

OUR GREAT BIG PROBLEM – THE DEATH OF THE ‘JOBS ENGINE’

Everyone from our own leaders in Canberra to Donald Trump in Washington has been selling hope – spruiking the revival of manufacturing as our economic salvation. But there is one massive problem for workers, politicians and nations alike. *We just don't make 'em like we used to.* The people-powered factories of our past are a memory that can't be rekindled – we've replaced them with different methods, computer power and robots.

A special report in the latest issue of CPA Australia's leading business publication **INTHEBLACK** delivers a reality check to balance the rhetoric. The truth is the world's factories are making more things than ever before, but they're also employing more machines than people.

The report examines the global employment trend away from manufacturing to services, and the unlikely notion of the so-called rust belts being re-tooled - especially with the number of robots in manufacturing expected to double within just the next decade.

ETHICS: CAN WE LEARN TO TALK STRAIGHT AGAIN?

Whether you call it jargon or shop talk, euphemisms are often used to erase people and ethics from business decisions. From 'downsizing' to 'restructuring', a leading ethics expert says it's high time we learned to talk straight again – to avoid even more 'collateral damage' to ourselves and our futures.

In her regular Ethics column for leading business publication **INTHEBLACK**, Dr Eva Tsahuridu (CPA Australia's policy adviser on professional standards and governance) discusses the tricked-up language many managers try to describe decisions that are unpalatable and, at times, unjustifiable.

Euphemistic expressions have been used (and accepted) by too many for too long. Dr Tsahuridu discusses how we can brush bad habits aside and find a more direct and healthier way to communicate business plans. If you're on the wrong end of one of those decisions, it's probably the least you deserve.

THE THREE KEY STEPS TO CLOSE OUR GENDER PAY GAP

It's something we often hear discussed, and yet it never seems to be resolved: what are the key factors that create a pay gap between men and women, and what practical steps can we take to close that gap?

In the latest issue of **INTHEBLACK** magazine, Libby Lyons (Director of the Australian Government's Workplace Gender Equality Agency) explains how it is that men and women can be paid differently in 2017, and the three key steps your workplace should be taking to help rectify the situation.

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DANGERS OF USING SOCIAL MEDIA TO SCREEN JOB CANDIDATES

It may be quite a frightening prospect for many job candidates to consider, but employers often use social media to profile potential new hires. Social media can provide a treasure trove of information about someone's personality (and possible commitment), but the research itself is not without its risks.

A report on **INTHEBLACK's** [website](#) explains that LinkedIn, Twitter and Facebook are human data juggernauts, and almost impossible to ignore when recruiters source and check job candidates. The use of social media in recruitment has forced some people to change their identity online, for fear of being disadvantaged by their views or choice of expression.

The practice has also raised serious legal concerns about the provisions of the Privacy Act, as well as the accuracy of the information being looked at, and the biases of the recruiters themselves. [See the report here](#)

WHY FORGIVENESS SHOULD BE A BIGGER DEAL AT WORK

Being a success is often about taking risks and learning from failure, but many of our workplaces have become paralysed at delivering anything other than a safe and steady outcome. In too many instances, innovation is not so much stifled as not even entertained. A report on **INTHEBLACK's** [website](#) notes that too many workplaces in Australia not only discourage innovation, they actually have a culture of blame.

Business leaders are now being told they need to create a forgiveness culture if they want workers and organisations to reach their full potential.

And while there should obviously be checks and balances on experimentation, true leadership involves letting do things differently and better without fear of career-crushing condemnation. [See the report here](#)

THE TRUTH ABOUT 'THE LATEST RESEARCH' (HINT: IT MIGHT BE WRONG)

We've all heard important new findings and understandings based around 'the latest research'. The problem is the latest research is not always being reviewed and fact-checked, to the point where some seriously wrong advice has simply been accepted by global audiences. Some researchers have even been forced to disown their findings.

The latest issue of leading business publication **INTHEBLACK** examines the way in which research has become a runaway train for various messages, organisations and individuals ... and what's being done to ensure we can trust the next big announcement.

TO ORGANISE INTERVIEWS:

Contact Abigail Murison on 03 9606 9660 or abigail.murison@cpaaustralia.com.au