

Major project – industrial and employee relations assignment



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HR Reportxx Bibliographyxxi Executive Summary Our research sought to

investigate how one small Jamaican company deals with Industrial Relations

in that organization. Specifically we looked at Telegens Inc. , a small

company situated in New Kingston, Jamaica. This

Company is in the business of providing wireless broadband

telecommunications services, employing mostly professionals in the field of

Information Technology with very few administrative staff members. It is

with these facts in mind, that we approached the question of Industrial

Relations in that company, in the context of the constraints of the

management of the company and the present Industrial Relations climate in

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Jamaica. The Industrial Relations landscape in Jamaica has mostly been adversarial, starting with our history of masters and slaves and the only way of dealing with conflict was through rebellion.

There have been some incremental changes over the years leading up to the most recent Labour Relations and Industrial Disputes Act of 1975, the principles of which are now used as the basis for minimum employment standards. Today, the Industrial Relations scene is mostly quiet with both management and employees making compromises in negotiating situations to reach a settlement. In most cases these negotiations form the basis for staff manuals and Industrial Relations Policies of the companies.

Depending on the perspective which is held by individuals and management of a company, their approach to Industrial Relations may differ. A Unitary Perspective feels that there should be no opposition to management's right to make the rules, while the Pluralistic view accepts that there will always be conflict and is willing to work through the problem with the differing groups. On the other hand, the Marxist view of dealing with conflict is that of confrontation between the owners of capital and those who supply their labour, because of perceived exploitation by management.

However, J. T. Dunlop put forward the systems approach to Industrial Relations, which is based on the Input-Output Model. His view is that an Industrial Relations System is created based on four interrelated elements: actors, contexts, ideology and rules. Our report sought to focus mainly on this approach to look at the context that the organisation operates in, the

background of management and employees that would give rise to the rules (IR procedures) which prevail inside this Company.

With the use of questionnaires, we polled members of staff on how they felt about the company and specifically about whether they have a set of Industrial Relations policies and procedures to guide them. Both management and staff were asked similar questions which captured data on whether there were good Industrial Relations practices in this company and if not, how each of the groups felt about this. The results of these questionnaires indicated that there were no set policies and procedures that would form the general rules to be followed when dealing with Industrial Relations matters.

In fact, no attention was given to Industrial Relations at all. Management seems to have been concentrating on the core business activities and not recognizing that there is a human element, which must also be developed, motivated and guided. The apparent poor communication channels and the lack of a set policy for staff to work with have been noticed in the organizational structure, which has not been fully developed. The company employs mostly professionals who may seem to require little supervision and direction, but the employment relationship will breakdown if there seems to be no set standards or clear communication channels.

The implications of this are that these professionals will move on to other companies with a much more structured organisation in order to gain stability. In addition, the high staff turnover will give a poor company image to the public in general and to customers in particular. It is our

recommendation that the company hires a Human Resource/Industrial Relations (HR/IR) Consultant to improve communication and prepare a staff manual. This person will also introduce job descriptions and an appraisal system as well as standard employment contract.

The present administrative staff may be trained to carry out the day-to-day HR/IR activities to provide continuity of these functions. The consultant may then be called in from time to time to deal with major issues. While the management of this and many other companies may not see the immediate impact of the good industrial relations, it must be noted that most workers like to know what rules they are working with. Lack of set rules and procedures give rise to the view of favouritism by some managers and there is no way to prove otherwise if there are no standards.

Senior executives may be trained in their respective fields, however, some are not trained administrators and so they concentrate on the core business activities, neglecting the very important function of attending to industrial relations. SECTION 1 – Introduction Context of the Research Due to a shift in the Jamaican economic conditions, the cost of living has increased as well as the costs of running a business. Consequently, businesses must meet these changes and as a result, an increasing number of companies are emerging in the market place.

These businesses use technology as a way of creating wealth without maintaining the staff complement previously employed by some big Jamaican companies. However, some of these companies (mainly small businesses) may not use the Industrial Relations practices, which would be

found in the large companies in order to deal with disagreements, communications problems, grievances or negotiations for wages. Since the numbers of employees are smaller, it is easier to negotiate individually with each employee.

This creates dissatisfaction and mistrust among the employees due to the perceived closeness between one employee and their supervisor or manager, especially when salary increases and working conditions were not the same across the board or based on professionally done performance appraisal schemes. The lack of a Policy and Procedures Manual with clearly outlined processes and procedures as well as clearly defined channels of communication leads to a case of disorganization as well as mistrust and miscommunications within the organization.

The lack of a written set of procedures and policies also creates a situation whereby all employees do not necessarily possess the same information as it pertains to the day-to-day operations of the organization as well as updates on products and services offered due to the lack of structured communication processes within the organisation. All of these factors have become a real problem within the organization, as there is no free flow of information.

This lack of free flowing information creates a disorganised Company, that gives the perception of lack of knowledge on the part of the Company to the potential and existing customer. This in-turn breaks down the credibility of the Company to the potential and existing customers as it is now perceived as being a Company with novice management and unprofessional workers

and procedures. Therefore, the need for a structured, formal written set of procedures and policies is seen as an essential part of the organisation.

