

Industrial Relations Research Unit  
Warwick Business School  
University of Warwick

**Annual Report, 2008**

## **INTRODUCTION AND OVERVIEW**

IRRU embraces the research activities of the industrial relations community at Warwick Business School (WBS). The aims of IRRU are to produce high quality, independent research which is critical in nature, thereby to contribute to the conceptual and empirical development of the field and to improve the information and analysis available to national and European-level policy and practitioner communities. The quality and range of IRRU's research output was underlined by our strong contribution towards WBS's well-placed ranking in the 2008 Research Assessment Exercise. Achieving these aims requires maintaining a critical mass of active researchers. This involves securing research funding to support the employment of dedicated research staff alongside those IRRU members holding permanent lecturing positions. 2008 saw confirmation by the European Commission of funding for a major Warwick-led project on the governance of uncertainty in social welfare, labour market and industrial relations fields, which IRRU researchers are involved in, and the extension of the substantial Government-funded project on information and consultation of employees for a further two years. Achieving our aims also requires sustained engagement with the policy and practitioner communities, at national, regional and European levels. Our existing activity, reported in section 3 of the report, is kept under review, as are potential opportunities to strengthen the impact of our research findings amongst policy makers and practitioners.

IRRU's research projects are clustered around five main themes, and research activity around each is detailed in section 2 below. Main developments under each theme included:

### **❖ Europeanisation and internationalisation of employment relations**

Work on the survey of the employment practices of multinational companies operating in the UK has focused on preparing and launching comparative analysis with the findings of parallel surveys undertaken in three other countries: Canada, Ireland and Spain.

Research on the employee participation practices of multinational companies in central Europe found contrasting approaches in relation to the form of participation: representative-based practices in companies' home operations are unlikely to be transferred, whereas direct participation practices are more likely to be so.

### **❖ Equality and diversity**

A European-wide survey study on performers found that age effects on access to work, pay and career longevity were differentiated according to gender, in what is a formally gender-integrated occupation.

### **❖ Pay, performance and employment relations**

A study of the distinctive nature of employee attitudes and commitment in small firms, as compared to larger ones, found higher levels of employee satisfaction in the former which it explained in terms of the greater degree of informality and the close personal relationships that prevail in small firms.

A European-wide investigation of wage flexibility identified significant differences in the extent to which sector-based collective wage bargaining arrangements provide scope for pay levels to vary between companies. It also found country and sector differences in the incidence of different types of variable payments system and the extent to which they are regulated jointly.

### **❖ Employee representation and employee voice**

Findings were published from follow-up interviews in company case studies undertaken in larger organisations, and from the first wave undertaken in medium-sized organisations, on the impact of the UK's Information and Consultation of Employees legislation. The analysis of the follow-up research points to the key role played by

management in sustaining meaningful information and consultation practice. Field research commenced amongst the smallest-sized organisations to be covered by the legislation.

#### ❖ **Legal regulation of the employment relationship**

Findings of a study investigating the impact of statutory protections and framework agreements on the practice of employment transfers in the public sector reveal marked differences in the reach and efficacy of these protections.

International and comparative analysis continues to be a distinctive feature of IRRU's research activity. Cross-country European comparative studies and EU-level analysis remain important focal points. In addition, the canvass is being extended to comparative analysis involving north America - through the surveys of multinational companies' employment practices - and global actors and governance developments in industrial relations - through the involvement of IRRU researchers in the new work programme of the Canadian SSHRC-funded CRIMT research centre based in Montréal. At the same time, fresh links are being established with other European institutions. IRRU welcomed researchers from the IDHE research unit at ENS-Cachan (Paris) in May, to explore research cooperation, and was invited to join the European doctoral research network in industrial relations, which groups several leading European research institutes. We look forward to hosting the 2009 meeting of the doctoral network, and to involving doctoral researchers and faculty from Cornell's Industrial and Labor Relations School in the meeting.

The speaker for the seventh annual Warwick-Acas lecture in honour of Sir Pat Lowry was Warwick Professor of Industrial Relations and CAC Deputy Chair Linda Dickens. The lecture addressed the ad hoc regulatory and legislative responses to particular problems that have emerged over the past quarter century in Britain. It argued that the result has been growing institutional fragmentation, complexity and, increasingly, a lack of regulatory coherence. This called for some fundamental rethinking.

IRRU has continued as the UK national centre for the EU 'observatories' covering industrial relations, working conditions and restructuring, supplying features and reports on national developments, and undertaking thematic comparative analysis, embracing all 27 EU member states, for the observatories. Comparative analytical reports commissioned from IRRU during 2008 included studies of wage flexibility and of temporary agency working.

## **1 STAFFING**

There are currently 13 academic staff in IRRU, ten of whom are also members of the Industrial Relations and Organisational Behaviour (IROB) subject group of Warwick Business School. IRRU has 15 associate fellows. IRRU's membership during 2008 is listed in Appendix A.

In 2008, IRRU said farewell to Michael Terry who retired after a 34-year career at Warwick. He became a researcher at IRRU in September 1974 before joining the teaching staff, latterly taking on the role of Deputy Dean of Warwick Business School. Jane Parker left in June, after 7 years in IRRU, to take up a post in New Zealand, and becomes Director of the Work and Labour Market Institute at Auckland University of Technology from February 2009. Jim Arrowsmith left in August, after over 12 years in IRRU, to take up a Chair at Massey University, New Zealand. In December, Sonia Liff left Warwick Business School after 18 years to become a freelance researcher.

IRRU welcomed Tom Prosser, appointed as a research associate on the EU Observatory Network contract, and looks forward to the arrival of Thomas Fetzer, appointed as an associate professor from April 2009.

Mark Hall covered as IRRU Director from August to December whilst Paul Marginson was on study leave.

IRRU hosted two international visitors during 2008: Jens Mohrenweiser (January to July) from the University of Zurich and Jacques Bélanger (July) Université Laval, Québec.

## **2 RESEARCH PROJECTS**

### **Theme 1: Europeanisation and internationalisation of employment relations**

#### ***Employment practice in multinational companies***

During 2008, work on the large-scale survey of employment practices in multinational companies (MNCs) has focused on advancing towards comparative analysis of the findings of the UK survey with those of parallel surveys undertaken or underway in four other countries: Canada, Ireland, Spain (completed) and Mexico (in the field). The UK survey involves Paul Edwards and Paul Marginson in collaboration with Associate Fellow Anthony Ferner and Olga Tregasksis, both from De Montfort University, and Associate Fellow Tony Edwards from Kings College London. The project was funded by ESRC until the end of 2007, and its subsequent evaluation assessed the outcomes as 'good'.

In 2007, we reported key findings from the main survey, derived from structured interviews with senior HR executives in 302 MNCs with operations in the UK. Four papers analysing the UK data, respectively addressing patterns of local management autonomy and headquarters control; international management learning; cross-border diffusion of employment practices; and employee representation and consultation, initially presented at conferences in 2007 and also reported on last year, remain under review with journals following revision.

Preparatory work for the comparative analysis was one of the main issues discussed when the international teams met for a two-day workshop in Limerick, in June. Three main activities have been pursued. The first is integration of the national data sets. Although key parameters of the survey design are common across countries, and each national survey addressed a common set of core issues, there are nonetheless differences between the national survey instruments reflecting, for example, institutional differences between countries. Combining the national data sets into an integrated, cross-national data set therefore represents a challenging task, requiring ongoing cooperation between the national research teams. By the end of 2008, the work was well advanced in the four countries with completed surveys. The second is securing research funding for the comparative phase of work. The UK research team compiled and, in January 2009, submitted a further funding bid to ESRC to underpin their contribution to comparative analysis. The proposal focuses on the role of MNCs in simultaneously integrating and differentiating national systems of employment regulation. The Canadian team have already secured support from Canada's SSHRC for their contribution to comparative analysis, and the Spanish team are currently compiling a bid with a similar objective to Spain's Ministry of Education and Science. The Irish team led a successful bid under the European Commission's Marie Curie programme, which will support a series of working visits by researchers from all five teams involved in the comparative analysis to partner institutions in the other countries. Third, a proposal for a symposium presenting some initial comparative findings from the surveys, with Marginson as lead coordinator, was accepted by the organisers of the International Industrial Relations Association's triennial World Congress to be held in Sydney in August 2009. Four papers will be presented in the symposium. Canadian funding under an SSHRC international mobility award supported Paul Marginson in a two month stay at CRIMT in Montreal, where most of the Canadian team are based. This was valuable in advancing the first and third activities in particular.

### ***Multinational companies and employee participation in the EU's new member states***

Guglielmo Meardi concluded the fieldwork for his research on employee participation practice in multinational companies' operations in central Europe, in a project titled 'Market efficiency and employee participation rights' led by Franz Traxler of the University of Vienna and funded by the Austrian government. The qualitative part of the project involved twelve case studies of Austrian- German-, UK- and US-based multinationals, from the automotive and financial sectors, focused on their subsidiaries in the Czech Republic. Meardi conducted the four case studies in UK- and US-owned companies, and participated in the comparative analysis. The project's final comparative workshop was held in Vienna in October. Some of the main findings are summarised in the box below.

#### **Employee participation practice in the central European operations of MNCs**

Main findings emerging from the case studies of MNCs' participation practice in the operations in the Czech Republic include:

- None of the companies appeared to have given significant attention to industrial relations factors when choosing the location of their investment; the heavy emphasis on employment deregulation as a crucial factor enhancing competitiveness among new member states' governments appears therefore to be exaggerated;
- Formal, representative-based arrangements for employee participation (e.g. works council-type structure) are mainly found on brownfield industrial sites, as a legacy of pre-existing arrangements with trade unions before acquisition; as a corollary, it is hard to detect any effect from home practice in German- or Austrian-based MNCs, or implementation of the EU Directive on Information and Consultation of Employees, or the EU Directive on European Works Councils;
- Anglo-American companies are distinctive in the extent to which their direct participation practices are elaborated; however, these practices appear to be insufficient to address high labour turn-over and employee dissatisfaction with internal communication;
- There are significant differences between the manufacturing and service sectors. In the service sector, major change in employment relations and participation practice follows from radical innovation in products and modes of service delivery, of which foreign companies are the drivers, although there is little transnational communication with home country operations. In the automotive sector, practices are more affected by the strong industrial traditions of the host country; they also depend on the geography of the production networks, which can be spatially close (the neighbouring Austrian factories where a degree of integration was observed), mid-range (the German companies, sufficiently close to relocate, but not enough to integrate Czech and German factories), or loose (the US and often UK factories, servicing separate markets and therefore less affected by what happens in Central Europe, and more similar to the service sector companies.)

### ***Social pacts in Europe***

With Prof. J. Gardawski of the Warsaw School of Economics, Guglielmo Meardi produced a study of social pacts in Poland for a comparative project on social pacts in Europe led by the European Trade Union Institute. The study, based on comparative historical analysis and insider information on the working of the Tripartite Commission since 2003, contests existing accounts which largely dismiss Poland's social dialogue as a façade which has resulted in failure. While no major 'social pacts' of the kind seen in several western European countries have been concluded, a deeper and more detailed examination of the interactions between the actors shows that there have been serious attempts to conclude one. There have also been unintended effects, as well as some partial results, in terms of developing actors' organisational capacities and national strategies, and in the conclusion of technical agreements on specific issues. The study identifies particular barriers to the conclusion of comprehensive social pacts, but also points to the volatile nature of some. It is possible to foresee these barriers being overcome, especially given the change in the political scene brought about by the 2007 election. The study was presented at workshops in Brussels and

Bologna, and will appear in a book edited by P. Pochet, D. Natali and M. Keune. Meardi continues his collaboration with the Warsaw School of Economics as international advisor for a new project on social dialogue in Poland, funded by the Polish government.

