coleg sirgâr coleg ceredigion

2021

Employment Relations at Coleg Sir Gar and Coleg Ceredigion

NIA WILLIAMS

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

Qualification: Post Graduate Diploma in HRM

Module Name: Managing Employment Relations

Module Code: BMHR7009

Word Count: 4811 (10% over). This excludes executive summary, references, appendices and tables.

Student Name: Nia Williams

Student Number: 1806523

CIPD Membership Number: 53274221

By signing below, I confirm that the work presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: *N. Williams*

Date: 7th January 2021

Table of Contents

Glossary of Terms ……. Page 1

Executive Summary……Page 2

Introduction ……. Page 3

Literature Review …….. Page 4-11

Findings …….. Page 12-13

Conclusion…….. Page 14

Recommendations……. Page 15 -16

Appendices……. Page 17-27

References ……. Page 28-34

Glossary of Terms

AI – Artificial Intelligence

CSG and CC – Coleg Sir Gar and Coleg Ceredigion

EHRC - Equality and Human Rights Commission

ER – Employment Relations

FLM – Front Line Managers

HPW – High Performance Working

PEST – Political, Economic, Social, Technology

SWOT – Strengths, Weaknesses, Opportunity and Threats

TUC – Trade Union Congress

TU – Trade Union

UK – United Kingdom

US – United States

Executive Summary

The following report outlines how the recent global pandemic has had an impact on employment relations (ER) at Coleg Sir Gar and Coleg Ceredigion (CSG and CC) as well as other organisations. The report firstly looks at the conflicting definitions of ER as well as the key historical periods of ER.

The literature will focus on the different ways that managers view ER as well as the parties involved and their role during the pandemic and on the ER. The paper considers how ER has been affected by external factors such as political, economy, social and technological with economic, political and technological being the main focus of the report.

A review of the literature reveals that communication, employee voice, high performance working, health and safety and good wellbeing strategies are key to enhance ER.

From the literature review, a SWOT analysis helped to identify CSG and CCs response to the pandemic and helped to draw recommendations to contribute more effectively to commitment, engagement and the progression of employee voice and the organisational performance in the future. Recommendations that were identified were training for line managers, technological training for the aging workforce and better communication from line managers to employees.

Introduction

Coleg Sir Gar and Coleg Ceredigion (CSG and CC) are a further education college which are a part of the University of Wales Trinity Saint David Group. In total there are approximately 1000 students and 850 employees (Coleg Sir Gar, 2020). CSG and CC are a public sector organisation, which has a strong trade union (TU) presence such as UCU and UNISON. They support employees with legal advice, representation, issues relating to work and help around issues such as pay and conditions (UNISON, 2020). The college therefore has a traditional employment relations culture with parallels with the old mining era. There is a low trust high process culture where there are strict processes in place such as disciplinary policies and procedures and high union membership. CSG and CC have a hierarchical structure where decisions are made at executive level and are filtered down through layers of management to the rest of the organisation (Morgan,2015).

In summary, employment relations (ER) is defined as more regulatory based according to Gennard and Judge (2010). This is because of the policies and procedures that are in place in organisations such as sickness policies and procedures. In comparison, CIPD (2020b) challenges this and defines it as relationship based. A good relationship needs to be created and maintained in order to achieve high commitment, engagement and performance. These two definitions will be examined further in the literature review.

Coronavirus (COVID-19) has had a major impact on ER which will be examined in this report. The World Health Organization (2020), defines COVID-19 as an infectious disease. The disease spreads through droplets of saliva or discharge through the nose. Most people infected experience mild to moderate respiratory illness. Those with underlying medical problems are more likely to develop serious illness. From 23 March 2020, the United Kingdom (UK) entered into a national lockdown to slow and stop the spread of the disease and employees were asked to work from home.

***The aim of this report is to**:*

- *Examine and analyse the impact that the recent global pandemic has had on ER at CSG and CC and other organisations.*
- *Critically evaluate CSG and CC's response to coronavirus*
- *Recommend ways to contribute more effectively to employee commitment, engagement and the progression of employee voice and the organisation performance in the future.*

Literature Review

Gennard and Judge (2010) defines ER as being ***"regulatory focused – to establish rules, regulations and agreements to regulate the employment relationship".*** This definition highlights the importance of regulation in ER. Regulation of ER is evident within organisations with policies, staff handbooks and agreements between managers and TU and between managers and individuals. Regulation around ER can also occur through sources such as the Government where they develop the law that regulates the relationship such as the Equality Act 2010.

In contrast, CIPD (2020b) states that ***"ER's main focus is not on the collective but on individual relationships and there is a new emphasis on helping line managers to establish trust-based relationships with employees".*** CIPD (2020b) views ER as being more relationship based focused. This definition recognises that ER occurs between people however, it does not cover the various influences that have an impact on the ER such as the influences of the economic context as Gennard and Judge (2010) highlights.

ER at CSG and CC is more regulatory focused with evidence of policies such as disciplinary and grievance, staff handbooks and agreements between the managers and TU collectively and between managers and the individuals (Gennard and Judge, 2010). This demonstrates that there is a low trust, high process culture within the organisation which can impact negatively on the ER as employees may not want to take risks because the company punishes failure whereas in a high trust organisation, failure contributes to success (Peterson, 2019).

The History of ER stems back to one of the key historical periods in 1839 with the Chartist Movement (BBC Cymru Wales, 2015). A timeline of the key historical periods is outlined in ***Appendix 1.*** History has seen a positive development in better working conditions (chartist movement), equality for men and women and the development of the Equal Pay Act in 1970 and the right for people to belong to a registered TU (Goodley, 2013), (GOV.UK, 2020b). There has been a shift from pluralism where there was an increase in collective movement, discussions and agreements for terms and conditions and TUs in 1970 to individualism in 1984 after the Great Minors Strike (Bennett, et al., 2020). This was due to the decrease in TUs and the increase in individual workplace rights. The Equality Act 2010 was also a major historical period which brought all of the existing equal opportunities and discrimination legislation under one umbrella act (GOV.UK, 2013). The Equality Act 2010 established protection for people against discrimination however, COVID-19 has highlighted vast social inequalities for instance, those people who live in poorer areas are more likely to experience COVID-19 deaths. People from black and minority ethnic background are also more likely to report that the virus has had a negative impact on them financially (The Health Foundation, 2020). COVID-19 has also highlighted issues with some organisations reporting bad working conditions (something that was fought against by the chartist movement). Boohoo is an example of this, which had poor practices in place such as low pay and unsanitary working conditions (McCulloch, 2020).

According to Fox (1974) the following are ways in which managers view ER:

- Pluralist

According to Fox (1974), pluralism is when conflict is expected where employers and employees have different interests. It assumes that conflict can be managed and resolved through TUs, collective bargaining and dispute resolution procedures. An example of a pluralist company is Tata Steel where there is a traditional ER structure with a strong TU presence where there is conflict between the workforce and management teams (Tata Steel, 2016). TUs are there to get the different parties to work together and negotiate around the conflict. With CSG and CC being a public sector organisation, it also has a traditional ER culture in place. According to the Department for Business, Energy & Industrial Strategy (2019), TU membership is higher in the public sector as employees who work in larger workplaces are more likely to be members and have a TU presence in the workplace.

