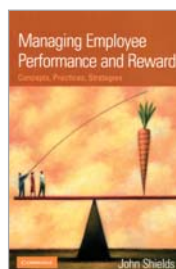


MANAGING REWARDS to increase performance



Creating a culture of research

A new book by Associate Professor John Shields (PhD Ec '90) explores how managers can enhance performance by introducing employee reward practices that are in harmony with the goals of their organisation and the expectations of employees.

In *Managing Employee Performance and Reward: Concepts, Practices, Strategies*, John Shields examines the key themes and debates in the fields of performance management and reward management, two areas that are central to the discipline of human resources management. It is the first scholarly text to integrate theories of performance and remuneration in the one analysis.

Shields says that his book grew out of a desire to establish a stronger dialogue between, on the one hand, academic theory and research evidence on high performance work practices, and on the other hand, the increasing interest among practitioners in developing better ways to enhance employees' contributions.

He believes there is a critical need to develop staffing, performance management and reward practices that work together rather than pulling in opposite directions.

"You can't have an effective performance-related pay system unless you have in place a reliable system of performance measurement

and management," Shields explains. "If the foundations of performance pay are based on faulty criteria, or if the performance measures are valid but not accurately measured, then your performance pay system will not work because it rests on weak foundations."

The book explores and critiques both the wide range of performance-related pay systems (such as individual incentive plans and group incentives such as team pay and goal-sharing) and the range of performance management systems in use by today's HR managers, utilising real-life examples from Australia and around the world.

Aimed primarily at researchers and students, the book is also designed to be accessible to HR managers seeking detailed information on the theory and practice of performance and remuneration.

Managing Employee Performance and Reward: Concepts, Practices, Strategies is published by Cambridge University Press and was released in July 2007. The book carries a foreword by John Egan, Chairman of the Faculty's Board of Advice.

A STRONG CULTURE of research is thriving at the Faculty as a result of a number of major new initiatives designed to invest in research, including the creation of a centralised Faculty Research Unit for the first time in the Faculty's history. The Unit provides around \$2.5 million in funding each year towards Faculty-initiated research, new interdisciplinary research clusters, in-house journals and a range of other schemes including the Visiting Scholars Program.

"We are seriously committed to fostering a culture that enables staff to produce high quality research that is both rigorous and relevant, so as to be valuable to academics and students as well as end users in business, government and society," says Professor David Grant, Associate Dean (Research). "You can't do that without strong infrastructure and support."

As a result of the investment in research and an increase in academic staff, scholarly output such as books and journal articles is experiencing very strong growth, increasing by 100% between 2002 and 2006. Total research income from government and industry stood at \$3.7 million in 2006, an increase of 157% on 2001 figures.

"Into the future, one of our top priorities will be to build on our already strong international research links with major overseas institutions in Europe, North America and the Asia Pacific," adds Grant.