## **Theme 2: Equality and diversity**

### ***The impact of gender and age on employment in the performing arts***

Deborah Dean extended her work on non-standard employment, reported in 2006 and 2007 under Theme 4, to an investigation of the effects of age and gender on key dimensions of employment in film, television, theatre and radio. This work was funded by the European Commission and the International Federation of Actors (FIA), a non-governmental organisation representing performers' trade unions, guilds and associations worldwide, and involved the development of an online questionnaire to survey performers across the EU, Iceland, Switzerland and Norway and its subsequent analysis. The questionnaire was available in four languages to enable wide access and the data provide the first Europe-wide picture of the working realities of performers' lives. Key findings are summarised in the box below. Despite significant variation in cultural, institutional and sectoral frameworks nationally, the findings indicated remarkable similarities in the concerns of women and men across the different regions of Europe. A report analysing the findings was prepared for the European Commission and FIA, and Dean was invited to give a presentation on the central issues to the European Union Sectoral Social Dialogue Committee for the Audio-Visual sector.

#### **The impact of gender and age on actors' employment**

The EU's current 'roadmap' towards equality between women and men highlights six priority areas for action on gender equality, one of which is 'elimination of gender stereotypes'. Gender stereotypes are seen as centrally implicated in the existence and persistence of unequal outcomes in terms of employment and pay. Further, the declining birthrate and shrinking workforce in Europe has contributed to a focus on age-related discrimination in employment. Perceptions of age are bound up with gender, and research shows that women are affected more as a group by negative perceptions of ageing, in particular regarding rates of employment and pay.

One of the primary explanations offered for gendered disparities in pay and career progression is occupational segregation, which is still a dominant feature of contemporary labour markets worldwide. However, professional acting has been a formally gender-integrated occupation in Europe for several hundred years. Acting requires exercise of the same skills, in the same workplaces, by both men and women at the same time. Therefore it is a particularly useful area of employment to explore in considering systemic patterns in relation to gender and age.

#### **The survey**

There were 2174 respondents to the questionnaire. The overall response rate averaged 5% across the 21 countries involved, and no claims to statistical representativeness of all performers in Europe are made. However, the largest union in EuroFIA is Equity in the UK (47% of EuroFIA's affiliated membership) and Equity members accounted for almost half of the total number of responses. Membership of Equity is split evenly between male female actors (similar to the majority of EuroFIA unions), This split is broadly reflected amongst the respondents: 54% were women and 46% men. Therefore, it is possible that the findings are generalisable to the wider performer population.

#### **Career longevity**

Men as a group are spread more evenly than women as a group across ages, career categories, length of time as a professional performer and income categories. Women are more concentrated in the younger age groups (20-35, where they comprise two-thirds of the total) and over a fifth more indicate that they 'work infrequently with little choice of employment opportunities' (61% of women as against 39% of men). The concentration of genders in particular age groups and 'length of time as professional

performer' categories indicates that in general men have longer careers as performers than women. The largest percentage in any length of time performing category is 20% for both women and men. However, that 20% of women is in the 7-10 years category and the 20% of men is in the 30 years+ category.

### **Pay**

Income is a key indicator of gender equality and respondents were asked about their financial income from performing (before tax) for the financial year 2006-7. The largest percentages of performers are in one of the two lowest income categories (under £6,000/€7,499 and up to £11,999/€7,500-15,499 category). This confirms previous International Labour Organisation, European Commission and nationally-based research on the generally low levels of income from performing.

While most performers earn very little from their work (and 5% of both genders earned nothing from performing in 2006-7), there is a smaller proportion of men in the lowest income group (14 percentage points fewer than women) and a larger proportion in the highest income group (4 percentage points more than women, who comprise just 0.4% of performers earning £60,000/€75,000+).

Further, women as a group do not earn as much or as consistently as men across age categories: 26% of men see ageing as an advantage in relation to pay, 9% of men see it as a disadvantage. In contrast, only 3% of women see ageing as an advantage in relation to pay, 49% of women see it as a disadvantage.

### **Access to work**

One of the clearest findings was that women saw their gender as disadvantageous to them along a range of key dimensions, notably in respect of the potential number and variety of roles, pay and ageing (i.e. changing work opportunities beyond the age of around 40). In contrast, men performers saw their gender either clearly as an advantage or else as not either an advantage or disadvantage.

There was also a large difference in perception of lack of employment opportunity as mainly due to gender: women 57%; men 6%. Perception of lack of employment opportunity as because of age was much closer, though still clearly differentiated: women 56%; men 28%

The responses of minority ethnic women performers on the key dimensions are closer to majority ethnic women than to minority ethnic men, indicating that they experience both multiple and intersectional disadvantage (perceptions of ethnicity compounded by 'aged' perceptions of gender).

Age and gender are also relevant to the younger performer: the survey's finding of greater concentration of women in the younger age categories indicates disproportionate labour market competition for women. Previous UK research highlighted the 'colonisation' of the smaller number of roles for women over 40 by already well-known performers and, in conjunction with the statistics on age concentration and disparity in number of available roles for women and men, this suggests younger women performers are under greater pressure than their male peers to achieve recognition earlier, in order to sustain a career long-term.

### **Conclusion**

'Does ageing affect access to jobs, pay and career longevity differently depending on a performer's gender?' The simple answer is 'In general, yes'. A recurring theme emerged. European actors work within the same broad 'rules' of perceptions of age, appearance and talent. They matter for all performers in terms of employment opportunity. However, the way these rules are understood and applied is broadly different according to gender, resulting in different labour market outcomes in a formally gender-integrated occupation.

Performers are paid to represent us to ourselves. The impact of age and gender on their employment, pay and career longevity gives us insight into the position of women and men more widely.

The full study is available at: [http://www.fia-actors.com/en/news\\_838-0109-22376.html](http://www.fia-actors.com/en/news_838-0109-22376.html)

### ***The involvement of stakeholders in diversity management***

Anne-marie Greene completed a book on diversity management in the UK, co-written with Gill Kirton of Queen Mary, and with a chapter on diversity management in the private sector contributed by Deborah Dean. The book explores the findings from Greene and Kirton's

earlier European Social Fund project 'Involvement of stakeholders in diversity management: the way forward for equality policy and practice?' It will be published in Routledge's Research in Employment Relations series in April 2009. A summary of initial key findings from the project was presented in the 2006 report.

### **Theme 3: Pay, performance and employment relations**

#### ***Employment relations, business support and performance in small firms***

We reported last year on the successful completion of this project, led by Paul Edwards and also involving Sukanya Sengupta and Chin-Ju Tsai (now lecturers at Cardiff and Royal Holloway respectively) and funded under the ESRC/EPSRC Advanced Institute of Management Research initiative. Work progressed on several papers, which were summarized last year. They include one presented at the American Sociological Association which is now forthcoming in the *Human Resource Management Journal* and a second forthcoming in *Work and Occupations*. The researchers are also continuing to work on other outputs from this project. Previous work in this area continued to attract attention. A paper by Edwards, with Associate Fellow Monder Ram, which was originally published in *Work, Employment and Society* 2003, was reprinted in the Sage Major Works Series (*Small Business and Entrepreneurship*, edited by Robert Blackburn and Candida Brush).

#### ***Employee commitment in small firms***

As reported last year, a team involving Paul Edwards and Sukanya Sengupta, David Storey and George Saridakis (now at Loughborough) of WBS's Centre for Small and Medium-sized Enterprises and Prof. Robert Blackburn (Kingston University) collaborated on a study which identified the distinctive nature of employee attitudes and commitment in the small firm as compared to larger ones. The findings are summarised in the box below.

#### **Job quality, firm size and informality**

One of the headline results of the 2004 Workplace Employment Relations Survey was that indicators of employee 'satisfaction' in small firms were higher than they were in large firms, even though small-firm workers generally scored low on such objective indices as levels of pay and training.

The WERS questions contained some measures that asked about satisfaction, for example with pay. But other measures asked for ratings of the quality of managers while yet others asked about the level of job autonomy. Related IRRU work on the nature of jobs in small firms has deployed the term 'self-reported job quality' (SRJQ). The value of this label is that it is broader than 'satisfaction' while recognising that the measures of quality are those as reported by workers themselves.

#### **Why might satisfaction be high in small firms?**

Much previous research has speculated about high 'morale' in small firms, which is sometimes attributed to close working relationships without specifying more exactly the nature or effect of these relationships. More precise analysis suggests that the level of 'satisfaction' may be related to the informality of small organisations. It has been argued, for example, that, the larger the organisation, the less likely it is that there will be a match between the organisation's rules and an employee's expectations. The researchers thus developed an index of formality, using such measures as the presence of an HR manager.

They also made a clear distinction between the size of the organisation and the size of the workplace – a distinction that continues to be widely neglected. Many studies take size of workplace as the measure, thus putting into one category a Tesco Metro store and a similarly-sized independent shop. The study looked only at UK-owned private sector companies. It thus avoided problems of comparisons with the public sector and foreign-owned firms.

## **Key findings**

### *Size and informality*

The research found that formality increased with both organisation size and the size of the workplace. Looking just at organisations with a single workplace, among those employing 5-49 workers 7 per cent had an HR specialist. The proportion rose to 80 per cent among such organisations employing over 500 workers. This growth in formality occurred in both multi-site and single-site workplaces, with formality being higher in the former than the latter within organisations of the same size.

### *Job quality and organisation and workplace size*

The measure of job quality showed a clear decline as the size of the workplace and the organisation increased. Among workplaces belonging to multi-establishment enterprises, it fell in the smaller size ranges and then stabilised at a workplace size of about 500. Among single-site organisations, however, the decline continued across all ranges of workplace size.

### *Job quality, formality and size*

The research then addressed the combined effects of formality and the measures of size on SRJQ, controlling for other possible effects such as employees' education and age. It found that formality generally tended to be associated with low levels of SRJQ. However, when the index was broken down into its individual elements, a more complex picture emerged. The more employee-centred aspects of formality such as involvement practices tended, albeit not uniformly, to have relatively positive effects on SRJQ, whereas the more bureaucratic ones such as the use of appraisal schemes had negative effects.

Over and above these effects, measures of size continued to play a role, with small organisations and workplaces tending to be associated with high SRJQ even when formality and other factors are controlled for.

## **Implications**

One possible inference should not be drawn. This is that informality is simply a benefit to workers. Some elements of formality had positive associations with SRJQ. But there are two potential dangers to informality. The first can affect almost any firm, notably when standards of fairness and consistency are overlooked, with the result that, amidst apparent harmony, a dispute can emerge which can potentially lead to an Employment Tribunal case. The second affects the minority of firms where informality can degenerate into autocracy.

Informality has clear benefits, but these do not arise automatically within the small firm, and they are not a reason for a neglect of the quality of the employment relationship. Managers in such firms need to continue to think about how they reward and relate to employees; and as they grow they may need to consider formal means of doing so.