Research Statement

This research seeks to investigate and determine how the management and staff feel about the Industrial Relations practices in their Company or the lack thereof and to make recommendations in the interest of both management and staff based on information received as well as the views and recommendation of the staff. We will also determine whether formal Industrial Relations practices are relevant within this organisation. We will not be going the route of unionisation as the Company is a small Company and we do not feel that Union representation will be necessary.

Research Hypothesis Small Jamaican companies do not follow Industrial Relations practices and procedures because they do not see the need for developing and using them. Both management and staff members of the Company hold this view. **Significance of Study** Our objective in this project is to prove or disprove the statements made in the Research Hypothesis as well as improve the employer/employee relations within the organisation chosen, thereby creating a more cohesive and functional working environment. **SECTION 2 – Background**

History of Industrial Relations The Jamaica labour movement dates back to the year 1938 following a series of strikes. Prior to 1919 when the Trade Union Act was passed, unions operated without the protection of the Law. The Jamaican populace was experiencing low wages and poor working conditions in the first half of the eighteenth (18th) century and to rectify

these unsavoury working conditions they unsuccessfully appealed to the Queen. It was not until industrial action was taken by the workers in the country that their needs were addressed.

It has been proven on several occasions that the only way Jamaican workers tend to get issues addressed was by taking industrial action. A good example of this is the industrial action that the gas station owners threatened to take on Thursday, November 10, 2005 in order to show their support for Esso Gas Station owners. Development of the IR System in Jamaica The Industrial Relations System in Jamaica began with the slavery system where there were no rules except for those that were made by the plantation owners. This practice was abolished in 1838 after a proclamation by the British rulers.

Even after emancipation, there were problems with the labour force as there were still no clear rules indicating how persons should operate. The Apprenticeship Act of 1834, which simply governed the persons who worked in skilled areas under a master and gave them just a little more status than the slave. In addition, the Masters and Servants Act of 1839, which was then instituted to regulate the relationship between employers and workers, was just another form of slavery, as all the rules were skewed in favour of the employer.

After several amendments to the labour laws, there was a landmark legislation enacted in 1919 called the Trade Union Act. Since then there have been additional amendments to gradually give workers more rights in the workplace. In 1975, the Labour Relations and Industrial Disputes Act (LRIDA)

was passed which gave workers the rights to take their disputes to Arbitration, trade union membership of their choice, and the right to participate in a representational rights poll.

The Act also provided for a Labour Relations Code, which governs how the employers and workers were expected to operate. Today, the Industrial Relations landscape has evolved based on the LRIDA, from very adversarial to one of mostly responsible negotiation and working for the improvements in the company. However, it is not clear how many compromises have had to be made or how some members of the various institutions feel about the way the working relationship is now being played out. Industrial Relations Climate in Jamaica

The following quote outlines and explains the development and climate within the Jamaican landscape when it was first being introduced. * “ The labour force in 1985 consisted of some 1, 042, 000 persons, or less than half of all Jamaicans. The level of employment stood at 787, 700 or 75 percent of the labour force, allowing for an official unemployment rate of 25 percent. Sixty-one percent of the registered labour force was male. Almost 15 percent of the work force was regarded as part-time, defined as those working fewer than thirty-three hours per week; of that total, 60 percent were women.

According to the Statistical Institute of Jamaica, the most numerous category of employed persons fell under the title of “ own account workers” or self-employed persons, representing 43. 5 percent of the total work force. They were followed by blue-collar workers (25. 4 percent), white-collar workers (17. 7 percent), and service workers (13. 1 percent). Unemployment

continued to be a pressing economic, social, and political issue. Throughout the first six years of the 1980s, unemployment remained at or above 25 percent despite emigration.

Women under twenty-five years of age made up over 65 percent of those without work, whereas men over twenty-five experienced only a 9.7-percent unemployment rate. Organized labour has played a central role in both the economic and political development of Jamaica since the earliest days of self-government. By 1985, there were over fifty active trade unions on the island dominated by two large unions, BITU and the NWU. The BITU, the predecessor of the Jamaican Labour Party, was established in 1938 and consisted of over 100,000 workers in the 1980s.

The NWU, closely affiliated with the PNP, was established in 1952 and reached a membership as high as 170,000 in the mid-1970s. In 1985 over 30 percent of the labour force was unionised, with the overwhelming majority in the BITU and NWU. Throughout the first half of the 1980s, Jamaica averaged roughly 600 industrial disputes a year, including 80 to 90 annual work stoppages. Unlike the labour disputes of the 1970s, which were characterized by greater wage demands in manufacturing and in mining, strikes in the 1980s were most often over public sector lay-offs (the service sector).

Work stoppages numbered 83 in 1985, a fairly typical number, causing the loss of 110,457 man-days. Labour strikes and disputes also occurred as a result of violations of various labour acts, such as the Minimum Wage Act, the Holiday with Pay Act, and the Act of Women Employment. Industrial

disputes were generally administered through the Industrial Disputes Tribunal (IDT) of the Ministry of Labour. IDT decisions were binding with the exception of an appeal to the Supreme Court. ” * Country Studies (1987, November). [Abstract] Industrial Relations Climate in Jamaica.

