



International Labour Office

GLOSSARY OF INDUSTRIAL RELATIONS AND RELATED TERMS

David Macdonald
and
Caroline Vandenabeele

ILO East Asia Multidisciplinary Advisory Team
ILO Regional Office for Asia and the Pacific
Bangkok

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Foreword

The promotion of sound and constructive industrial relations is one of the core activities of the International Labour Organization. One of the requirements for this is to ensure that the parties know what industrial relations is. The aim of this glossary is to help constituents to obtain a better understanding of the terms and concepts used in industrial relations, and, in so doing, provide them with a more solid basis for social dialogue and negotiation.

Considering the importance of the document, I would strongly recommend that the constituents translate it into their national language and widely distribute it, particularly to members of worker and employer organizations.

The text of the glossary has been prepared by Mr. David Macdonald, Senior Specialist on Industrial Relations, and Ms. Caroline Vandenabeele, Associate Expert on Labour Law and Industrial Relations, of the ILO East Asia Multidisciplinary Advisory Team.

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Preface

This glossary defines a range of common industrial relations terms. Its objective is to provide a basic introduction to such terms for persons who are relatively unfamiliar with industrial relations, particularly as it operates in a market-oriented economy.

The glossary is not intended to be an exhaustive list. Nor does it present a definite position of the ILO on each term. How particular terms are defined and applied varies from country to country, and the definitions presented here will have to be read with that in mind. In case of difference between the text of this glossary and any definition in an ILO Convention or Recommendation, preference should be given to the latter.

The terms compiled in the glossary have been classified into a number of categories corresponding to the main elements of an industrial relations system - the parties and institutions, and the processes and outcomes. This is to provide a guide to how a term is used in its context. Whenever it was possible to classify a particular term in more than one category, the most appropriate category was chosen. An alphabetical index at the end of the glossary will facilitate locating particular terms.

The glossary is the result of the joint efforts of a number of colleagues, and special thanks are due to Messrs L.R. Heron, S.R. de Silva and S.E. Sterner for their ideas and suggestions.

We hope the reader will find the glossary useful. Any suggestions as to how it might be amended over time to improve its usefulness are welcome.

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I. The parties and institutions

A. Workers and their organizations

Blue-collar worker

A term used to describe a worker whose job involves primarily manual work. The term includes persons who are skilled in various trades (e.g. carpenter, welder) as well as unskilled or semi-skilled and maintenance workers. It should be contrasted with white-collar workers. Blue-collar workers are traditionally paid on a weekly, hourly or incentive basis.

Casual worker

A worker who works occasionally and intermittently. Such workers are employed for a specific number of hours, days or weeks. They are not normally entitled to the same terms and conditions of employment as ordinary workers (e.g. they would not usually get sick or holiday leave). Whereas temporary workers are employed to replace permanent workers who are, for example, sick or on maternity leave, casual workers have traditionally been employed to cope with a sudden increase in work (e.g. for seasonal reasons) or to undertake a particular (perhaps unforeseen) work task.

Delegate/shop steward/union representative

A worker who is the representative for his/her union at the enterprise and/or workplace. The delegate also acts as a link between the full-time union officials located outside the enterprise and union members in the enterprise. Delegates are mostly elected by union members who work in the same enterprise.

Enterprise union

A union that recruits members primarily on the basis of the enterprise they are employed by rather than on the basis of their trade or occupation, and whose activities are confined to that enterprise.

Free rider

A worker who enjoys the benefits of improved terms and conditions of employment that have been gained by a trade union in the course of collective bargaining, without belonging to it and without paying dues or other fees and assessments to the union.

Independent contractor

A person who contracts with another person (the principal) to produce a particular result, but who in the actual conduct of the work is not under the order or control of the principal. Accordingly, he/she may use his/her own discretion in relation to matters not specified before the work commences (including, for example, subcontracting the performance of the task concerned).

Industry union/vertical union

A union whose members are affiliated on the basis of the industry they work in rather than on the basis of their professional category, e.g. a union of workers in the steel industry, mining industry, automobile industry. Generally, all workers in a plant or industry will be included in such a union, whether unskilled, semi-skilled or skilled.

Labour council/trade union centre

An association or peak organization, consisting of affiliated unions, that fulfils various political and industrial functions at a central level (e.g. national, regional or district) on behalf of affiliated unions.