- Unitarist

Unitarist perspective implies that there is shared value and objectives between employees and managers. According to Fox (1974), they are united by common interests. The organisation is viewed as a united team pulling together and going in the same direction for the benefit of the organisation. Unitarist organisations tend to recruit people that fit with their organisation. At Google, the recruitment process takes six to nine months and candidates are expected to sit 15 to 25 interviews. Having a person that fits with the company leads to positive ER as the company and the employee are both moving in the same direction and the employee has bought into the company's values (Fortune, 2019).

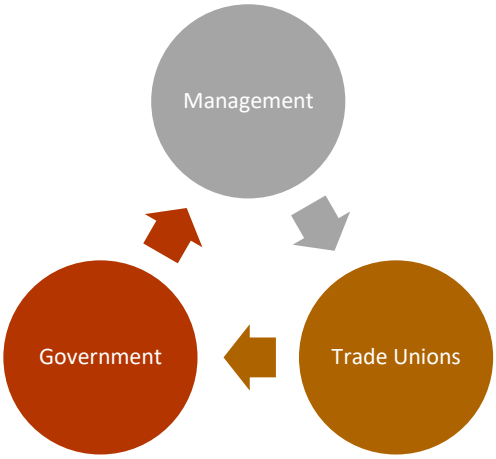
- Marxist and Radical

Marxist and Radical perspective is when conflict is likely to occur between the employer and the employee due to the result of capitalism and the state represents the interest of capital. Conflict can only be resolved by removal of capitalism itself. This type of perspective is used mostly in the third and charitable sectors where they are not about capitalism or profit (Fox, 1974). Since COVID-19, there has been an increase in interest in the radical perspective opposing capitalism due to the inequality that has been evident throughout the pandemic as identified above with black and ethnic minority backgrounds (The Health Foundation, 2020). Varoufakis (2020a) believes that everyone should have an income in order to unfold their talents through universal basic income. He believes that the percentage of all shares from companies should go into a public equity trust for instance, welfare fund for society, and the dividends should be distributed to every member equally (Varoufakis (2020b).

In addition to Fox's (1966) perspectives on ER there are two other views on it. The first is an economic view where ER is about money and the second the psychological contract view. Guest and Conway (2002), defines this as the perceptions of the employee and employer and what their mutual obligations are towards each other. Perceptions can be financial such as pay or job security and development. Factors that influence this is length of service of employees, the business strategy and HRM policies and practices. There will be positive behaviour/attitudes if both the employer

and the employee have fulfilled their obligations to one another. If not, the psychological contract is damaged and there will be poor behaviour/attitudes. For instance, JD Wetherspoons plans to cut 400-450 jobs across UK airports (Osborne, 2020). In this situation, employees will perceive that the organisation has breached its obligation to provide them with secure employment and will reduce their performance levels/seek alternative employment.

According to Ellis (2016), there are three main parties involved in ER:



Management

Management can refer to a "process, a system of authority and a group of people" (Bennett, et al., 2020). They are all important in influencing the relationship in employment. Management hold responsibilities for ensuring that the organisation is being run smoothly. They hold authority and develop rules. The style of management that is adopted and interacted to employees determines whether an effective relationship is created. Kilroy and Dundon (2015) identifies three types/faces of front line managers (FLM) which consists of organisational, policy enactor and employee coach. They found that employee coach was the most effective in contributing to employee commitment. At CSG & CC, FLM are mostly seen as policy enactors where FLM become a deliverer of the HR practices and policies.

Management should have an effective way to communicate with their employees. Communication is important through periods of change to encourage openness and to build trust. Communication is particularly important where the change is brought on by economic circumstances such as COVID-19 which brings about redundancies, organisational restructuring and amended job duties (Personnel Today, 2020). An example of an organisation that had poor communication with its employees was United States (US) company "Bird" where the company sacked over 406 people on a Zoom call that lasted 120 seconds (Morree, 2020).

According to Ellis (2016) communication should be two ways to encourage employee voice. Employee participation and involvement are forms of employee voice. Since the decline in TUs, there is now a direct communication between management and employees on an individual/collective basis (Bennett et al, 2020). According to CIPD

(2011), benefits of voice practices for employees include higher job satisfaction, and job security.

Trade Unions

The role of TUs is to "represent the interests of their members in pursuit of democracy in the workplace" (Ellis, 2016).

According to Clark (2020), TU membership in the UK has fallen from 12.6 million in 1980 to 6.99 million in 2019. There was strong union presence in 1980 because of the Great Minor's Strike (Bennett, et al., 2020). The majority of TU membership today are made up of public sector employees. Traditionally, union representation tended to resolve around collective bargaining and negotiation over terms and conditions. Now it is about representing individual members in conflict with their employer for instance at disciplinary (Bennett, et al., 2020).

During the pandemic TUs have demonstrated their worth for instance, Trade Union Congress (TUC) led the lobbying of the Government. This resulted in payment of 80% of employees' wages in organisations that closed as a result of COVID-19 under the Furlough scheme. TUs have also forced organisations to agree to full pay for those employees that are self-isolating (Warlock, 2020), (WISERD, 2020). During the pandemic union membership has arisen. The reason for this is the increase in job insecurity, redundancy and the threat of life after COVID-19. They have continued and will continue to play a role in the pandemic by "advocating for workers' rights, pay and conditions, fairness and equality" (WISERD, 2020).

The Government

According to Ellis (2016), the Government includes "both the Conservative Government and agencies such as Advisory, Conciliation and Arbitration Service (ACAS) and the Equality and Human Rights Commission (EHRC) who implement the Governments ER policies". The Government is the largest employer in the UK owing the public sector. There are 5.4 million public sector employees (ONS, 2019). ER is conducted from central Government.

The Government also has a direct impact on the management of ER through its role as a legislator. The Government implements employment law from UK parliament and from the European Union. For instance, an organisation has a legal obligation to provide a contract of employment between the employer and the employee. This contract outlines the relationship between the two parties. If there is no trust from an employer to the employee with regards to them doing a good job without supervision, then there is a breakdown in the relationship and the employee will not feel good enough and will leave the organisation (Ellis, 2016). During the pandemic, managers have had to trust that their employees are working from home as they have been unable to supervise their staff in person. It has been important for managers to find the balance of communicating with employees without employees thinking that they are checking to see if they are doing work (Parker et al 2020).

It is also important that organisations keep up with changes in the law on a regular basis and update their policies and practices. An example of this is the Coronavirus Act 2020 (GOV.UK, 2020a).

The state has had a major influence over the pandemic where all decisions in relation to COVID-19 has been taken by parliament for instance, ordering a national lockdown, introducing the furlough scheme and introducing the two-meter distance rule. During the pandemic, ACAS has provided advice on furlough and pay, redundancies, working safely and working from home (Acas 2020).

Best Practice

According to the literature below, there are a number of ways organisations can implement best practice in order to strengthen ER.

- High performance working (HPW)

Purcell (2003) helps to understand the link between HPW (***appendix 2***) and high performance through a study called "the black box". The findings were, that organisations that have a bundle of best practice in place have positive responses from employees and high performance. Google is an example of this where the company offers employees benefits such as on-site nurses, medical services and free food (Fortune, 2019), (Taylor, 2016). Google however, does not pay its employees very high salaries, but instead has in place attractive benefits.

- Health and Safety

According to CIPD (2020e) HR need to ensure that senior managers regard Health and Safety as a priority in the workplace. In 2017-2018, 1.4 million people in the workplace suffered from a work-related illness.

The most common causes of long-term sickness in organisations in 2019 was mental health (Statistica, 2020). According to The Health Foundation (2020), mental health is expected to rise within the UK because of the pandemic. The drivers for this are "self-isolation, job and financial losses".

