



Smart Workplaces Demonstration Program (SWD)

What is the SWD program?

The SMART Workplaces Demonstration Program (SWD) is a collaborative initiative between the Department of State Development (DSD), the Stretton Centre and the Australian Workplace Innovation and Social Research Centre (WISeR) at the University of Adelaide.

The program will offer support to two South Australian manufacturing SMEs that are keen to implement change management in their workplace linked to innovation in manufacturing and high performance workplace systems (HPWS).



So what does it entail?

- WISeR will administer **an employee survey** to the main non-managerial occupational groups within participating businesses to identify positive and negative views of work practices.
- The Department of State Development and the Stretton Centre will **contribute up to \$10,000** (combined) to the cost of a change management consultant or facilitation process selected by the business. Participating businesses will be expected to, at least, match this figure.
- Workforce researchers from WISeR will interview senior management, the HR department and the finance department for the organisations.
- WISeR will provide an analysis of the employee survey and interviews for discussion with your project reference group.

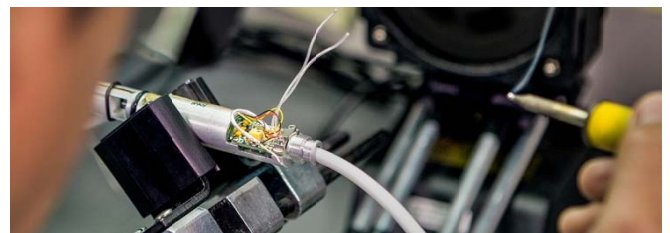
- WISeR will workshop the results of the survey with your project reference group and others as appropriate to enable you to identify a change management initiative that you would like to pursue over a 10 month period.
- At the end of the change management process, workforce researchers from WISeR will re-administer the employee and management surveys to review **the success of the program**

What is required from you?

- A commitment to change
- A willingness to invest in a change management process

What will you get from the program

1. A detailed report produced by WISeR on the results of the Smart Workplace Survey and interviews.
2. A one hour presentation and discussion of the key survey results; presented to both management and team-leaders.
3. Financial assistance for a change management process.
4. A final Smart Workplaces program report identifying the impact of your change management initiative.



Further information

For further information or to discuss how you can become a participant on the SMART Workplaces Demonstration Program please email Robert Perrett:

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High Performance Workplace Systems (HPWS)

Some general information



Innovation in manufacturing – The ‘high road’

The ‘high road’ to manufacturing is associated with the production of smaller quantities of high quality products to niche markets globally, excellence in innovation and new product development, and automation and cutting-edge technologies. This, in turn, requires equally high quality employees and systems of work; this is what High Performance Workplaces Systems (HPWS) seek to achieve.

What are High performance workplace systems?

The term High Performance Workplace Systems (HPWS) describes the organisation of work that best utilises the skills and knowledge of employees to complement wider strategic business objectives. HPWS is often associated with the production of higher value added, quality, differentiated or niche products which require greater employee discretion, involvement and innovative thinking.

HPWS employers bundle HR practices together to ‘best fit’ their business needs and corporate objectives. These are often designed to enhance employees' knowledge, skills, abilities, motivation, and opportunity to contribute which in turn can generate a variety of positive performance outcomes including:

- Greater commitment
- Lower labour turnover
- Improved productivity and quality
- Better service performance
- Enhanced safety performance
- Better financial performance

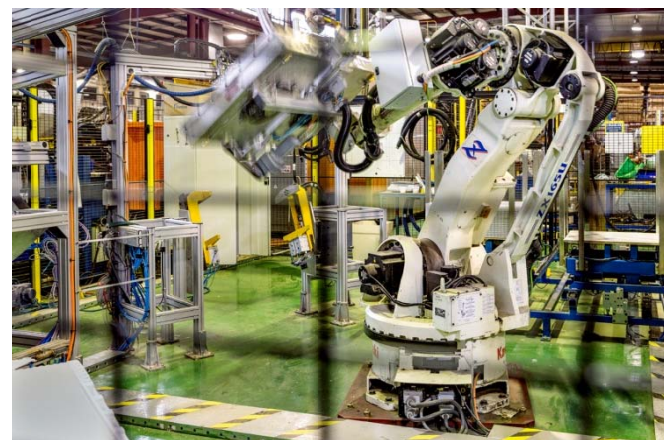
Figure 1: Strategic HR Practices and Performance



Some key element of HPWS

HPWS enables business to better utilise the abilities of its workforce, to improve performance and support business models associated with higher quality, differentiated goods and services. Some key elements include:

- Employee involvement
- Two way communication
- Performance measurement
- Knowledge and skills
- Leadership
- Team working
- Job security/development



What is the government’s interest in HPWS?

The government outlines its vision for the future of manufacturing in South Australia as:

“An advanced manufacturing sector that competes internationally through innovation and excellence and through superior organisation and dynamic capability. Manufacturing will drive productivity improvements across the whole economy through strategic leadership, a highly skilled workforce and applying knowledge and cutting-edge technologies.”

Innovation in manufacturing and the use of advanced technologies are seen as key, however, these must be complimented by innovative people management systems and new forms of work organisation. High Performance Workplaces Systems seek to achieve just that.