

## Topic 4 – Employment Relations Unit 3 – Key influences on ER

### (1) What are effective employment relations?

- Involves clear communications between employees and employers

### (2) The role of employment relations

- Employment relations has a role to establish the employment contract and resolve industrial conflict.
- It has a human resources management of developing, maintaining and motivating the workforce.

### (3) Communications Systems

- Effective communications systems are essential for effective employment relations
- Grievance procedures affecting individuals may be resolved in the early stage by supervisors. Collective grievances are not resolved as easily and may require conciliation or mediation.
- Worker participation improves communications and involves human resource management training workers for effective involvement in this process.
- Team briefings enhance the effectiveness of work teams.

### (4) Rewards

- Financial rewards may be negotiated through agreements, packages or may occur as awards from industrial tribunals.
- Businesses need to devise a system which determines a salary structure.
- Many employees are able to be motivated through non-financial rewards, which save them paying some income tax. However, employers must pay a fringe benefits tax.

### (5) Training and Development

- Used both formal and informal methods including:
  - . Videos
  - . Job rotation
  - . Seminars
  - . Simulation
- 3 stages to good training and development programs:
  - . Analysing what training is needed.
  - . Developing a training program
  - . Evaluation what change has occurred.
- Induction – a common form of formal training within a business. Where training is given to new employees when they start their employment.

#### (6) Flexible working conditions

- . Allows employees to work an agreed number of hours spread across a set period of time.
- . Allows for workers to care for families in cases of emergencies, illness and school holidays.
- . Use of Family Friendly Programs:
  - . Flexible starting times
  - . Career breaks
  - . Job Sharing
- . Effects:
  - . Increased Staff retention
  - . Increased productivity
  - . Reductions in absenteeism
  - . Reduced stress

#### (7) Measures of Effectiveness

- . Disputation
- . Absenteeism
- . Quality
- . Staff turnover
- . BENCHMARKING results to goals and industry standards.

#### Causes of high staff turnover and absenteeism

- . The nature of the work
- . Levels of rewards
- . Employee expectations not being met
- . State of the labour market

#### The four contributors to productivity from the ER perspective are:

- . Reduced Absenteeism – Employees are enthusiastic to be at the workplace and so find fewer reasons to absent themselves, less injuries result from good training and OHS practices.
- . Reduced staff turnover – Fewer staff resign, and employees are with the organisation longer.
- . Increased performance – Quality and quantity of output is enhanced by employee performance.
- . Reduced disputation – Problems are resolved by satisfactory communication practices resulting in higher employee satisfaction and fewer lost days to stop work meetings and strikes.