Turning to public policy implications, there continues to be an emphasis on formal accredited training and qualifications, as for example in the Leitch Review which identified national targets for the proportion of the work force with certain levels of formal qualifications. This perspective continues to underplay the informal aspects of skill formation, with the possible additional effect of distancing small firms from the training agenda.

But the alternative view, of assuming that small-firm informality is producing what is needed, is equally inadequate. The earlier IRRU study, looking at 89 small firms, found that about one-third of the workers included in the study could identify specific areas of their jobs where they needed more training. A different approach would develop ways of working with small firms. This might include specialist advisers knowledgeable about employment matters working at the level of the firm, together with a strengthening of associations bringing small firms together.

## **Migrant businesses**

The above projects on employment relations in small firms are part of a continuing relationship between Paul Edwards and Monder Ram. Their research has addressed the related phenomena of employment relations in small firms, the informal sector of the

economy and the ethnic minority business. Towards the end of 2008, Ram began two new projects in which Edwards is involved.

The first of these projects, funded by East Midlands Business Ltd, is studying new businesses established by migrants in the East Midlands, comparing migrants from eastern Europe (particularly Poland) and Africa (particularly Somalia) Its specific focus is the extent to which these businesses seek assistance from business support bodies, together with the conditions encouraging them to do so. It is also obtaining data on the firms themselves and their market positions. The second project, focused on the West Midlands and funded by Advantage West Midlands, is more directly concerned with promoting linkages between ethnic minority businesses and support agencies. Adopting an action research approach, it aims to work closely with businesses and public and private sector stakeholders.

The researchers have designed these projects to generate material of academic as well as practical value. They intend to use the results to inform a larger study which plans a more systematic study of migrant businesses and their evolving employment practices.

### ***Wage flexibility in Europe***

The preparation of a comparative analytical report on wage flexibility across 28 European countries for the European Industrial Relations Observatory, under IRRU's contract for comparative analysis for the European Foundation's Observatory Network, provided Jim Arrowsmith and Paul Marginson with an opportunity to extend themes which emerged from the analysis of their earlier ESRC-funded study of variable payments systems and collective bargaining.

The earlier project, undertaken in collaboration with researchers from Vienna, Oslo and Barcelona, involved comparisons in two sectors across four European countries: Austria, Norway, Spain and the UK. As reported in 2007, the capacity of trade unions to secure effective regulation of variable payments systems through collective bargaining was found to be shaped by three institutional features of the four countries' industrial relations systems. First, whether bargaining was multi-employer, involving industry-wide agreements, or single-employer, based on company and site agreements. Second, amongst countries / sectors where multi-employer bargaining prevails, the nature of the procedural provisions, if any, linking negotiations at sector and company levels. Third, whether employee representation within companies single channel, based on trade unions, or dual channel, based on works councils.

The report for EIRO addressed two main issues: the scope under collective bargaining for upwards and downwards flexibility in base pay, and; the diffusion of different types of variable payments scheme, and the extent of their regulation by collective bargaining. The findings, which are summarised in the box below, underline the importance of differences in industrial relations institutions in accounting for cross-country, and cross-sector, variation in both these respects.

#### **Wage Flexibility in Europe**

Internationalisation and intensification of competition within the EU's increasingly integrated market creates pressure for 'flexibility' (i.e. variation) over wages under the differing wage-determination systems of member states. Two developments are prominent in enhancing possibilities for wage flexibility:

- further decentralisation within multi-employer bargaining systems, involving increased scope for the negotiation or determination of an element of wages at company level.
- increasing use of variable payments systems (VPS) is reported across most, although not all, countries.

A study for the European Industrial Relations Observatory reviews both sets of developments, focussing on two sectors – manufacturing and banking. It finds only limited utilisation of 'downwards' wage

flexibility, but evidence of an increasing decentralisation of wage-setting through supplementary bargaining and the introduction of VPS, which in banking are often at employers' discretion.

Concerning the first development, the traditional function of sector agreements in providing a floor which minimises wage competition within national product markets has tended to be eroded. In particular, in those countries where the floor provided by multi-employer agreements is tantamount to a norm for base wages, the possibility for derogation (i.e. negotiated variation) by individual companies facing economic difficulties and/or undergoing restructuring from sector wage norms, is now widespread in manufacturing. Yet downwards wage flexibility would not seem to have become a generalised phenomenon, either under these derogation arrangements or under two-tier forms of multi-employer bargaining where sector negotiations tend to establish a minimum floor. Equally, downwards wage flexibility in the form of wage cuts, freezes or increases below sector norms seems to be hardly more prevalent amongst countries with single-employer bargaining arrangements.

More generally, and to varying extent, there is increased scope under multi-employer bargaining for second-tier negotiations over at least an element of wages at company level, associated with increased upwards flexibility of wages. Such upwards flexibility arises in two main ways. First, is through scope for negotiations at company level which, in a significant number of countries and sectors, has been enhanced in recent years. Often scope for any company-level wage negotiation is contingent on considerations of company performance, productivity or profitability. Second, is the implementation of VPS insofar as these are paid 'on top' of collectively agreed wages, which is commonly the case.

Multi-employer agreements in some countries and sectors set out either frameworks for VPS or openings for negotiation of specified schemes at company level. But more usually, beyond general enabling clauses in sector agreements, VPS are left to company-level negotiation or determination. The result is space for unilateral implementation of schemes by companies, more marked in some countries than others. VPS are a feature in both banking and manufacturing in most countries, although they tend to be more widespread in the former than the latter. The significance of VPS for earnings is also greater in banking than manufacturing. There is a noticeable trend away from piecework schemes and towards productivity bonuses and profit share in manufacturing, whilst in banking all forms of VPS have become more widespread as seniority systems are displaced.

In overall terms, the growth of VPS has been accompanied by some retreat in the purchase of collective bargaining on earnings, a feature which is more marked under single-employer bargaining and particularly amongst the eastern European new member states, than under multi-employer arrangements. This broad conclusion also varies according to sector and type of VPS. VPS are more likely to be regulated by collective agreements in manufacturing than in banking. And collective agreements are more likely to regulate productivity and other output- or sales-related bonuses, and also individual, appraisal-based performance pay, than company-performance bonuses and profit-share schemes.

It is difficult to foresee the competitive pressures for wage flexibility within Europe's single market relenting. Under multi-employer bargaining, wage-setting arrangements are likely to continue to become more responsive to the 'ability to compete' and 'ability to pay' of individual companies. VPS look set to become even more widespread, and whether schemes are brought within the remit of collective bargaining will be significant in determining the extent to which wage setting in Europe continues to be jointly governed, widely seen as a central characteristic of Europe's social model.

The full study is available at: <http://www.eurofound.europa.eu/eiro/studies/tn0803019s/index.htm>

## **Theme 4: Employee representation and employee voice**

### ***Impact of the UK's employee information and consultation legislation***

IRRU's research on the impact of the UK's Information and Consultation of Employees (ICE) Regulations straddles this theme and that of legal regulation. Work began in early 2006 on a major government-funded research project investigating organisational responses to the Regulations. The research team comprises Mark Hall, Jane Parker (until her departure in June), John Purcell and Michael Terry at IRRU, and Sue Hutchinson at the University of the West of England. Freelance researcher Jill Smith has also contributed to the project. The research is co-sponsored by the Department for Business, Enterprise and Regulatory

Reform (BERR), the Advisory, Conciliation and Arbitration Service (Acas) and the Chartered Institute of Personnel and Development (CIPD), and an advisory group of representatives from the three bodies is overseeing the project. During the year the co-sponsors agreed to a second tranche of funding covering the period from June 2008 to May 2010, the end date for the project.

Reflecting the phased implementation of the ICE Regulations, three waves of case studies are being undertaken. During 2006, case studies began in 13 private sector organisations with over 150 employees. In 2007, a second wave of case studies began in eight organisations with 100-150 employees. A third and final wave of four case studies started during 2008 in organisations with 50-100 employees. The research includes in-depth semi-structured interviews with senior management, trade unions (where present) and employee representatives, documentary analysis and an employee survey.

A key feature of the research is its longitudinal dimension, under which developments in wave 1 and wave 2 organisations are tracked over a two-year period. An initial research visit focuses on the business and employment relations context, the particular arrangements established and the factors shaping management and employee/union approaches to information and consultation. This is followed up the next year by telephone interviews to monitor interim developments, and the year after that by a final full return visit to assess the impacts of information and consultation practices in terms of quality of management decision-making, employee commitment, employment relations climate and organisational effectiveness. Employee surveys follow the initial and final research visits, and in some wave 1 cases have also been undertaken in the interim. For the wave 3 case study organisations, a shorter, two-stage research programme applies as the project ends in May 2010. The initial research visit will be followed by a final update one year later. Both of these stages are followed by an employee survey

In October 2008, the research team published two further reports from the project. The first was an overview report of initial findings from the wave 2 case studies in medium-sized organisations, published in the BERR employment relations research series. The research found considerable similarities between the nature and operation of the case study organisations' information and consultation bodies and those of larger organisations studied. There were some differences in practice reflecting factors such as greater informality in employment relations and limited HR management capacity that may be characteristic of smaller organisations. These included a lower incidence of contested elections for employee representatives and fewer 'strategic' issues being tabled for discussion by management. However, employee representatives received greater recognition of their role from the workforce than did their counterparts in the larger organisations.

The second report was an update on developments in the wave 1 organisations one year after the original research, published as a BERR occasional paper. Key findings from the latter are summarised in the box below.

#### **Information and consultation one year on**

The research team undertook an interim assessment of developments in the operation of information and consultation (I&C) arrangements in 12 case study organisations with over 150 employees one year after the initial research visit. In each case this involved telephone interviews with a manager and a representative of the employees. Where possible the employee survey was also repeated. The exercise highlighted the distinctions between some I&C arrangements which appeared to be operating successfully and others where problems had been encountered. Four main themes were identified.

##### **Theme 1: The dynamics of employee involvement**

There was emerging evidence in four cases of the I&C bodies declining in effectiveness, and dissatisfaction was expressed usually by the both the management and the employee representative respondents. The evidence of weakness was seen in:

- a lack of weighty items on the agenda;
- the I&C body being bypassed in major organisational change;
- a lack of training, especially for new members of the I&C body;
- a managerial preference to use direct methods of communication and consultation;
- difficulties faced by representatives in communicating with each other and with their constituents; and
- a decline in the support provided by senior managers.

In contrast, in five cases there were signs of growing effectiveness, and, in a further three, stability in the operation of the I&C bodies. Growing effectiveness came from representatives gaining greater understanding of their role and self confidence in performing it, including handling confidential information. This experiential learning applied as well to some managers on the I&C body so that meetings became more robust and worthwhile. Other positive changes included, in one or more of the organisations:

- having a rotating chair;
- focusing on external issues which impacted on the organisation such as the ban on smoking in workplaces;
- calling in other senior managers from functional departments from time to time when the agenda item warranted it;
- attempts to build social networks;
- further training and participation in management training events; and
- the use of multiple channels to report back to constituents.

### **Theme 2: The role of I&C bodies in major organisational change**

The experience of major change was a feature of eight cases. In four, the I&C bodies were largely ignored or bypassed. Where a trade union was recognised, the need for statutory consultation on the issues was undertaken with the union. In other cases, in contrast, there was evidence of early provision of information on a confidential basis, special meetings held to review how the decision could be implemented, and a feeling of satisfaction with how this had been handled. It was sometimes the case that managements felt inhibited from early consultation because of the sensitive nature of the timing of the information provision. Some claimed the stock exchange rules prohibited confidential disclosure. All this points to the very different ways in which managers sought to operate and define 'consultation'.

