

**WE CAN
WORK
IT OUT**

**RELATIONSHIPS
IN THE WORKPLACE**



**UNIONS·MANAGEMENT
PERSONAL&INDUSTRIAL
RELATIONS·FACTS
CASE STUDIES**

**HUGH POLLOCK and LIAM O'DWYER
CURRICULUM DEVELOPMENT UNIT**

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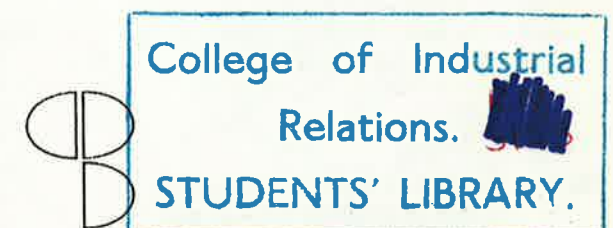
Relationships in the Workplace



Hugh M. Pollock and Liam O'Dwyer

Illustrated by John Lucas

Curriculum Development Unit



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Contents

Introduction 5

PART ONE: CASE STUDIES

1 Young People at Work

Case 1 — Success 7

A young school leaver is interviewed for a job, is successful, and arrives for her first day at work.

Case 2 — Closed Shop 11

A new worker on probation refuses to join union though a closed shop operates.

Case 3 — The Copper Pot 13

Young part-time, double-jobbing, kitchen porter questions pay and conditions in non-unionised firm.

Case 4 — One Big Family 15

Owner-manager of a hotel — by all accounts an excellent employer — refuses to meet union representative after some young members of his staff join union.

Case 5 — The Shop Steward 17

Probationary worker refuses to carry out instruction of foreman on the grounds that it is not his job and he is on his tea-break.

2 Women at Work

Case 6 — Rose Anne Ryan 19

Trainee employee dismissed at end of probationary period for no apparent reason.

Case 7 — Married or Single? 22

Married woman is informed at job interview that she will not be considered for the job as the employer does not wish to take on a married woman.

Case 8 — Promotion for Women 24

Older woman seems to be discriminated against, possibly on sexist grounds, when she applies for a vacancy within her company for which she is more suitably qualified than the person who is in fact appointed.

3 Health and Safety

Case 9 — No Need for Expensive Solutions 27

Staff seek issue of protective footwear after accident in the workplace.

Case 10 — Potentially Dangerous 29

Staff seek allowance for having to work with a dangerous chemical.

Case 11 — Uncle Robbie's 33

A catering firm running a restaurant within a large department store — itself an excellent employer — has no sickness benefit scheme.

4 Conflict — Union/Worker Action

Case 12 — Starved to Death! 35

Staff seek meal allowance for workers called away on company business over meal breaks.

Case 13 — Productivity 36

Low-paid employees seek to increase their wages by means of a productivity agreement and ask their shop steward to put a proposal for such an agreement to management.

Case 14 — Check-Off! 38

Union proposes that management should implement the 'check-off' system of collection of union dues, to which management agrees — but at a price.

Case 15 — O.K. Cleaners Have the Contract 41

Cleaning staff are dissatisfied that work which could provide overtime for them is instead contracted out to a non-unionised firm, and decide to raise the matter at a shop stewards' meeting they hear is about to take place.

Case 16 — Making Union Policy 43

Temporary employees are accepted into union, which subsequently passes resolution that Sunday work should be paid at double time, with implications for such staff, who work during peak seasons when Sunday work is usual.

5 Conflict — Employer Action

Case 17 — Changing Places 46

Union seeks disturbance allowance for workers when employer proposes a change of premises.

Case 18 — New Machinery 48

New machinery causes redundancies, with union agreement, but a demarcation dispute then arises between two unions with regard to maintenance of the new machines.

Case 19 — Walking the Dog 50

Dispute arises when one group of workers is deprived of a perk they have been used to in favour of another set of workers.

Case 20 — The Thin End of the Wedge 52

Workers are extremely dissatisfied when a supervisory position in their department is not filled from their ranks and it is instead proposed to reallocate the retired man's workload among existing supervisory staff, who will receive a bonus.