To maintain good ER with long term sickness, there is now more of an increase in the number of employers who have put proactive measures in place for instance, organising counselling sessions. There are also six components of work design which need to be managed in order to avoid poor employee health, low productivity and an increase in sickness (Bennett, et al., 2020). These are explained in ***appendix 3.***

The main UK legislation around health and safety and must be adhered to is detailed in ***appendix 4*** (Bennett, et al., 2020). From those mentioned, the management of risk assessments, provision of PPE (face coverings) and physical working conditions such as hand sanitisers/two-meter rule have been the most crucial during the pandemic and for organisations to consider when preparing employees to return to work. Other

legislation that has been and will continue to be used going forward is the “reporting of injuries, diseases and dangerous occurrences regulations 1995”. Organisations will have a legal responsibility to tell employees to stay at home if they experience any symptoms of coronavirus and to contact track and trace.

During the pandemic, Amazon have distributed masks and implemented disinfected spraying and temperature checks across their sites worldwide (Amazon, 2020). Amazon have also demonstrated poor health and safety with some workers working 55 hours in a week with relentless targets to achieve during a spike in online purchases (Jones, 2020).

- ➢ Wellbeing

According to Guest (2017), there are a number of ways that HR can promote employee wellbeing in organisations. These are outlined in ***appendix 5***. During the pandemic, many of these mentioned by Guest (2017) have not been guaranteed to employees due to financial reasons such as recession. An example includes employee security. This can bring about uncertainty for employees and cause a breakdown in the relationship.

There are practical initiatives for supporting mindfulness in the workplace and to maintain good ER such as occupational health support, mindfulness, healthy eating and exercise (Forbes Coaches Council, 2018).

According to British Safety Council (2018), health and wellbeing needs to be a central part of the organisations strategy and should to be invested in. Line managers should have training around mental health awareness to support employees effectively in the workplace. Organisations should also review their wellbeing policy and practices regularly and involve the workforce in developing them.

Organisations supporting wellbeing during coronavirus is Mind. Mind provides tips for taking care of mental wellbeing and offer information on accessing mental health treatment and support during the pandemic (Mind, 2020). Innocent smoothies are also known for prioritising wellbeing in their organisation. Examples includes offering free gym membership and yoga sessions to employees in order to encourage workers to be healthy and happy through exercise (Innocent, 2020).

Appendix 6 outlines a **PEST** analysis of how the macro factors in the environment has had an impact on organisations during COVID-19.

Economic

In August 2020, the UK entered the worst recession since records began ***(see appendix 6***). With recession brings redundancies and according to CIPD (2020d), 38% of private organisations, 28% of voluntary organisations and 16% of public organisations report they intend to make redundancies in the next three months. Thomas (2020), confirms that redundancy is at its highest in the hospitality sector, with Mitchells & Butler recently making 1,300 employees redundant (Rojas, 2020). Many organisations have explored a variety of options to minimise redundancies during the pandemic by using the furlough scheme and making use of flexible working (***appendix 7)***.

The impact of COVID-19 on the economy is similar to that of 2008 financial crash with organisations making redundancies. According to Bennett et al (2020) many employees were not satisfied with how organisations in 2008 handled redundancies. Large numbers of employees felt discontented with senior management over how they were consulted about important issues. Today, this is something that is still an issue with Bird making 406 employees redundant over a zoom call. Poor communication and the misuse of communication channels can be damaging to ER (Morree, 2020). Employees need to feel secure in their jobs in order to be motivated and committed. According to Bennett et al (2020), “insecurity is generated by failure by management to recognise the need for fast and accurate communication when people’s livelihoods are at risk”.

Recession and redundancies can bring about less disputes as employees may feel fearful to rock the boat. This was also experienced in 2008 with employees experiencing “survivor syndrome” which is common for the remaining employees after redundancies. Employees will be initially relieved that they have kept their jobs, but that may turn to employees feeling anxious and stressed over the restructure process which can result in illness. Some employees may also feel anger if they have lost their friends and colleagues to redundancies. It can also cause worry for any future redundancies (Haddon, 2017). This links back to communication, where the organisation needs to be honest from the beginning and messages also needs to be communicated in a way that minimises distress to employees (Personnel Today, 2020).

Technology

The pandemic has led to many employees working from home. Before March 2020, only 5% of the workforce worked from home (CIPD, 2020a). Employees have had to digitally upskill and find new ways of working and delivering from home for instance, teaching on line (Smith, 2020). Software such as Zoom, Google Meet and Microsoft Teams have been used for meetings, interviews and classroom delivery throughout the pandemic (Smith, 2020).

According to Tabassum (2020) almost half the UK population of 75 and over have never used the internet. Although internet usage between the ages of 65 and 74 are

increasing, they need the most support with technology and during the pandemic they have found it the most difficult in shifting from face to face to online. Many organisations before the lockdown were unbale to provide training with short notice, and many organisations were not prepared in terms of IT equipment for the workforce. This in itself brought stress and anxiety for employees as they had to adapt quickly and learn ways of delivering their work from home. In comparison, Facebook adapted well to working from home as they are a technology-based organisation and therefore employees are more IT savvy. The transition from the office to home was easier for employees as Facebook already had in place “work from home Wednesdays” before the pandemic (Conger 2020).

Being able to work from home has also brought flexible working. This has increased during the pandemic to help employees balance caring with work and adapting to life’s emergencies such as caring for children or when family members have taken ill. According to CIPD (2020c), flexibility leads to a motivated workforce. Dell is an example of a company with flexible working such as remote working and flexible hours in place. According to Dell, flexible working has had a huge impact on employee satisfaction (Glassdoor,2017).

According to McKinsey Global Institute (2018), the adaption of artificial intelligence (AI) in the future will increase and will bring about higher productivity, GDP growth and it will change the skills required of human workers. There will be an increase in demand for certain jobs such as data analytics and scientists and there will be a decline in demand for data entry clerks and administrative roles as AI will be able to easily perform these roles. The future of ER may lead to employees feeling fearful for the future especially those in roles that are easily performed by AI. This may lead to employees feeling unmotivated and some may retrain and be educated in occupations that will be harder to perform by AI.

Findings

Appendix 8 is a **SWOT** analysis (strengths, weaknesses, opportunities and threats) of CSG and CC's response to COVID-19.

One of the strengths of the college was that there was clear and regular communication from executive level through emails before and during lockdown. This was to ensure that employees were well informed and to be able to ask any questions relating to the pandemic to their line managers. This is best practice in retaining good ER and to prevent what happened with US company BIRD (Morree, 2020). Wellbeing of employees was a big factor during the pandemic. To gauge the wellbeing of the organisation, a wellbeing questionnaire was distributed to see how the organisation could support employees during working from home and transitioning back to the office. From the results, the organisation launched a staff life programme offering employees mindfulness and yoga sessions. This is similar to that of Innocent smoothie where they also offer employees yoga sessions for them to stay healthy and active and feel supportive through work (Innocent, 2020).

A weakness for the college was that although there was good communication from the executive level and in most departments, some employees have expressed their disappointment with the lack of communication with their line managers during the pandemic. One department did not have any contact with their line manager for the whole period of working from home. This resulted in a breakdown in the relationship and employees did not feel supported or valued which led to unmotivated and unproductive employees. Another weakness was the lack of IT equipment in March when the UK entered lockdown. With an aging workforce, some employees found it difficult to set up IT equipment at home and use software such as google drive and google meet. This was the opposite of that experienced by Facebook as the organisation is more IT Savvy and already had in place "working from home Wednesdays" whereas CSG and CC did not (Conger, 2020).

