

## Employee Relations and Collective Rights

In this recording we summarise the content of chapter 49 Employee Relations and Collective Rights. Studying this chapter should help you review perspectives on employee relations; appraise current trends in union-management relations; describe the main types of trade union; explain collective-bargaining; discuss the various degrees of participation that can be available to employees; differentiate between employee participation and employee involvement; .

Introducing the chapter, the authors start with 1. In this chapter we build upon previous work (chapter 26 communication in organisations and chapter 23 delegation and empowerment in particular), continuing with themes such as employee retention and performance management and the role of the HR function in maintaining a satisfied, committed and high-performance workforce. We will continue to emphasise important links with strategy and competitive advantage in particular and the changes that have taken place within the organisation and its environment. In particular, we consider the social and political context in terms of trade unions and employment legislation and the changing ways employee views become heard by employers (via managers).

2. The chapter commences with the definition of key concepts. We then outline briefly the key trends in the decline of trade unions and the growth in employment law. Following this, in the first main section of this chapter, we discuss (collective) union-management relations. In this section we explain what a trade union is, consider different types and how they negotiate (collective bargaining) with management. Next we consider different forms of employee participation before progressing, in the second main section, to explain the more recent concept of employee involvement as a part of employee relations. Thus the final part of this chapter focuses more on contemporary individual employee and employer relations..

The key concepts discussed within this chapter are:

Collective Agreements - 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.); Collective Bargaining - 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.; Employee involvement - A participative, employer led, process that uses the input of employees and is intended to increase employee commitment to an organization's success; Employee relations - 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.; Procedure Agreement - 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.); Substantive Agreement - A collective agreement dealing with terms and conditions of employment, eg wages, hours of work, holidays etc. (See also Procedure Agreement.); .

Other terms discussed include:

Employment relations; Empowerment; Picketing; Representative participation; Trade Union; .

Summarising and concluding, the author(s) make the following comments - 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..

We have now reached the end of the chapter 'Employee Relations and Collective Rights'.

There are a number of references for this chapter where further reading opportunities are identified for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter