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the **changing** face of the workplace

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vcvoice

The changing face of the workplace

For more than two decades, we've witnessed major changes in the world of work. New industries have emerged while others have declined. Traditional, commodity-based industries, such as manufacturing and agriculture, have given way to a rise in service-based industries, including health, tourism, and property and business services.

Rapid advances in technology, a global economy and the shifting social and political climate are just some of the influences fuelling an evolving workplace and how we structure it.

The days of choosing a single job for life, and working steadily up the career ladder until retirement have been replaced by a much more fluid model. Many people entering today's workforce will have a number of careers – reentering tertiary education to enhance their knowledge and skills – to meet new demands.

There is also increasing recognition the world of work cannot be totally separated from the rest of a person's, or indeed community's life. The balancing of work with family and community responsibilities, the impact of technology, skills shortages and the increasingly competitive global economy all generate new challenges.

Universities are at the cutting edge of these challenges – exploring their impacts and offering innovative responses; generating the scientific and technological advances which create change and drive progress; and shaping the next generation of knowledge workers and professionals. Many of these issues are being addressed here at Griffith University – some of which we explore in this issue of *Griffith Gazette*.

At Griffith, we have long prided ourselves on being at the forefront of new and emerging industries. We pioneered university studies in important and diverse fields such as environmental science, forensic science, biomedical science, industrial relations, aviation, special education and Asian and international studies.

When others saw tourism, sport management, film and popular music as niche industries, Griffith saw the potential in preparing graduates for careers in sectors which have today become multi-million dollar contributors to our economy.

A fundamental goal of the university's Strategic Plan 2006-2010 is to embed work integrated learning (WIL) into 70 percent of all our undergraduate programs. WIL gives students the chance to put theory into practice, through a broad range of practical work placements. This is another way in which Griffith continues to work towards developing work savvy graduates ready to tackle the challenges of a dynamic work environment. ■

movers andshakers

Dr Scott Baum has been appointed Associate Professor at Griffith University's Urban Research Program. Associate Professor Baum's current research programs include examining urban and regional economic and social development. His second book, *Fault Lines Exposed: Advantage and Disadvantage across Australia's Settlement System* (Monash University ePress), was released in December 2005.

Dr David Bromwich, from the School of Environmental Engineering, has been elected a Fellow of the Australian Institute for Occupational Hygienists (AIOH). The prestigious fellowship recognises considerable service to the profession over many years.

Associate Professor Denis Crane has been appointed Head of Griffith University's School of Biomolecular and Biomedical Sciences. Associate Professor Crane completed his PhD in Biochemistry at Griffith in 1982 and became a research fellow at the university in 1983. He has also studied in Germany and Baltimore, USA. His research interests include biochemistry, human peroxisomal disorders and mechanisms of tissue development.



Associate Professor Michele Groves has been appointed Deputy Head and Director of Medical Studies in the School of Medicine. She has particular expertise

in clinical reasoning and curriculum development and replaces Professor David Prideaux who held the position of Foundation Professor of Medical Education at Griffith in addition to his ongoing position at Flinders University.

Associate Professor Greer Johnson has been appointed Head of the School of Cognition, Language and Special Education, Faculty of Education. Dr Johnson's current research and teaching program involves textual analysis of educational and cultural materials. For the past three years she has participated in an international project on Leadership for Learning, led by University of Cambridge.

Professor Rob McQueen has been appointed Dean of Griffith Law School. He was previously Foundation Professor and Head, School of Law at Victoria University in Melbourne (2000-2005), and Department Head of Griffith Law School. Professor McQueen's research interests include white-collar criminality,

the regulation of money laundering and the history of corporations law.



Professor Judy Searle Dean of the School of Medicine has been appointed the Australian Vice Chancellors, Committee representative on the

Australian Medical Council (AMC) for a four year term. Her appointment strengthens the tertiary education sector voice on the AMC, the peak accreditation and standards body for medical practice, education and training.

Parlo Singh has been appointed Professor and Head of the School of Education and Professional Studies. She has a distinguished record as a scholar of equity, cultural diversity and pedagogy, and has won numerous Australian Research Council Grants for national and offshore studies. Professor Singh has held visiting scholar positions at the University of London, Cambridge University, Rutgers University and Harvard University. She is also the recipient of several university awards for excellence in teaching.

Frank Pollard, formerly Chief Marketing Officer for Mater Health Services, Brisbane, has been appointed Director of Executive Education at Griffith Business School. Mr Pollard will manage the development and implementation of strategies and programs to achieve the business school's objectives in relation to executive education and business development.

Kym Macfarlane, Karen Noble and Jennifer Cartmel of the Centre for Work, Leisure and Community Research have published a book that showcases best practice in field placements for students in the Child and Family Studies program. *Circles of Change: Challenging Orthodoxy in Practitioner Supervision* describes the team's work in applying an established concept known as 'learning circles' to make field placements in early child care centres more effective. The project attracted a 2005 Griffith Award for Excellence in Teaching. ■



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LEVEL ONE
Administration
Human Resources

LEVEL TWO
Daycare
Fitness Centre

LEVEL THREE
Corporate Offices

LEVEL FOUR
Information and Communication Services

LEVEL FIVE
Financial Services

LEVEL SIX
Executive Offices



juggling thejob

Story Mardi Chapman

The goal of achieving a healthy and sustainable balance between work and family life has become a priority for many men and women.