The college faced many opportunities and the pandemic has allowed for flexible working. Post pandemic, employees were not able to work from home as employees did not have the equipment. Moving forward, the organisation now identifies that this can work and the benefits that it can bring to the workforce as identified by CIPD (2020c) and experienced by Dell (Glassdoor,2017). Another opportunity that has arisen is that technology enabled the organisation to overcome geographical issues with employees based in the North. Google meet allowed for relationships to be formed and maintained which led to motivated employees. The pandemic also brought an opportunity for most employees to upskill themselves with IT software such as google meet and google drive (Smith, 2020).

Future threats for the organisation are potential redundancies. This can build uncertainty among staff and conflict. To avoid poor ER, the organisation must be clear with communication and keep employees informed by being honest of the change that may occur to avoid a break down in relationships as experienced by JD Wetherspoon and Bird (Personnel Today, 2020), (Morree, 2020). It is also important that the organisation adheres to guidance from Acas with dealing with redundancies with the

workforce (Acas, 2020). This is to reduce the negative impact of what was experience in 2008 with the economic recession (Bennett, et al., 2020).

Conclusion

To conclude, the pandemic has had a major impact on most organisations financially. Although CSG and CC have not experienced any redundancies this year, this is something that may occur in the next few months in the public sector as identified by CIPD (2020d). This in itself will bring stress and employees will feel uncertain about the future which will have a negative impact on ER. As identified above, if the college enters redundancy, it is important that communication is strong from the beginning to ensure that employees are involved in the change and aware of the situation. It is also important that the college allows for employee voice and follows guidance set out by ACAS to maintain good ER (ACAS, 2020).

Technology has also played a major role since working from home during COVID-19. Technology has allowed for organisations to carry on providing a service. Employees have also had to upskill themselves with technology and deliver online teaching on Google meet and Google drive. Technology has also allowed for flexible working in the future as the organisation now identifies that this can work moving forward and the benefits that can arise from it as identified by Dell (Glassdoor,2017).

Health and safety have also played an important role this year. The college have put the health and safety of employees and students at the heart of the organisation like many other organisations by making sure they adhere to the rules by the Government such as having risk assessments in place, two-meter rule and face masks being compulsory.

The wellbeing programmes that are in place is also important to ER especially during the pandemic with many employees experiencing mental health issues as identified by The Health Foundation (2020). CSG and CC understand the importance of wellbeing among their employees and distributed questionnaires to the organisation to gauge how employees felt and what wellbeing strategies the organisation need in place to support them. This gave employees a voice, which is an important factor in ER as identified by Guest (2017).

Other factors that have impacted on the organisation are political with decisions and legalisation around COVID-19 being made through Government and implemented in policies and procedures in the workplace.

In summary, the report has identified that communication, employee voice, high performance working, health and safety and good wellbeing strategies are key to enhance ER especially through periods of change such as COVID-19.

Although many strengths have been identified with CSG and CC's response to COVID-19, there are recommendations that the organisation can make to strengthen employee commitment, engagement and the progression of employee voice and organisation performance. This will be identified in the next section.

Recommendations

In order for CSG and CC to contribute more effectively to ER, the following recommendations will be required:

Training for line managers	To ensure that there is better communication in departments, training needs to be conducted inhouse by HR for line managers to reiterate the importance of communication during periods of change as identified by Personnel Today (2020). The only costs related to delivering training is the preparation by HR in terms of inviting managers to attend the sessions, preparing a PowerPoint as well as the time lost of those managers attending. These costs are relevantly low as in the long term this will bring a higher return in investment for the organisation as employees will feel valued by their employers and will bring high engagement, commitment and performance. Training for line managers can be organised quickly and can be provided within the first couple of weeks in January 2021 where employees will be expected to work from home again. Within the session it will be important to show examples of those organisations mentioned in this report with poor/good communication in order for managers to see the impact it has on engagement, commitment and performance. The limitation to organising training for managers is that that it is difficult to find a date that all managers can attend due to personal situations and different timetables. Another limitation is that training will need to be provided on a regular basis in order to remind line mangers of the importance of communication and the most effective communication channels.
Better communication from line managers	From the above training, line managers need to implement an effective communication strategy with their employees in their departments in order to avoid employees feeling unworthy and expressing their discontent with the communication received from their line managers. The only costs associated with this is the initial training as identified above. It is then up to the line manager to put effective communication strategies in place to strengthen the ER. Ideas could include meeting with the entire team every morning via Google meet during lockdown to discuss any matters or to share information from the Executive level with the team. This encourages employee voice which in turn results in an increase in performance, commitment and engagement. This can be implemented fairly quickly after the training in January 2021. The disadvantage to this is that line managers may not put what they have learnt from the training into practice which results in a decrease in performance, commitment and engagement which has been experienced in one department at CSG and CC during lockdown. Another limitation to this is time. Line managers may not prioritise meeting with their team on a daily basis as they have other commitments.

Training to upskill the aging workforce with technology	To ensure that the entire workforce and especially the aging workforce are prepared for future change such as another lockdown, training around technology will need to be provided to upskill them to avoid the feeling of anxiousness and stress as experienced back in March 2020. Although the workforce has been working from home for the majority of 2020, not all employees have made the most of upskilling themselves with technology. This training will be delivered by the Digital Innovation Manager. This can be delivered online and will have little cost in arranging with the only costs being the organisation of the training. This again, will bring benefits for the long term as employees will become more IT savvy similar to companies such as Facebook. Investing in employees and upskilling them will also bring high engagement, commitment and performance. Training can be delivered quickly by the Digital Innovation Manager and can be delivered in January 2021 as employees will be expected to work from home and will benefit from the training. Again, the limitation of this would be that training will need to be provided on a regular basis and it is unlikely that the entire workforce will be able to attend due to personal situations and different timetables.

Appendices

Appendix 1 – History of ER

Chartism movement - 1839

- The Chartist movement saw 5,000 armed men march to Newport to fight for better working conditions and the right to vote. From the 5,000 men that marched, 22 of these were shot dead (BBC Cymru Wales, 2015).

Dagenham Ford Plant Strike 1968

- This was over the inequal pay of women working alongside men in the factories. Women were regraded into "category B" (less skilled production job) instead of Category C (more skilled production job) and were therefore paid 15% less than men at this rate. They were only regraded to category C after a further six-week strike. This movement ultimately lead to the passing of the Equality Act in 1970 for fairer pay and conditions of employment between men and women (Goodley, 2013).

Industrial Relations Act 1971

- This brought about monumental changes to the working conditions of people throughout the United Kingdom such as the right to belong to a registered Trade Union and to have grievance procedures in the Statement of Particulars (GOV.UK, 2020b).

Rise in pluralism - 1970

- In the 1970's there was a rise in pluralism, where there was an increase in collective movement, discussions and agreements for terms and conditions. In the workforce there would be trade union groups or employment association groups. If there was discontent about working conditions or pay there would be a collective movement and voice and it would be dealt with on a collective basis (Bennett, et al., 2020).

Great Miners Stike 1984

- In 1984 there was the Great Miners Strike which gave a rise to individualism. There was a rise in individuals trying to challenge issues such as pay, conditions or treatment. This was instead of a collective group. There has been a rise in individualism of ER due to the decrease in trade unions and the rise in individual workplace rights (Bannock, 2015)

Trade Union Act - 2016

- In 2016, there was the Trade Union Act under the Labour Government which reduced the power of the Trade Unions.

