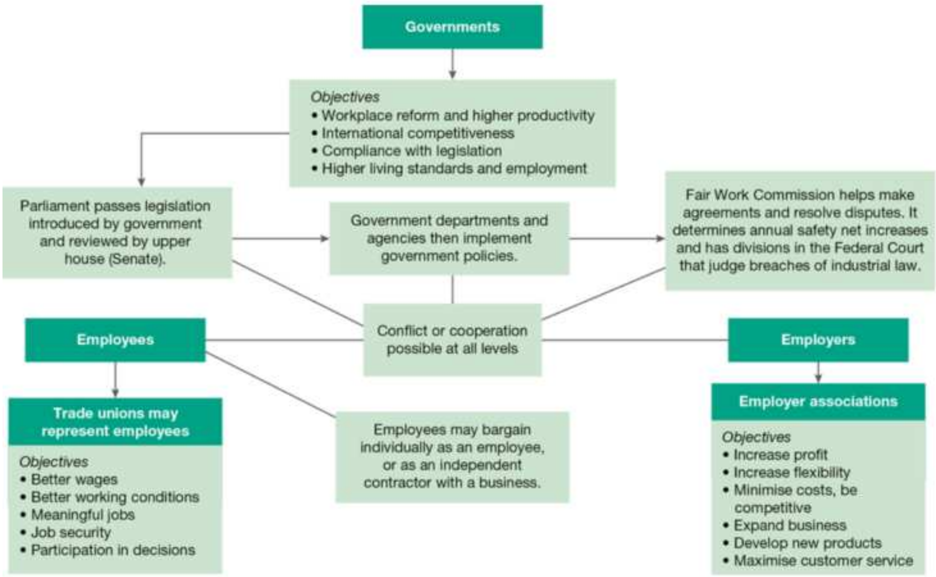
	● Apple uses IBM as an outsourced function as part of their sourcing of skilled and knowledgeable staff ○ Recruitment process outsourcing (RPO) ○ Giver Apple access to cost savings of 25-35% ○ This is as the systems that they have in place are industry leading

Influences on Human Resources

	Stakeholder U GEESE
Definition	A stakeholder is any individual or group that has an interest in, or is affected by, the operation of a business Note: stakeholders can have conflicting interests 
	Employers
Definition	Those who exercise control over employees, have a responsibility for the payment of wages/salaries and have the power
Characteristics and features	● Manage employees ● Manage and implement legal regulations ● Influence the motivation and productivity of employees

	• Negotiate employment agreements • Resolve disputes • Influence labour costs and profitability - want to minimise costs and maximise profits • Want to increased workforce flexibility, increase customer service, increased productivity, increase employee retention and minimise staff turnover
	Employer associations
Definition	Organisations that represent and assist groups of employers
Characteristics and features	• Provide advice regarding awards, unfair dismissal, discrimination, legal advice • Act on behalf of employers in collective bargaining sessions • Make submissions to FWC regarding national minimum wage • Lobby the government regarding policies that benefit employers • Represent employers in industrial tribunals and courts • Example: Australia Federation of Employers and Industries (AEFI), Australia Chamber of Commerce and Industry (ACCI), Australian Industry Group (AIG)
	Employees
Definition	Provide their labour in exchange for wages/salaries
Characteristics and features	• Want higher wages, more non-monetary benefits, better working conditions, meaningful work, job-security, involvement in decision-making, higher positions in the business, training and development • Want increased workplace flexibility (e.g. working from home/telecommuting) and work life balance • Many employees want to work in a variety of businesses in their career - increased need for maintenance of staff
	Employee unions
Definition	Employee unions are organisations formed by employees in an industry/occupation to represent them and improve wages and working