Case 21 — Dash, Dash, Dash, All Day Long 54

Unofficial strike ensues when a worker refuses to transfer to another department in accordance with a rationalisation scheme agreed between his union and the company management.

PART TWO: INDUSTRIAL RELATIONS STRUCTURES

Chapter 1 — Workers and Their Organisations 57

I The Structure of a Trade Union 57

The Trade Union in the Workplace 57
The Trade Union at Branch Level 58
The Trade Union at National Level 59
Democracy and Efficiency 60

II The General Structure of Trade Unions 60

Types of Trade Union 61
Size of Trade Unions 63
Trade Union Headquarters 63
The Irish Congress of Trade Unions 64

Chapter 2 — Employers and Their Organisations 68

I Managing People in a Business Enterprise 68

Personnel Management 68
Industrial Relations Management 68

II Employers' Organisations 69

Federated Union of Employers 70
Construction Industry Federation 70
Society of the Irish Motor Industry 73
Confederation of Irish Industry 73
Irish Management Institute 75

Chapter 3 — The State and its Agencies 76

I Legislation to Support Collective Bargaining 76

The Labour Court 77
Rights Commissioners 79
Equality Officers 80
Joint Industrial Council 80
Joint Labour Committee 80

II Legislation to Establish Minimum Legal Standards 80

Office Premises Act 1958 80
Redundancy Payments Acts 1967-79 81
Employment Appeals Tribunal 81
Safety in Industry Acts 1955, 1980 82
Anti-Discrimination (Pay) Act 1974 82
Employment Equality Act 1977 83
Protection of Young Persons (Employment) Act 1979 83
Unfair Dismissals Act 1977 83
Worker Participation (State Enterprises) Act 1977 84
Protection of Employment Act 1977 84

Interviewing and Negotiating Skills 85

PART THREE: GLOSSARY OF INDUSTRIAL RELATIONS TERMS

Alphabetical Guide to Glossary of Terms 87
Glossary of Terms 88



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Hugh M. Pollock
Assistant General Secretary
Teachers' Union of Ireland

Liam O'Dwyer
Research Officer
Curriculum Development Unit

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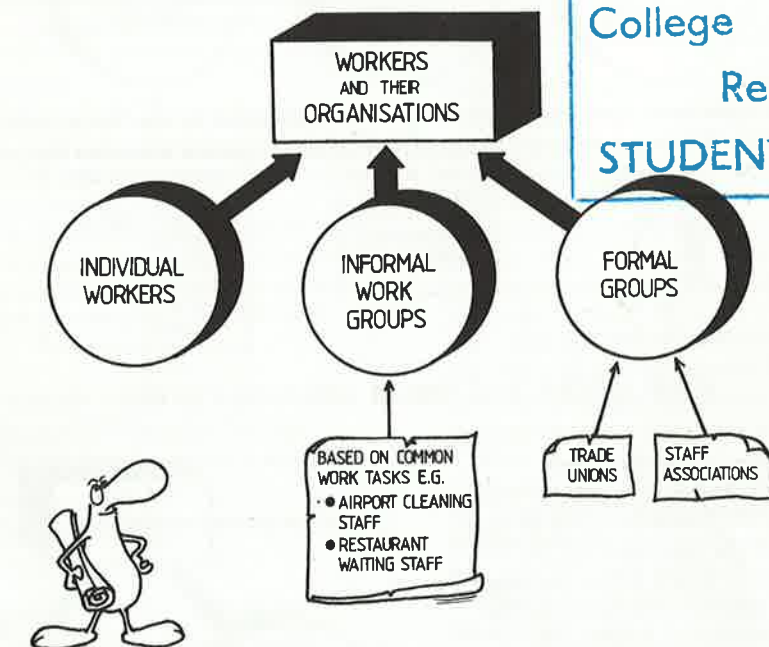


Introduction

This book is about relationships at work. These relationships involve the following parties:

- Workers and their organisations

- Employers and their organisations.
 - The State and some of its agencies.
- Together these parties make the decisions and rules which shape relationships at work.



