

## Managing Employee Relations Case Study Examples & Key Legislation

Week	Topic	Case Study	Key Learnings
5	<b>Workplace Health and Safety</b>	Quay Hotel	<ul style="list-style-type: none"> <li>Flexibility (Role flexibility, internal numerical flexibility – hours worked, functional flexibility – changing roles)</li> <li>Flexibility used strategically through casual employment. Taking shortcuts is effective short-term, but lot long-term. Results in high turnover rates. The hotel is using flexibility afforded to casual workers as a way to increase their working responsibilities</li> <li>Employees are over worked and insufficiently changed – this takes a physical and emotional toll on employees and is therefore a breach of WHS</li> <li>Underpaid</li> <li>Flexibility of working long hours if they want to, but management gets the profit.</li> <li>Lack of investment in training</li> <li>How can flexibility drive WHS? Staff have lodged complaints about their physical working conditions and several accidents resulting have occurred. Incidents of bullying arising from time-task driven work when employees fail to complete all of their allocated tasks. Increased stress!</li> </ul>
6	<b>Diversity and Discrimination</b>	FibreTek  Agryle Diamonds - 184	<b><u>FibreTek</u></b> <ul style="list-style-type: none"> <li>They are short sighted, insufficient and largely destructive.</li> <li>They focus on silencing employees rather than addressing their diversity related concerns or problems.</li> <li>The rationale for diversity management is largely business approach related, with a combination of a legal approach. “minimum requirements are met”</li> <li>Diversity management fails to factor in the breakdown of the workforce and the prevalent demographic characteristics that are evidenced within the workplace. This is evidenced by the poor structure in place with English speaking supervisors that are expected to have authority over their largely non-English speaking workers. This will always facilitate inevitable conflict, and could have been avoided.</li> <li>They “manage” diversity by putting similar individuals together in workplace groups, they would view this as effective management, however in practise, it is largely destructive, counterproductive and doesn’t address the issue at its core.</li> <li>Implement a new diversity management process.</li> <li>Employ union assistance</li> <li>Enhance their HR processes geared towards employee wellbeing and work in the workforce.</li> <li>Address them rather than silencing it</li> <li>Educate the employees, at all levels within the hierarchy</li> </ul>