Trade union

An association of workers organized to protect and promote their common interests.

White-collar worker

An office worker, a clerical, sales, semi-technical or professional worker, as well as a worker having minor supervisory functions, as opposed to a production or blue-collar worker.

Worker/employee

Any person who works for a wage or salary and performs services for an employer. His/her employment is governed by a written or verbal contract of service rather than a contract for services (usually referred to as an independent contractor).

Yellow union

A union which is established by and/or under the influence and control of an employer.

B. Employers and their organizations

Employer

A person or organization that employs workers under a written or unwritten contract of employment which establishes the rights and duties of both parties. Governments, public authorities and private enterprises as well as individuals may be employers.

Employers' organization

An organization whose membership consists of individual employers, other associations of employers or both, formed primarily to protect and promote the collective interests of members, to present a united front in dealing with organizations and/or representatives of workers, as well as to negotiate for and provide services to members on labour-related matters.

Management

A discipline and function discharged by people in an organization to achieve the objectives of the organization and its people. It can also be described as a system of authority or as a social group. Its functions generally consist of planning, organizing, staffing, supervising, directing, controlling, coordinating and innovating. The term is general insofar as it includes team leaders and supervisors as well as middle and senior managers.

Manager

A person who has the authority to take work-related decisions and the responsibility to supervise the work of others.

Middle manager

An enterprise officer whose position is between top management and front-line supervisors. His/her job is to implement the policies and programmes of the organization as set down by top management and at the same time coordinate those functions through operating units of the enterprise.

Senior manager/top manager

An executive in an organization. A senior manager is typically responsible for policy and planning in relation to a major area of activity carried out by the organization.

C. Relations between the parties

Bipartism

Any process by which direct cooperative arrangements between employers and workers (or their organizations) are established, encouraged or endorsed.

Bipartite relations

Relations between two parties, usually an employer (or its representative organization) and a trade union.

Centralization

A process through which wage determination and certain aspects of bargaining and/or dispute settlement are handled industry-wide or at the national level rather than at the regional, local or enterprise level.

Consensus

An agreement or an agreed way of handling an issue reached after discussion between various interest groups.

Decentralization

The devolution of decision-making within an organization or society. In the context of industrial relations it refers to a policy that places responsibility for decision-making affecting workers and management (e.g. bargaining, grievance handling and dispute settlement) at the enterprise level.

Industrial relations

The individual and collective relations between workers and employers at work and arising from the work situation, as well as the relations between representatives of workers and employers at the industry and national levels, and their interaction with the state. Such relations encompass legal, economic, sociological and psychological aspects and include the following issues: recruiting, hiring, placement, training, discipline, promotion, lay-off, termination, wages, overtime, bonus, profit sharing, education, health, safety, sanitation, recreation, housing, working hours, rest, vacation, and benefits for unemployment, sickness, accidents, old age and disability.

Industrial relations system

The institutions which represent the parties in industrial relations, their form of interaction with one another, the rules and procedures that support such interaction and the general pattern of work relations.

Tripartism

The active interaction of government, employers and workers (through their representatives) as equal and independent partners in efforts to seek solutions to issues of common concern. A tripartite process may involve consultation, negotiation and/or joint decision-making, depending on arrangements agreed between the parties involved. These arrangements may be ad hoc or institutionalized.

D. Other related terms

Confederation

A peak organization of employers or trade unions.

Freedom of association

The right of people to assemble in public or private for the purpose of joining for a common cause and to associate with one another to achieve a particular goal. In industrial relations, it refers to the right of workers and employers to organize and join trade unions and employers' organizations of their own choosing to represent their interests.

II. Processes and outcomes

A. Processes

1. Bargaining

Ability to pay/capacity to pay

One of several criteria used to determine wage increases and reflecting the financial capacity of an enterprise, an industry or the economy as a whole to sustain such increases. The capacity to pay can be influenced by a range of factors, including profitability, productivity, growth and the competitive situation.

Agreement

A mutual understanding, usually in writing, between employers, workers and/or their representatives resulting from a negotiation

process. The scope as well as the coverage of an agreement will depend on the parties and the subject matter. An agreement usually concerns the terms and conditions of employment (applicable for a fixed period of time) or the basis for addressing an issue. An agreement can vary in terms of formality and may or may not be legally binding. It usually has to be registered before coming into legal effect.

