

# Chapter Review

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## Employee Relations and Collective Rights

### Objectives...

- 1 review perspectives on employee relations
- 2 appraise current trends in union-management relations
- 3 describe the main types of trade union
- 4 explain collective-bargaining
- 5 discuss the various degrees of participation that can be available to employees
- 6 differentiate between employee participation and employee involvement

### Key Terms

<b>Collective Agreements</b>	The results of collective bargaining are expressed in agreements; these are principally procedure agreements and substantive agreements; they are not legally enforceable in the UK. (See also Procedure Agreements and Substantive Agreements.)
<b>Collective Bargaining</b>	The process of negotiating wages and other working conditions collectively between employers and trade unions, it enables the conditions of employees to be agreed as a whole group instead of individually.
<b>Employee involvement</b>	A participative, employer led, process that uses the input of employees and is intended to increase employee commitment to an organization's success
<b>Employee relations</b>	Employee relations is an alternative label for 'industrial relations'. It is not confined to unionized collective bargaining but encompasses all employment relationships. It goes beyond the negotiation of pay and benefits to include the conduct of the power relationship between employee and employer.
<b>Procedure Agreement</b>	A collective agreement setting out the procedures to be followed in the conduct of management-union relations with particular reference to negotiating rights, union representatives, disputes and grievance procedures. (See also Substantive Agreement.)
<b>Substantive Agreement</b>	A collective agreement dealing with terms and conditions of employment, eg wages, hours of work, holidays etc. (See also Procedure Agreement.)

44. We briefly outlined key trends in the decline of trade unions and the growth in employment law. Following this, we discussed (collective) union-management relations. In this section we explained the term trade union, considered different types of union and how they negotiate (collective bargaining) with management. Next we considered different forms of employee participation before moving on to explain the more recent concept of employee involvement as a part of employee relations. Whereas union-relations address the 'collectivist, dimension of the employment relationship, 'employee relations' first and foremost address individual aspects of employer-employee relations. There are four important dimensions of employee relations: communication, involvement, rights and discipline. Employee involvement (EI) can either support management directly through performance improvement or indirectly through organisational commitment.