### **Theme 3: The changing experience of 'hybrid' I&C bodies**

Half of the case study organisations had established 'hybrid' I&C bodies which combine union and non-union representatives. In some cases this had been a cause of tension. One year later it appeared that there was now greater acceptance by the unions in these organisations and less fear that their role in collective bargaining could be undermined. In one case in particular there was evidence of effective joint working in collective bargaining, consultation over major organisational changes, handling confidential information and discussion of business issues. The union felt that involvement in the I&C body gave them access to senior management and increased their credibility, especially with line managers.

### **Theme 4: Generating a vibrant representational system**

It was common, but not universal, to hear of staff apathy and problems in getting people to stand as representatives. Management in the more successful examples of operating I&C were proactive, working with representatives, promoting the I&C body, and using multiple channels of information like dedicated intranet pages and email lists. The purpose was to help representatives communicate with each other, and with their constituents. Training was important, not just for representatives but for managers on the I&C body and, in a few cases, I&C material had been included on management training programmes and in induction events for new staff.

In the less successful cases it was more a matter of 'sink or swim', with the representatives left to solve the problems of communication. This was related to a lack of 'big' issues to discuss at the I&C body meetings with the consequence that it was felt that there was little to report back. In two cases all the original employee representatives had resigned for one reason or another.

### **Assessment**

These are interim conclusions and things could have changed again by the time of the final research visit. It is already clear, however, that it is management which is the crucial player in influencing how the I&C bodies operate and what role they have, if any, in major organisational change. Where management want a successful I&C system, it reinforces the interest of employees in it. Where management do not support the I&C body or do not take it seriously, this can undermine employee interest and involvement in a reciprocal manner.

The full text of the research report on which this summary is based is available to download at: <http://www.berr.gov.uk/files/file48798.pdf>

Also during 2008, a revised version of the research team's paper on 'UK trade unions and the Information and Consultation of Employees Regulations', originally prepared for the European Congress of the International Industrial Relations Association in September 2007, was published in the *Bulletin of Comparative Labour Relations*. The research team gave a presentation of findings from the project at the Acas/CIPD national conference in February 2008, and published a short article in *People Management* in April. The wave 1 update report was also the subject of an article in the CIPD publication *Impact*.

Fieldwork during 2008 comprised initial interviews in four wave 3 case study organisations, recruited with the assistance of Acas and the Involvement and Participation Association, final research visits in 12 wave 1 organisations (the other having gone into administration) and interim update reports in respect of the wave 2 organisations. Where possible, employee surveys were carried out, or are scheduled, in the wave 1 and wave 3 organisations. Drafting of case reports/updates will be completed during the first quarter of 2009, along with the remaining employee surveys. These will provide the basis for overview reports of key findings from the third year of the research.

### ***Implementation of the information and consultation Directive across Europe***

During the year, the European Industrial Relations Observatory (EIRO) published a comparative study coordinated by Mark Carley and Mark Hall analysing the steps taken by the 27 EU Member States and Norway to implement the 2002 EU information and consultation Directive. The extent of the changes required to existing systems of information and consultation and workplace representation has varied considerably between countries. In some countries, the Directive has had few, if any, implications, particularly in those with longstanding statutory works council systems; in others, it has prompted only limited amendments. However, in a number of countries, the Directive has driven extensive legislative reform, for example in the UK and Ireland with their 'voluntarist' industrial relations traditions, and in many of the new Member States. Moreover, the transposition process has generated intense debate in some countries, in particular on the workforce size thresholds above which undertakings or establishments are covered by information and consultation requirements, and on the nature of the employee representatives through which information and consultation takes place; the latter focus is a major issue in those countries where trade unions have traditionally been the sole or main representation channel. However, most EIRO national centres reported that national measures which give effect to the Directive have, as yet, had little or no impact on industrial relations practice in their countries, or that it is too early for their effects to be fully assessed.

### ***The statutory framework for employee representation in the UK***

During the year, Mark Hall was invited to contribute a paper to a workshop on 'Economic democracy: historical and contemporary issues in a European perspective' organised by the London School of Economics. His paper assessed the influence of EU regulation on the

development of UK employee consultation provisions, notably by driving significant changes in the statutory framework for employee representation in this country – traditionally based on trade union recognition by employers – to accommodate the universal, workforce-wide approach to employee information and consultation rights embodied in EU legislation. Within this process, however, key policy choices on the specifics of the UK’s implementing legislation have reflected domestic industrial relations and political concerns, arguably limiting the extent to which these legislative developments have brought the UK closer to the European mainstream. The paper is currently with a journal.

### ***Evaluating ten years of training trade union organisers***

The Nuffield Foundation-funded project by Melanie Simms and Jane Holgate (London Metropolitan University) came to an end at the end of February 2008. As reported last year, it examined experiences of graduates from the TUC's Organising Academy over the ten years since its establishment, as well as exploring the development of organising strategies in three large UK unions (the GMB, Unite and Usdaw). The project resulted in a TUC report (<http://www.tuc.org.uk/organisation/tuc-15508-f0.cfm>) and a forthcoming article in *Human Resource Management Journal* as well as presentations to conferences of both academics and practitioners. The project and the findings have also simulated interest from unions outside the UK (notably in Germany and Denmark) that are currently exploring options for revitalising their organisation, membership levels and activity. A book drawing on the findings, and those from earlier funded and doctoral research by Simms, is in preparation.

## **Theme 5: Legal regulation of the employment relationship**

### ***Public sector contracting processes and the impact of new employment protections***

Trevor Colling completed fieldwork for research looking at the impact of statutory protections and framework agreements on the practice of employment transfers in the public sector. New requirements, *Transfer of Undertakings [Protection of Employment] Regulations 2006* (TUPE), incorporate broad definitions of relevant employment transfers. Principles of general applicability are reinforced in a renewed *Code of Practice on Workforce Matters 2007* which is also intended to protect against the ‘two tier workforce’ by requiring that new joiners are offered, ‘fair and reasonable terms and conditions which are, overall, no less favourable than those of transferred employees’ (para.7). Finally, framework agreements between government, National Health Service employers and trade unions extend new *Agenda for Change* terms and conditions to transferred staff in that sector.

Preliminary findings confirm sustained increases in the practice of outsourcing and employment transfers with marked differences in the reach and force of employment protections. First, relatively rigorous application of TUPE protections is observable amongst large employers with extensive experience of the transfer process. The impact of the *Code of Practice*, however, is less clear even amongst these groups due to weaknesses in monitoring procedures. Similarly, unions reported difficulties in securing extensions to *Agenda for Change* to transferred staff due to local disagreements about funding. Second, application of TUPE principles can be less thorough amongst smaller employers, with damaging consequences for employment conditions and for collective bargaining and consultation arrangements. This can be explained by the relative absence of specialist employment relations expertise at this level and the limited reach of trade union organization and representation; a finding consistent with other research exploring knowledge of employment rights in smaller organizations. Its significance lies in the devolution of business transfers. Whereas once relatively large scale exercises would be managed at public authority level, now larger numbers of small transfers are taking place through devolved arrangements (e.g., in schools and colleges) and in ‘second-generation’ transfers between private and voluntary sector organizations. Third, there is confirmation in the findings of acknowledged scope for employers to vary terms and conditions of employment post-

transfer. Overall, the findings suggest a need to revisit the form and integration of current employment protections. Writing up will continue in 2009.

### ***Regulating and resolving disputes in public services***

A special issue of the Australian *Journal of Industrial Relations* which Linda Dickens guest co-edited with Prof. L. Bordogna (from Milan) brought to successful conclusion their international project on the Regulation and Resolution of Collective Disputes in Public Services. This project, which began in 2006, aided by a small WBS research grant, involved collaboration with scholars from Italy, South Africa, UK, Norway, Australia and Canada. The JIR Symposium publishes commissioned research papers which address the different approaches taken across countries to regulate public services collective disputes (e.g. permitting or removal of the right to strike in essential services; issues around minimum service provision etc.) and the institutions and processes relating to their avoidance and resolution. It includes a paper by Dickens (co-authored with Ian Kessler, Oxford) drawing on the experience of the Local Government Pay Commission to address the broader theme of dispute resolution and the modernisation of the public services in Britain.

### ***Employment relations legislations over a quarter of a century***

During the year Linda Dickens and Mark Hall completed the analysis and writing of a commissioned chapter on 'Legal Regulation and the Changing Workplace' for a book *The Evolution of the Modern Workplace*, to be published in 2009 by Cambridge University Press. The book, edited by William Brown (Cambridge), Alex Bryson, John Forth (both NIESR) and Keith Whitfield (Cardiff), is the culmination of an ESRC-funded project in which invited scholars analysed different aspects of employment change in Britain as revealed by the five major workplace employment relations surveys (WIRS/WERS) conducted regularly since 1980. Paul Edwards also contributed to an overview chapter, co-authored with Brown, and Keith Sisson a chapter on the changing pattern of conflict at work, co-authored with Gill Dix and John Forth. Dickens presented the chapter at a conference on '25 years of WERS' held at Darwin College Cambridge in December.

The chapter discusses the relationship between legal regulation and industrial relations, tracing a trajectory from legal abstention under the traditional British voluntary system which existed before the first WIRS survey, to juridification, where management policy is increasingly shaped and informed by law, and legal norms and values permeate industrial relations practice. It discusses the use and nature of law under different administrations pre and post 1997 and seeks to assess how the substantial changes in the State's use of the law shaped the evolution of the modern British workplace. While emphasising that statute law is only one factor in accounting for the changes outlined by other contributors to the volume, Dickens and Hall provide a nuanced account of how and where legislation has played a role (for example in the individualization of employment relations in the 1979-1997 period). They give some examples of direct impact but argue that in some areas the role played by legislation may be symbolic or rely on the 'shadow effect' of law more than its actual use in practice. The impact of statutory enactment may be indirect and diffuse rather than directly ascertainable. This applies most obviously to behavioural and substantive impacts of legislative intervention. Impact may come gradually by effecting attitudinal change and helping shape the climate of employment relations. Legislation may provide levers, legitimacy and impetus for those wishing to act. They note that establishing a direct link between legal regulation and changes in procedures and espoused policies to comply with legislative requirements (as for example in the area of dismissal), and in the setting up of required institutions (as in the field of health and safety), is often easier than demonstrating a consequential change in employment practice or behaviour.

## **Other research**

### ***Well-being at work***

Paul Edwards is a member of a team led by Prof. Jeremy Dale (Warwick Medical School) which is assessing organisations' policies to promote health and well-being at work, funded by the BUPA Foundation. One of the researchers on the project, Dr Kay Greasley, joins WBS in 2009 as a Teaching Fellow in industrial relations.

This project has looked in depth at nine organisations, examining their approaches to health promotion and undertaking large-scale questionnaires with employees. There is then an 'intervention' by a health promotion consultancy, whose impact will be assessed through a further round of research. Greasley and Edwards are among the authors of one paper, which analyses the organisations' policies, in particular the difficulties with adopting a commitment to well-being; its distinctive contribution is to predict how well implementation will work, so that this prediction can then be tested in subsequent work.

