



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LCMB7011

Managing People

Week 4

Employment Relations in a Changing World (post-COVID)

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives
06/11/2022



Dr Jean Wang
j.wang@uwtsd.ac.uk



www.uwtsd.ac.uk

Submission Deadline of the Assignment:
09-Jan-2023



Your task.

Write an article intended for business or academic publication that:

Reviews the practice of “fire and rehire” tactics within the UK labour market to evaluate the approach taken by different organisations

Explains the legal implications of changing contractual employment terms

Considers the potential impact of any changes on employee engagement

Evaluates HR involvement in this issue and considers whether traditional models of HRM provide an adequate framework for managing contemporary employment relations.

Word count: 5000 words excluding references and appendices

Recap of Week 4

- Career Resilience
 - Example of Elon Musk Fires Top Executives in Twitter
- Reinforcement of Employee Engagement (EE):
 - 5C Model
 - Maturity Model of EE
- Changes in International Staffing Strategies in post-Covid World
 - Case study of HSBC in UEA

Contents

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Employment Relations: the actors and aspects

2

Employment Relations: the key parties to its environment

3

Internal and external factors that influence the relationship

Employment Relations

- *"... it is concerned with understanding the nature of the relationship between employers and employees, and, in particular, how this employment relationship is regulated, experienced, and contested."*
(Defines, p.250)
- *"... describes the relationship between employers and employees. Today's interpretation of employee relations refers to individual as well as collective workplace relationships. It reflects the increasing individualisation of the employment relationship following the rise of individual workplace rights."*
(by CIPD, 2022 July 29th)

Employment Relations

- It is concerned with how to gain, in a number of different situations, employee's commitment to the achievement of an organisation's business goals and objectives
- It is about changing attitudes so that change can be effectively managed (by Gennerd and Judge, p.250, 2012 'Managing Employment relations')

ROCKETLAWYER Sample

EMPLOYMENT CONTRACT

This Agreement is made on the date of the last signature below.

Between:

- (1) Camilla Johnson of 56 The Street, London, E9 0PH (the Employer, we or us); and
- (2) John Rice of 98 Salems Lot, SL8 0PH (the Employee or you).

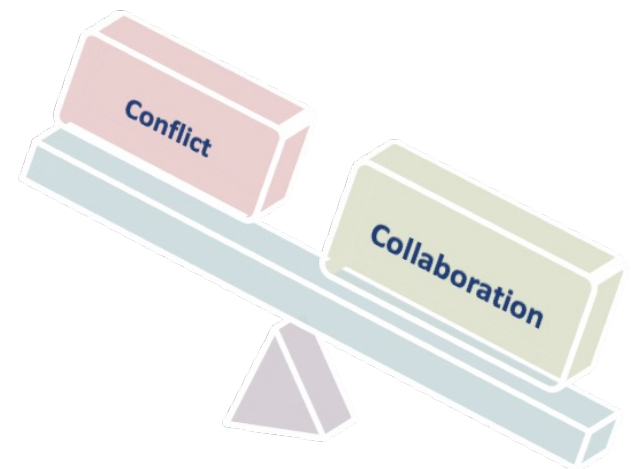
This document sets out your terms and conditions of employment and contains the written particulars of your employment as required under section 1 of the Employment Rights Act 1996.

Getting Started

1. Your employer is Camilla Johnson. We agree to employ you in the capacity of _____ from _____.
2. Your normal workplace is _____. Your job may involve some business travel or temporarily working at other locations but we don't envisage this involving more than a month's work outside the UK.
3. All the terms of your employment are in this contract. If there is any inconsistency between this contract and any other letter we sent you then this contract will prevail.
4. _____
5. Your duties are those that normally go with your job title including _____. You must take on reasonable additional or different duties when we ask you, to meet our reasonable business needs.
6. You must be allowed to work in the UK to be employed by us and must tell the _____ immediately if this is not the case. We can end your employment without notice or compensation if you lose or lack permission to work in the UK.
7. You can only work for someone else or hold another business interest if we give you advance written agreement. If you break this rule, we can dismiss you without notice or payment.
8. We can suspend you to carry out a disciplinary investigation or if we have another reasonable basis for suspension.

Pay and Expenses

9. We will pay you £_____ per year in arrears. Payment will be by automated bank transfer or another method agreed between us. We will review your pay annually, in our sole discretion.
10. We can deduct any money that you owe us from your pay or other payments due to you.
11. You are not entitled to reimbursement or guarantee of payment in connection with your duties under this Agreement unless we give advance written agreement.