Retrieved November 8, 2005 from the World Wide Web: [http://www. country-studies. com](http://www.country-studies.com) Background of the Company TELEGENS Inc. , incorporated in St. Lucia as well as Jamaica in May 2001 is a new organization with Twenty-One (21) employees (inclusive of contract workers). Since the start of operations in 2001, the Company has been providing wireless broadband telecommunication services. The structure of this organization is flat and consists of the Executive Director as well as the Director in charge of Business Development, General Managers, Administrative Assistants, Technicians and Help Desk Support.

Communication throughout the Company is via word of mouth and electronic mail as certain policies and procedures are yet to be developed.

(Organisational Charts attached in Appendix 2) Based on Telegens’ Mission Statement (Appendix 1), the direction of the Company is to allow their clients wherever they are, to connect simply and securely from the Company’s network and to provide timely and cost beneficial services, utilizing well-trained staff of the highest calibre and integrity, while earning the optimum rate of return to their shareholders.

A perusal of the Company’s Five (5) Year Plan indicates that the Company is poised to expand into a large scale Broadband Communications Company and their focus will be on providing essential services to the Health, Gaming,

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Electronic and other commercial industries in order to generate strategic advantages that will create a paradigm shift in the industries that their partners compete in by offering fully converged solutions. This will require the employment and retention of technically qualified staff with the offer of competitive salaries and comfortable working conditions.

As these persons are mainly professionals with sought after skills, they will not only be seeking a competitive salary and benefits package but a decent working environment. For the first few years of operation, the Company was working hand-in-hand with the Jamaica Lottery Company Limited (JLC). However, with the take over of JLC by Supreme Ventures Limited, Telegens Inc. decided to go out on its own officially in April 2004. Initially, the Company employed persons from the now closed JLC including one Manager and the now Executive Director along with Technicians, and support staff, and since has employed others outside of that realm.

The adjustment for those members of staff from JLC, moving from a large organisation to a small, was a culture shock for most as procedures and practices that were experienced at JLC were not the same at Telegens Inc. The fact that it is a smaller business means that it did not adopt or transfer some of the practices of the larger organisation in terms of its Employer/Employee practices, such as interoffice communications and basic everyday Company procedures. This is mainly due to the lack of a formal written Policies and Procedures Manual. SECTION 3 - Literature Review

The Importance of Industrial Relations The prevailing disorganization of the company has lead to an unstable working environment, which becomes

evident in the quality of work and staff turnover. Even if the salary is not at the highest level but the climate in an organization is conducive to reporting grievances, having them satisfactorily and fairly dealt with, and employees are treated with respect, then most employees will be willing to stay and contribute to the growth and development of the organization. Approaches to Industrial Relations

The way we perceive Industrial Relations, (our frame of reference) determines, to a large extent, not only how we approach and analyse specific issues and situations but also how we expect others to behave, how we respond to their actual behaviour and the means we adapt to influence or modify their behaviour. There are three broad and contrasting views of employment organizations (unitary, pluralistic and Marxist) each encompassing variations; the unitary ranging from authoritarian to paternalistic; the pluralistic including co-operation as well as conflict; and the Marxist adopting an evolutionary or revolutionary approach to social change.

The Unitary Perspective assumes that the organisation is, or should be, an integrated group of people with a single authority/loyalty structure and a set of common values, interests and objectives shared by all members of the organization. Management's prerogative (that is, its right to manage and make decisions) is regarded as legitimate, rational and accepted and any opposition to it (whether formal or informal, internal or external) is seen as irrational. The underlying assumption is that the organizational system is in basic harmony and conflict is unnecessary and exceptional.

The Pluralistic Perspective is associated with a view of society as being 'post-capitalist'; that is, that there is a relatively widespread distribution of authority and power within the society, a separation of ownership from management, a separation of political and industrial conflict and an acceptance of institutionalisation of conflict in both spheres. The pluralistic perspective assumes that the organisation is composed of individuals who coalesce into a variety of distinct sectional groups, each with its own interests, objectives and leadership (either formal or informal).

The underlying assumption of this approach, therefore, is that the organisation is in a permanent state of dynamic tension resulting from the inherent conflict of interest between the various sectional groups and which needs to be managed through a variety of roles, institutions and processes. The Marxists Perspective concentrates on the nature of the capitalist society surrounding the organization where, the production systems are privately owned, profit is the key influence on company policy and control over production is enforced downwards by the owner's managerial agents.

The Marxist's general theory of society argues that, class (group) conflict is the source of societal change – without conflict, society would stagnate and that class conflict arises mainly from the disparity in the distribution of, and access to, economic power within the society – the principal disparity being between those who own capital and those who supply their labour.

Management Responsibility Another important aspect to the Industrial Relations process and procedures within the organization is the formalisation of clearly documented procedures and ensuring that all members of staff are privy to these written procedures.

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Formalisation refers to the degree to which jobs within the organisation are standardised. When a job is highly formalised, the job incumbent has a minimum amount of discretion over what is to be done, when it is to be done, and how they are to do it. One aspect of such procedures is management's delegation of responsibility. When management wishes to delegate some of their responsibility to others, the following must be observed: 1. Clarify the assignment to be delegated 2. Specify the subordinates range of discretion . Allow the subordinate to participate 4.