## **Doctoral research**

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations during 2008. The students are registered under WBS's doctoral programme. The twelve students concerned, and the topics of their research, are listed in Appendix B. Five students were awarded their PhDs during the year, and have subsequently taken up academic positions in Britain, Ireland and Canada.

In September, IRRU participated for the first time in the European Doctoral Workshop in Industrial Relations, being represented by Paul Edwards, and students Ben Hopkins and Tom Prosser. Held over two days in Budapest, this was the fifth such workshop, which brings together academic staff and students for intensive discussion of students' work. Hopkins and Prosser both presented papers, with a student and a faculty member from another institution acting as discussants. We will host the 2009 event at Warwick.

Since 1998, IRRU has sought to encourage applications for doctoral research in industrial relations through the Hugh Clegg Research Studentship scheme, funded by income generated through Warwick Industrial Relations Limited (see Appendix E). Typically, awards make a contribution to the living expenses and/or fees of students during their first three years of registration. Three of the students listed in Appendix B have received support under the scheme.

## **European observatory network**

During 2008, IRRU continued as the UK national centre for the network of EU-wide 'observatories' operated by the European Foundation for the Improvement of Living and Working Conditions. The network embraces the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM). IRRU's role is to provide up-to-date information on key employment and industrial relations developments, restructuring data, research findings and policy analysis, aimed primarily at practitioners and policymakers at national and EU levels and published on-line. A consortium consisting of IRRU and the Institute of Employment Studies is also one of four European research institutes responsible for coordinating a range of EU-wide comparative analytical reports for the three observatories.

IRRU has been the UK national centre for EIRO since the latter's establishment in 1996. This involves providing a range of inputs including *information updates* on key UK developments and debates, and national contributions to *comparative analytical reports* which focus on a particular topical issue and its treatment across Europe and to sectoral *representativeness studies* which assess the representative capacity of employers'

organisations and trade unions. These various inputs appear as records on EIRO's online database, which is publicly accessible at <http://www.eurofound.europa.eu/eiro>. During 2008, the UK's input to EIRO continued to be co-ordinated and edited by Mark Hall and, until his departure from IRRU, Jim Arrowsmith, who were also responsible for writing a proportion of the required material. Tom Prosser replaced Jim Arrowsmith in this role in July 2008. Other IRRU members and UK researchers also provided information updates and national contributions to comparative analytical reports and representativeness studies.

EWCO (<http://www.eurofound.europa.eu/ewco/index.htm>) was established more recently than EIRO and IRRU became its UK correspondent in 2005. It covers career and employment security, the health and well-being of workers, skills and work-life balance, with a particular focus on survey-based material. Again, IRRU provides a range of inputs including *information updates*, *survey data reports*, covering key national surveys in the working conditions field, and national contributions to *comparative analytical reports*. During 2008, UK input to EWCO was co-ordinated and edited by Jane Parker, until her departure from IRRU, and then by Tom Prosser, who is also responsible for writing a proportion of the required material.

Since 2006, IRRU has been the UK contributor to the ERM (<http://www.eurofound.europa.eu/emcc/erm/index.php>). This involves reviewing press and online sources for UK cases of restructuring that: entail an announced or actual reduction of at least 100 jobs; involve sites employing more than 250 people and affect at least 10% of workforce; or create at least 100 jobs. Brief details of all such cases are recorded in standardised *fact sheets*, which allows for the compilation of EU-wide statistics comparing countries, sectors, types of restructuring and employment effects. This work is undertaken by doctoral researchers within IRRU. During 2008, ERM factsheets were written by Sophie Gamwell, Tom Prosser, Ben Hopkins and Christina Niforou. National contributions to comparative analytical reports are also required.

Under its contract to coordinate EU-wide comparative analytical reports for the three observatories, the IRRU/IES consortium produced eight reports during 2008. IRRU was responsible for six: 'Industrial relations developments in Europe 2007', 'Working time developments 2007', 'Pay developments 2007', 'Developments in industrial action 2003–7' (all by Associate Fellow Mark Carley), 'Wage flexibility' (Jim Arrowsmith and Paul Marginson) and 'Temporary agency work and collective bargaining in the EU' (Jim Arrowsmith). A 2006 comparative analytical report on 'Employment relations in SMEs' (by Paul Edwards and Associate Fellow Monder Ram) was reprinted this year in *Employment Relations: Changing Scenario*, edited by B. Thakar and M. Bhatnagar, Hyderabad: Icfai University Press.

A comprehensive listing of IRRU's inputs to the three observatories during 2008 is contained in Appendix C.

### **3 PUBLICATIONS AND PRACTITIONER ENGAGEMENT**

IRRU's research findings are addressed to both the academic and practitioner and policy-making communities. IRRU staff publish books, articles in academic journals and contributions to edited collections and present papers at academic conferences. They also aim to disseminate research findings, and highlight their implications, in practitioner-oriented publication outlets (electronic and hard copy) and in presentations to high-level policy and practitioner audiences, nationally and internationally. As part of its practitioner engagement, IRRU is also involved in organising prominent national and regional events.

#### **Academic publications and dissemination**

During 2008, publications by IRRU staff included nine books and reports, 12 articles in ten different refereed journals and nine chapters in edited books. A full list of publications

together with papers presented at academic conferences during the year is provided in Appendix C. The conferences at which papers were presented by IRRU staff included international conferences in the fields of sociology and political economy, as well as industrial relations.

Three papers were published during 2008 in IRRU's refereed *Warwick Papers in Industrial Relations* series, which Trevor Colling edits. Publication of Warwick Papers is on-line through IRRU's web-site: <http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/> Conference and research papers by IRRU staff are also made available on the web-site.

IRRU's research seminar series provides a forum for the presentation of findings and provisional conclusions from ongoing research projects. Speakers include colleagues from other institutions. During 2008 the series was coordinated by Deborah Dean and then Melanie Simms, and involved nine seminars.

Work on the fourth edition of 'Industrial Relations: Theory and Practice', which is being edited by Trevor Colling and Michael Terry, advanced during 2008 and will be published by Wiley-Blackwell in Autumn 2009. The volume provides authoritative overviews of industrial relations policy and practice from leading researchers. Most contributors are Warwick authors or have a close association with IRRU. The new edition takes the opportunity to review the field after a decade or so of Labour government policy, promoted on the basis of fairness and flexibility. The focus remains very much on the United Kingdom but is developed with an awareness of the employment impacts of increased international integration and the distinctive responses apparent in liberal market economies. Such an approach is embedded within a revised structure, which begins with two contributions placing British industrial relations in comparative context (by Crouch and Hyman respectively). Subsequent sections look in turn at key changes amongst industrial relations 'actors'; 'contexts'; 'processes' and 'outcomes'. There are continuities in the spine of contributions, with some chapters reprised and updated from the 2003 edition (including Dickens and Hall on 'Employment law'; Terry on 'Employee representation'; and Bach on the 'Public sector'). Several, however, are new in terms of authors or content. Sisson and Purcell provide a new and authoritative review of 'Management', whilst Marginson and Meardi analyse the impact of 'Multinational companies'. Wholly new chapters include assessments of specific developments in the 'Private sector' (Arrowsmith) and of the 'Growth and impact of legal institutions' (Colling and Dickens). The chapters (co)authored by IRRU staff are indicated under forthcoming publications in Appendix C.

Following the successful 2007 European Congress of the International Industrial Relations Association, in which IRRU played a major role (see last year's report), Dickens (who chaired the Congress organising committee) accepted an invitation from the editor of the *Bulletin of Comparative Labour Relations* to produce a book based on papers presented at the Congress. This has been published this year by Kluwer as *Challenges in European Employment Relations*. Paul Marginson (who coordinated the Congress track on multi-level regulation of industrial relations) assisted Editor Richard Hyman in the selection, review and editing of papers published in the December 2008 issue of *European Journal of Industrial Relations*.

### **Practitioner engagement and dissemination**

The sixteenth issue of IRRU Briefing was published in early 2008, and circulated widely amongst the practitioner and academic communities. It carried features on Jim Arrowsmith and Paul Marginson's study of variable pay systems and collective bargaining; on international HR structures, and on employee representation and consultation arrangements, from the survey of multinational companies' employment practices, involving Paul Edwards and Paul Marginson; and on Melanie Simms and Jane Holgate's evaluation of ten years experience of the TUC's organising academy.

The seventh annual Warwick-Acas public lecture in honour of Sir Pat Lowry was given by Linda Dickens, who as well as being Professor of Industrial Relations at WBS is also a Deputy Chair of the CAC. Held in April, the lecture was delivered at Warwick to an invited audience of leading employment relations practitioners and academics. Dickens addressed the nature and effects of the increasing legal regulation of the employment relationship which has characterised the past quarter century in Britain, arguing that the cumulative result of ad hoc responses to particular problems has been growing institutional fragmentation, complexity and, increasingly, a lack of regulatory coherence. The attempt of Labour governments since 1997 to combine strengthened individual rights at work with a business-oriented emphasis on a flexible and efficient labour market was constrained by legacies from previous Conservative governments. These legacies included the maintenance of restrictive regulation of industrial action and internal union affairs; the absence of legislative support for collective bargaining as a preferred means of governing relations between employers and their workforces; and a desire not to hamper employers' flexibility, often narrowly defined as ease of disposability of labour. Other legacies arose from the failure to engage strategically with the issue of effective and appropriate enforcement of employment rights – an issue still not being confronted. The impact of these legacies could be contradictory. For example, several measures designed as 'light touch' legislation or 'better regulation' to accommodate the interests of business have turned out to be neither particularly 'business friendly' nor 'employee friendly'. And enforcement of different aspects of employment legislation had become the responsibility of a bewildering array of state agencies and government departments. Dickens concluded that achieving the Government's stated aim of a 'stable and proportionate regulatory framework in which complying with the law is easy and simple' would require more fundamental re-thinking and government preparedness to take bold steps, which have hitherto been lacking.

The West Midlands Employment Relations Forum, which is jointly organised by Acas Midlands and IRRU, with the support of the regional organisations of the CBI, EEF and TUC, aims to provide authoritative briefings and promote informed debate on key employment relations issues; and to raise the profile of employment relations in regional policy formation by public agencies. Two main half-day events were held during the year on: 'Key challenges in pay and payments systems', including a focus on causes, costs and cases of unequal pay and findings from the IRRU study of variable payments systems and collective bargaining, and 'The new framework for resolving disputes at work', which including both individual and collective disputes. Participants at the two events included HR managers from companies and public sector organisations, trade union officers and other industrial relations specialists (e.g. employment lawyers and Acas officials).

Deborah Dean was invited as an expert by the EU's Sectoral Social Dialogue Committee for the Audio-Visual sector to give a presentation, drawing on findings from her European Commission/FIA commissioned survey on the effects of age and gender on performers' employment at their November meeting in Brussels. Subsequently, the UK's Minister of Culture formally took receipt of the survey's findings from Equity at a Westminster event in January 2009.

The research team undertaking the project on the impact of the UK's Information and Consultation of Employees legislation, including Mark Hall, John Purcell and Mike Terry, presented findings at the national Acas/CIPD conference in February, and published a feature in *People Management* in April. The findings were also reported in the CIPD's *Impact* publication.

Paul Marginson gave a presentation on the European dimension to collective bargaining at an ILO/European Trade Union Institute workshop on global developments in collective bargaining in Brussels in January. In June he was an invited speaker at the launch of the findings of Ireland's survey of employment practices in multinational companies at a conference hosted by the Labour Relations Commission in Dublin. In November, Marginson presented an overview of his EIRO study on 'Wage flexibility' (undertaken with Jim

Arrowsmith) at the European Foundation's high-level workshop on 'Industrial relations developments in the EU and other Global economies' at the OECD in Paris.