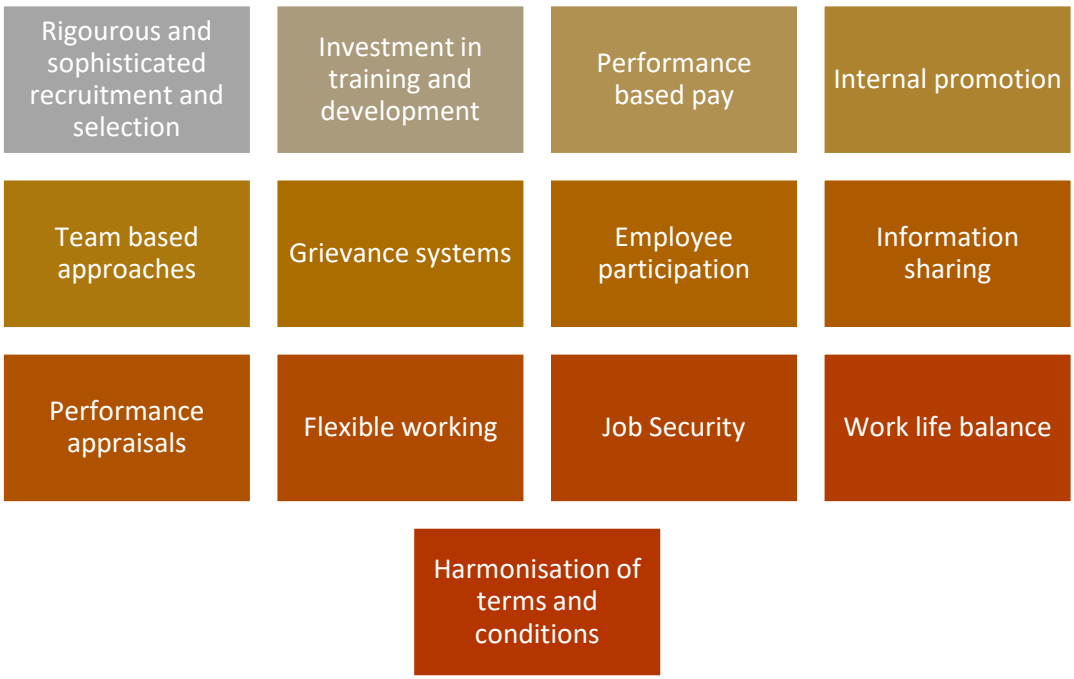
The Equality Act 2010

- The Equality Act 2010 brought all of the existing equal opportunities and discrimination legislation under one umbrella act (GOV.UK, 2013).

Workplace ER Study WERS - 2011

- In 2011 the Workplace ER Study WERS noted the vast shift from collective disputes to individual conflicts in the work place and employment tribunal statistics confirm this to be the case (GOV.UK, 2013).

Appendix 2 - High performance working



Appendix 3 – Six components of work design

Demands	This includes issues such as workload, work patterns and the work environment. In the post pandemic workplace, there will be employees who are grieving, employees who have been traumatised and employees who are exhausted from working full time at home and parenting, caring and home schooling. It is important that management are supporting those employees through the change and returning to work and offering services such Counselling and flexible working to them (Bennett, et al., 2020).
Control	This is how much voice an employee has in the way they do their work. Effective voice for employers can contribute towards productivity as people will feel valued that their voice is being heard. For employees, it often results in increased job satisfaction as employees will feel valued and therefore happy in their job (Ellis, 2016 p. 114).
Support	This includes the encouragement provided by the organisation and other employees (Bennett, et al., 2020).
Relationships	This includes promoting positive working to avoid conflict and dealing with unacceptable behaviour (Bennett, et al., 2020).
Role	Employees need to understand their role within the organisation. The employer and the employees understanding of the role must be the same (Bennett, et al., 2020).
Change	Change such as COVID-19 needs to be managed and communicated in the organisation (Bennett, et al., 2020). Factors that enable change are good leadership, integrity and honesty. It is important that organisations are honest about the change that is happening and communicate this to employees in order for them to accept the change. Different ways to communicate can be top down channels, bottom up channels and two-way discussions.

Appendix 4 – Health and Safety Act

Health and Safety at work act 1974

- Providing and maintaining plant and systems at work so that they are safe and without risks to health.
- Ensure the safe use, handling, storage and transport of articles and substances.
- Provide health and safety information, instruction, training and supervision.
- Maintain the place of work so that it, and access to and exit from it, are safe and without risks to health and provide and maintain a safe working enviornmnet and adequate welfare facilities.

Management of Health and Safety at work regulations 1999

- This sets out in more detail what employers are required to do to manage Health and Safety under HSWA.
- Employers required to carry out risk assessments, provision and use of personal protective equipment, manual handling operations, display screen equipment, physical working conditions and guarding of machinery.

Appendix 5 – Ways to increase wellbeing

Investing in employees	Recruitment and selection	Training and Development	Mentoring and Development
Skill Utilisation	Employee Surveys	Collective Representation	Equal Opportunities
Postitive social and physical environment with health and safety a priority	Flexible and family friendly work arrangements	Voice - 2 way communication	Employee Security

Appendix 6 – PEST Analysis

Political	<u>The Government</u> • The Government includes the Conservative Government and agencies who implement the Governments ER policies. • These have an impact on the management of ER through its role as an employer (Ellis, 2016). • The Government is the largest single employer in the UK (ONS, 2019). • ER is conducted from central Government, with autonomous and complex managerial structures. <u>The Government as a legislator</u> • The Government implements employment law from UK parliament and from the European Union. • For instance, an organisation has a legal obligation to provide a contract of employment between the employer and the employee. • This contract outlines the relationship between the two parties. • If there is no trust from an employer to the employee with regards to them doing a good job without supervision, then there is a breakdown in the relationship and the employee will not feel good enough and will leave the organisation (Ellis, 2016). • During the pandemic, managers have had to trust that their employees are working from home as they have been unable to supervise their staff in person. It has been important for managers to find the balance of communicating with employees without employees thinking that they are checking to see if they are doing work (Parker et al 2020). • The state has had a major influence over the pandemic where all decisions in relation to COVID-19 has been taken by parliament for instance, ordering a national lockdown, introducing the furlough scheme and introducing the two-meter distance rule. • During the pandemic, ACAS has provided advice on furlough and pay, redundancies, working safely and working from home (Acas 2020). <u>Policies and procedures</u> • It is also important that organisations keep up with changes in the law on a regular basis and update their policies and practices. An example of this is the Coronavirus Act 2020 (GOV.UK, 2020a).
Economic	<u>GDP and Recession</u> • GDP fell by 20.4% in the second quarter compared to 2.2% three months before (ONS, 2020). • Main cause was due to lockdown in March. • UK is the worst hit economy compared to any other country in the EU.