Bargain

A deal or agreement reached as a result of negotiation.

Bargaining/collective bargaining

The process by which an employer or a group of employers and one or more workers' organizations or representatives voluntarily discuss and negotiate mutually acceptable terms and conditions of employment which are valid for a given period of time.

Bargaining in good faith

Mutual trust and respect increasing the prospect of reaching a mutually acceptable agreement, as evidenced, for example, by a willingness to share information of importance to the bargaining process. It also implies bargaining with a genuine desire to reach agreement and not merely for the purpose of conforming to an obligatory negotiation process.

Bargaining power/bargaining strength

The ability of labour and management to secure outcomes from the negotiation process which are favourable to their own interests. The situation is influenced by many factors, such as the degree of unionization and strength of leadership; the state of the economy; the demand for particular types of labour and its relative scarcity; the attitude of the general public; and the nature and form of state intervention.

Bargaining unit

The particular unit - usually a trade union - representing worker interests that is recognized for bargaining purposes. Where no designation or certification is made in accordance with legislation, it is the unit that is accepted by the employer for bargaining purposes. Where more than one union exists in an enterprise, they may cooperate to form a single bargaining unit.

Claim

A demand usually made by a trade union on an employer for improved terms and/or conditions of employment.

Direct negotiation

Direct negotiations between employers' organizations and trade unions without reliance upon third parties and often without outside institutional support. It can also refer to negotiations that take place directly between management and workers at the enterprise level without involving trade unions or employers' organizations.

Enterprise agreement

A form of collective agreement negotiated between management and workers' representatives at the enterprise level.

Framework agreement

An agreement that sets the broad parameters in an industry or at the national level within which employers' organizations and trade unions agree to work when negotiating more specific enterprise agreements.

Individual bargaining

Negotiations which take place between a single worker and his/her employer. Issues negotiated in this way can vary from individual wages to promotion and individual leave or working hours. Traditionally, trade unions are opposed to individual bargaining.

Industry-wide bargaining

Any form of collective bargaining that takes place between trade unions and employers' organizations for the purpose of establishing, standardizing or changing employment conditions that will have a broad coverage within an industry.

Key bargaining

Negotiation over a single key issue or a single wage rate. In this type of collective bargaining the main or key issue is first negotiated and the parties then seek to extend the principle contained in the agreement to other parties, groups or issues. This should be contrasted with another strategy of bargaining which concentrates on negotiating less important issues first (e.g. as an indication of good faith) before negotiating major ones.

Negotiation

A process in which two or more parties with common and conflicting interests come together and talk with a view to reaching an agreement.

Pattern bargaining

A collective bargaining procedure whereby a trade union seeks to obtain equal or identical terms from a group of employers in a particular enterprise or industry, based on an agreement already

obtained in other enterprises, industries or sectors. The first agreement thus serves as a model for imitation by other employers or unions.

Productivity bargaining

Negotiations between workers or their representatives and management typically conducted at the enterprise level and concerning changes in work rules and practices aimed at increasing productivity or eliminating inefficiencies, usually in exchange for material benefits for workers. It also refers to negotiations aiming at eliminating outmoded work practices or introducing new technologies.

2. Workplace cooperation

Co-determination

Employment relations characterized by a significant level of joint consultation and decision-making between workers and management. In some countries such relations are governed by legislation.

Consultation

A process whereby management seeks the views of workers, directly or through their representatives, on certain matters, but retains the power to make decisions on these matters.

Financial participation

A form of worker participation in the management, the financial results or the ownership of the enterprise, of which the most common forms are sharing of and consultations over financial information with workers, bonus or piece-work schemes, profit sharing and share/stock acquisition schemes. Such participation is unlikely to provide increased opportunities for workers to influence decision-making in the enterprise unless integrated with other broader forms of worker involvement.

Industrial democracy

An umbrella term referring to the sharing of power in the workplace.

Information sharing

The regular and systematic provision by management of accurate and comprehensive information to workers on a range of personnel, financial, industrial and organizational matters. Information sharing is a precondition to workers' participation in decision-making.

Joint decision-making

A process whereby management and workers' representatives jointly consider and take decisions on matters of common interest.

