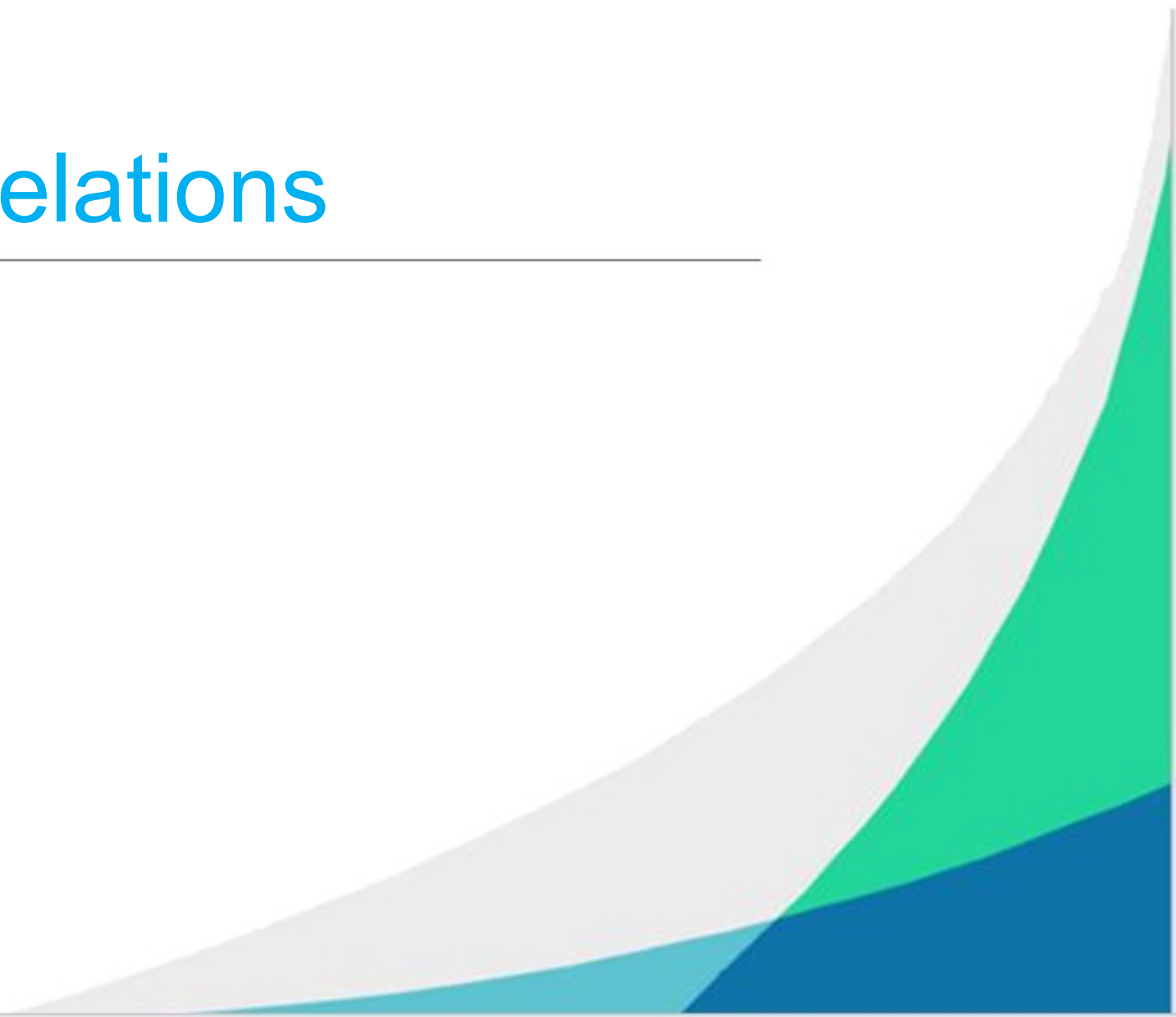




Employee Relations



Session Objectives

- To provide participants with knowledge to function in the new HR department
- To acquaint participants with the core areas of HR concerns in Employee Relations (ER)
- To identify the essence of the Labour Act relevant to HR duties

Session Content

- Labour & employment laws as they affect Industrial Relations (IR) & Employee Relations (ER)
- Grievance procedures & industrial dispute settlement
- Collective bargaining process
- HR role in managing employee relations

Setting the Tone

- Challenges of change often become overwhelming if not well understood by the HR practitioners
- HR is now well professionalised
- The HR practitioners need to be familiar with:
 - The provisions of the labour laws;
 - The core areas in IR and ER to deal effectively with labour-management issues that will definitely arise in the workplace.

Labour and Employment Laws

Labour and Employment Laws

- HR practitioners are required to be familiar with the labour laws and legislations because these guide every decision concerning industrial relations practice.
- Knowledge of national and international labour laws and legislations are germane to the duties of a HR officer.

LABOUR LAWS



Labour and Employment Laws



- Labour Act Cap 198 LFN 1990
- Trade Union Act, Cap 473 LFN 1990
- Trade Unions (Amendment) Act, 2005
- Trade Disputes Act, Cap 432 LFN 1990
- Employees' Compensation Act, 2011
- Factories Act, Cap 126 LFN 1990

ILO and UN Instruments

- Universal Declaration of Human Rights, 1948.
- Right to Organise and Collective Bargaining, C 98, 1949.
- Equal Remuneration Convention 100, 1951.
- Abolition of Forced Labour, C 105, 1957.
- Discrimination (Employment and Occupation) C 111, 1958.
- Employment Policy Convention 122, 1964.



