***Chapter 5 Summary Question Solutions***

1. Definitions: (definitions drawn from chapter 5 where possible)
2. Unfair dismissal: dismissal of staff that does not follow legal procedures; employees may seek to be compensated or reinstated.

*Jenny lodged an unfair dismissal claim with the FWC after being dismissed from her administrative job for wearing flat shoes to work.*

1. Outplacement services: specialised assistance given to retrenched employees to assist them to find jobs with other businesses.

*After Harold was retrenched, he was given career counselling and assistance to update his resume as part of the company’s outplacement services. This assistance was provided to help Harold find another job.*

1. Transition to retirement: the period prior to retirement where an employee may reduce their working hours or days to help ease them towards an exit from the workforce.

*Mary was anxious about leaving the workforce. She had worked full time for the past 30 years and couldn’t imagine life without having to go into the office. Mary decided to transition to retirement by reducing her days from 5 to 3 for 6 months before leaving the workforce altogether.*

1. Training needs analysis: diagnoses the current shortcomings and future challenges that needs to be overcome through use of a training program.

*The Senior Managers conducted a training needs analysis and determined that the whole department must receive training in the new sales software before its implementation next year.*

1. Remuneration: compensation received in exchange for work performed.

*As part of Alice’s remuneration package, she received $150,000 per year in salary and access to up to $75,000 depending on her performance appraisal at the end of the year.*

1. Long service leave: a leave entitlement provided to employees to reward them for continuous service to an organisation, usually over 10 years.

*Alan was looking forward to visiting South America on his long-service leave, received after working as a nurse for 10 years at the local hospital.*

1. Benefits of on-the-job training:
	1. On-the-job training can be tailored to meet the needs of a particular employee requiring training, helping them to become better at their job.
	2. On-the-job training is a cost-effective way to train employees because it utilises existing facilities and the skills and knowledge of existing staff members.
	3. On-the-job training provides employees with an opportunity to practice their developing skills and to get feedback from their colleagues and managers in real-time.
	4. On-the-job training helps an employee to get better at doing their job, *whilst they are doing their job*. The employee is learning whilst there are working, which maintains their productivity.
	5. On-the-job training allows employees to develop skills using the tools, equipment or technology that they will be using on a daily basis. This provides them with the confidence that they need to work on their own after their training is complete.
2. Implementing a performance management system will assist a business to make decisions in the following areas:
3. Employee performance
4. Remuneration
5. Training and development needs
6. Transfer / secondment / rotation opportunities
7. Disciplinary procedures
8. Management by objectives – The appraiser (employer) and appraisee (employee) together create a set of goals or objectives relating to the employee’s position at the beginning of the review period. The employee is involved in the process so that they understand how their position or tasks influence and contribute to the wider goals of the business, and have a higher incentive to reach their goals.
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