Workers' participation

A principle, as well as informal and formal processes, established in an enterprise, whereby workers or their representatives participate with management, on a cooperative basis, in resolving issues of common concern. Workers' participation can take various forms, for example, informal discussions between managers and workers, information sharing, consultation, collective bargaining, joint decision-making in workplace committees, works councils or similar bodies, worker/trade union membership in management bodies, self-managed work groups, and financial participation.

3. Grievance and dispute resolution

(a) Third-party intervention

Arbitration

A method of dispute settlement in which an independent third party (usually a tribunal) considers the arguments of both sides and then takes a decision binding on the parties in the dispute. Arbitration can be:

Compulsory: Compulsory dispute settlement - by a third party - required by law.

Obligatory: Arbitration which results from the voluntary agreement of parties under a collective agreement to submit further disputes related to the agreement to a third party for settlement.

Voluntary: A mutual request by labour and management that an issue on which they do not agree be submitted to arbitration.

Adjudication is basically also a form of arbitration in that there is a neutral third party who takes a binding decision, the difference being mostly in the enforcement of the decision. In most countries, if one of the parties does not follow the arbitration award (this is the outcome of the arbitration process, the decision taken by the arbitrator), the other party will have to go to court to have the decision enforced. Although the decision taken by an arbitrator is binding, this does not mean that a party cannot appeal. This appeal will be handled through adjudication. Another distinction made in many countries is that adjudication handles rights disputes while arbitration, in the strict sense of the word, focuses on interests disputes.

Conciliation

An extension to the bargaining process in which the parties try to reconcile their differences. A third party, acting as an intermediary - independent of the two parties - seeks to bring the disputants to a point where they can reach agreement. The conciliator has no power of enforcement and does not actively take part in the settlement process but acts as a broker, bringing people together.

Grievance procedures

The provisions set up - usually in a collective bargaining agreement - to resolve problems linked with the application and interpretation of an individual labour contract or arising out of a collective labour agreement. Grievance handling usually follows a number of sequential steps laid down in the procedure and involves progressively higher levels of management and workers' representatives.

Mediation

Assistance provided to disputing parties by an independent third party (the mediator). In mediation the third party is more actively involved than in conciliation and attempts to suggest proposals and methods for actual resolution of the problem so that a solution acceptable to both parties can be found.

(b) Forms of disputes and industrial action

Ban

Any refusal by an individual worker or work group to undertake certain types of work, to use certain items of equipment or to work alongside other workers. The practice often arises in a dispute situation.

Go-slow

A form of industrial action used by workers as a way of expressing dissatisfaction or imposed in support of a bargaining claim. It involves a reduction in work effort or output rather than complete stoppage of work.

Grievance

Any complaint either by a worker, a group of workers or a trade union, or by an employer, a group of employers or an employers' organization, regarding some specific aspect of the employment relationship, or - in the case of workers - regarding employment conditions or the employer's policy and practices.

Industrial action

Any form of action threatened or taken by a party in order to protect or promote its interests, which may lead to disruption in production. Industrial action can either be overt (e.g. strike or lock-out) or covert (e.g. sabotage), organized or unorganized, individual or collective.

Industrial conflict

Disagreement between labour and management expressed through behaviour like sabotage, absenteeism and strikes. These specific actions can be distinguished according to their form (organized or unorganized) and to the party involved.

Industrial dispute

Disagreement between labour and management arising from the inability of both parties to resolve their differences. An industrial dispute may result in conflicts such as a strike. The subject matter of a particular dispute may determine whether the dispute is within the scope of industrial legislation and the jurisdiction of a third party (e.g. an industrial tribunal) empowered to assist the parties in resolving the issue(s) concerned by conciliation, mediation and/or arbitration.

Industrial sabotage

A form of action taken by a worker or a group of workers to damage or destroy the employer's income (by disrupting or spoiling the product or service offered) or property (by causing damage to the production process or machinery) in order to express opposition to or dissatisfaction with a policy or decision taken by the employer.

Interests dispute

An industrial dispute concerning a claim by workers and/or employers for a future right (e.g. an increase in wages). Such a dispute may be settled through negotiation, conciliation and/or mediation. Also, in some countries adjudication and/or arbitration may be applied by a court or tribunal vested with the right to determine the fairness of a claim, relying on non-legal considerations. Interests disputes, by their nature, cannot be settled by the application of legal principles.