Inform others that delegation has taken place 5. Establish feedback controls

Organisational Design The design of the organisation is also a factor in how that organisation runs and how employees perform all tasks assigned. There are three common structures: 1. The Simple Structure – a structure characterised by a low degree of departmentalisation, wide spans of control, authority centralised in a single person, and little formalisation. 2.

The Bureaucracy – a structure with highly routine operating tasks achieved through specialisation, very formalised rules and regulations, tasks that are grouped into functional departments, centralised authority, narrow spans of control and decision making that follows the chain of command. 3. The

Matrix – a structure that creates dual lines of authority, combining functional and product and departmentalisation. The structure portrayed in the organisation in which we are now studying, Telegens Inc. , is more of a Simple Structure.

Our objective is to see how effective this structure is and offer suggestions on the benefits and risks of this type of structure. J. T. Dunlop's Systems

Approach There is also the Input-Output Model of Industrial Relations which <https://assignbuster.com/major-project-industrial-employee-relations-assignment/>

looks at the systems approach, which was explored by John T. Dunlop. * “ Dunlop (1958) applied the systems concept to industrial relations to produce a broad-based integrative model. He sought ‘ to provide tools of analysis to interpret and gain understanding of the widest possible range of industrial relations facts and practices’ and ‘ to explain why particular rules are established in particular industrial relations systems and how and why they change in response to changes affecting the systems’. The model sees industrial relations as a subsystem of society distinct from, but overlapping, the economic and political subsystems. It has four interrelated elements: • Actors - management, non-managerial employees and their representatives and specialized governmental agencies concerned with industrial relations. Contexts - influences and constraints on the decisions and actions of the actor which emanate from other parts of society: in particular, the technological character of the organization; the market or budgetary constraints affecting the organization; and the locus and distribution of power within society. • Ideology - beliefs within the system which not only define the role of each actor or group of actors but also define the view that they have of the other actors in the system.

If the views of are compatible then the system is stable; if the views are incompatible the system is unstable. • Rules - the regulatory framework developed by a range of processes and presented in a variety of forms, which express the terms and nature of the employment relationship. ” *

Source: J. T. Dunlop, *Industrial Relations Systems*, Henry Holt Ltd. , 1958; quote reprinted from *Industrial Relations Theory and Practice*, Michael Salamon, Third Edition. SECTION 4 - Research Design Methodology

This research used both qualitative and quantitative methods and the results will be analysed to give recommendations for improvement to the company's quality of service to both customers and staff by improving its relationship with both in terms of putting in place written policies and procedures which deals with the handling of situations for both customers and staff. An investigation of the views of both staff and management has been done to determine their perspective on the Industrial Relations climate in the company and the country in general.

Methods of Data Collection: Confidential questionnaires were administered to all employees and management seeking to find out the preferences of the various members of the organization regarding the introduction of an Industrial Relation Policy. In addition to the questionnaires being administered and interviews conducted at Telegens Inc. , an interview was also to be conducted with a top Industrial Relations practitioner in Jamaica in order to ascertain the best methods to be used in this particular organization as they see it and how best to implement it.

All Questionnaires used are attached in Appendix 2. SECTION 5 – S. W. O. T. Analysis A SWOT Analysis provides an overview of a firm's situation and is an essential component of crafting a strategy tightly matched to the company's situation. Telegens resource strengths, competencies and competitive capabilities are important because they are the most logical and appealing building blocks for strategies; resource weaknesses are important because they may represent vulnerabilities that need correction.

External opportunities and threats come into play because a good strategy necessarily aims at capturing Telegens most attractive opportunities and at defending against threats to its well-being. Telegens aims are to strengthen the position of the business, eliminate weak-performing businesses from its portfolio, to succeed in globally competitive core businesses against international rivals and to capture strategic fit benefits and win a competitive advantage through multinational diversification. Strengths etwork-monitoring portal with powerful capabilities to document, test, and audit IT security and access controls. Weaknesses Opportunities Threats After carefully analyzing the SWOT Analysis, the group has realized that the Managers have to implement new strategies especially in the Human Resource and Industrial Relations areas or Telegens will face enormous problems with their employees in the future. The SWOT has also helped to determine: In general, if employees are not treated well, they will not work to the best of their abilities, and this will eventually have a negative impact on the company.

Good and efficient policy plans if implemented well create more satisfied employees and increase profits. SECTION 6 - Analysis of Findings Results of Employee Questionnaires A number of employees were asked to complete the questionnaires administered and based on the responses of the employees we ascertained that there are no visible procedures and policies outlined in the organisation. The majority of the employees are coming from organisations where there were outlined policies and procedures to be followed explicitly and there was no question as to what consequences follow the results of what actions.

The employees have expressed that, based on their answers, they have not seen a Policies and Procedures Manual and they are not aware of what procedures and actions to take in certain situations. A clearer look at the results of the questionnaires can be ascertained in Appendix 5, which depicts a Matrix showing the responses of each of the employees selected as well as a concise look of the demographics. A scenario given to these employees offers a situation where they needed to ask for time off for a family emergency.