	• Pandemic has erased 17 years of economic growth in only 2 quarters (ONS,2020). • GDP grew by 2.1% in August 2020 (ONS, 2020) • Grew by 1.1% in September as measures continued to ease (ONS,2020). • September was 22.9% higher than April but still remained 8.2% lower than the levels in February 2020 (ITV, 2020), (ONS,2020) • GDP still low compared to February despite Eat Out to Help Out Scheme in August. <u>Government spending (King, 2020)</u> • Government spending for current financial year would be £395 billion. • Before the pandemic the Government was expecting to borrow £55 billion • £73 billion of this is to support jobs for example, the furlough scheme • Public services such as NHS have been given £127 billion to combat the pandemic • In order to pay back the money borrowed and spent by the Government, income tax, national insurance and VAT is expecting to increase in the future. <u>Redundancies</u> • According to CIPD (2020d), 38% of private organisations, 28% of voluntary organisations and 16% of public firms report they intend to make job cuts in the next three months. • Redundancy is at its highest in the hospitality sector, with Mitchells & Butler making 1,300 employees redundant (Rojas, 2020). • Many employers have minimised redundancies throughout the pandemic by making use of flexible working or the Furlough Scheme. Employers have done this to maintain their employee relationship and to avoid permanent job losses (Bennett, et al., 2020). <u>2008 financial crash</u> • Impact of COVID-19 similar to 2008 financial crash with redundancies • Many employees were not satisfied with how organisations in 2008 handled redundancies. • Many felt discontented with how they were consulted. • Bird USA made 406 employees redundant over a zoom call. • Poor communication and the misuse of communication channels can be damaging to ER. <u>High unemployment rates</u> • Highest in retail with it falling to -23 from -1 in the previous quarter (CIPD,2020d). • Due to national restrictions where retail were forced to close for months.

	• Oasis and Warehouse an example of retail which has closed and 1800 jobs lost (Butler, 2020). • Healthcare sector levels are set to increase (GOV.UK, 2020). <u>Employees fearful to rock the boat</u> • Recession and redundancies can bring about less disputes as employees may feel fearful to rock the boat. • This was also experienced in 2008 with employees experiencing "survivor syndrome" which is common for the remaining employees after redundancies. • Employees will be initially relieved that they have kept their jobs, but that can subside, giving way to anxiety over the future, illness over the stress of the restructure process and anger if they have seen their friends and colleagues lose their jobs. I • t can also cause worry for any future redundancies (Haddon, 2017). • This links back to communication, where the organisation needs to be honest from the beginning and messages also needs to be communicated in a way that minimises distress to employees (Personnel Today, 2020). <u>Brexit</u> • Another impact on the economy is Brexit. According to Tetlow and Stojanovic (2018), Brexit will have a negative impact on economic activity. By 2030, it is estimated that there will be a 18% reduction in output. It is likely that the UK will see recession, increased unemployment and increasing inflation. This is something that the UK is already experiencing through the impact of COVID-19.
Social	<u>Social inequalities</u> • The Equality Act 2010 established protection for people against discrimination however, COVID-19 has highlighted vast social inequalities for instance, those people who live in poorer areas are more likely to experience COVID-19 deaths. • People from black and minority ethnic background report that COVID-19 has had a negative impact on them financially (The Health Foundation, 2020). COVID-19 has also highlighted issues with some organisations reporting bad working conditions (something that was fought against by the chartist movement). • Boohoo is an example of this, which had poor practices in place such as low pay and unsanitary working conditions (McCulloch, 2020). <u>Mental Health</u>

	• According to The Health Foundation (2020), mental health is expected to rise. The drivers for this are self-isolation and job and financial losses.
Technological	<u>Working from home</u> • Before March 2020, only 5% of the workforce worked from home (CIPD, 2020a). Employees have had to digitally upskill and find new ways of working and delivering from home for instance, teaching on line (Smith, 2020). Software such as Zoom, Google meet and Microsoft Teams have been used for meetings, interviews and classroom delivery throughout the pandemic (Smith, 2020). <u>Aging workforce</u> • According to Tabassum (2020) almost half the UK population of 75 and over have never used the internet. • Although internet usage between the ages of 65 and 74 are increasing, they need the most support with technology and during the pandemic they have found it the most difficult in shifting from face to face to online. • Many organisations before the lockdown were unbale to provide training with short notice, and many organisations were not prepared in terms of IT equipment for the workforce. This in itself brought stress and anxiety for employees as they had to adapt quickly and learn ways of delivering their work from home. • In comparison, Facebook adapted well to working from home as they are a technology-based organisation and therefore employees are more IT savvy. The transition from the office to home was easier for employees as Facebook already had in place “work from home Wednesdays” before the pandemic (Conger 2020). <u>Flexible Working</u> • Being able to work from home has also brought flexible working. • This has increased during the pandemic to help employees balance caring with work and adapting to life’s emergencies such as caring for children or when family members have taken ill. • According to CIPD (2020c), flexibility leads to a motivated workforce. • Dell is an example of a company with flexible working such as remote working and flexible hours in place. According to Dell, flexible working has had a huge impact on employee satisfaction (Glassdoor,2017). <u>Future of Technology</u> • According to McKinsey Global Institute (2018), the adaption of artificial intelligence (AI) in the future will increase and will bring about higher productivity, GDP growth and it will change the skills required of human workers.

	• There will be an increase in demand for certain jobs such as data analytics and scientists and there will be a decline in demand for data entry clerks and administrative roles as AI will be able to easily perform these roles. • The future of ER may lead to employees feeling fearful for the future especially those in roles that are easily performed by AI. • This may lead to employees feeling unmotivated and some may retrain and be educated in occupations that will be harder to perform by AI

Appendix 7 – ways to avoid redundancy

Appendix 8 – SWOT of CSG and CC response to coronavirus

Strengths	<u>Communication</u> ➢ Regular communication from executive level to organisation through emails. <u>Wellbeing</u> ➢ Wellbeing questionnaire distributed throughout lockdown to measure wellbeing and how people would feel returning to work. ➢ Staff life programme launched offering employees mindfulness and yoga sessions <u>Health and Safety</u> ➢ Risk assessment in place for all employees and students ➢ Health and safety training provided to all staff members before returning on site. ➢ Masks must be worn by staff and students ➢ 2 meter rule ➢ Perspex screens provided in offices in order to help keep the 2 meter distance ➢ Hand sanitisers provided on site <u>Technology</u> ➢ Staff transitioned well from face to face to online working. ➢ Technology enabled the college to offer students online teaching during the pandemic. Now able to offer a blended learning now lockdown regulations have been relaxed. ➢ Good use of Google meet for online teaching delivery and staff meetings. ➢ All staff members have been given a college laptop in order to be more flexible in the future and are prepared for future lockdowns. <u>Redundancy</u> ➢ No redundancy has occurred since September 2019 <u>Redeployment</u> ➢ Staff that were unable to work from home were redeployed to other departments based on their skills, experience and qualifications. <u>Furlough</u> ➢ CSG only furloughed catering and cleaning employees
Weaknesses	<u>Communication in certain departments</u> ➢ Some departments have expressed their disappointment with the communication with their line manager during lockdown (no meetings). <u>IT equipment</u> ➢ CSG initially did not have enough laptops for all staff to work from home.

	➢ Adapting to working from home initially – no training was provided. With an aging workforce, not all employees were as IT savvy. <u>Conflict</u> Some employees have expressed their concerns with returning to work.
Opportunities	<u>Flexible working</u> ➢ Working from home allowed for flexible working. <u>Technology</u> ➢ CSG have overcome geographical issues with employees based in the North. Google meet facility allowed for relationships to be formed. ➢ Google meet allowed for interviews and inductions to continue during lockdown. ➢ Allowed for staff to upskill themselves with IT e.g. google meet and google drive. Staff are now more IT savvy.
Threats	<u>Recession</u> ➢ potential redundancies going forward. Could build uncertainty among staff and build conflict <u>Increase in sickness</u> ➢ Staff off sick due to coronavirus which could impact on teaching <u>Future lockdown</u> ➢ Potential of another lockdown in the new year <u>Brexit</u> ➢ Increase in unemployment ➢ Difficulties with recruitment ➢ GDP can be affected

References

1. Acas, (2020). Coronavirus (COVID-19). *Advice for employers and employees.* [Online]. Available at: https://www.acas.org.uk/coronavirus (Accessed 21 December 2020).