Originally driven by increasing numbers of women in the workplace and their need to combine paid work with family commitments, the focus on work-life balance is no longer gender-specific, and is now supported by a growing recognition that employers can benefit too.

It seems we aren't very skilled at compartmentalising our lives, so positive or negative experiences in one area tend to spillover and influence the others.

Forward-thinking workplaces understand that a stable and productive workforce requires employees who aren't constantly stressed and dissatisfied by their multiple roles in life.

Latest research in the School of Psychology is expanding knowledge of the complex interface between work and family, the potential for conflict, its consequences, and the countermeasures that might prevent or reduce problems.

Dr Paula Brough has studied the effects of family-friendly policies and organisational resources on both job and family satisfaction.

In one recent study she surveyed almost 700 male and female employees of large companies across several different industries in New Zealand.

Dr Brough found people who worked longer hours were more likely to experience work-family conflict and lower levels of family satisfaction.

She also found employees with dependent children experienced more work-family conflict and were more likely to access available resources such as flexible working hours.

Employees who reported using family-friendly work resources such as workplace crèches, childcare assistance, job sharing and family savings plans at the time of the first survey, reported increased family and job satisfaction three months later.

"The use of supportive organisational 'family-friendly' practices is of most interest to those workers with dependents, and in turn, tends to produce better individual and organisational outcomes," Dr Brough said.

But enlightened employers may not have to go as far

as setting up work-based childcare facilities in order to create a family-friendly work environment.

Further research by Dr Briony Thompson on the transmission of work stress to the family setting suggests other strategies for reducing spillover.

In a study of more than 400 policewomen, Dr Thompson found that the support of their supervisors buffered the impact of workplace stress.

She said known work stressors such as role overload and role ambiguity contributed to emotional exhaustion which in turn, impacted adversely on relationships and family dynamics at home.

"Supervisor support but not that of co-workers determined if the women reported poorer family function," she said.

"Supervisors are not just managers of tasks but also of the emotional environment for their staff. Training in support skills for that role is necessary."

Dr Thompson said emotional exhaustion – fatigue, feeling drained and 'used up' – is considered the first stage in executive 'burnout', and is common in, but not confined to high-stress occupations.

Consequences such as emotional withdrawal, irritability and depressed mood are highly likely to have a negative impact on family life.

In another study of about 200 men and women from a range of occupations, participants reported moderate levels of emotional exhaustion.

However in that study, Dr Thompson found emotional exhaustion did not appear to be at a sufficient level to mediate between the workplace and home.

Work-based support was again associated with greater family cohesion and less family conflict, reinforcing the notion that positive social experiences at work reduce spillover of work stress. Further, the amount of conflict experienced between work and family roles, determined family outcomes.

Interestingly, neither Dr Thompson's studies nor the New Zealand study conducted by Dr Brough found any significant relationship between gender and the experience of work-family conflict. Rather, the studies showed that the entire workforce can benefit from family-friendly policies and practices. ■

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By Professor David Peetz

For anyone with an interest in higher education, there are several major areas of concern surrounding the 'WorkChoices' legislation, which will probably take effect in March.

First is the failure of legislators to take account of the large body of relevant empirical research and evidence.

This evidence shows that individual contracts – actively promoted through WorkChoices at the expense of collective bargaining – do not, as claimed, produce higher productivity or higher wages than collective bargaining. The research also raises serious questions about the claimed employment gains from WorkChoices.

It prompted 151 academics from around Australia to lodge an historic joint 43-page submission to the Senate Inquiry, drawing this research to the Inquiry's attention.

Second is the substantive impact of the legislation on Australian workplaces. WorkChoices signifies a transfer of power from workers to corporations. The 151 academics found that WorkChoices would: increase, not reduce, complexity; lower minimum standards; widen inequality in the labour market; and curtail internationally recognised employee rights.

Third is the way in which public 'debate' was managed. Some \$55 million of public money was spent on glossy advertising that delivered little substantive content and was sometimes misleading.

Yet the public was given just one week to make submissions to the Senate Inquiry, the report of which was handed down merely two working days after

hearings finished.

Earlier, researchers who drew upon the extensive data to challenge the agenda were pilloried by corporate lobbyists as offering 'unsubstantiated speculation and opinion' and being 'out of touch with...workplace realities'. The evidence of 151 academics was dismissed by the Minister as lacking 'common sense'. 'You can get a group of academics to say anything', said a politician! The debate illustrated a disturbing anti-intellectualism in what passes for 'debate'.

Fourth is what it means for universities. WorkChoices enables individuals and organisations who even suggest including 'prohibited content' in agreements to be fined tens of thousands of dollars. The Minister can decide what is 'prohibited content'.

This interference in agreement-making runs completely counter to the rhetoric of 'choice' and removing 'third party' involvement from relations between employees and employers.

As it is, Government Ministers already routinely interfere in university employment relations, dictating in minute detail to universities what they can do. They won't even let universities include in collective agreements a clause saying that new staff can choose between a collective or individual agreement!