	2. Payment of income and expenses: er's are required to pay the income stipulated in the award/enterprise agreement and reimburse ee's for expenses incurred as a result of performing their work 3. Meeting requirements of industrial relations legislation: for example: equity policies, anti-discrimination, equal employment opportunity legislation, superannuation, workers compensation insurance, 10 nes, awards, minimum wages, unfair dismissal laws, etc 4. Duty of care: under the Work Health and Safety Act 2011 (NSW), er's are required to provide reasonable care and safety fer ee's by providing a safe system of work without risks to health
	Employee Obligations
Characteristics and features	1. Obey lawful and reasonable commands: employees who do not follow such orders palace themselves at the risk of dismissal.Reasonable orders are those that do not expose ee's to physical danger 2. Use care and skill in the performance of their work: that is, employees are not to act in a negligent manner 3. Act in good faith: not taking confidential information from one employer to another when the employee is changing jobs 4. Provide appropriate notice of termination of employment: notice requirements are outlined in the relevant award, enterprise agreement, common law contract etc
	Employer rights
Characteristics and features	• Employees work with care and skill in the performance of their work • Employees meet and satisfy conditions as set out in their employment contracts • Employees provide appropriate notice of intended leave/holidays
	Employee rights
Characteristics and features	• Being paid for all the time they work • Having access to paid and unpaid leave entitlements • Receive at least the minimum pay and conditions as set out in the relevant award or the national minimum wage if they are

Characteristics and features	• Enterprise agreements provide broader terms and conditions than modern awards
	• The parties engage in 'enterprise bargaining'
	• The proposed enterprise agreement negotiated between the employer and employees must be submitted to the FWC for consideration
	• The proposed enterprise agreement will be scrutinised by the FWC and must pass the "BOOT test', meaning employees are better off overall from the proposed enterprise agreement than the relevant award
	• Three types of enterprise agreements
	  ○ Single-enterprise agreement (between single employer and a group of employees)
	  ○ Multi-enterprise agreement (between two or more employers and groups of their employees)
	  ○ Greenfield agreement (between a trade union and a new employer that does not have any employees
	• Enterprise agreements must have an expiry date
	• Must also allow for an individual flexibility arrangement (IFA)

Effects and implications	Advantages • Consultation with an involvement of employees, which, if conducted successfully, results in greater employee involvement and empowerment • Greater flexibility by agreeing on conditions that suit both the employer and employee Disadvantages • More time consuming due to the need to conduct agreement meetings at the individual workplace level • Administratively more onerous, especially as the agreement must comply with all existing laws regarding employee rights and entitlements
	Other employment contracts
	Individual common law contracts
Characteristics and features	• An individual contract negotiated between an employer and employee which covers pay and working conditions • Usually for managerial workers/high-income earners • Not registered with the FWC, disputes dealt with by courts

	legislation ● Safe Work Australia ○ Aims to improve work health and safety and workers compensation legislation and to develop a national system
Effects and implications	Advantages ● Employees are safe within the operations processes, therefore reduced levels of workplace accidents (key indicator) and staff off on sick leave (leads to increased costs) ● Businesses which adopt safe work practices, consequently leading to the lower incidence of workplace accidents' allow them to access lower insurance premiums (link to cost objectives) Disadvantages ● Compliance with WH&S requirements could require adjustments to training processes, operations processes, raw materials used, etc (increased costs) ● Non-compliance with WH&S legislation could lead to significant penalties and fines ($3 million for corporations and $300,000 for individuals , and/or up to 5 years imprisonment for breaches) Neutral ● Businesses must take out workers compensation insurance ● Businesses must establish a work health and safety committee if they employ more than 20 persons ● Businesses should engage in regular safety audits to review their workplace ● Safe Work NSW must be notified of any deaths or serious injuries
	Workers compensation
Definition	Workers compensation refers to a range of benefits provided to an employee suffering from injury or disease due to their work
Characteristics and features	● State government implement and enforce workers compensation legislation (Safe work NSW) ● Employers must ○ Take out workers compensation insurance (premiums