Employment Relations

Two main approaches:

- The legal / contractual relationship (established when you have a contract of employment – what office will you work from; what will be your job ?
- The '**Psychological contract**' This is more – and argues that for many (but not all) there is much more to the relationship. As the employee you care about your employers' business; you give all your effort and enterprise etc . But you do expect the employer to care about you – to trust you; to train you; to respect you.



Think about the organisations you have or currently work for –

Employment Relations



Some Issues:

Can you have a psychological contract with Sainsburys ?

Do you know the senior managers ?

Or

**Is the most important relationship with your line manager /
team leader ?**

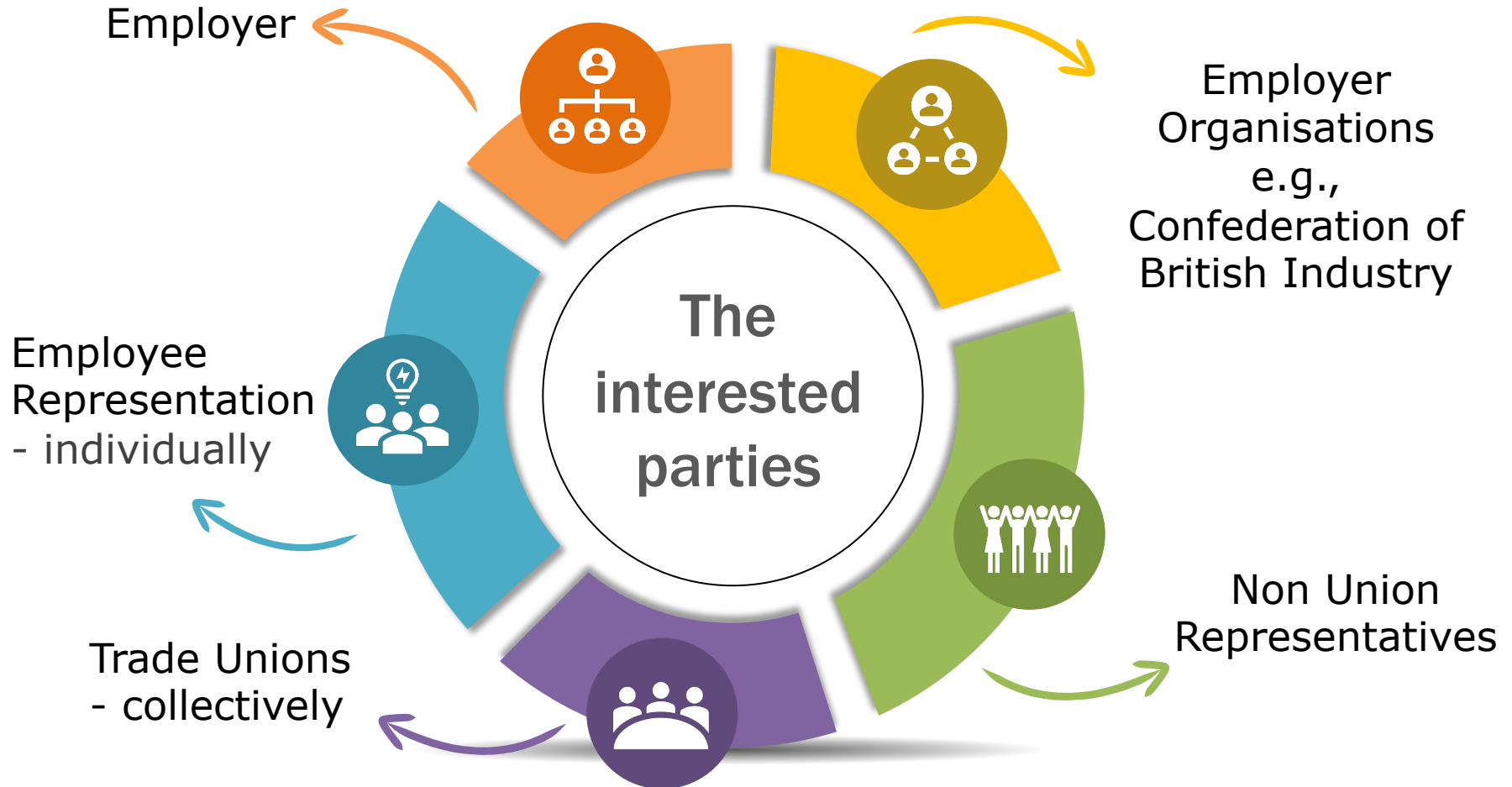
The Nature of Employment Relations

Managers at the intersection between employees and employer



- The connection between the employer and employees
- Individuals sell their labour
- Usually governed by an employment contract and expectation of exchange between two parties
- Usually assumed employer has more power as generally has access to more resources
- When conflict occurs and relationship is strained both parties exert their power to try to force other party to meet demands