So much for work 'choices'.

Professor David Peetz is Head of the Department of Industrial Relations, Griffith Business School and author of a new book on industrial relations entitled Brave New Workplace: How Individual Contracts Are Changing Our Jobs.

Opinion provides Griffith academics with an avenue to express their views on current issues. The content in this article reflects the opinion of the author and does not necessarily reflect the views of the editor or the university.

patientcarefocus

Griffith's first cohort of Master of Pharmacy students has just started final semester and by mid-year, those who embark on a retail pharmacy career, will be joining a workforce that has experienced considerable change.

The trend to 'forward dispensing' as it has been called, sees pharmacists moving from the back of dispensaries to provide care and advice to customers about their over-the-counter or prescription medications.

School of Pharmacy lecturer Laetitia Hattingh said training pharmacists to be effective in this patient-orientated environment requires the integration of their scientific knowledge with other skills.

"Students study professional pharmacy practice in all three semesters of the Masters program and our dispensing workshops include a lot of emphasis on

patient counselling and communication skills."

Ms Hattingh said the recent 4th Community Pharmacy Agreement between the Pharmacy Guild of Australia and the Australian Government confirms the changing role for community pharmacists.

While the details are still being finalised, pharmacists will in future be remunerated for working closely with doctors and other health professionals on projects to improve the management of asthma and diabetes.

With more than 140,000 people admitted to hospital each year in Australia for adverse medication events, initiatives in which pharmacists can use their expertise to help prescribers with the medication management of their patients are critical. ■

savings to flow

Story Rhys Stacker

New water quality measuring technology developed at Griffith University that has the potential to save industry billions of dollars a year is a step closer to reality with the development of a prototype device.

School of Environmental and Applied Sciences Associate Professor HuiJun Zhao invented Photo-electrochemical Chemical Oxygen Demand (PeCOD) technology, which has been assigned to Aqua Diagnostic in a joint venture deal with venture capitalist SciVentures Investments Pty Ltd.

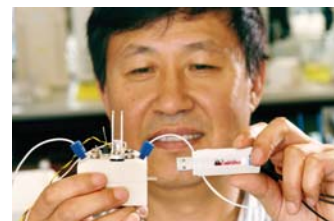
PeCOD is expected to deliver more accurate, real time results, putting it ahead of other less effective analytical tools.

Several of the prototype devices will be tested at industrial and wastewater

sites around Australia and internationally this year.

Associate Professor Zhao said the wastewater industry and environmental monitoring sectors represented a huge potential market for the technology.

"By providing instant feedback, water quality management systems could run more efficiently and significantly reduce operating costs," he said. ■



SMALL DEVICE, BIG SAVINGS: The PeCOD water testing device could save industry billions of dollars.

research highlights sports performance

Story Deborah Marshall

What makes athletes perform better under pressure? This is the focus of a \$511,000 Australian Research Council Linkage Project between Griffith University and the Queensland Academy of Sport (QAS).

Associate Professor Pat Thomas and Dr David Neumann from Griffith's Applied Cognitive Neuroscience Research Centre will work with QAS Centre of Excellence for Applied Sport Science Research Director Dr Sue Hooper to identify how athletes best focus their attention in sport.

The researchers will measure the effects of attentional focus strategies on the performance of novice, experienced and elite athletes in golf, cycling and cricket over a three-year period.

Dr Thomas said innovative technology would be used to measure the accuracy of performance under different experimental conditions including the athlete's heart rate and breathing.

"This will lead to a better understanding of attention and performance and enable researchers to work with coaches and sport psychologists to improve elite athletes' performance under pressure," he said.

He said an important research outcome was to develop the skills of coaches so they



could appropriately handle the different ability levels of their clients.

"The project will strengthen links between Griffith University and the QAS and has the potential to enhance Australia's international reputation in the sport sciences, as well as helping initiatives to increase community participation in sport."

The grant includes Australian Postgraduate Award Industry (APAI) funding, which will enable a postgraduate research student to complete a PhD through the project.

Volunteers who can play golf at any level are required for the project's first phase starting in March. If you can help, please telephone Dr Thomas on 07 3735 5634. ■



WORLD CLASS HONOUR: Professor Diego De Leo, AISRAP Director now also heads the World Health Organisation Collaborating Centre for Research and Training in Suicide Prevention, launched March 2.

suicideresearchhonoured

Story **Mardi Chapman**

The Australian Institute for Suicide Research and Prevention (AISRAP) at Griffith has been designated a World Health Organisation (WHO) Collaborating Centre for Research and Training in Suicide Prevention.

undergoing significant social and economic change as a result of globalisation. They are transforming into more consumer driven, individualistic societies and are losing the depth of culture and tradition which can protect people from mental health problems and suicide risk," Professor De Leo said.

Representatives from the region are currently receiving training at AISRAP to create national databases, understand the various types of suicidal behaviours and how to certify suicide deaths, and develop effective interventions.

"We first need reliable death records and standardised mortality data before we can establish a longitudinal study that will reward us with comprehensive evidence on trends in the region and also provide rich information for transcultural comparisons," Professor De Leo said.

In Brisbane for the launch of the Collaborating Centre and the START project, Dr Shigeru Omi, director of the WHO Western Pacific Regional Office in Manila, said suicide was a daily but deceptively silent tragedy.