The question asked of them was if the time they are requesting would be reflected against their vacation time, if the days will be seen as payless days, or if there is an allotment of special leave to which they are entitled. The employees were unable to answer this question, as they did not know the procedures for such an event. These decisions are left to the discretion of the manager. This may result in tension among the employees as they may feel that some sort of favouritism will take place or that the decision will be biased based on the personality or mood of the manager.

In addition, the responses indicated that all employees feel the need for a set of guidelines for which they would follow, as well as a need for a formal written set of Policies and Procedures within the organisation, more specifically dealing with grievances. There are also no appraisals evaluating the performance of the employees currently being conducted within the organisation. All employees questioned showed that they would appreciate the implementation of appraisals at set intervals. There were a set of statements at the back of the questionnaire that we asked the employees whether they agree with them or not.

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The outcome showed that the majority of the employees agreed with the first statement while disagreeing with the third statement with a split of five to two for each. The second statement was split three for and four against showing that the majority of those questioned thought that the company did not care for its employees. The statements presented were: 1. I am optimistic about the future of the company 2. I feel that the company cares about its' employees 3. I am satisfied with my understanding of the direction and goals of the company.

These results are based on personal perception and shows that there is an underlying uncertainty among the organisation's employees regarding the sustainability of the organisation, whether or not the company is concerned with its staff members and the satisfaction of the employees with the direction of the company and the understanding they have of its goals.

Results of Managers Questionnaires There was one of the two upper-level and one of the two mid-level managers questioned. Both levels have had contradictory responses to some key questions asked.

These questions relate to whether or not there is a formal written set of policies and procedures, how it deals with grievances and whether there are appraisals conducted and how often they are done. This lack of cohesiveness shows that there is a serious problem with communication and seems to be no agreement on what are the company's policies on certain aspects of the handling of employees. This may result in a split within the organisation as employees will show favouritism of one manager over another because they know they can get certain results from one over another.

There is also no agreement on whether or not there is a need for a written set of policies and procedures dealing with grievances in the organisation, yet, both agreed that they were planning on developing a policy and procedures manual for the organisation. Also, we have found that while upper-level management does not think there are performance appraisals being conducted, mid-level have shown that appraisals have been conducted quarterly. This does not augur well for the organisation and the level of communication between the different levels of management.

The lack of communication may result in a contradiction of instructions on how to complete a certain task or how to handle a customer complaint or query. This will appear to the customer or potential customer or investor as a lack of cohesiveness within the organisation as well as a certain sense that the staff is unprofessional. Comparison of both results Based on the findings from both the employees and the managers who completed the questionnaires, there seems to be a serious lack of communication between the two groups.

One glaring miscommunication exists where mid-level management shows that there are quarterly appraisals being conducted while none of the employees questioned seemed to have had an appraisal done or were even aware that appraisals were being conducted. It is important to note that most of the employees who were questioned have been with the company for more than one year. The one item that both parties agreed on was that they prefer to work with guidelines and procedures rather than within an open policy environment.

This shows us that there is an underlying need for a formal written set of policies and procedures within the organisation. Results of the Interview with an Industrial Relations Practitioner Mr. Herman Baker, the Labour and Policy Manager of The Jamaica Employers Federation (JEF) was chosen for this exercise. Mr. Baker was interviewed via telephone by Ms. Terriann Smith. The JEF is the organisation that advises employers as to the laws of the Jamaican employer and their obligation to their employees.

They are located at 2A Ruthven Road, Kingston 10 and can be contacted via e-mail at com, telephone at 926-6762 / 754-8446 or visit their website, www.jamaicaemployers.com, for more information. Questions asked of Mr. Baker were: 1. What are the best Industrial Relations (I. R.) methods to be used in this organisation? 2. How best to implement these methods? Mr. Baker advised that, based on the first question, the best I. R. method to be implemented is the use of the Labour Relations Code.

This Code is used when there is an absence of a formal set of policies or if the policies in place are below the legal standards or is just wrong. These codes are determined to be fair and effective by a Tribunal who examines the codes to determine if there are any breaches in that code. The Labour Relations Code may be obtained from the Ministry of Labour or the printing office located on Duke Street. Mr. Baker also advised that, based on the second question, the best method of implementing Industrial Relations Policies within the organisation is for management to prepare a Policy Manual.

The Policy Manual must be in keeping with the legal requirements and on par with the Labour Relations Code mentioned earlier. It is to be presented to key staff members in draft form in order for them to review and revise the manual so as to ascertain if the policies that have been put in place are beneficial to both the employee and the company on a whole. The final product will be presented to all members of staff (management and employees) for them to review for general knowledge as to the policies of the organisation.

This will eliminate any confusion which may exist within the minds of the employees or managers. SECTION 7 - Discussion of Implications The data presented shows that the company is uncertain as to what direction it should take. This uncertainty can be attributed to a number of factors that may have a negative impact on the business. Two principles that impact the direction of any company is the depth and the cohesiveness of a company's management team. The management of Telegens appears to have a lack in these principles.