Lock-out

The temporary closing down by the employer of a factory or establishment in order to compel workers to agree with the conditions dictated by the employer or to force them to comply with some of its demands. The tactic is generally considered to be the managerial equivalent of a strike. During the lock-out the workers involved are not entitled to any pay since no work can be performed.

Picketing

A form of industrial action where workers on strike stand or walk in the surroundings of the workplace in order to persuade other workers not to enter the plant, as well as to prevent the employer from hiring new workers, to publicize the grievances of strikers or to gain the support of suppliers' workers and prevent them from continuing to make supplies to the employer. Picketing is common where an employer continues production during a strike by using management or 'scab' labour.

Rights dispute

An industrial dispute over the interpretation of existing rights of workers and employers under a contract of employment, an agreement and/or the law. Such a dispute is normally resolved through recourse to a court or tribunal empowered to provide a binding interpretation of the right in dispute.

Strike

A concerted temporary stoppage of or withdrawal from work by a group of workers of an establishment or several establishments to express a concern or to enforce demands affecting wages, working hours and/or working conditions. Strikes are characterized by varying degrees of formality and organization with respect to the involvement of, or their initiation by, union officials or work group members. They also vary in duration and significance, from short demonstrations for bargaining purposes to major and protracted industrial and political struggles. Strikers still consider themselves workers of the enterprise, with the right to return to their jobs once the dispute has been resolved. A strike is called a *wildcat strike* when no previous attempts were made to settle the dispute in another way and normal procedures were not followed.

B. Outcomes

1. Contractual issues

Contract for services

A contract between a person (the principal) and another person (the independent contractor) to undertake a particular work in a manner not subject to the day-to-day control of the principal. This form of contract should be contrasted with a 'contract of service' (usually known as a contract of employment) under which an employee is subject to the

control of an employer in the performance of his work. 'Control' in this context concerns not only the amount, but also the nature of that control and the direction in which it is exercised.

Contract of employment/contract of service

A legally binding agreement between an employer and a worker establishing the terms and conditions of employment.

Employment status

Indicates whether a worker is permanent, part-time or casual.

2. Earnings and related matters

Annual earnings

The total compensation received by a worker from whatever source during a calendar year. It includes wages, overtime and vacation pay and other financial incentives paid as a result of employment at one or more enterprises; it can also include payment in kind (food, clothing, accommodation).

Basic wage

Refers to the pay of a worker for a specific unit of time or work (exclusive of premiums, bonuses, allowances and other supplementary benefits which may be added).

Benefit

Any pay or non-pay item that employers may provide as part of the total compensation package. Such a benefit may either be provided by law or paid by the employer on a voluntary negotiated basis.

Comparative wage justice/comparable wage rate

A procedure of wage-setting by which identical or similar occupations, or occupations with similar job characteristics are compared, either within the same enterprise or the same industry or nationally (i.e. across industries). The notion of fairness is important in this procedure.

Comparative worth

A means of evaluating the relative work value of different jobs or types of work by comparing them with similar jobs/work. The factors which may be taken into consideration are, among others, skill, effort and responsibility. This type of evaluation usually occurs for the purposes of job classification and pay fixation and has an important application in the context of equal pay.

Consumer price index/cost-of-living index

A monthly, quarterly or annual index measuring the movements in price of an agreed basket of goods and services. The index thus reflects changes in the purchasing power of wages.

Equal pay

A concept usually referring to the principle of equal payment to adult males and females doing the same class of work or work of equal value, and aimed at the elimination of differentials in pay based solely on gender.

Fair wage

A level of wages above the living wage which reflects the contribution of workers towards economic growth and their right to an equitable share in the benefits of growth. The level of wages for an

individual worker will vary with the circumstances of a particular occupation and/or industry.

Gain sharing

An organization-wide performance-based pay system whereby workers participate with management in gains (in the form of increased benefits) as a result of improved productivity.

Inflation

An increase in the general level of prices of goods and services over a given period of time as measured, for example, by changes in the consumer price index.

Living wage

The level of wages sufficient to meet the basic living needs of an average-sized family in a particular economy.

Merit pay

A component of pay, added to the normal remuneration of a worker, that compensates individual workers for extra effort, skill or service. One important feature of merit payments is that they are not standardized (i.e. they are paid to some but not all workers).