Actors in the Employment Relationship



2 accepts to Employment Relationship

- 1 Individual relations:
examines how individual managers behave; engage with or discipline individual staff.
- Employment relationship begins with a Contract of Employment
e.g., Employment Rights Act 1996 & Subsequent Employment Act 2008
- The 1996 Act covers statutory requirements such as;
 - Holiday Entitlement
 - Payment for Labour
 - Notice Periods
 - Statutory Annual Leave
 - Statutory Maternity Leave & Pay
- Statutory Dispute Resolution Procedures



2 accepts to Employment Relationship

1 Individual relations

- Employee Voice = how employees communicate with their employer
- Employee participation recognises different groups will have different points of view and employee voice allows input of these differences
- CIPD paper (2017) stated " *HR professionals can lead conversations on developing a new approach to employee voice by considering which lenses fit their culture, then designing practices that will enable these forms of voice to surface*"

2 accepts to Employment Relationship

2 Collective relations

- An approach to understanding the 'relations' environment
- The key '**players**'
- The methods by which organisations attempt to communicate/engage with staff.
- Trade unions – the past and the future

Employment Relations- The Relations Environment Analysis



Can you see any potential problems/ impacts that the main 3 parties (**employee/ employer/ government**) might encounter as a result of these actions in Twitter? (e.g., PESTLE analysis)

PESTLE ANALYSIS

POLITICAL Services Tax policies Regulations Infrastructure	ECONOMIC Staff costs Inflation Growth rate Business cycle and trends	SOCIAL Demographics Income distribution Education Cultural variations/norm
TECHNOLOGICAL Communication Emerging technologies Transfer of technology from other areas Research & Development	LEGAL Laws Regulatory change Guidelines	ENVIRONMENTAL Ecological focus Health in the workplace Energy Resource management

Employment Relations- The Relations Environment



The relations environment will be controlled by the external outside world (e.g., PESTL) and then by the way the three parties interact or 'bump' into each other.

So, in your Country –

how important is the Government in influencing the relations climate?

Employment Relations- Typical Sources of Conflicts in the Workplace

- Changes to Working Hours
- Reduction in Overtime Payments
- Reduction in Employee Benefits
- Pay Freeze
- Unsafe Workplaces/Inadequate Protection
- People Issues with Individuals/Line Managers

Employment Relations-

Sources of Support to Resolve Conflict in the Workplace



- Internal process discipline and grievance policies
- Trade Unions Individual and Collective Representation for managing conflict – Strike action; also consultation



- ACAS – Advisory Conciliation and Arbitration Service
- Independent Public Body funded by UK Government
- Work to improve workplace relationships with for employers and employees
- www.acas.org.uk

Trade Unions- now and the future

- Traditionally, they act as a channel of communication between the management and the workers – both up and down.
- Now, trade unions have merged to form large organisations now – with more resources so they can do a 'professional' job (e.g., CWU)
- They are having to recruit much more aggressively especially for part time and women workers – who traditionally they ignored !



Self Directed Activity- Factors Affecting the Relations Environment



Group exercise (<https://forms.office.com/r/6LLGdQc6Nq>)

- Based on the external factors (via PESTLE) what have been the factors affecting the external environment of the RMT and postal strikes in 2022?
- What do you anticipate being the most important in the next few years ?



The Evolving Debate of Trade Unions

- Trade unions seen as politically motivated ?
- Seen as 'out of touch with ordinary members.
- Seen as slow and bureaucratic – unwilling to change and accept new ideas.
- In the UK – most trade union strength was in the public sector and heavy industry – both of which have declined.
- New industries – e.g., IT – do not usually have or feel they need trade unions.



International Labour Relations

- Labor regulations vary substantially, with minimum regulations in Africa and India to very detailed regulations in Northern Europe.
 - Union membership has declined in most countries, but remains high in several European countries (see table 4.1)
 - Many countries are coping with an influx of immigrants, both legal and illegal, who compete with established workers by providing low-cost labor.
- Management and workers determine the job relationships that will be in effect at the workplace