This is noted in their apparent inability to link the high staff turnover to disgruntled and dissatisfied employees. Additionally, the necessity of establishing functional departments particularly a Human Resource Unit which could assist in detailing the goals and objectives of the Company to the employees has not been addressed with any urgency. Further, the lack of a proper reporting format and the lack of urgency in establishing a formal document outlining the company's policies and procedures points to a company that is uncertain of its direction.

This lack of direction can also prevent the Company from taking the necessary and important steps to alleviate or prevent any weaknesses or threats that may confront the company or to exploit the organization's strengths or utilize any opportunities that the Company may be privy. Based on the data presented in the research it was evident that lack of the necessary cohesiveness that is vital to the very existence of Telegens permeates the entire organization from the management level straight down to the employees.

This lack of cohesiveness stems from, among other factors, Telegens inconsistency in dispute resolutions. Consequently, this has a negative impact on the business, because in order for the organization to be viable, sustainable, and profitable, there has to be unity among all the members of the organization - a unity which will form part of the culture that is necessary for the building of any organization. Additionally, the cohesiveness which this organization currently lacks, may be a precursor for other negative implications that might further weaken the viability of Telegens.

The risk of high staff turnover may also be a factor at Telegens, as employees are cognizant of the fact that the company has no clear direction and may affect staff morale. The lack of a formal document outlining the policies and procedures of the company may impact negatively, especially on employees that are coming from organizations which have clear cut policies and procedures. The implications to Telegens are that the company may be unable to retain valuable staff - which could mean resources wasted in recruiting, hiring, and sometimes training of the employee.

Also, there is weakening of the knowledge base as staff will be leaving with knowledge vital to the continuity of the organization – this knowledge could also very well be passed on to a competitor. The company may be at risk of breaching the labour laws of the country (Jamaica). The Labour Laws of the country states that in the absence of a formal structure governing industrial relations in an organization the company should adopt and adhere to legislated policies.

Failure to comply with this regulation can result in the company being reported or sued by an employee, which could mean huge fines for the company and also negatively affects the company's image. SECTION 8 – Recommendations As the company is small, operating with a staff complement of less than thirty (30), we recommend contracting a Human Relations or Industrial Relations specialist, who will be able to advise on the best way to improve industrial relations in the company. This person would draft, co-ordinate and implement the various elements of a good HR and IR policy, without the employment of full time staff.

Such elements as a staff manual, organizational chart, appraisal systems and job descriptions, outlining the desirable policies and procedures of the company and the criteria which will be used to assess their performance, would give clear guidelines for both staff and management to work with. It is very important that everyone is informed of, and agree upon, these terms and conditions which then form the employment contract. The day-to-day operations of the HR and IR functions may be carried out by the Administrative Assistants, who would be trained in this area.

They would be responsible for such things as leave rosters, orientation and record keeping, while the respective manager will be responsible for annual appraisals and other functions which the consultant may be called in to monitor from time to time. The organizational chart shows an uncertain pattern of reporting relationships and departmental structures. There might have been a plan to have a matrix or flattened structure, because of the type of operations the company is involved in as well as the technical qualifications of the staff, who do not need close supervision.

However, there needs to be a more rational breakdown of the number of staff supervised by each senior executive. In addition, the structure should show reporting relationships, which would help to establish proper communication channels throughout the organization. A job evaluation exercise would need to be carried out to look at the job functions which exist and advice given on what kind of structure is suitable. This evaluation exercise would inform the preparation of job descriptions – another crucial element of the IR policy.

Job descriptions provide a framework for both the employee and manager to set goals for the department and the individual, based on the respective job functions. One way for a company to determine if their managers and staff are achieving their specified objectives is through periodic performance appraisals. It would not be prudent to conduct these appraisals if neither the manager nor the employee knows the parameters within which they work. These parameters are contained in both the job descriptions and the staff manual, which is why they are crucial documents for the company to have on hand.

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A good industrial relations climate in any company is dependent on the cohesiveness of the staff and the receptiveness of management to employee's views. Creating this climate comes from open-mindedness of both management and staff to trust each other. This is why we also recommend a staff retreat where all members of staff get to interact with each other in a relaxed atmosphere on a one to one basis and in teams. In facilitating this, the HR practitioner on hand would stimulate conversation and mingling as well as explain the purpose and objectives of the retreat.

The specialist would plan and guide such activities as games requiring teamwork and role reversal to build trust and an understanding of their role as managers and team members being crucial links in a chain. Industrial Relations goes hand in hand with a clear understanding of the roles and responsibilities of everyone in the company and an open-minded approach to change, which requires dialogue. There is less likely to be dissention if persons have an idea of where the company is going and their role in achieving this goal, as well as whom to communicate with when there needs to be discussion.