Guglielmo Meardi was invited to present findings from his research on the employment practice of multinational companies in central Europe at a conference sponsored by the French Ministry of Labour and Social Affairs in Paris in November.

John Purcell gave keynote presentations to the Acas/CIPD national and Welsh Public Sector Forum conferences, both on employee engagement, in February; the CIPD's HR conference, on the role of line managers in employment relations, in May; CIPD's annual conference at Harrogate, on the future of partnership, in September; and on discipline and grievance processes at the Work Foundation's conference on labour law in September.

Melanie Simms convened a workshop, involving contributions from trade union practitioners as well as herself, at the TUC's 'Organise!' conference in November. She has also run informal sessions on the findings of her research on trade union organising in Britain for the German IG Metall and Ver.di trade unions and Denmark's LO.

#### **4 RESEARCH FUNDING**

IRRU's research projects are funded from a range of national and European sources, including research councils and governmental and non-governmental organisations. The sources of funding for ongoing projects, and those completed during 2008, are listed in Appendix D.

During 2008, IRRU successfully secured an extension of funding from the Department for Business, Enterprise and Regulatory Reform, Acas and the CIPD for the third and fourth years of its research on employee information and consultation. The £156,127 budget covers the period June 2008 to May 2010. Paul Marginson and Guglielmo Meardi have key roles in a major new research project on 'Governance of uncertainty and sustainability – challenges for employment, industrial relations, social and environmental policies in European countries' funded under the European Commission's 7th Framework Programme, and being led by Colin Crouch of Warwick Business School's Institute of Governance and Public Management. Realisation of the project, which runs for three years from March 2009, rests on successful collaboration between researchers from thirteen institutes in eleven countries. IRRU's share of the budget will be approximately €160,000. Funding from the European Foundation continued under IRRU's multi-annual contracts to supply UK and comparative analysis for the EU observatory network.

IRRU's own income generating activities resulted in a £15,000 Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E) at the end of the 2007-08 financial year. Some of this funding was allocated to augment Mark Hall's time for research on the implementation and impact of the UK's legislation on employee information and consultation.

#### **5 PUBLIC AND PROFESSIONAL ACTIVITIES AND DISTINCTIONS**

In December 2008 Linda Dickens was one of the speakers at a special one-day conference organised by BUIRA on 'In Defence of Critical Social Science: The continuing value of Industrial Relations'. Papers from the conference will be published in 2009. Several other IRRU staff participated at the conference. Along with Richard Hyman (LSE) and Roger Siefert (Keele) Dickens was invited to address the question 'What's the point of Industrial Relations'. In her address she identified internal and external challenges to the academic study of IR, arguing the former (which lead to revitalisation and renewal of the field) needed to be heeded in order to rise to the latter, which often sought to marginalise IR research and teaching. Dickens set out what she considers necessary to address the challenges. Noting that much of the valuable debate about the contemporary relevance and valuable

contribution of academic industrial relations had been conducted internally, within the field, she stressed the necessity to get the message to a wider, external audience. As she acknowledged, Keith Sisson has taken a lead here commencing with his 2005 exchange with Mike Emmott of CIPD over 'What is employee relations?'

Deborah Dean is co-organiser of the ESRC-funded seminar series 'Emotion and Embodiment in Research' involving colleagues at Warwick, London Business School, Liverpool and Keele.

Linda Dickens is a Deputy Chair of the Central Arbitration Committee. She continues her role as an Acas disputes arbitrator and mediator. As reported above, she was invited to deliver the 2008 Warwick-Acas Lowry lecture. Dickens is also an advisory board member of the Working Lives Research Institute, and was invited by the Equality and Human Rights Commission to chair a closed seminar on equal pay.

Paul Edwards was elected an Academician of the Academy of Social Sciences and was appointed as a member of the Expert Panel of the UK Commission on Employment and Skills. He continues as Chair of the Social Science Group of the British Academy. Edwards' work as a member of the Research Assessment Exercise's sub-panel for Business and Management reached its peak during the year, with the assessment of about 900 research outputs in employment relations together with other work in assessing institutions' 'research environment and esteem'. He is also a member of the EPSRC's College of Assessors for research grants. Edwards, and also Paul Marginson, continue to serve on BERR's Advisory Forum on the Impact of Employment Policy.

Paul Marginson was Visiting Professor at the Centre de recherche interuniversitaire sur la mondialisation and le travail (CRIMT), Montréal during September and October, supported by a grant from Canada's Social Science and Humanities Research Council.

John Purcell is a Deputy Chair of the CAC, and Strategy Adviser to Acas. He is also an Adviser to the MacLeod Review on employee engagement, and a member of both CIPD's Employee Relations Panel and Employee Relations Network.

Melanie Simms is a member of the Executive Committee of the British Universities Industrial Relations Association. She continues as a member of the ESRC Virtual College that assesses small grants.

Ardha Danieli, Anne-marie Greene and Sonia Liff are Associate Editors of *Gender, Work and Organization*. Danieli and Greene are also members of the Editorial Board of *Equal Opportunities International*. Linda Dickens is an Associate Editor of the *Journal of Industrial Relations*, and a member of the Editorial Boards for the *Industrial Relations Journal* (from 2009), *Industrial Law Journal*, *Employee Relations* and *Journal of Interdisciplinary Gender Studies*. Paul Edwards is an Associate Editor of *Human Relations*, and in addition edited a special issue on 'workers, risk and the new economy'. He serves on the Editorial Boards for *Relations Industrielles*, *Work and Stress* and *Work and Occupations* and the International Advisory Board of *British Journal of Industrial Relations*. Paul Marginson is a member of the International Advisory Board of *European Journal of Industrial Relations*. Guglielmo Meardi joined the Editorial Boards of *Work, Employment and Society* and *Industrielle Beziehungen*. John Purcell is a member of the Editorial Boards of *Human Resource Management Journal* and *Journal of Industrial Relations*.

## Appendix A

### IRRU Staff during 2008

#### Academic and Research Staff

Jim Arrowsmith [until August]  
Trevor Colling  
Ardha Danieli  
Deborah Dean  
Linda Dickens  
Paul Edwards  
Anne-marie Greene  
Mark Hall  
Sonia Liff  
Paul Marginson  
Guglielmo Meardi  
Gillian Morris\*  
Jane Parker [until June]  
Thomas Prosser  
John Purcell  
Melanie Simms  
Keith Sisson\*\*  
Michael Terry\*\*

\* Honorary Professor

\*\* Emeritus Professor

#### Support Staff

Val Jephcott                      IRRU Research Co-ordinator

#### Associate Fellows

James Arrowsmith	(Massey University)
Jacques Bélanger	(Université Laval, Québec)
Mark Carley	
Tony Edwards	(King's College, London)
Anthony Ferner	(De Montfort University)
Mark Gilman	(University of Kent)
Richard Hyman	(LSE)
Jane Parker	(Auckland University of Technology)
Valeria Pulignano	(Catholic University, Leuven)
Helen Rainbird	(University of Birmingham)
Monder Ram	(De Montfort University)
Sukanya Sen Gupta	(Cardiff University)
Chin-Ju Tsai	(Royal Holloway, University of London)
Judy Wajcman	(LSE)
David Winchester	

## Appendix B

### Doctoral Researchers and Topics

Domenico Bevilacqua <sup>^</sup>	Labour management, business development, and social and economic actors: A study of manufacturing SMEs in the Marche region, Italy
Heather Connolly <sup>†</sup>	Constructing union organisation and collective action: An ethnographic study of an autonomous French union
Chris Edger	Innovative HRM and M&A: 'Before, during and after' the event
Michael Frize <sup>†</sup>	Union revitalisation and the law: The use of information and consultation regulations in organising strategies in Britain
Sophie Gamwell <sup>†</sup>	Temporary Agency Workers: Issues of unionisation and representation in a triangular employment relationship
Annette Hayden <sup>*†</sup>	Regional integration and the effects on labour management strategy and practice in multinational companies
Benjamin Hopkins <sup>*†</sup>	The use of short term labour in low-skilled manufacturing jobs
Aristea Koukiadaki <sup>*†</sup>	Information and Consultation Rights of Employees: A Policy Cycle Approach
Juan Lopez-Cotarelo	Human Resource Management and firm performance
Christina Niforou <sup>†</sup>	The regulation of teleworking: A study based on the impact of the EU Autonomous Framework agreement on telework
Thomas Prossert <sup>†</sup>	'Europeanisation' through 'soft law'? The implementation of the framework agreements on telework and work-related stress.
Emma Stringfellow <sup>†</sup>	Trade union responses to employer 'Managing Diversity' policies in Europe

\* Hugh Clegg Research Studentship

† ESRC award

<sup>^</sup> University studentship linked to IRRU's ESRC/EPSRC AIM Research project

## Appendix C

### IRRU Publications during 2008

Note: For jointly authored publications, names in square brackets are people who are not members of IRRU.

#### Books and Reports

- J Arrowsmith, *Temporary agency work and collective bargaining in the EU*, European Industrial Relations Observatory comparative study, 48pp  
(<http://www.eurofound.europa.eu/eiro/studies/tn0807019s/tn0807019s.htm>)
- J Arrowsmith and P Marginson, *Wage flexibility*, European Industrial Relations Observatory comparative study, 45pp  
(<http://www.eurofound.europa.eu/eiro/studies/tn0803019s/tn0803019s.htm>)
- [P Boxall] and J Purcell, *Strategy and Human Resource Management* (second edition)  
Basingstoke: Palgrave pp 351
- [M Carley] and M Hall, *Impact of the information and consultation directive on industrial relations*, European Industrial Relations Observatory comparative study, 34pp  
(<http://www.eurofound.europa.eu/eiro/studies/tn0710029s/tn0710029s.htm>)
- D Dean, *Age, Gender and Performer Employment in Europe*, Report to the European Commission and the International Federation of Actors. Brussels: FIA.
- L Dickens (ed.) *Challenges in European Employment Relations: Employment Regulation, Trade Union Organisation, Equality, Flexicurity, Training and New Approaches to Pay*. Bulletin of Comparative Labour Relations 67 (series Editor Roger Blanpain). Kluwer Law International. 259pages
- L Dickens and [L Bordogna] (eds) Symposium – Regulating and Resolving Collective Disputes in Public Services. *The Journal of Industrial Relations*, 50, 4, 539-645
- M Hall, [S Hutchinson], J Parker, J Purcell and M Terry, *Implementing information and consultation in medium-sized organisations*, Employment Relations Research Series No. 97, Department for Business, Enterprise and Regulatory Reform, 74pp
- M Hall, [S Hutchinson], J Parker, J Purcell and M Terry, *Implementing information and consultation: early experience under the ICE Regulations – interim update report*, Employment Relations Occasional Paper, Department for Business, Enterprise and Regulatory Reform, 16pp

#### Journal Articles and Book Chapters

- J Arrowsmith, 'Regulating pay: The impact of the National Minimum Wage', in S. Corby, S. Palmer and E. Lindop (eds.) *Rethinking Reward*. London: Palgrave, 120-138.
- J Arrowsmith, [H Nicholaisen, B Bechter and R Nonell], 'The management of variable pay in banking: forms and rationale in four European countries', *Bulletin of Comparative Labour Relations*, 67, 201-40.
- [M Carley] and M Hall, 'European Directive on information and consultation', in European Foundation for the Improvement of Living and Working Conditions (eds), *Industrial relations developments in Europe 2007*, Office for Official Publications of the European Communities, 47-58