Minimum wage

The lowest rate of pay that can lawfully be paid to an adult wage earner in a country, a geographical area, an industry or an occupation. Payment below this minimum is illegal.

On-costs

Direct and indirect wage costs over and above normal hourly wage rates. It includes payroll tax, social security contributions and extra wage costs payable to workers who work non-standard hours (i.e. shift or overtime work) or to those working in an environment for which additional compensation is required (e.g. a remote location or a hazardous occupation).

Pay

Net take-home earnings received for a period of employment. It reflects gross earnings minus lawful deductions, such as taxes, trade union dues and social security contributions.

Performance-related pay

A pay system often negotiated between an employer and a trade union that provides for increases in wages or salaries of an individual or group based on the achievement of some predetermined performance criteria.

Real wages

The goods and services which can actually be purchased with money wages. Real wages thus express the purchasing power of the actual income earned by an individual. When prices increase faster than money wages, the purchasing power of wages declines, workers have less disposable income and thus real wages fall. On the other hand, real wages (i.e. purchasing power) will rise when prices fall while wages remain stable, when wages increase but prices remain unchanged or when both wages and prices rise but wages rise at a faster rate than prices.

Remuneration

Any form of payment for work performed. It generally includes all wage payments and non-wage benefits.

Salary

The gross pay of a worker based on a specific annual amount irrespective of the hours actually worked. Salaries are traditionally paid fortnightly or monthly.

Severance pay

The final payment made to a worker when his/her employment is terminated.

Wage

The payment in exchange for labour provided under a contract of employment. Wages are calculated according to time-rate or piece-rate systems. The gross wage is the wage before deduction of taxes and other authorized deductions.

Wage incentives

A system of payments for achieving specific results.

Wage indexation

A process whereby wages are regularly adjusted according to the movements of a price index reflecting the cost of living.

Wages policy

The guidelines adopted by governments, tribunals, trade unions and employers on the desirable rate of movement in money wages, the factors determining wages, and the relationship between particular wage rates and others.

3. Working conditions

Casualization

An employer's policy aimed at altering the prevailing pattern of working arrangements, from mainly permanent, full-time employment towards higher utilization of casual workers.

Overtime

The working hours of a worker in excess of the standard established by law, a collective bargaining agreement, an individual employment contract or company policy. Such hours are generally paid for at 'penalty' or overtime rates.

4. Termination of employment

Dismissal

The termination of the employment contract of a worker by management. Dismissal may be for cause (e.g. serious misconduct, insubordination or inefficiency) or take the form of retrenchment for reasons related to the economic circumstances of the enterprise. Whatever the case, the circumstances of dismissal and any conditions/entitlements are governed by law, the individual contract of employment or a collective agreement, supplemented by the personnel policies of individual organizations.

Dismissal procedure

The formal procedure initiated by an employer in effecting and reviewing a dismissal. The procedure typically sets out the steps which the employer should follow, the rights a worker has in the situation (e.g. to provide an explanation why no dismissal should take place) and who is involved in the review of such a decision. The procedure is often regulated by law, the individual contract of employment or a collective agreement, supplemented by the personnel policies of individual organizations.

Redeployment

The transfer of an individual or occupational group within an organization from one job to another. Redeployment often occurs as an alternative to redundancy when an organization scales down operations; it may involve retraining of the worker concerned.

Redundancy

The permanent displacement of some part of the workforce of an organization as a result of plant closure or organizational or technological changes. The term *voluntary redundancy* refers to the method by which the individuals to be dismissed are selected. A predetermined reduction in the number of workers may be obtained by calling for volunteers who may choose redundancy in order to obtain a lump sum payment, the amount of which may be determined by statutory provisions, the employer, or collective or individual bargaining.

Reinstatement

The re-employment of a worker by a former employer in the same or a similar job. Reinstatement may result from a decision by a court or tribunal that the worker was unfairly dismissed.

Resignation

The voluntary notification by a worker to his/her employer of an intention to terminate the employment relationship. The worker will generally give notice to the employer and set the time when the resignation is to take effect. Resignation differs from 'quitting' insofar as, for the latter, no notice is given.

Retrenchment

The termination of the contract of a worker or a group of workers as a result of redundancy.