The management of the company must cultivate a culture of trust and organizational cohesiveness in order for employees to buy into the organizations goals and keep the company growing. SECTION 9 - Operational Definition Of Key Variables Industrial Relations Industrial Relations is defined as a set of phenomena operating both within and outside the workplace, concerned with determining and regulating the employment relationship. It is also defined as relations between the management of an industrial enterprise and its employees. Industrial Relations Practices
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Industrial Relations Practices is an interaction between people and their complex relationships at the workplace, with the objective of creating and maintaining stable human relationships and effective communication through the process of voluntary negotiations and provision of rules, regulations, guidelines and laws. All this is designed to foster and create an understanding and appreciation of the intrinsic worth and value which people in their various ways contribute to the overall development of the organization. Management

Management is defined as the act, manner, or practice of managing, handling, supervision, or control - management of a crisis; management of factory workers. A manager is the person or persons who control or direct a business or other enterprise with a skill in managing with an executive ability. APPENDICES ~ Appendix 1 - Mission Statement ~ Appendix 2 - Questionnaires (Employee & Manager) ~ Appendix 3 - Organisational Charts (Past & Present) ~ Appendix 4 - Organisations Purpose and Core Values ~ Appendix 5 - Analysis of Questionnaire Matrix & Demographics ~ Appendix 6 - Group 8 Members Information Appendix 7 - Log Of Activities ~ Appendix 8 - HR Report APPENDIX 1 - Telegens Inc. Mission Statement Mission Statement Telegens mission is to allow our clients where ever they are to connect simply and securely from our network anywhere and to provide timely and cost beneficial services to our customers, utilizing well-trained staff of the highest calibre and integrity, and to an optimum rate of return to our shareholders. APPENDIX 2 - Questionnaires 1. Blank Questionnaire for Employees 2. Blank Questionnaire for Managers 3.

Completed Questionnaires QUESTIONNAIRE FOR EMPLOYEES This

questionnaire will be used for educational purposes and will be used in the strictest of confidence. Position: _____ Age:

_____ Gender: ___ Male ___ Female 1. Please list your previous job titles and previous employers. (Starting with most recent) Title:

_____ Co: _____ Title:

_____ Co: _____ Title:

_____ Co: _____ . Did your previous

employer have clear policies and procedures for dealing with grievances and

other employee's concerns? Yes ? No ? No previous employer ? 3. Is there a

formal written set of policies and procedures currently being used in the

organization? Yes ? No ? If yes, have you been given a copy of this document

to read and does it speak to how to handle grievances within the

organisation? _____

_____ 4. Do you prefer to work with guidelines and procedures or operate

in an open policy environment? Yes ? No ? 5. Do you think there is a need for

formal written policies and procedures within the organization? Yes ? No ? 6.

Do you think that there should be a written set of procedures for dealing with

grievances in your organization? Yes ? No ? 7. Is there open communication

and interaction within the organization? Yes ? No ? 8. Are there performance

appraisals currently being conducted within the organisation? Yes ? No ?

If yes, when was your last appraisal and how often is this procedure

conducted? _____

Quarterly ? Bi-annually? Annually ? 9. Do you feel that there should be salary

increases based on performance appraisals at set intervals (i. e. every year or two years)? Yes ? No ? 10. How do you feel about the following statements about the company? I am optimistic about the future of the company Yes ? No ? I am proud to work for the company Yes ? No ? I feel that the company cares about its' employees Yes ? No ?

I am satisfied with my understanding of the direction and goals of the company Yes ? No ?

QUESTIONNAIRE FOR MANAGERS This questionnaire will be used for educational purposes and will be used in the strictest of confidence. Position: _____ Age: _____ Gender: _____ Male _____ Female

1. Please list your previous job titles and previous employers. (Starting with most recent) Title: _____ Co: _____

_____ Title: _____ Co: _____

_____ Title: _____ Co: _____

_____ 2.

Did your previous employer have clear policies and procedures for dealing with grievances and other employee's concerns? Yes ? No ? 3. Is there a formal written set of policies and procedures currently being used in the organization? Yes ? No ? If yes, how does it speak to the handling of grievances within the organisation and has the staff members been made privy to same? _____

_____ 4. Do you prefer to work with guidelines and procedures or operate in an open policy environment?

Yes ? No ? 5. Do you think that there should be a written set of procedures for dealing with grievances in your organization? Yes ? No ? 6. Are there performance appraisals currently being conducted within the organisation? Yes ? No ? If yes, how often is this procedure conducted? Quarterly ? Bi-annually? Annually ? 7. Do you feel that there should be salary increases based on performance appraisals at set intervals (i. e. every year or two years)? Yes ? No ? 8. Is it your intention to develop a policy and procedures manual for your organization? Yes ? No ? 9.

Comments: _____

APPENDIX 3 – Organisational Charts 1. Organisational Chart – August 2004 2.

Organisational Chart – August 2005 [pic] APPENDIX 4 – Organisations

Purpose & Core Values TELEGENS INC. Purpose & Core Values TELEGENS

Purpose is to provide Broadband Services to the Caribbean to enable and foster growth within the region to improve the quality of life for the citizens of the Americas. Core Values:

The Company's Core Values are its cultural cornerstone. They can never be compromised and they can never change. It is the unifying element that holds the Company together and it is the compass that guides the Company's action. Our Core Values are: 1. Integrity – We promote an atmosphere of honesty, sincerity, responsibility, accountability, and plain dealings. – We are people of our word, transparent in all our activities. 2.