- D Dean, 'No human resource is an island: gendered, racialized access to performing work', *Gender, Work and Organization* 15, 2, 161-81.
- L Dickens and [L Bordogna], 'Public Service Dispute Management – Pertinence of Comparative Study', *Journal of Industrial Relations* 50,4, 539-544
- L Dickens 'Challenges of European Employment Relations – Guest Editor's Introduction' in Challenges in European Employment Relations. *BCLR 67* Kluwer Law International, p.xv-xviii
- L Dickens 'Cumplimenta de la obligaciones legales: Reflexiones de Gran Bretana' in *Relaciones Laborales en el Mundo: 43 Estudios en Homenaje al Profesor Luis Aparicio Valdez*. Grijley: Lima, p21-34
- P K Edwards and [ J Bélanger], 'Generalizing from Workplace Ethnographies: From Induction to Theory', *Journal of Contemporary Ethnography*, 37, 3 291-313
- [M Fichter] and G Meardi, 'Production Relocation, Impacts on Home, Host and Cross-border Industrial Relations', in M. Blas-Lopéz and M. Moreau(eds), *Restructuring In The New EU Member States: Social Dialogue, Firms Relocation And Social Treatment Of Restructuring*, Peter Lang, 135-156
- [M Gilman] and P K Edwards, 'Testing a Framework of the Organization of Small Firms: Fast-growth, High-tech SMEs', *International Small Business Journal*, 26, 5, 531-58
- M Hall, [S Hutchinson], J Parker, J Purcell and M Terry, 'UK Trade Unions and the Information and Consultation of Employees Regulations', *Bulletin of Comparative Labour Relations*, 67, 39-57
- [E Heery] and M Simms, 'Constraints on union organising', *Industrial Relations Journal*, 39,1 Blackwells, 24 - 42
- [N Kinnie], J Purcell and [M Adams] 'Explaining Employees' Experience of Work in Outsourced Call Centres: The Influence of Clients, Owners and Temporary Work Agencies' *Journal of Industrial Relations* 50, 2, 209-228
- [I Kessler] and L Dickens 'Dispute Resolution and the Modernisation of Public Services in Britain' *Journal of Industrial Relations* 50, 4, 612-629
- [M Li] and P K Edwards, 'Work and Pay in Small Chinese Clothing Firms: A Constrained Negotiated Order', *Industrial Relations Journal*, 39, 4, 296-313
- P Marginson, 'Performance pay and collective bargaining: a complex relationship', in S Corby, S Palmer, E Lindop(eds), *Rethinking Reward*, Palgrave Macmillan, 102-19
- P Marginson, J Arrowsmith and [M Gray,], 'Undermining or Reframing Collective Bargaining? Variable Pay in Two Sectors Compared', *Human Resource Management Journal*, 18, 4, 327-46
- J Parker, 'The Trades Union Congress (TUC) and alliances with social movements', *Employee Relations Journal*, 30, 5, 562-83
- J Parker, 'New Tracks, Old Maps? The meanings of Women's Groups for Trade Union Revival in Britain', chapter in J. Foley and P. Baker (eds) *Equity and the Union Renewal Challenge*, Saskatchewan, UBC
- [G Saridakis], S Sengupta, P K Edwards and [D J. Storey], 'The Impact of Enterprise Size on Employment Tribunal Incidence and Outcomes: Evidence from Britain', *British Journal of Industrial Relations*, 46, 3 (2008), 469-99
- [F Traxler], J Arrowsmith,[K Nergaard, and J Molins]. 'Variable pay and collective bargaining: A cross-national comparison of the banking sector', *Economic and Industrial Democracy*, 29:3. 406-31

### **Warwick Papers in Industrial Relations and other working papers series**

- L Dickens, Legal regulation, institutions and industrial relations *Warwick Papers in Industrial Relations*, No 89, Warwick Business School, 22pp
- C Niforou, The role of trade unions in the implementation of autonomous framework agreements *Warwick Papers in Industrial Relations*, No 87, Warwick Business School, 39pp
- K Sisson, Putting the record straight: Industrial relations and the employment relations *Warwick Papers in Industrial Relations*, No 88, Warwick Business School, 57pp

### **Shorter publications**

- J Arrowsmith, P Marginson and [M Gray], 'Variable Pay: Undermining Collective Bargaining?', IRRU Briefing 16 Spring 2008
- [T Edwards], PK Edwards, [A Ferner], P Marginson and [O Tregaskis], 'International HR structures: shaping policy approaches in MNCs', IRRU Briefing 16 Spring 2008
- P Marginson, PK Edwards, [T Edwards, A Ferner and O Tregaskis], 'Employee representation and voice in multinational companies', IRRU Briefing 16 Spring 2008
- M Simms and [J Holgate], 'Ten years of the TUC's Organising Academy', IRRU Briefing 16 Spring 2008
- M Terry, 'Not too much to ask', *People Management*, 14, 7, April 2008, 38-9

### **Conference Papers and Presentations**

- J Arrowsmith, 'Strategy and structure in pay systems design: Variable pay in European retail banking', AIRAANZ conference, Melbourne, February
- J Arrowsmith, 'Regulation versus flexibility? The case of working time', Symposium on Working time: institutional and comparative perspectives, University of Oslo, January
- D Dean, 'Changing Gender Portrayal', European Group of the International Federation of Actors, Riga, April
- D Dean, 'Working as a Performer: Gender, Age and Access to Employment', Women, Men, Age and Employment in the Performing Arts, European Group of the International Federation of Actors, London, September
- L Dickens, 'Legal Regulation, Institutions and Industrial Relations' Sixth Annual Warwick Acas Lowry Lecture, University of Warwick, April
- L Dickens, 'Regulating for Employment Equality' Third International Conference on Interdisciplinary Social Science, Prato, July
- L Dickens, 'What is the Point of Industrial Relations?' BUIRA Conference: In Defence of Critical Social Science, Manchester, December
- L Dickens and M Hall, 'Legal Regulation and the Changing Workplace', Conference on the Evolution of the Modern Workplace, Darwin College Cambridge, December
- P Edwards, 'Testing the Low-skills Equilibrium Model: Small Low-wage Firms in the UK', International Labour Process Conference, Dublin, April
- P Edwards, 'Justice in the Workplace: Towards a New Approach', International Labour Process Conference, Dublin, April

- P Edwards, 'Perspectives on 25 Years of the Labour Process Debate', American Sociological Association annual conference, Boston, August
- P Edwards, S Sengupta and C-J Tsai, 'Managing Low-skill Workers: A Study of Small UK Food Manufacturing Firms', American Sociological Association annual conference, Boston, August
- M Hall, 'EU regulation and the UK employee consultation framework', Workshop on 'Economic democracy: historical and contemporary issues in a European perspective', London School of Economics, May
- [J Holgate] and M Simms, 'The Organising Academy 10 years on', Trades Union Congress, Brighton, September
- P Marginson, 'The transnational dimension to collective bargaining in a European context', ETUI / ILO conference on collective bargaining and global capital, Brussels, January
- P Marginson, 'Employee voice in MNCs in Britain', Human Resource Management in Multinational Companies, June, Labour Relations Commission, Dublin
- P Marginson, 'Wage Flexibility: main debates, main challenges', Industrial Relations in the EU and other Global Economies, November, OECD, Paris
- G Meardi, 'Capital mobility, labour mobility, union immobility?', European Forum of Sociology, Barcelona, September
- G Meardi, [S Strohmer and F Traxler], 'Lights and shadows of direct participation', 3rd European Congress of Work & Labour Network, Rome, September
- G Meardi and [J Gardawski], 'Why Keep Trying? Social Pacts in Poland', Society for the Advancement of Socio-Economics, San Jose, July
- J Parker, 'The TUC and civil alliance building: towards social movement unionism?' , AIRAANZ Conference, Melbourne, February.
- T Prosser, 'Europeanisation through procedures and practices?' European industrial relations doctoral network hearing, Budapest, September
- J Purcell, 'Implementing the Temporary Agency Workers Directive in the UK: problems and a few possibilities', Conference on Temporary Agency Workers, University of Rotterdam.
- J Purcell, 'Discipline and grievance', Conference on labour law, Work Foundation, September
- [O Tregaskis], PK Edwards, [T Edwards], [A Ferner] and P Marginson, 'Local Employees, Networks and the Diffusion of Employment Practices. Labor and Employment Relations Association annual conference, New Orleans, January
- M Simms, 'Is there an organising 'model'? An empirical critique', British Universities Industrial Relations Association, Bristol
- M Simms, 'The Organising Academy 10 years on', International Labour Process Conference, Dublin

### **Research/ practitioner seminar presentations**

- L Dickens 'Discrimination and Equality: Are we on the right road?' CRED seminar, Queen Mary's College, University of London, January
- P Edwards, 'Developing the Research Career: the IRRU Experience', paper to Advanced Institute of Management Career Development Initiative workshop, London, November.

- P Edwards, 'Employment Relations in Multinationals: Results of a Representative Survey in the UK', seminar paper, Cardiff Business School, November.
- P Edwards, 'Understanding the Employment Relationship in the Small Firm', seminar, University of Limerick, April.
- M Hall 'Tendering for government research contracts', Warwick Business School research grant workshop, December 2008
- M Hall and M Terry, 'Employee voice; information and consultation at work', Acas/CIPD national conference, London, February
- P Marginson, 'Multi-level governance: theoretical and methodological challenges', CRIMT Colloquium on Multi-level Governance, CRIMT, Montreal, October
- J Purcell, 'Boosting employee engagement and performance in the workplace', Acas/CIPD national conference, London, February
- J Purcell, 'The vital role of line managers in employment relations', CIPD, London, May
- J Purcell, 'HR and Performance: the role of the line manager' CIPD, June, Birmingham
- J Purcell, 'The future of partnership', CIPD Annual Conference, Harrogate, September

**IRRU/UK contributions to the European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO) and European Restructuring Monitor (ERM) submitted during 2008**

***EIRO information updates***

- |               |   |
|---------------|---|
| January 2008  | Trades Union Congress publishes latest equality audit results (G Kirton)                            |
| February 2008 | Employment advice and conciliation body deemed cost effective (M Hall)                              |
| March 2008    | Government accepts recommendations for increase in national minimum wage (J Arrowsmith)             |
| April 2008    | TUC's organising academy celebrates 10th birthday (M Simms and J Holgate)                           |
|               | Government plans to abolish Learning and Skills Council (J Payne)                                   |
|               | Teachers vote for strike amidst public sector pay disputes (J Arrowsmith)                           |
|               | Union accept takeover by Tata of Jaguar and Land Rover (J Arrowsmith)                               |
| May 2008      | TUC commission calls for better protection for vulnerable workers (J Arrowsmith)                    |
| June 2008     | Draft legislative programme heralds extension of workers' rights (M Hall)                           |
|               | Review of flexible working legislation paves way for its extension (M Hall)                         |
|               | Government and social partners agree on equal treatment for agency workers in EU Directive (M Hall) |
|               | Strike over pensions hits oil and gas production (J Arrowsmith)                                     |
| July 2008     | Working days lost through strikes in 2007 highest for five years (M Hall)                           |
|               | Local authority workers strike over pay (T Prosser)   |
|               | Transatlantic agreement creates first 'global union' (M Hall)                                       |