International Labour Relations

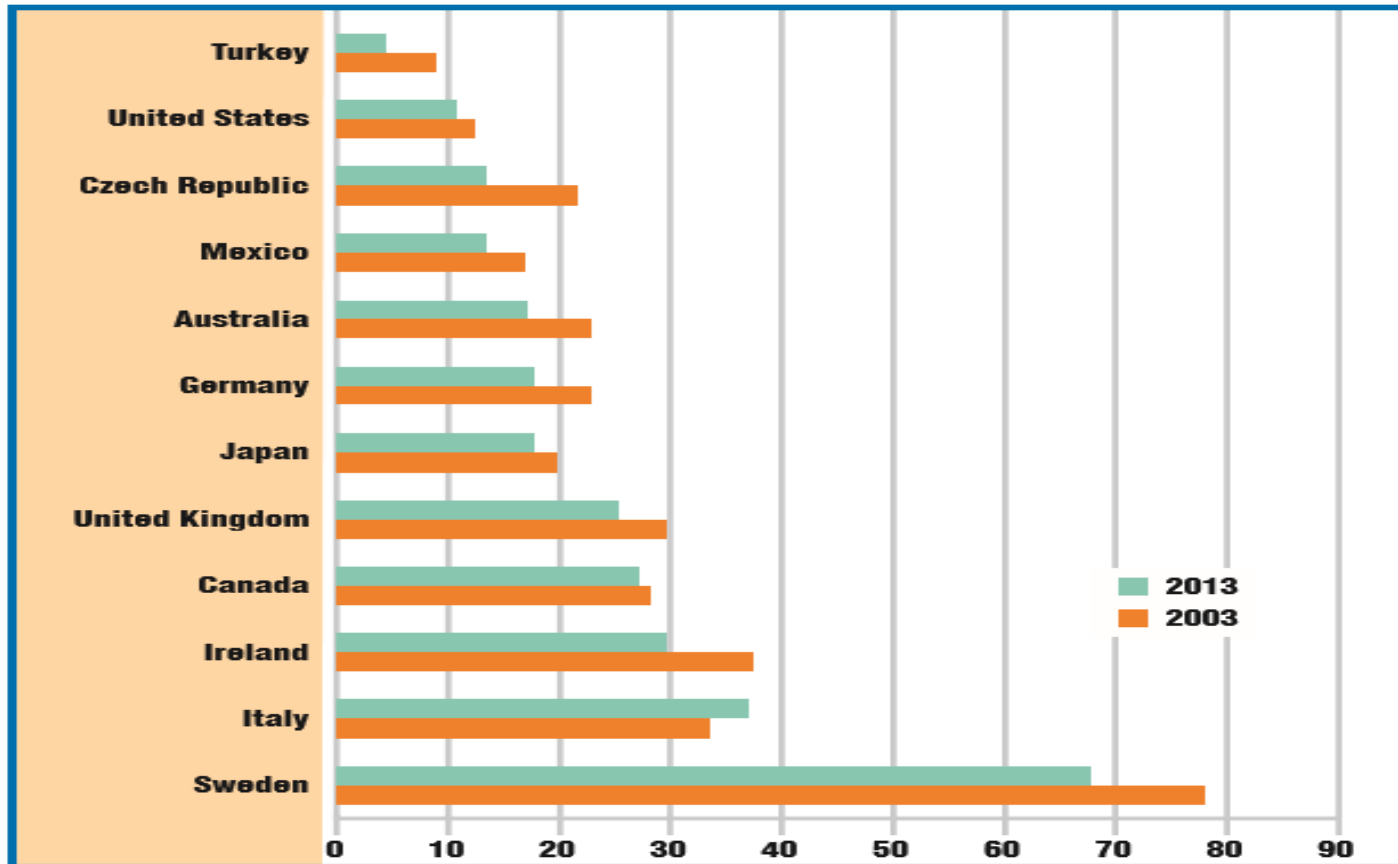


Table 4.1 Percentage of Workers who Belong to Labour Unions, 2003 & 2013

Source: Adapted from Organisation for Economic Cooperation and Development, "Trade Union Density," accessed at <http://www.oecd.org>.

International Labour Relations



How would organised labour limit the choices available to an international business?

International Labour Relations

The concerns of organised labour

- threaten to move production to another country
- farm out only low-skilled jobs to foreign plants
- import employment practices and contractual agreements from their home countries and reduce the influence of unions



International Labour Relations

The strategy of organised labours

- Setting-up their own international organizations
- Lobbying for national legislation to restrict multinationals
- Trying international labour organisations and claiming for international regulations



International Labour Relations

	Union perspective	Management perspective
Pay and benefits		
International organisations		
Reorganizing work structures		
Centralize or decentralize of decision making		

Internal Forces in Employment Relation Improvement

Various channels of communication in organisations:

- Team meetings
- Internet / web-based / social media
- Town Hall meetings – where senior managers address workers
- Email
- Special conferences / meetings
- Notice boards