2. Amazon, (2020). *Amazon's COVID-19 blog: updates on how we're responding to the crisis.* [Online]. Available at: https://www.aboutamazon.com/news/company-news/amazons-covid-19-blog-updates-on-how-were-responding-to-the-crisis (Accessed 21 December 2020).

3. Bannock, C. (2015). *Miners' strike 30 years on: 'I fought not just for "my pit" but for the community'*. [Online]. Available at: https://www.theguardian.com/politics/guardianwitness-blog/2015/mar/05/miners-strike-30-years-on-i-fought-not-just-for-my-pit-but-for-the-community (Accessed 07 December 2020).

4. BBC Cymru Wales, (2015). *Michael Sheen Valley's Rebellion.* [Online] Available at: https://www.youtube.com/watch?v=uWwlJAH88Kg (Accessed 07 December 2020)

5. BBC, (2020). *Coronavirus: How the world of work may change forever.* [Online]. Available at: https://www.bbc.com/worklife/article/20201023-coronavirus-how-will-the-pandemic-change-the-way-we-work (Accessed 21 December 2020).

6. Bennett, T., Saundry, R. & Fisher, V., 2020. *Managing Employment Relations.* London: Kogan Page.

7. British Safety Council (2018) *Not just free fruit: Wellbeing at work.* Available from: https://www.britsafe.org/campaigns-policy/not-just-free-fruit-wellbeing-at-work/ (archived at https://perma.cc/7CFH-7T66) (accessed 19 September 2019).

8. CIPD (2020a*). Coronavirus (COVID-19): Flexible working during the pandemic and beyond.* [Online]. Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/during-COVID-19-and-beyond (Accessed 21 December 2020).

9. CIPD, (2020b). *Employee Relations: an introduction.* [Online] Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet (Accessed 07 December 2020)

10. CIPD, (2020c). *Flexible working practices.* [Online]. Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/factsheet (Accessed 27 December 2020).

11. CIPD , (2020d). *Labour Market Outlook Report.* [Online] Available at: https://www.cipd.co.uk/Images/labour-market-outlook-autumn-2020_tcm18-86411.pdf (Accessed 07 December 2020)

12. CIPD, (2020e). *Well-being at work.* [Online] Available at: https://www.cipd.co.uk/knowledge/culture/well-being/factsheet (Accessed 07 December 2020).

13. CIPD (2011*) Employee Relations*. Overview Factsheet. July. London: Chartered Institute of Personnel and Development.

14. Clark, D. (2020). *Percentage of employees that are members of a trade union in the United Kingdom from 1995 to 2019.* [Online] Available at: https://www.statista.com/statistics/287232/uk-trade-union-density/ (Accessed 07 December 2020)

15. Coleg Sir Gar (2020). *Welcome to Coleg Sir Gar.* [Online] Available at: https://www.colegsirgar.ac.uk/ (Accessed 07 December 2020)

16. Conger, K. (2020). *Facebook starts planning for permanent Remote Workers.* [Online]. Available at: https://www.nytimes.com/2020/05/21/technology/facebook-remote-work-coronavirus.html (Accessed 27 December 2020).

17. Department for Business, Energy, & Industrial Strategy (2019). *Trade Union Membership: Statistics 2018.* [Online] Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/805268/trade-union-membership-2018-statistical-bulletin.pdf (Accessed 07 December 2020)

18. Ellis, C., (2016). Contemporary Developments in Employee Relations. In: S. Taylor & C. Woodhams, eds. *Human Resource Management: People and Organisations.* London: Chartered Institute of Personnel Developments, p. 110.

19. Forbes Coaches Council, (2018). *14 Simple Steps to Encourage Mindfulness in Your Workplace.* [Online]. Available at: https://www.forbes.com/sites/forbescoachescouncil/2018/07/19/14-simple-steps-to-encourage-mindfulness-in-your-workplace/?sh=193398db26e8 (02 January 2021).

20. Fortune, (2019). *Fortune 100 best.* [Online] Available at: http://fortune.com/best-companies/2017/google/ (Accessed 07 December 2020).

21. Fox, A (1974) *Beyond Contract:* Work, power and trust relations, Faber, London.

22. Gennard, J., Judge, G., Bennett, T. & Saundry, R., (2016). *Managing Employment relations.* [Online] Available at: https://www.amazon.co.uk/Managing-Employment-Relations-John-Gennard/dp/1843983788/ref=pd_lpo_sbs_14_img_0?_encoding=UTF8&psc=1&refRID=VHDAP4QW14Q5CZA782H7 (Accessed 7 December 2020).

23. Glassdoor (2017). *Dell Technologies Employee Reviews about "Flexible working".* [Online]. Available at: https://www.glassdoor.co.uk/Reviews/Dell-Technologies-flexible-work-Reviews-EI_IE1327.0,17_KH18,31.htm (Accessed 21 December 2020).

24. Goodley, S. (2013). *Dagenham sewing machinists recall strike that changed women's lives.* [Online]. Available at: https://www.theguardian.com/politics/2013/jun/06/dagenham-sewing-machinists-strike (Accessed 07 December 2020)

25. GOV.UK, (2020a). Coronavirus Act 2020: Status. [Online]. Available at: https://www.legislation.gov.uk/ukpga/2020/7/contents/enacted (Accessed 05 January 2021).

26. GOV.UK, (2020b). *Industrial Relations Act 1971.* [Online] Available at: https://www.legislation.gov.uk/uksi/1972/36/pdfs/uksi_19720036_en.pdf (Accessed 07 December 2020)

27. GOV.UK (2013). *The 2011 Workplace Employment Relations Study (WERS).* [Online] Available at: https://www.gov.uk/government/publications/the-2011-workplace-employment-relations-study-wers (Accessed 07 December 2020)

28. Guest, D. E. and Conway, N., (2002) *communicating the psychological contract: an employer perspective.* Human resource management journal, 12 (2), pp.22-38.

29. Guest, D (2017) Human resource management and employee well-being: towards a new analytic framework, *Human Resource Management Journal*, 27 (1), pp 22-38.

30. Haddon, J. (2017). *Survivor Syndrome – how redundancy affect the staff that remain.* [Online]. Available at: https://www.peoplemanagement.co.uk/experts/advice/survivor-syndrome-redundancies (Accessed 02 January 2021).

31. Harter, J., Schmidt, F.L and Hayes, T. L. (2002) Business-unit-level relationship between employee satisfaction, employee engagement and business outcomes: a meta-analysis. *Journal of Applied Psychology.* Vol 87, No 2. Pp268-79.

32. Innocent (2020). *What we're about.* [Online] Available at: https://www.innocentdrinks.co.uk/us/careers/what-we-re-about (Accessed 07 December 2020)

33. ITV (2020). *Economic recovery takes a hit despite Eat Out To Help Out scheme.* [Online]
Available at: https://www.itv.com/news/2020-10-09/economic-recovery-takes-a-hit-despite-eat-out-to-help-out-scheme (Accessed 07 December 2020)

34. Jones, L. (2020). *Amazon: Staff told to work overtime as virus spikes demand.* [Online]. Available at: https://www.bbc.co.uk/news/business-51921916 (Accessed 21 December 2020).