"In order to develop culturally sensitive programmes to face this problem, we need more appropriate, focused research," he said.

"We are delighted that AISRAP is bringing its expertise to bear on this issue and coordinating the START project. WHO looks forward to a long, fruitful and mutually beneficial collaboration with the Institute."

Vice Chancellor Professor Ian O'Connor said the WHO Collaboration was an international honour that recognised AISRAP's impressive history of excellence and innovation in the field of suicide prevention.

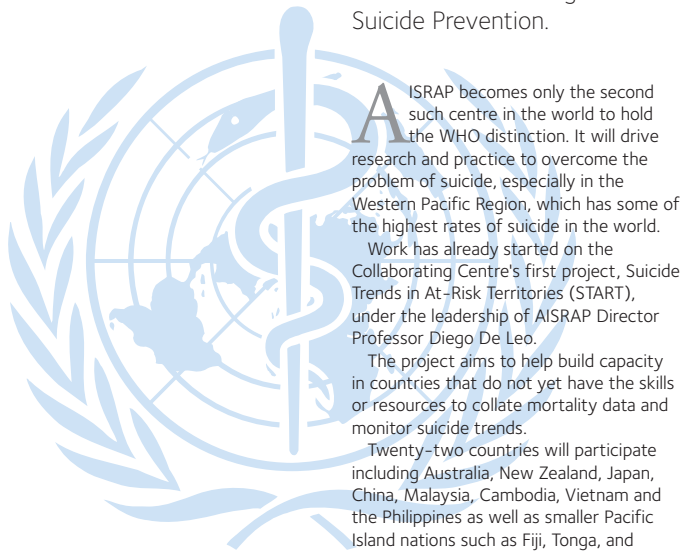
AISRAP delivered a world first when it established the Master in Suicidology - postgraduate training in suicide research and practice that can be accessed either on campus or online.

Professor De Leo was also the initiating force behind World Suicide Prevention Day - an annual focal point for community awareness activities and for health professionals, governments and other stakeholders to advance their efforts in suicide prevention.

"The WHO Collaboration is a big honour for Griffith University, Queensland, and indeed Australia. We have world leaders in the field who have demonstrated a long history of excellence in suicide research and prevention," Professor O'Connor said.

"Professor De Leo in particular has made a substantial contribution to many international studies and projects, with the goal of furthering knowledge and skills in suicide prevention and ultimately reducing the tragic toll associated with this public health problem."

Professor De Leo holds the double distinction of formerly heading a WHO Collaborating Centre in Suicide Prevention, which operated in Italy from 1997 to 2001. ■



AISRAP becomes only the second such centre in the world to hold the WHO distinction. It will drive research and practice to overcome the problem of suicide, especially in the Western Pacific Region, which has some of the highest rates of suicide in the world.

Work has already started on the Collaborating Centre's first project, Suicide Trends in At-Risk Territories (START), under the leadership of AISRAP Director Professor Diego De Leo.

The project aims to help build capacity in countries that do not yet have the skills or resources to collate mortality data and monitor suicide trends.

Twenty-two countries will participate including Australia, New Zealand, Japan, China, Malaysia, Cambodia, Vietnam and the Philippines as well as smaller Pacific Island nations such as Fiji, Tonga, and Vanuatu.

"Many countries in the region are

workjustahopstep jumpaway

Story **Rhys Stacker**

New master planned housing estates are beginning to reverse the traditional pattern of workers commuting to their jobs in the central business district by offering employment opportunities within the estate.

Master planned estates are the most common form of new urban development in Australia. Their concept of self-containment - combining housing, schools, services and employment within a planned community- is driving a return to village-style living. And with it is the opportunity for residents to live and work within the same area.

Dr Tan Yigitcanlar and fellow researchers from Griffith University's Urban Research Program (URP) are undertaking a pilot study of master planned estates in conjunction with developer Delfin Lend Lease. While similar studies have been conducted in Europe and the United States, there has been little scrutiny of Australian estates until now.

The URP study examines six estates around Australia, including Forest Lake in Brisbane. It has found self-containment levels of around 11 percent per estate, but Dr Yigitcanlar said it was conceivable to double that number to account for both parents working.

He acknowledged that 20 percent of residents

living and working in the same area was "not too bad, but still isn't at the desired level". However, mounting oil prices, increasing congestion and longer commuting times to the CBD are expected to motivate more people to seek work closer to home.

Advantages of working within the community are numerous, including less time and money spent commuting, as well as more time for leisure activities, Dr Yigitcanlar said.