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WORKERS AND THEIR ORGANISATIONS

A very important part of work relationships are the duties, rights, rewards and responsibilities of employees and employers towards each other. These are usually called 'terms and conditions of employment'. They include such matters as pay, holidays, sickness-pay entitlement, starting time, finishing time and break times, promotion opportunities, canteen facilities, etc.

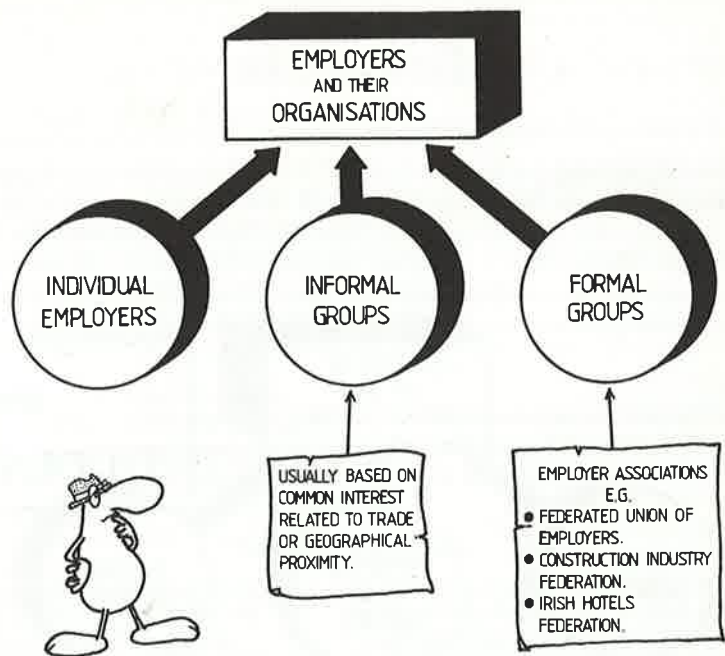
In Ireland terms and conditions of employment are usually negotiated between employer and trade union representatives. These negotiations are called 'collective bargaining' and their outcome is called a 'collective agreement'. The State supports the activities of the other parties as they seek to reach a collective agreement and intervenes in their negotiations as little as possible.

Relationships at work exist and can be examined at many levels: at the level of a

single business; at the level of the industry concerned; at the level of the town or region; or, indeed, at national level. Negotiations between employer and trade union representatives can take place at any of these levels. The twenty-one case studies included in this book present work relationships at all these levels.

THE CASE STUDY METHOD

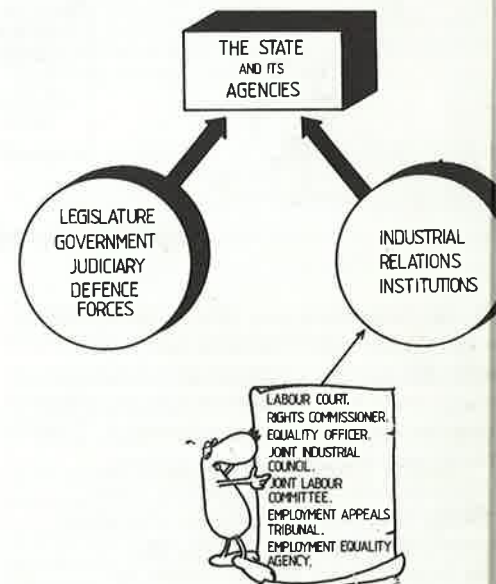
Each case study is based on real people and events. The purpose of the exercise is to learn by discussing the issues involved in the case study and by carrying out specific tasks including role-playing some of the characters involved in the story. The objective is *not* to try and discover the outcome of the real events upon which the case study is based. Neither is there a 'right' answer to be discovered. In a case study discussion there



EMPLOYERS AND THEIR ORGANISATIONS

are no right or wrong solutions. Some solutions are simply better than others. The task is to examine the issues involved in each case and decide on the best solution.

The three chapters which follow the case studies provide a detailed description of the processes and organisations involved in industrial relations. At the end of the book some of the specialist terms used in industrial relations and the world of work generally are explained. Some points to remember when engaged in role-playing exercises are also listed.



THE STATE AND ITS AGENCIES

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