

CONTENTS

About the author xiii

Introduction 01

PART I Fundamentals 07

01 What is Employee Relations? 09

Introduction 09

Background: Industrial Relations and Employee Relations 09

What are Industrial Relations and Employee Relations? 09

In context – the labour market 11

Case Study: Global working at HSBC 13

In context – forms of employment 13

Case Study: New forms of working in the digital marketplace 15

The employment relationship 16

The economic perspective 16

The legal perspective 18

The social perspective 18

The fragmented employment relationship 19

Case Study: The future of employment relationships in the UK 20

Case Study: Comparing Germany and the USA 21

The psychological contract 22

The role of power, authority and managerial legitimacy in the employment relationship 23

Case Study: Aeroparts 24

The key contributors to employee relations 25

Trade Unions 26

Employers' Associations 27

The Government 27

UK National Bodies 28

European Bodies 29

Key International Bodies	30
Case Study: Two reports on the ITF global role	31
Case Study: ITUC Global Rights Index 2017: violence and repression of workers on the rise	32
Involvement and participation	33
Involvement	34
Participation	35
Employee voice	36
Conflict	37
Cooperation in the workplace	37
Mutuality and fairness	38
Case Study: Case studies of sabotage	41
The end of the employment relationship	43
Dismissal	43
Redundancy	45
Conclusion	45
Case Study: The role of other civil organizations in Employee Relations	46

02 The importance of Employee Relations 49

Introduction	49
Employee Relations and the employment relationship	49
The employer's right to manage	50
The employee's rights protected	50
Case Study: The Deepwater Horizon accident	51
The ethical imperative	51
The legal imperative	54
Case Study: Phone hacking and the News of the World	56
Competitive advantage and employer of choice	56
Employee Involvement and Participation (EIP)	58
EIP and employee performance	59
EIP and organizational performance	60
Case Study: Communication, involvement and participation: an EU perspective	62
The legal imperative	62
Conflict	64
The role of conflict in innovation	64
Case Study: Innovation: the role of creative abrasion	66
Cost of conflict – individual and collective	66

Case Study: Current Employee Relations and Trade Unions practices in the UK	68
Conclusion	69

03 Employee Relations and strategy 71

Introduction	71
Reviewing business strategy	72
Levels of business strategy	72
Case Study: Strategies for growth: Amazon	74
Reviewing HR Strategy	76
Impact of company lifecycle on HR strategy	77
Impact of corporate values and culture on HR strategy	80
Aligning employee relations strategy	80
Choices – employee representation and union recognition	81
Choices – management of conflict and dispute resolution	82
Choices – involvement and participation (EIP methods)	83
Conclusion	84
Case Study: The national context for Employee Relations strategy	84
Diagnostic questionnaire – Strategy	87

PART II In Practice 89

04 Employee Relations in practice 91

Introduction	91
Involvement and participation	92
Downward communication	93
Conflict – individual dispute resolution	95
Grievance procedures	96
Case Study: Employment Law on grievance	100
Discipline procedures	101
Redundancy	110
Selection for redundancy	111
Case Study: Employment Law on poor performance	112
Conflict – collective dispute resolution	113
Collective bargaining	113
Industrial action	116
Case Study: Employment Law and action short of industrial action	118

Managing change	118
Conclusion	119
Case Study: Communicating bad news	119
Diagnostic questionnaire – Communication	121

05 Planning and action 123

Introduction	123
Involvement and participation	124
Partnership working	124
Case Study: Bristol City Council libraries	126
Quality Circles	127
Conflict – individual dispute resolution	127
The skills for effective grievance handling	127
Scenario: Courthands Ltd	131
Mediation	133
Managing the process	144
Scenario: Timers Ltd	146
Additional resources	148
Conflict – collective dispute resolution	148
Collective bargaining	148
Preparing for collective bargaining	148
Negotiation skills	151
The collective bargaining meetings	151
Case Study: The Trade Union Act 2016: bark worse than its bite?	152
Industrial action	153
Conclusion	155
Case Study: Non-Union employee representation	155
Diagnostic questionnaire – Negotiation	157

06 Measurement 159

Introduction	159
The challenge of measurement	159
The rationale for measurement	159
Validity and reliability	160
Designing an in-house survey	160
Survey design principles	161
Using surveys	162

National measures of the employment relationship	163
How WERS 2011 was carried out	163
The main preliminary findings of the WERS 2011 study	163
The usefulness of the WERS 2011 study	167
Organizational measures of the employment relationship	167
Qualitative measures	168
Quantitative measures	168
Absence	170
Conclusion	171
Case Study: Absence in the Police Force	172
Diagnostic questionnaire – measuring the employment relationship	174
Conclusion	177
<i>References</i>	183
<i>Index</i>	197

COPYRIGHT MATERIAL
NOT FOR REPRODUCTION