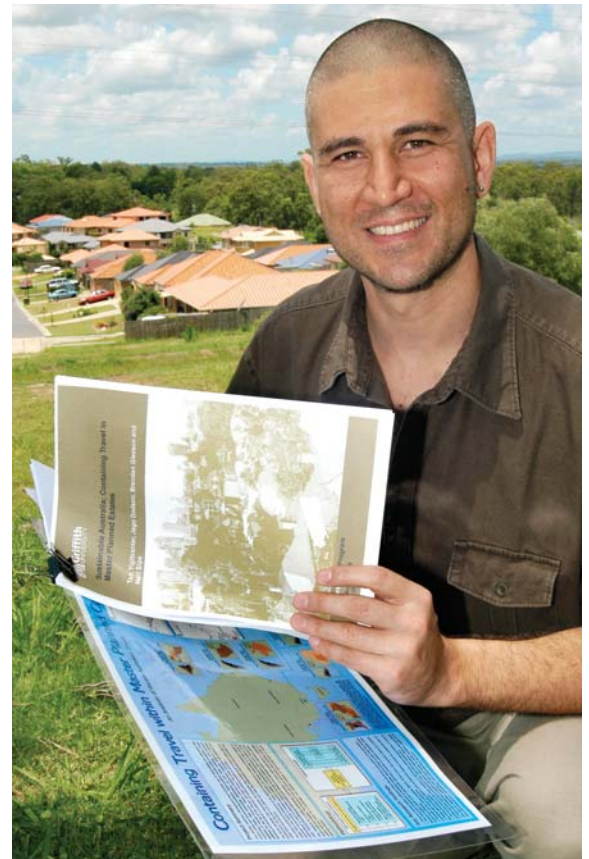
"If you are in close proximity [to work], you may be more likely to ride or cycle, which is beneficial to your health. Or use public transport, which reduces pollution and traffic congestion," he said.

"If we imagine people are living and working in the same suburb, this can also help to build a community as people get to know each other. It's the old village concept, which is a much friendlier and safer place to live."

Dr Yigitcanlar acknowledged current employment opportunities in and around master planned estates were predominantly in the service sector, meaning professionals and other workers continued to commute to the CBD.

"But I believe that in a matter of decades, when the knowledge economy becomes established in Australia as the old commodity-based economy declines, the distribution of jobs will be different."

"In the future, there will be more knowledge workers living in master planned estates, which will be in close proximity to their work in knowledge clusters, such as universities and Silicon Valley-type knowledge corridors." ■



ONE STOP SHOP: Master planned estates are beginning to offer employment opportunities within the estate for residents, says Dr Tan Yigitcanlar.



smartbeach cams

DIGITAL EYE: Steve Green's pioneering research uses beach web camera images to identify and track beach behaviour.

Steve Green admits he can't surf to save his life, but that fact hasn't deterred him from spending the past 18 months looking at surf web cameras as part of his PhD research.

The School of Information and Communication Technology (ICT) student is working on pioneering technology that utilises images from web cameras to detect and monitor the behaviour of beach-goers. By recording the number and purpose of beach users, his research could provide valuable information for lifesavers, councils, local businesses and advertisers.

His current focus is on developing algorithms that can autonomously recognise whether an object on the beach is a person. Mr Green said this seemingly simple task was made difficult by the changing beach environment.

"There have been similar systems developed to recognise people in indoor areas, for example a lift, but no work has been done in the beach domain," Mr Green said.

"From an algorithmic point of view, there's lots of

work required to differentiate between people and bushes, shadows, dogs or seagulls.

"The streamed images from the web cam are of a low resolution due to the amount of bandwidth required to stream the video. Therefore processing the images for human detection provides quite a challenge."

Mr Green said safeguarding the privacy of individuals was assured because of the low resolution and distance that people appear in the images.

Mr Green's research is part of an ARC-funded linkage grant involving the Griffith Centre for Coastal Management (GCCM), Coastalwatch.com and the Gold Coast City Council. Potential applications from the GCCM project could include assisting lifeguards, monitoring beach behaviour, quantifying beach use by tourists and developing statistics to support economic valuation of beaches. ■

breakingdownbarriers

Helping skilled migrants and international students adapt to Australian culture is all in a day's work for Professor Michelle Barker.

The social psychology professor from Griffith Business School has done significant work in facilitating successful cultural transitions for international students into higher education, developing with colleagues the award-winning ExcelL Intercultural Skills program, and more recently adapting ExcelL to an Indigenous context.

She secured a Community Partnership Grant in 2005 to pilot ExcelL within a job placement program run by Bridgeworks Personnel to help skilled migrants into the workforce.

Professor Barker received a prestigious

national individual teaching award at the 2005 Australian Awards for University Teaching (AAUT). She was named winner of the law, economics, business and related studies category.

In 2003 she was awarded an AAUT institutional award for her work on the Excell program with colleagues Mr Peter Wood, Dr Ashlea Troth and Professor Anita Mak.

Professor Barker will be honoured at Griffith's Teaching Excellence Awards on March 14 at Queensland Conservatorium Griffith University theatre. ■



project compassion

Teaching children to develop compassion for animals is the aim of a new Griffith University collaborative research project.

recently received a \$10,000 grant from the not-for-profit animal fund Voiceless to research attitudes and experiences of students and teachers in a variety of schools.

"Most teachers face problems in teaching their students to care for the animal world due to their own lack of knowledge of animal welfare and animal rights issues," Dr Tulloch said.

"In education systems that prize knowledge over values, they lack the skills to deal with the ethical nature of such values in a caring and professional way.

"There is also a severe lack of teaching materials and training opportunities for teachers."

The researchers will conduct interviews, workshops and surveys in 15 primary and secondary schools in the Logan area to establish knowledge and attitudes of Australian children, teenagers and teachers toward animal ethics issues.