	Equality Bill to include new employment measures (M Hall)
	Fuel tanker drivers win 14% pay increase after strike (T Prosser)
August 2008	Landmark court ruling on equal pay bargaining (M Hall)
	Labour Party gives little ground to unions in policy review (T Prosser)
September 2008	Access to skills, advice and trade unions for government contract employees (M Carley)
	Government to improve enforcement of rights for vulnerable workers (M Carley)
October 2008	TUC survey examines attitudes and aspirations of workers (M Carley)
	TUC strengthens links with Polish unions (T Prosser)
	Employer survey highlights labour market concerns (M Hall)
November 2008	Workers at leading manufacturing company vote for hours cuts to save jobs (M Carley)
December 2008	Employment Bill completes its passage through Parliament (M Hall)
	Government to replace sick notes with 'fit notes' to reduce cost of workers' ill-health (H Newell)
	Unemployment hits young and older workers the hardest (A Broughton)
	Gender pay gap widens (M Carley)

### ***EWCO information updates***

January 2008	Survey highlights need to close skills gaps and shortages (J Parker)
	Work-life balance attitudes and practices in British workplaces, 2007 (survey data report) (D Adam)
February 2008	Research highlights workplace impact of alcohol and drug abuse (J Parker)
April 2008	Recruitment and training are priorities for large employers (J Parker)
May 2008	Report identifies employee performance and safety link (J Parker)
September 2008	TUC uncovers evidence of longer working hours (T Prosser)
October 2008	Report emphasises benefits of equality and diversity policies for companies (T Prosser)

### ***ERM fact sheets***

224 fact sheets on cases of restructuring in UK undertakings (B Hopkins/S Gamwell/C Niforou/T Prosser)

### ***UK contributions to comparative analytical reports***

EIRO – Wage flexibility (J Arrowsmith)

EIRO – 2007 annual review (M Hall)

EWCO – Comparative analysis of working time in the EU (J Arrowsmith)

EIRO – Flexicurity (M Simms)  
ERM – Relocation cases in manufacturing and services (T Edwards)  
EIRO – Pay developments 2007 (J Arrowsmith)  
EIRO – Working time developments 2007 (J Arrowsmith)  
EIRO – Developments in industrial action 2003-7 (J Arrowsmith)  
EIRO – Collective bargaining and continuous vocational training in Europe (M Simms)  
EIRO – Temporary agency work and collective bargaining in the EU (J Arrowsmith)  
EWCO – Occupational promotion of migrant workers (T Prosser)  
Ad hoc – Mapping of employee representation structures at establishment level (J Arrowsmith)  
EIRO – Wage developments (A Broughton)  
Representativeness study – Inland waterways (H Newell)  
ERM – The consequences of mergers and acquisitions for companies and employees (T Edwards)  
Representativeness study – Civil aviation (M Simms)  
Representativeness study – Personal services (M Simms)  
ERM – The location of job creation and job destruction in multinational companies across the EU (T Prosser)  
EWCO – Quality of work and employment of low qualified workers (H Newell)  
Representativeness study – Steel (T Prosser)  
EWCO – Non-standard forms of employment (A Broughton)  
Ad hoc – Initiatives to tackle undeclared work (T Prosser)  
EIRO – Union strategies for recruiting new groups of workers (M Simms)  
Representativeness study – Tanning and leather (T Prosser)  
EIRO/EWCO – Disabled youngsters (T Prosser)

### ***Comparative analytical reports***

EIRO – Temporary agency work and collective bargaining in the EU (J Arrowsmith)  
EIRO – Wage flexibility (J Arrowsmith and P Marginson)  
EIRO – Industrial relations developments in Europe 2007 (M Carley)  
EIRO – Pay developments 2007 (M Carley)  
EIRO – Working time developments 2007 (M Carley)  
EIRO – Developments in industrial action 2003–2007 (M Carley)

### **Forthcoming publications**

[P Almond,], T Colling, and [T Edwards]. 'Fleas on the backs of elephants: researching the multinational company.' In Marschan-Piekari, R. and Welch, C. (eds) *The Handbook of Qualitative Research Methods for International Business*. Edward Elgar

- [W Brown] and P Edwards, 'The Changing Context of Work', in W. Brown, A. Bryson, J. Forth, K. Whitfield (eds) *The Evolution of the Modern Workplace* Cambridge: CUP
- T Colling and L Dickens, 'Legal institutions', in Colling, T. and Terry, M. (eds) *Industrial Relations: Theory and Practice*. Oxford, Blackwell
- T Colling and M Terry 'The employment relationship and the field of industrial relations', in Colling, T. and Terry, M. (eds) *Industrial Relations: Theory and Practice*. Oxford: Blackwell
- [S Deakin] and GS Morris, *Labour Law*, 5<sup>th</sup> edition, Hart Publishing, London
- D Dean, 'Diversity Management in The Private Sector', in A.M. Greene and G. Kirton, *Diversity Management in the UK - Organizational and Stakeholder Experiences*, London, Routledge
- L Dickens and M Hall, 'Employment Law', in T Colling and M Terry (eds), *Industrial Relations Theory and Practice*, Oxford: Blackwell, 2009
- L Dickens and M Hall, 'Legal regulation and the changing workplace', in W Brown, A Bryson, J Forth and K Whitfield (eds), *The Evolution of the Modern Workplace*, Cambridge: CUP
- [G Dix], [J Forth] and K Sisson 'Conflict at work: the changing pattern of disputes' in W Brown, A Bryson, J Forth and K Whitfield (eds), *The Evolution of the Modern Workplace*, Cambridge: CUP
- P Edwards, 'The Employment Relationship in Strategic HRM', in J. Storey, P. Wright and D. Ulrich (eds), *Routledge Companion to Strategic Human Resource Management*
- P Edwards, Contribution to Review Symposium on M. Lallement, *Le travail: une sociologie contemporaine*, *Sociologie du travail*
- P Edwards and [J Bélanger], 'The MNC as a Contested Terrain', in S. Collinson and G. Morgan (eds) *Images of the Multinational* (Oxford: Blackwell), 193-216
- P Edwards and [M Ram], 'HRM in Small Firms: Respecting and Regulating Informality', in N. Bacon et al. (eds), *Sage Handbook of Human Resource Management*
- P Edwards and S Sengupta 'Industrial relations and economic performance', in Colling, T. and Terry, M. (eds) *Industrial Relations: Theory and Practice*. Oxford: Blackwell
- P Edwards, S Sengupta and C-J Tsai, 'Managing Low-skill Workers: A Study of Small UK Food Manufacturing Firms', *Human Resource Management Journal*, 19
- A.M. Greene and [G. Kirton], *Diversity Management in the UK - Organizational and Stakeholder Experiences*, London: Routledge
- M Hall, 'EU regulation and the UK employee consultation framework', *Economic and Industrial Democracy*
- S Liff and D Dean 'Equality, Diversity and Industrial Relations' in M Terry and T Colling (eds), *Industrial Relations: Theory and Practice*, Oxford, Blackwell
- P Marginson and G Meardi, 'Multinational companies', in T Colling and M Terry (eds), *Industrial Relations: Theory and Practice*, Blackwell.
- P Marginson, 'The transnational dimension to collective bargaining in a European context', *International Journal of Labour Research* (ILO)
- G Meardi, P Marginson, [A Toth], [M. Stanojevic], [M. Frybes] and [M Fichter], 'The Complexity of Relocation and the Diversity of Union Responses', *European Journal of Industrial Relations*, 15

- G Meardi, P Marginson, A Toth, M. Stanojevic, M. Frybes and M Fichter, 'Varieties of multinationals', *Industrial Relations*, 48
- [K Nergaard], [J Dolvik], P Marginson, [B Bechter] and [J Aranz Dias], 'Engaging with variable pay', *European Journal of Industrial Relations*, 15
- J Purcell, [N Kinnie, J Swart, B Rayton and S Hutchinson] *People and Performance*. London: Routledge pp 228
- [M Ram] and P Edwards 'Employment relations in small firms', in T Colling and M Terry (eds), *Industrial Relations: Theory and Practice*, Blackwell.
- S Sengupta, P Edwards and C-J Tsai, 'The Good, the Bad and the Ordinary: Work Identities in "Good" and "Bad" Jobs in the UK', *Work and Occupations*
- M Simms, and [J Holgate], 'TUC Organising Academy 10 years On: What Has Been the Impact?', *International Journal of Human Resource Management*.
- M Simms and [A Charlwood,], 'Trade unions', in M Terry and T Colling(eds), *Industrial Relations: Theory and Practice*, Oxford, Blackwell.
- K Sisson and J Purcell 'Management' in T Colling and M Terry (eds), *Industrial Relations: Theory and Practice*, Blackwell.
- M Terry 'Workplace representation' in T Colling and M Terry (eds), *Industrial Relations: Theory and Practice*, Blackwell.

## Appendix D Research Funding

### New, ongoing and completed grants during 2008

European Foundation for the Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: information reporting services	€94,165	01/03/07 – 29/02/08
European Foundation for the Improvement of Living and Working Conditions (Mark Hall and [Andrea Broughton]) Network of European Observatories: analytical services	€112,322	01/03/07 – 28/02/08
European Foundation for the Improvement of Living and Working Conditions (Mark Hall and [Andrea Broughton]) Network of European Observatories: information reporting services	€96,710	01/03/08 – 28/02/09
European Foundation for the Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: analytical services	€114,700	01/02/08 – 31/01/09
Nuffield Foundation (Melanie Simms and [Jane Holgate]) <i>'An evaluation of recent developments in trade union organiser training'</i>	£11,756	01/07/06 – 31/01/08
University of Vienna / Austrian Ministry of Labour (Guglielmo Meardi) <i>'Market Efficiency and Employee Participation Practice'</i>	€18,300	01/09/06 - 28/02/09
Department for Business, Enterprise and Regulatory Reform (Mark Hall, John Purcell and Mike Terry) <i>Longitudinal Employer Case Studies</i>	£156,127	01/06/08 – 31/05/10
<i>Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E)</i>	£15,000	31/03/08

## Appendix E

### Warwick Industrial Relations Ltd

IRRU established Warwick Industrial Relations Ltd (WIRL) in 1994. The company is recognised and approved by the university authorities. Under its memorandum of association, WIRL's objects are:

- to enable the members of the company to become involved in legally-contracted joint ventures which promote the reputation and research activities of IRRU;
- to provide a framework for organising and developing the contract research undertaken by members of the company; and
- to generate resources to help finance the research activities of IRRU, while providing members of the company with opportunities to improve their earnings.

WIRL owns a 25% share of *European Journal of Industrial Relations*, and receives royalties from this and other sources. Where appropriate, the financial arrangements for IRRU members' participation in contract research projects are handled via the company.

Each financial year WIRL's end-of year surplus is donated under the Gift Aid scheme to the University of Warwick Foundation to support research within IRRU. To date, this support has taken two forms. The Hugh Clegg Memorial Fund is earmarked for supporting the Hugh Clegg PhD studentships periodically advertised by IRRU. The IRRU Research Fund supports IRRU's research activities more generally. At the end of March 2008, WIRL's annual Gift Aid donation amounted to £15,000.