ILO and UN Instruments

- International Covenant on Economic, Social and Cultural Right, 1966.
- Declaration on Equality of Opportunity and Treatment for Women Workers, 1979.
- Discrimination (Employment and Occupation) C 111, 1958
- Employment Policy Convention 122, 1964.
- International Covenant on Economic, Social and Cultural Right, 1966.
- Declaration on Equality of Opportunity and Treatment for Women Workers, 1979.



Grievance Procedures and Industrial Dispute Settlements

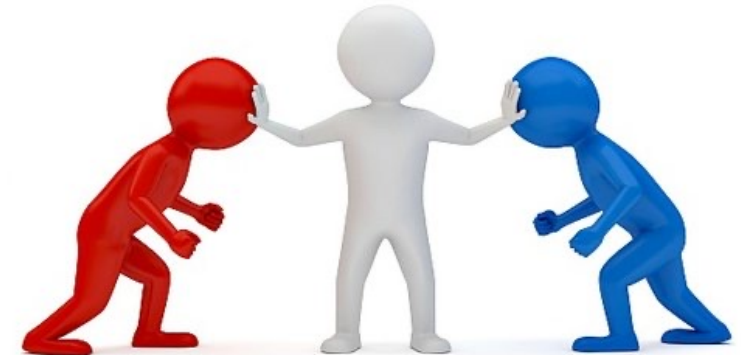
Grievance Procedures and the Dispute Settlement Process

- Conflicts are inevitable in human interactions.
- The HR officer is responsible for the effective management of conflicts to ensure it doesn't undermine the progress and unity of the organisation and the achievement of its goals.
- Conflict can be positive if well handled.



Conflict Resolutions Mechanisms

- Statutory Internal Machinery (Trade Disputes Act Cap 432 LFN 1990):
 - Grievance Handling Procedure;
 - Mediation.
- Statutory External Machinery (Trade Disputes Act Cap 432 LFN 1990):
 - Conciliation;
 - Arbitration (IAP);
 - Board of Inquiry;
 - Adjudication (NIC).



Trade Dispute Resolution Process

- Mediation
- Conciliation
- Arbitration
- Adjudication
- Court of Appeal



Collective Bargaining

Defining Collective Bargaining

- A process of interest accommodation which includes all sorts of bipartite or tripartite discussions relating to labour problems and directly or indirectly affecting a group of workers.



Collective Bargaining Process

- Breakdown in collective bargaining or the implementation of collective agreement often leads to industrial conflict
- When the collective bargaining is well managed, and the collective agreement respected by all parties, conflict is minimised.



Functions of Collective Bargaining

- Standard-setting machinery for wages determination and employment conditions.
- Guiding principle for industrial and employee relations.
- Means of establishing rules guiding relationships through Collective Agreement.
- Providing method of settling grievances occurring due to and in the course of employment relations.

Core Issues

- Wages and salaries
- Condition of service and employment
- Allowances and bonuses
- Hour of work and overtime
- Leave periods
- Fringe benefits
- Productivity bargaining
- As contained in Collective Agreement

Understanding Employee Relations

Concept of Employee Relations

- Employees, workers or labour refer to people who exchange their talents, skills, energy and knowledge for monetary compensation in employment situations.
- Employees have feelings and emotions; they are sensitive and can act and react when provoked.
- Employee relations have policies developed to cater for the welfare of employees.

Definition

- Employee relations is an organisation's framework (efforts, structure, system or policies) for managing the rapport between the employer and employees.

Employee Relations

Covers the following:

Provision of
conducive working
environment

Right to associate
and collectively
bargain

Access to equitable
reward system

Positive
reinforcement
towards motivation

Training and
development

Job enrichment
process

Access to
competitive wage
system

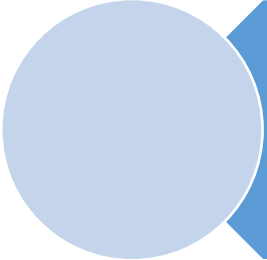
Productivity
improvement
schemes

Employee
ownership
participation

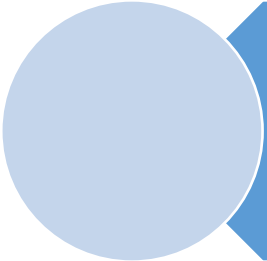
Occupational
health and safety

Right to good
leadership

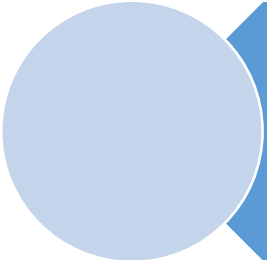
Employer and Employee Relationship



Employees will give their best in service if the employer recognises their unique importance in the organisation



Employers often treat labour as just one of the factors of production resulting in grave consequences



The level of rapport between labour and employer dictates the mood of the enterprise and influences its culture

Current Trends in Industrial Relations

Current Trends

- Inability to pay living wages to workers causes industrial unrest and low productivity.
- Government establishments now have industrial relations departments for negotiation and administration of collective agreements:
 - Industrial unions employ specialists to deal with negotiations, grievances, legal services, and public relations;
 - Inadequate functional infrastructures for economic growth has implications for industrial relations.
- Global trends include ICT, flexi hour, home working, individualised employment contract, etc.
- Issues in Nigerian labour laws yet to adjust to global trends to strengthen employment relations.



Conclusion

Concluding Remarks

- Since change is the only constant factor in life, trends in Industrial Relations and Employee Relations will continue to be in a state of flux.
- HR managers to keep abreast of emerging trends so as to move with the time.
- HR managers should always weigh the consequences of implementing new trends and changes; and recommend the best options to management for implementation.

Thank you