The survey findings will help identify areas where the target groups need to be more informed about animal ethics issues.

The project outcomes will help inform the development of curriculum units and teacher training workshops in the area of animal ethics within a range of subjects. ■

Headed by Dr Gail Tulloch from the university's Key Centre for Ethics, Law, Justice and Governance, the project Learning to Care, Education for Compassion aims to help children develop a culture of caring and compassion for animals as well as for the environment.

"Evidence clearly indicates that children who are cruel towards animals show a high incidence of cruelty to others in later life," Dr Tulloch said.

"This project will contribute to a better world for non-human animals and to a more caring and peaceful world."

Griffith is working with Education Queensland, the Department of Primary Industries and Fisheries Animal Welfare Unit, the RSPCA and the Animal Welfare League on the project, which

There's still time to help shape the future of transport in South East Queensland

Smart Travel Choices for South East Queensland: A Discussion Paper for Young Adults offers a suite of transport policy initiatives for public discussion. The initiatives are designed to offer a balance between the different types of transport – car trips, walking, cycling and public transport.

Don't forget to let us know what you think about these initiatives – the deadline for having your say closes on 31 March 2006.

Phone, email, or go to the web to obtain a copy of the Discussion Paper.

Phone – 1800 466 891

Email – smart.travel.choices@transport.qld.gov.au

Web – www.transport.qld.gov.au/smart.travel.choices

OR Have your say online at www.getinvolved.qld.gov.au

TTY 1800 555 727 (for sensory disabilities)

131 450 (for an interpreter)



Queensland Government
Queensland Transport

a challenging age

Story Shamira Barr and Kate Shacklock



New Griffith research has revealed Australia's ageing workforce is changing the complexion of the workplace and posing renewed ethical dilemmas for employers.

According to management lecturer Dr Kate Shacklock from Griffith Business School, one in every four Australians will be 65 years and older in 2045, compared to one in eight currently. "Ageing largely causes a decline in workforce participation rates due to people retiring or leaving the workforce well before the traditional retirement age of 65," she said.

"However, Australia is facing a situation where its workforce is ageing faster than its population. There are fewer younger workers becoming available due to the low birth rates of the baby boomers and the longer time spent pursuing educational goals."

Dr Shacklock said government agencies

generally agreed that one way to address the expected shortfall in skilled workers was to retain and attract back to work valued older workers.

But do older workers want to continue working? Dr Shacklock's research findings suggest otherwise.

Early retirement preferred

"My study found that the majority of baby boomers do not intend to continue past 65, and wish to retire as soon as they can afford to," she said.

This mismatch between demographic trends and older workers' intentions is compounded by yet another looming reality: organisations appear not to have grasped the full implications of losing their older workers to early retirement.

Dr Shacklock said organisations need to put in place strategies to effectively manage their older workers. Some of the challenges include retaining and retraining older workers of value, retiring those not of value, and deciding which older workers belong in which group.

Overcoming negative stereotypes

associated with older workers is key to this enterprise.

"Organisational investment is required in changing the currently negative attitudes of employers, managers and peers about older workers and their capabilities," she said.

"Organisations may need to explore their own organisational culture, and seek to create alternative views to the negative stereotypes associated with older workers."

"While the predicted shortfall of labour and consequent higher demand for older workers may naturally serve to redress such negativity, the value of older workers needs to be recognised and developed to meet organisational objectives in today's lean organisation operating within a competitive marketplace."

Society fixated by youth

Within the context of a society fixated by youth, organisations appear to have some way to go in acknowledging the value that older workers bring to the workplace.

Organisational ethics expert Dr Arthur Shacklock, a Senior Research Fellow with Griffith University's Key Centre for Ethics, Law, Justice and Governance says ethical

dilemmas, already growing in both frequency and complexity, have the potential to increase in the context of an ageing workforce.

"In particular, these issues are likely to be within the areas of selection, recruitment, performance management, training and development, and pay-related issues," he said.

"My research has shown that human resource practitioners (HRPs) already face significant ethical human resource management dilemmas in the course of their work."

"They are not usually able to make decisions that are ideal, and often have to compromise in their ethical decision making, because they feel pressured to take other actions."

"Combined with an ageing workforce, this means that Australian organisations may face worsening labour shortages as a consequence."

"Changes are needed to employers' negative attitudes and stereotypes about older workers so that any pressure is removed from HRPs to take less than ideal ethical actions." ■



2005 thiess art prize

Story Deborah Marshall

Griffith University final-year photography student Renata Buziak has won the 2005 Thiess Art Prize with her ultrachrome prints.

The annual prize, which is open to Queensland College of Art Griffith University (QCA) graduates, attracted a diverse range of more than 120 entries including photography, painting, sculpture, digital media and contemporary Indigenous art.

"This is one of the major steps in my career," Ms Buziak said.

"To be accepted as a finalist was wonderful but to win is an amazing feeling."

Preselection judge and Thiess Art Prize curator Simon Wright said Ms Buziak's work reflected a unique view of the Queensland landscape by depicting her own garden in suburban Brisbane.