Entrepreneurial Spirit – We are innovative, open-minded and technologically driven. – We never shy away from an opportunity to try something new and
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creative. We encourage the same spirit in our employees. 3. Continuous development of team members - Foster organic growth. - We believe in self-development and programs that encourage same. APPENDIX 5 - Analysis of Questionnaire Matrix & Demographics Demographics: Age Range: 23 - 46 Gender: Male - 6 Female - 1 Positions: Network Systems Engineer - 2 Bearer/Driver - 1 Administrative Assistant - 1 Technician - 2 Technician/Climber - 1 Main Questions: #2Did your previous employer have clear policies and procedures for dealing with grievances and other employee's concerns? 4Do you prefer to work with guidelines and procedures or operate in an open policy environment? #6Do you think that there should be a written set of procedures for dealing with grievances in your organization? #7Is there open communication and interaction within the organization? #8Are there performance appraisals currently being conducted within the organization? Other Questions: #1Please list your previous job titles and previous employers. (Starting with most recent) #3Is there a formal written set of policies and procedures currently being used in the organization?

If yes, have you been given a copy of this document to read and does it speak to how to handle grievances within the organisation? #5Do you think there is a need for formal written policies and procedures within the organization? #9Do you feel that there should be salary increases based on performance appraisals at set intervals (i. e. every year or two years)? #10How do you feel about the following statements about the company? I am optimistic about the future of the company I am proud to work for the company

I feel that the company cares about its' employees I am satisfied with my understanding of the direction and goals of the company The theme ordered matrix was used to identify these themes which emerged from the data analysis process. From the data analyzed, the following themes emerged: 1. Need for a formal set of policies and procedures. 2. May be unresolved issues between the organisation's members 3. Majority of the employees do not feel that there is ample communication. 4. A feeling of uncertainty and a lack of motivation among the employees. 5.

May be internal conflict between the employees. | Interviewee | Response | Interpretation | Consequences | Themes | |#1 - Q2 | Yes | Coming from a company with guidelines they are used to having | Present company falls short of the employees expectations. | Need for a formal set of | |#2 - Q2 | Yes | guidelines to work with. | | policies and procedures. |#3 - Q2 | Yes | | | |#4 - Q2 | Yes | | | |#5 - Q2 | Yes | | | |#6 - Q2 | Yes | | | |#7 - Q2 | Yes | | |#1 - Q3 | No | There is no formal set of procedures and policies for the | Present company falls short of the employees' expectations and | Need for a formal set of | |#2 - Q3 | No | employees to work with. | causes lack of stability in the performance of their duties. | policies and procedures. |#3 - Q3 | No | | | |#4 - Q3 | No | | | |#5 - Q3 | No | | | |#6 - Q3 | No | | | |#7 - Q3 | No | | | |#1 - Q4 | Yes | The employees prefer to work with guidelines and procedures do as| There is less communication and less understanding of the | Need for a formal set of | |#2 - Q4 | Yes | to create an air of transparency; it also creates a level playing| direction in which the company is going or plans to go. | policies and procedures. | |#3 - Q4 | Yes | field so all employees know where they stand; it permits | | |#4 - Q4 | Yes | knowledge

of recourse for employees and the employer; creates a process for clear communication.

#5 - Q4 | Yes |
 #6 - Q4 | Yes |
 #7 - Q4 | Yes |
 #1 - Q5 | Yes | The employees see a need for a formal set of procedures and policies for the reasons shown above.

#2 - Q5 | Yes | Same as previous | Same as previous |
 #3 - Q5 | Yes |
 #4 - Q5 | Yes |
 #5 - Q5 | Yes |
 #6 - Q5 | Yes |
 #7 - Q5 | Yes | Interviewee | Response | Interpretation | Consequences | Themes |
 #1 - Q6 | Yes | The employees' needs to know that there is recourse for whatever grievances or underlying problems that actions are performed. They need to see preset rules and come up so that they can be resolved.

#2 - Q6 | Yes | Unresolved issues |
 #3 - Q6 | Yes | regulations.
 #4 - Q6 | Yes |
 #5 - Q6 | Yes |
 #6 - Q6 | Yes |
 #7 - Q6 | Yes |
 #1 - Q7 | Yes | Generally the employees do not feel that they know what is Knowledge sharing is low and therefore not all the employees have Majority of the employees |
 #2 - Q7 | Yes | happening within the organisation. They also do not feel that | the same information. This causes confusion within the | do not feel that there is |
 #3 - Q7 | No | they are included in the decision making process. The | organisation and will affect the image of the company to its | ample communication. |
 #4 - Q7 | No | communication process is also not efficient. | customers. There is also the consequence of the employees |
 #5 - Q7 | No | suffering from low morale. |
 #6 - Q7 | No |
 #7 - Q7 | No |
 #1 - Q8 | No | Management is no interested or aware of the importance of | Employees do not know where they stand and there is a lack of | There is also a feeling of |
 #2 - Q8 | No | measuring the employees performance. | motivation. | uncertainty and a lack of |
 #3 - Q8 | No |
 #4 - Q8 | No | employees. |
 #5 - Q8 | No |
 #6

- Q8 | No | | | | #7 - Q8 | No | | | | #1 - Q9 | Yes | The employees believe that they should be adequately compensated | Employees do not feel there is a basis for salary increases and | May be internal conflict | #2 - Q9 | Yes | based on the performance of their duties. | may believe that favouritism plays a part in this. This will | between the employees. | #3 - Q9 | Yes |