Unfair dismissal

The termination of employment of a worker which a tribunal holds to be unfair, taking into account all the circumstances surrounding the dismissal. It is sometimes referred to as *harsh or unjust dismissal*.

C. Miscellaneous

Discrimination

Any employment practice that disadvantages a worker or category of workers on the basis of some attribute of the individual or group. The most common forms of discrimination are based on race, gender, national origin, colour or physical or intellectual disability rather than actual job performance. The discrimination can result in unfair treatment with respect to employment practices, i.e. hiring, promotion opportunities, pay, dismissal, and in harassment.

Managerial prerogative

The areas of decision-making within an organization over which managers claim to have an unfettered right to decide as they see fit without consultation with workers or trade unions. Frequently this refers to the right to 'hire and fire'. Managerial prerogatives are claimed by managers to be a legitimate basis for their power and decision-making.

III. Enterprise performance issues

Benchmark

Any reference that can form the basis of measurement or a standard by which other jobs can be compared for wage determination or for the purpose of evaluation.

Efficiency

Commonly, the optimal or best use of resources; technically, the average cost of production or cost per unit of output.

Job enlargement

The notion of making the job of an individual worker 'bigger' by increasing the number of tasks required to carry it out. It offers the possibility of a worker doing a whole job (e.g. assembling a motor vehicle), involving the full range of tasks from start to finish.

Job enrichment

This entails building into jobs greater opportunities for increased recognition, participation, responsibility and autonomy. It may, for example, involve adding some tasks to a job which would ordinarily be undertaken by a supervisor (e.g. planning), pushing down

responsibilities and giving workers more control over their own jobs, rearranging a job to eliminate uninteresting, repetitive tasks and creating 'whole' jobs by adding tasks previously not part of a job.

Job rotation

Involves workers moving between different jobs at fixed or irregular intervals. It is intended to provide increased variety and opportunities for learning and greater use of their skills and abilities.

Productivity

The relationship between output and input or the resources required to produce that output.

Quality circle

A problem-solving technique used in the workplace initially concerned with quality control but progressively embracing other matters such as productivity and improved production methods, costs and safety. Quality circles tend to focus on the need to continuously improve that part of the production process for which members of a specific circle are responsible. Quality circles are usually established on a permanent basis and consist of managers and supervisors together with the relevant work group. Recommendations are submitted to management and circle members assist in implementing them once accepted by management.

Quality of work life (QWL)

A broad term generally referring to working conditions in an enterprise and their impact on the work and non-work experience of workers. It also refers to organizational programmes to improve the relationship between the individual and the organization. QWL programmes typically include one or more of the following elements: job redesign, quality circles, flexitime and participative management.

Self-managed or semi-autonomous work groups

Teams or groups of workers who have a considerable degree of autonomy for their own functioning. The degree of autonomy will vary widely, but there is usually relative freedom from supervision and controls external to the group. In general, each group is responsible for an identifiable product or service, enabling members to undertake a variety of roles/tasks.

Work practices

The formal and informal work arrangements and rules that influence the way jobs and tasks are performed. These practices may be introduced intentionally as part of conscious job design and engineering, may develop over time as a result of custom and practice or may represent a combination of design and practice.

IV. Miscellaneous

Globalization

The process of increasing integration of national and regional economies in world markets, and the associated economic, political and ideological considerations influencing this process.

International Labour Convention

An international treaty prescribing international labour standards on a particular issue (or issues) and which is binding on the countries which ratify it. Such countries voluntarily undertake to apply the provisions of the Convention, to adapt national law and practice to its requirements and to accept international supervision in its ongoing implementation.

International Labour Recommendation

Non-binding guidelines aiming at orienting national policy and practice on labour and related matters. A Recommendation may itself address a particular subject or may supplement the provisions contained in an associated Convention by providing more detailed guidance.

International labour standards

Principles and norms concerning labour and related issues, which take the form of Conventions and Recommendations adopted by the annual International Labour Conference of the International Labour Organization.

Labour market

A term used in labour economics to indicate the exchange between labour demand and labour supply for a nation, region, industry and/or occupation. The outcomes of this process include the level of (un)employment, pay and employment conditions.

Labour mobility

The ease of movement between one job, employment sector or region and another.

Labour turnover

Refers to the rate or frequency with which workers leave the service of their employer.

Liberalization

The process whereby economies emerge from a state-controlled to a free-market orientation.

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