

Research Activity 6: Examining human resource practices for a changing environment

Introduction

In recent years, research has shown that the competitiveness of enterprises is intimately linked to their human resource management practices. The creation of high performance organisations rests upon the establishment of a productive workplace culture, appropriate organisational structures and development of the skills and capabilities of people. No one set of practices is enough to create the high performance organisation. HR practices have to be bundled into complementary packages that suit the goals of the organisation.

This link to the strategy of the organisation is perhaps the most important element of all in the design of effective HR practices for organisations. As RTOs face an increasingly competitive environment, so the importance of high quality HR practices will become central to their long-term viability and competitive success. This project will seek to investigate the current HR practices being implemented within RTOs and gauge their effect on the performance of the organisations. In particular, the project will focus on the strategic aspects of HR management.

This research activity will:

- review the current state of practice of human resource management internationally and evidence for the relationship of effective HRM to the creation of high performance work systems, especially in the education and training sector
- establish the current state of HR practices amongst Australian RTOs
- examine the linkages between HR practices and business strategy in Australian RTOs

Products

- **Systematic literature review** on international best practice human resource management
- **Final report** on the state of HR practice within Australian RTOs
- **Model** of how HR practice can improve the performance of RTOs

Benefits

RTOs and State/Territory training authorities will benefit from this research by:

- gaining a greater understanding of the role of HR practices in improving the competitiveness of RTOs
- understanding the ways in which HR practices can be linked effectively to the business strategies of RTOs
- understanding how HR practices can be put together in complementary bundles to suit differing organisational goals and structures