

Agile HR Practice in Industrial Relations

Birsen Çelik, Şükrü Öztürk

Çayeli Copper Company, First Quantum Minerals Rize, Turkey

ABSTRACT

Çayeli Copper Company was established in 1983 in Madenli, Çayeli district of Rize and started production in 1994. The Company became a 100% affiliate of First Quantum Minerals in 2013 and carries out all its operations built on safe production and respect for its environment, stakeholders and employees. On May 11, 2020, the Chief Union Representative gave a speech to employees stating that 38 employees were not promoted in 2019. Therefore, the operations were stopped illegally and approximately 280 employees were unable to work for 27 days. Based on the employee profile and Black Sea culture, kinship ties and communication levels led to group psychology. In June 2020, the Industrial Relations Unit was restructured to directly communicate with employees to manage group psychology risks and trust issues. Employees had regular face-to-face meetings with one authorized person to consult and get information on all matters. This person had full management support. Additionally, employee requests and demands were recorded. This allowed prompt action and employee feedback. Communication improved as employees and the General Manager met annually at breakfasts. Where possible, quick surveys were used to get employee feedback, improving loyalty and experience. We're building a communication- and trust-based workplace culture with the new industrial relations approach. Statistics from employee interviews show our progress, and management commitment, dedication, and agility ensure sustainability.

Keywords: Agile approach, risk management, management commitment