"*Biochromes no. 11 and 12* are from a series of works made by covering exposed photographic paper with plants found in the artist's garden. Over several weeks, the decomposing plants reacted with the photographic materials, leaving their colourful traces on the photographic paper," Mr Wright said.

"These images were then rescanned and enlarged, magnifying the bacterial decomposition into surprisingly beautiful images."

Other artists recognised include Kate Hoyles whose installation, *Stumps* was Highly Commended as was David Smith's oil and acrylic, *Donkeys, wheelbarrows, bicycles*, while Kylie Elkington's oil, *Signs of Landscapes 9* won the Philip Bacon Commendation.

Mr Wright said the prize revealed several key themes in the work of contemporary artists.

"Major themes to emerge include how an artist might respond to global and local events, expanding definitions of self-portraiture, the landscape and its various histories, and the cultural influences in society."

Ms Buziak has returned to the QCA this year to complete her Honours degree. She will present her work in an exhibition at the Queensland Centre for Photography from April 1-23. ■

rebates support exercise

Recent changes to the Commonwealth Government's Medicare rebate system may have enhanced employment opportunities for School of Physiotherapy and Exercise Science graduates.

The government has recognised the value of exercise in improving the health of people with chronic disease, and added accredited exercise physiologists to the list of approved allied health professionals who can provide Medicare rebatable services.

People with chronic conditions such as cardiovascular disease, obesity and diabetes will have improved access to the expertise of exercise physiologists from January 1 this year.

Eligible patients must be referred by their GP and are entitled to a total of five allied health visits each year.

Head of the School of Physiotherapy and Exercise Science Dr Lewis Adams said the change was a boost for the profession and offered encouragement for more exercise physiologists to work in the private sector, many of whom currently work in hospital settings.

Exercise physiologists, who often see patients for stress testing, will now also be able to offer an exercise prescription or individually tailored program of exercise to maximise health benefits. ■

what's on

lectures

Monday, March 6

100 years of immunology. Griffith Institute for Health and Medical Research presents a free public lecture with keynote speaker Emeritus Professor Robert Clancy AM. Professor Clancy is a clinical immunologist and gastroenterologist who has studied mucosal immunology for 30 years in Canada and Australia. **Venue:** Level 4, Griffith Centre for Medicine and Oral Health, High Street, Southport. **Time:** 6.00-7.00pm. Bookings essential. **Contact:** 07 5678 0739 or email anudl@griffith.edu.au

Monday, March 6

Sustaining motivations of indigent criminal defence lawyers, especially in these more punitive times. Professor Abbe Smith, visiting Fulbright scholar at Melbourne Law School will share her expert knowledge of defence work, particularly the ethical and other difficulties arising from representing unpopular clients at this free public lecture. **Venue:** Seminar Room 1.02, Law Building (N61), Nathan campus. **Time:** 12.30-2pm. Due to limited seating, bookings are essential. **Contact:** 07 3735 3747.

seminars

Thursday, March 9

Global Trade Policy Development in a Two Track System. Presented by Dr Larry Crump from Griffith Business School's Department of International Business and Asian Studies. **Venue:** Room 1.22, Macrossan Building (N16), Nathan campus. **Time:** 12.30-1.50pm. **Contact:** Pearl Lee 3735 3730.

events

Friday, February 17 – Sunday, April 16

National Sculpture Prize and Exhibition. A National Gallery of Australia traveling exhibition sponsored by Macquarie Bank Foundation. **Venue:** DELL Gallery @QCA, College Gallery, Galleria Complex, Tribune Street, South Bank. Free entry.

Friday, March 17

Griffith REVIEW Literary Lunch – *Getting Smart: The Battle for Ideas in Education*. Chris Sarra, author and director of the Institute for Indigenous Leadership in Education and Development joins Griffith REVIEW editor Julianne Schultz to discuss his time as principal of Cherbourg State School. **Venue:** Staff Common Room Hub Link Building (L07), Logan campus. **Time:** 12.30-2.30pm. Tickets are \$20 per person and include a two course buffet lunch and complementary wine. Prepaid bookings are essential. **Contact:** 07 3382 1018.

Wednesday, March 29 – Sunday, April 2

The Ideas Festival. A celebration of ideas, innovation and invention, this four-day event is open to the public and mostly free. The festival includes 70 open public sessions, major exhibitions and daily demonstrations. Presented by the Queensland Government, The Ideas Festival is proudly sponsored by Griffith University and BAC Australia. **Venue:** South Bank, Brisbane. Visit: www.ideasfestival.com.au

Thursday, April 20 – Friday, April 21

6th Australasian Security Research Symposium. This two day event will focus on the crime prevention work of security providers and regulatory issues, law and conduct. The symposium is co-hosted by the Key Centre for Ethics, Law, Justice and Governance at Griffith University; Security Science at Edith Cowan University; and the International Security Management and Crime Prevention Institute. **Venue:** Queensland College of Art, South Bank campus. For more information visit: www.griffith.edu.au/centre/kceljag/security2006

concerts

Wednesday, March 29

The Long, Long Life of an Idea. This concert is part of The Ideas Festival, proudly sponsored by Griffith University. Composers have constantly listened to, copied, varied and progressed the ideas of their predecessors. This is the story of the long life of an idea as told by the Conservatorium Chamber Orchestra and its conductor Michael Morgan, with soloists Maragret Schindler (soprano), Greg Massingham (tenor) and Andrew Collis (bass). **Venue:** Queensland Conservatorium, Level 2 – Conservatorium Theatre. **Time:** 8.00pm. **Tickets:** \$25 per person. **Contact:** Qtix on 136 246 or www.qtx.com.au for bookings.