	• Induction and orientation processes require the use of induction staff or management to teach new staff, this is both time and cost intensive
	Training
Definition	Training involves the procedures used to promote a long-term improvement in an employees skills, knowledge and attributes so as to correspondingly improve their productivity and contribution to the business
Characteristics and features	Training may take place in the form of • On the job • Off the job (outsourced training) • Skills training • Management training • Webinars • Assessments • Ongoing training
Effects and implications	To ensure effectiveness of training programs, they should be constantly monitored and evaluated (including taking corrective action) Positives • Training allows a business to strategically target weakness, develop strengths and promote staff commitment, and can therefore give a business a competitive advantage • This is because increased training improves the productivity of employees thus leading to a higher quality business output, decreased staff turnover as employees feel more valued in the business, increasing employee satisfaction
	Organisational development
Definition	Organisational development refers to the policies and procedures utilised to develop an employee's skills and knowledge through differentiation their role or responsibility within the business

Characteristics and features	• Training is focused on acquiring and improving the current skills of employees to increase their productivity and efficiency
Effects and implications	Positive • Training helps with improving the motivation and commitment of staff in the short term • Training can enhance the effectiveness of employees, i.e. they become more productive and efficient Negative • Training can be costly and time consuming • Insufficient investment in training staff can result in poor quality, accident, low morale, low productivity, absenteeism and separation from the business
	Development and future skills
Definition	Development refers to enhancing the skill set of employees in line with the changing and future needs of the business
Characteristics and features	• Development involves preparing staff to take greater greater responsibility in the future and enhancing their skills for future needs and positions
Effects and implications	Positive • Developing staff is important to achieving a long term sustainable competitive advantage Negative • Developing staff can be costly and time consuming • Insufficient investment in staff development can result in low morale, low productivity, absenteeism and separation from the business

Definition	Employee satisfaction refers to how content or satisfied employees are with their jobs
Characteristics and features	● Worker satisfaction be measured through ○ Employee satisfaction survey may be conducted and monitored over time ○ Employee feedback mechanisms may be implemented to monitor worker satisfaction
Effects and implications	● Managers need to act on employee feedback ● Employee satisfaction is a key factor in developing a committed, motivated workforce with lower levels of staff turnover
Case study	● Apple has very high levels of worker satisfaction ● 92% of Apple employees approve of Tim Cook as a CEO and 80% of Apple employees would recommend Apple to friends seeking employment ● Additionally, in 2015, according to recruitment company Glassdoor, Apple ranked 22 out of the top 50 companies on the 'Employees Choice Awards' ● Whilst this is a highly positive result, Apple remains behind other technology companies including Google (#1, FaceBook (#13) and Adobe (#18), thus indicating that Apple has potential to implore its worker satisfaction ● 80% of Apple employees would recommend the company to their friends who are seeking employment
	Employee engagement
Definition	Employee engagement refers to the degree to which an employee is full absorbed and enthusiastic about their work and takes positive action to further the organization's reputation and interests
Characteristics and features	Employee engagement can be measure and acted upon through the 'Gallup Q12 Process' ● Annual employee engagement survey ● Analysis of results

	4. **Balanced scorecard benchmarking** - comparing performance with the stated objectives in the businesses strategic plan
	- Variables
	    - Labour cost
	    - Levels of disputes
	    - Levels of staff turnover
	    - Levels of absenteeism
	    - Levels of accidents
	    - Levels of worker satisfaction
	- Interpretation of variables
	    - High rates of absenteeism & staff turnover could indicate
	        - Boredom
	        - Poor working relationships between employees and management
	        - Lack of training and development opportunities
	    - High rates of industrial/workplace disputes could indicate
	        - Health and safety issues / concerns
	        - Concerns regarding remuneration/rewards/benefits
	    - Poor working relationships between employees and management

Case study	● Apple is an industry leader in most areas of its business and is referred to as an industry and international ‘best practice’