



# Can non-union forms of employee engagement provide workers with any effective voice and representation at work?

Yes

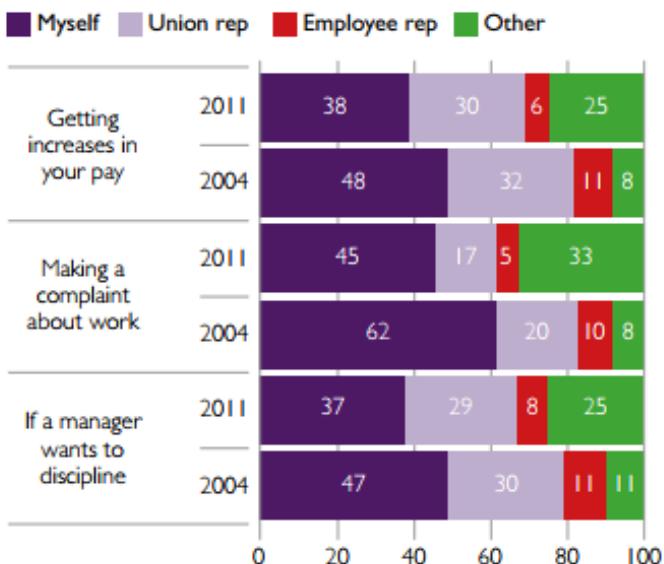
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# UNION FORMS CAN STILL BE EFFECTIVE

FIGURE 3: Who best represents employees? (%)



Most, but not all, union members thought union representatives would best represent them. The percentages of union members who chose union representatives was 76% in respect of reductions in pay or hours, 71% in respect of disciplinary matters and 69% for obtaining a pay increase.

# The escalation of participation



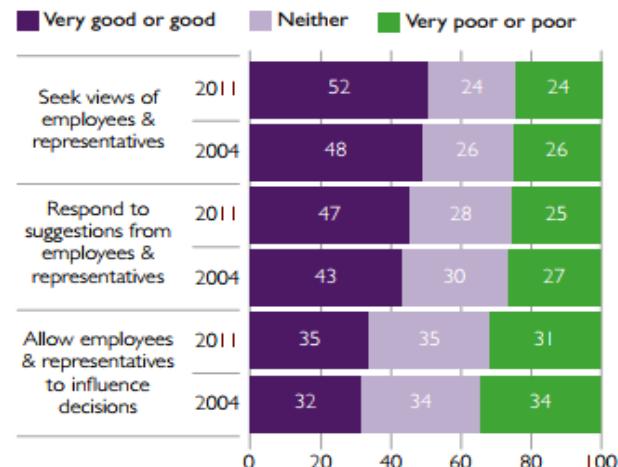
*The escalator of participation (Marchington and Wilkinson, 2008)*

FIGURE 1: Methods for engaging employees (%)



Base: All workplaces

FIGURE 2: Employees' rating of management's active consultation (%)



# **Example forms of non-union employee engagement**

Direct communication Sainsbury's

Staff surveys - Centrica,BT

# Joint consultative committees for employee engagement

Table 6.1: Management relationships with employees/representatives by type of JCC, 2011 (column per cent)

	Management				Representatives				Employees			
	No JCC	Any JCC	Non-union JCC	Union JCC	No JCC	Any JCC	Non-union JCC	Union JCC	No JCC	Any JCC	Non-union JCC	Union JCC
<b>Quality of relationship</b>												
Very good	44	47	46	29	21	33	39	30	22	16	19	11
Good	50	47	47	60	44	45	41	46	45	43	46	43
Neither good nor poor	4	5	5	9	20	16	14	15	21	25	22	28
Poor	1	0	1	2	11	5	5	7	9	12	10	14
Very poor	1	0	0	1	4	1	1	2	3	4	3	5

Base: All workplaces where organisation size is 50+ employees N=2,016 (managers), N= 876 (representatives), N=17,849 (employees)

Note the question asks both management and employees about the relationship between management and employees and the representatives' question asks about the relationship between representatives and management

# Social media

Provides more individualistic form

CIPD - many organisations will be reliant on social networks

South eastern - demonstrates collaboration between union forms and non-union forms

# HR as Employee Advocate - Ulrich

Functional Expert

Human Capital Developer

**Employee  
Advocate**

Strategic Partner

HR Leader

- Know and care for your employees: Listening and responding to individual employee needs, resolving grievances etc.
- Represent employees: Implement mechanisms through which they have a forum to express their needs, concerns and suggestions
- Allow and encourage employees to contribute to the firm
- Manage diversity and ensure mutual respect: People should feel comfortable sharing and discussing various points of view.

# HR as Employee Champion - CIPD



**CIPD professional principles for better work and working lives**

## People matter

People are fundamental to businesses and organisations; they are unique and worthy of care, understanding and investment.

People should have access and opportunity to work, and be provided with the support, development and resources to be effective; in turn, individuals have a personal responsibility for their work, development and behaviour.

People deserve to be treated fairly and have a meaningful voice on matters that affect them, in addition to their rights and protection under law.

# THANK YOU

- Non union forms of employee voice can effective and have to be otherwise employees with non-union forms have no voice.
- We have seen example: Sainsburys, Centrica, BT, South east rail, South west water - showing nonunion forms of voice have become effective.
- The Employee advocate role is becoming more recognised through professional bodies such as CIPD .