35. Kilroy, J. and Dundon, T. (2015) www.emeraldinsight.com/doi/abs/10.1108/ER-06-2014-0071 *The multiple faces of front line managers: A preliminary examination of FLM styles and reciprocated employee outcomes Employee Relations,* 37:4, 410-427.

36. King, B. (2020). *Coronavirus: How much will it cost the UK and how will we pay?.* [Online]
Available at: https://www.bbc.co.uk/news/business-52663523 (Accessed 07 December 2020)

37. McCulloch, A. (2020). *Boohoo's board knew about poor work place conditions.* In: Personnel Today. [Online]. Available at: https://www.personneltoday.com/hr/boohoos-board-knew-about-poor-workplace-conditions/ (Accessed 11 December 2020).

38. McKinsey Global Institute (2020). *Skill Shift: Automation and the future of the workforce.* [Online]. Available at: https://www.mckinsey.com/featured-insights/future-of-work/skill-shift-automation-and-the-future-of-the-workforce (Accessed 21 December 2020).

39. Mind (2020). *Coronavirus and your wellbeing.* [Online]
Available at: https://www.mind.org.uk/information-support/coronavirus/coronavirus-and-your-wellbeing/ (Accessed 07 December 2020)

40. Morgan, J. (2015). *The 5 Types of organizational structures: Part 1, the Hierarchy.* [Online]. Available at:

https://www.forbes.com/sites/jacobmorgan/2015/07/06/the-5-types-of-organizational-structures-part-1-the-hierarchy/?sh=51d9c1415252 (Accessed 02 January 2021).

41. Morree, P (2020). *Corona Chronicles: The shittiest Lay-off in Corporate History*. [Online]. Available at: https://corporate-rebels.com/bird-lay-off/ (Accessed 16 December 2020).

42. Osborne, S. (2020) *JD Weatherspoon to cut up to half its jobs across UK airports.* [Online]. Available at: https://www.independent.co.uk/news/business/news/wetherspoon-pub-closures-jobs-airports-uk-coronavirus-redundancy-b528031.html (Accessed 11 December 2020).

43. ONS (2020). *GDP monthly estimate, UK: September 2020.* [Online] Available at: https://www.ons.gov.uk/economy/grossdomesticproductgdp/bulletins/gdpmonthlyestimateuk/september2020 (Accessed 07 December 2020)

44. ONS (2019) *Public Sector Employment, UK March 2017.* [Online]. Available at: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/bulletins/publicsectoremployment/mar2017 (Accessed 08 December 2020).

45. Parker, S. Knight, C. Keller, A (2020*). Remote Managers are having trust issues.* [Online]. Available at: https://hbr.org/2020/07/remote-managers-are-having-trust-issues (Accessed 16 December 2020).

46. Personnel Today (2020). *Employee Communications*. [Online]. Available at: https://www.personneltoday.com/employee-relations/employee-communications/ (Accessed 16 December 2020).

47. Peterson, J. (2019). *Do you work in a high trust or low trust organization?.* [Online]. Available at: https://www.bigthinkedge.com/do-you-work-in-a-high-trust-or-low-trust-organization/ (Accessed 05 January 2021).

48. Purcell, J., Kinnie, N., Hutchinson,S., Rayton, B. and Swart J. (2003) *Understanding the people and performance link. Unlocking the black box.* 1st ed. London: Chartered Institute of Personnel and Development.

49. Rojas, J. (2020). *COVID-19: Pub operators axe hundreds of jobs as 'harsh' new tier restrictions criticised.* [Online]

Available at: https://news.sky.com/story/covid-19-mitchells-butlers-reveals-1-300-workers-made-redundant-12142677 (Accessed 07 December 2020)

50. Smith, J (2020*). Zoom for Home is here to empower Remote Workers.* [Online]. Available at: https://blog.zoom.us/zoom-for-home-empower-remote-workers/#:~:text=As%20part%20of%20our%20effort,phone%20calls%2C%20and%20interactive%20whiteboarding. (Accessed 21 December 2020).

51. Statistica (2020). *Most common causes of long-term absences from work in the United Kingdom (UK) in 2019.* [Online]. Available at: https://www.statista.com/statistics/1133968/causes-of-long-term-absence-in-the-uk/#:~:text=Causes%20of%20long%2Dterm%20absences,the%20United%20Kingdom%20in%202019&text=In%202019%20in%20the%20United,absences%20was%20mental%20ill%20health. (Accessed 07 December 2020).

52. Tabassum, N (2020). *How are older people adapting to digital technology during the COVID-19 pandemic.* [Online]. Available at: https://www.ageing-better.org.uk/blogs/how-are-older-people-adapting-digital-technology-during-covid-19-pandemic (Accessed 21 December 2020).

53. Tata Steel, (2016). *Tata Steel UK reaches agreement with the trade unions.* [Online]. Available at: https://www.tata.com/newsroom/tata-steel-uk-reaches-agreement-with-trade-unions (Accessed 03 January 2021).

54. Taylor, S., (2016). Improving Organisational Performance. In: S.Taylor & C.Woodhams, eds. *Human Resource Management*: People and Organisation, London: Chartered Institute of Personnel and Development, P.199.

55. Tetlow, G and Stojanovic, A (2018) *Understanding the Economic Impact of Brexit, Institute of Government.* [Online]. Available at: https://www.instituteforgovernment.org.uk/sites/default/files/publications/2018%20IFG%20%20Brexit%20impact%20%5Bfinal%20for%20web%5D.pdf (Accessed 9 December 2020).

56. The Health Foundation, (2020a). *COVID-19 – now is the time to redraw the UK's map of inequality.* [Online]. Available at: https://www.health.org.uk/news-and-comment/news/covid-19-now-is-the-time-to-redraw-the-uks-map-of-ine (Accessed 10 December 2020).

57. The Health Foundation, (2020b). *Emerging Evidence on COVID-19's impact on mental health and health inequalities.* [Online]. Available at: https://www.health.org.uk/news-and-comment/blogs/emerging-evidence-on-covid-19s-impact-on-mental-health-and-health (Accessed 07 December 2020).

58. Thomas, D. (2020). *Hospitality worst-hit as unemployment rises again.* [Online]. Available at: https://www.bbc.co.uk/news/business-55313752 (Accessed 21 December 2020).

59. UNISON (2020). *About.* [Online]. Available at: https://www.unison.org.uk/ (Accessed 07 January 2020).

60. Varoufakis, Y. (2020a). *Universal basic income is a brilliant idea. Here's why.* [Online]. Available at: https://www.youtube.com/watch?v=O8B4U7o9kvg (Accessed 02 January 2021).

61. Varoufakis, Y. (2020b). *Bridges to the future.* [Online]. Available at: https://bridges-to-the-future.simplecast.com/episodes/yanis-varoufakis (Accessed 02 January 2021).

62. Warlock (2020).*Unions show organising strength during global pandemic.* [Online]. Available at: https://www.tuc.org.uk/blogs/unions-show-organising-strength-during-global-pandemic (Accessed 07 January 2021).

63. WISERD (2020). *COVID-19: The role of trade unions.* [Online]. Available at: https://wiserd.ac.uk/news/covid-19-role-trade-unions (Accessed 08 December 2020).

64. World Health Organization, (2020). *Coronavirus.* [Online] Available at: https://www.who.int/health-topics/coronavirus#tab=tab_1 (Accessed 07 December 2020).