Tuesday, April 4

Judy Glen – A Comedy of Arias. Australia's funniest diva, Judy Glen takes a comedic view of the opera world through the eyes of an opera singer. Music by Mozart, J Strauss, Gounod, Rossini, Verdi, Gershwin, Gilbert & Sullivan and others is presented in a light hearted and humorous fashion. **Venue:** Queensland Conservatorium, Level 2 – Ian Hanger Recital Hall, South Bank. **Time:** 7.30pm. **Tickets:** \$15/\$10 (at the door).

Friday, March 3; Friday, April 7; Friday, May 12

Jazz Café. Join the talented staff and students of the Queensland Conservatorium's Jazz department for a drink, a snack and some fine jazz as they present a blend of old and new. **Venue:** Queensland Conservatorium, Level 1 – Red Note Café. **Time:** 5.00pm – 7.00pm.

lifelong learning

Story Sabrina Rashid and Justine Day



AMBITION REALISED: Sonya Peters, mother of four, returned to study to become a celebrated painter producing works such as *Silent Whispers*.

Keeping pace with a rapidly changing workplace these days means keeping an open mind to new possibilities and embracing every opportunity to learn new skills. Never before has a commitment to life long learning been so critical for ongoing career success. Two Griffith alumni share their experiences of personal and professional growth.

Since graduating with an International Business degree from the Griffith Business School in 2002, Shahbaz Rashid has held pivotal finance roles in leading organisations such as Optus, HP and ING.

Today, as a Team Leader and Senior Finance Analyst at AMP Financial Services, Shahbaz is involved in strategic planning to optimise financial performance for each organisational unit.

"While our skills and knowledge have to be updated in each new role and the need to adapt is ongoing, the learning curve does get smaller as one's career advances," Shahbaz said. However, he's mindful of not resting on his laurels, and is currently undertaking an MBA to further bolster his knowledge base.

While the bar for workplace performance may continually be rising, Shahbaz believes

that today's employees are overall in a better position.

"As long as the Key Performance Indicators are being met, employees today enjoy more flexibility and independence in their working lives, such as working from home," he said.

Returning to study after twenty years was something of a juggling act for mother of four, Sonya Peters. But her determination to turn a lifelong passion for art into a career paid off, and Sonya has never looked back since graduating with a Bachelor of Fine Arts in 2004.

Sonya's accolades have included winning the Peoples Choice Award, Prometheus Visual Arts Award 2005, National Australia Bank's Private Bank Contemporary Art Prize 2003, Golden Key International Honour Society's Medal of Honour for academic excellence, and being awarded first class honours.

"Studying at Griffith is the best thing I ever did," Sonya said. "I am currently in the middle of my Masters at Griffith. Together with seven Griffith students, I have recently taken part in a Gold Coast exhibition, 'Processing Narratives', which explored cultural experiences of seven women. I have also exhibited in a number of exhibitions in Brisbane and Melbourne. The medium I work in is mostly oil, exploring the theme 'sleep'."

Griffith's alumni community provides an international network of former students, staff and industry associates. Our Alumni participate in professional development activities, forge useful international contacts, promote employment opportunities, share research and expertise, and of course, engage in social events. To register, simply go to www.griffith.edu.au/alumni ■

graduateart

Artwork by Queensland College of Art graduate Alasdair Macintyre will tour DELL Gallery @ QCA as part of a prestigious sculpture exhibition.

The National Sculpture Prize and exhibition, a partnership between the National Gallery of Australia and Macquarie Bank, is one of Australia's foremost contemporary sculpture events.

DELL Gallery is the only public gallery venue outside of the National Gallery of Australia to exhibit selected National Sculpture Prize works, and will run a series of free public programs during the exhibition. Limited places mean interested participants should visit www.griffith.edu.au/faculty/qca for details.

Macintyre's Art Park is a model of an imagined theme park filled with 'art attractions', such as a scaled-down version of Robert Smithson's Spiral Jetty (foreground).

Art Park is an homage to the iconic works of Western art history. But it may also hint ironically at the role history plays in turning artworks into 'attractions'.

Since graduating from the QCA in 1990, Macintyre has appeared in a range of high profile exhibitions including at the Queensland Art Gallery and the Museum of Brisbane.

The National Sculpture Prize and exhibition runs until April 16, DELL Gallery @ QCA, 226 Grey Street, South Bank. More information on the Prize can be viewed at www.nga.gov.au/Exhibition/SculpturePrize05 ■

ALASDAIR MACINTYRE – *The Art Park Project 2002*
cardboard, paper, resin, plaster, polymerclay, sand, metal, foam, sponge, wood, acrylic, enamel, ink, plastic
37.0 x 182.0 x 122.0 cm
Courtesy of Sullivan+Strumpf Fine Art, Sydney, and Blacklab Gallery, Brisbane

