

Industrial Relations Research Unit
Warwick Business School
University of Warwick

Annual Report, 2009

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. Achieving these aims requires maintaining a critical mass of active researchers. This involves securing research funding to enable the employment of dedicated research staff and to provide research support and bought-out time for those IRRU members holding ongoing lecturing positions. Successful funding applications underpinned the launch during 2009 of a cross-national comparative study of employment practice in multinational companies, drawing on the earlier surveys undertaken in the UK and three other countries; the start of work on industrial relations during a time of crisis for the European Commission; and a new four-year contract to be the UK national centre and provider of comparative analysis for the EU Observatory network. IRRU also participated in a study of industrial relations responses to the impact of the crisis in the automotive sector. Achieving our aims also requires sustained engagement with the policy and practitioner communities, at national, regional and European levels. IRRU continually looks for further opportunities to strengthen the impact of our research findings amongst policy makers and practitioners, and our activity during 2009 is detailed in section 3 below.

Five main themes frame IRRU's current research, and activity on each is detailed in section 2 below. Main developments under these themes during 2009 included:

❖ **Europeanisation and internationalisation of employment relations**

The comparative analysis of findings from the survey of employment practice in multinational companies operating in the UK, with those of its parallel counterparts undertaken in Canada, Ireland and Spain, was launched. Early findings were presented in a symposium at the International Industrial Relations Association's World Congress.

Research on collective bargaining as a changing mode of labour market governance, as the bargaining agenda is re-oriented towards issues of competitiveness, flexibility and employment security, commenced. The cross-national study involves a comparison of developments in eight European countries.

❖ **Equality, inequality and diversity in employment**

The findings of the major project on the involvement of stakeholders in diversity management initiatives and practice in organisations were published in a book.

Research commenced on a comparative study of the interaction between migration and labour market and social welfare systems in the UK and Spain.

❖ **Small firms and employment relations**

Work focused on the practical implications for small firms of the conceptual model developed under the AIM-funded research programme.

❖ **Evolving forms of employee representation and voice**

Two sets of findings were published on the impact of the UK's Information and Consultation of Employees legislation. The first presented and analysed the results of the longitudinal case studies undertaken in twelve large organisations, and accounted for the different developmental trajectories undergone by the information and consultation arrangements. The second reported on the follow-up interviews and employee surveys undertaken in medium-sized organisations.

❖ Legal regulation of the employment relationship

Work commenced on new research on the effective enforcement of individual legal rights, which is concerned to evaluate the potential of different approaches.

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. We also undertake thematic comparative analysis, embracing all 27 EU member states, for the Observatories. Comparative analytical reports commissioned from IRRU during 2009 included studies of multinational companies and collective bargaining, resolution of individual disputes, and absence management.

International and comparative research and analysis continues to be a distinctive feature of IRRU's research activity, and one which reaches across research themes. This is reflected in the new research projects commenced during 2009 on collective bargaining as a changing mode of governance, the interaction between migration and labour market and social welfare systems, and effective enforcement of individual legal rights, and the extension of the study of employment practice in multinational companies into a comparative analytical phase. As part of our commitment to the training and development of researchers equipped to undertake international and comparative research, IRRU was pleased to host the 2009 European doctoral research workshop in industrial relations, which involved students and faculty members from institutions in seven European countries together with the Industrial and Labor Relations School from Cornell University.

The speaker for the eighth annual Warwick-Acas lecture in honour of Sir Pat Lowry was Kieran Mulvey, Chief Executive of Ireland's Labour Relations Commission. The lecture reviewed the developments in the voluntary and legal frameworks for dispute resolution across Europe, paying particular attention to Ireland and the UK. His central thesis was that the current crisis was likely to accelerate the trend towards 'juridification' of dispute resolution mechanisms, a trend which was not necessarily consistent with ease of access and speedy resolution and that the strengths of voluntary and collective mechanisms needed revisiting.

1 STAFFING

There are currently 17 academic staff in IRRU, eleven of whom are also members of the Industrial Relations and Organisational Behaviour (IROB) subject group of Warwick Business School. IRRU has 14 associate fellows. IRRU's membership during 2009 is listed in Appendix A.

Thomas Fetzer left IRRU at the end of 2009 to take up a teaching post at the Central European University, Budapest. At the start of 2010, Sukanya Sen Gupta – previously an IRRU research fellow - returned to Warwick from Cardiff University, becoming an Associate Professor in the IROB group. Manuela Galetto joined IRRU at the same time as a research fellow, moving to Warwick from a research position at the University of Milan.

IRRU was pleased to welcome Gregor Murray, Director of CRIMT (Université de Montréal) as a visitor during November.

2 RESEARCH PROJECTS

Theme 1: Europeanisation and internationalisation of employment relations

Employment practice in multinational companies

In previous years the conduct and key findings from the 2006 large-scale survey of employment practice in the UK operations of multinational companies (MNCs) have been

reported. Last year's report described the potential for comparative analysis between the UK survey and parallel surveys of MNCs' operations in three other countries, Canada, Ireland and Spain. During 2009, the process of combining a sub-set of the respective national datasets into a single, integrated international data set was largely completed. Further surveys went into the field in Argentina, Mexico and Denmark/Norway (a single survey in view of the relatively small population of MNC operations in both countries), and are planned for Australia and Singapore. In time, the relevant parts of the national datasets from these surveys will be added to the international data set. Preparatory work on the steps needed to commence comparative analysis, and on the substantive themes to be addressed, was discussed and advanced at a two-day workshop of the teams hosted by the Spanish research team in Madrid in June.

The UK research team, which comprises Paul Edwards and Paul Marginson together with Anthony Ferner and Olga Tregaskis (De Montfort University) and Tony Edwards (King's College London) were also successful with a funding application to ESRC which will provide resources for the UK's contribution to the comparative analysis planned in the period up to the end of 2011. The focus is the simultaneous role of MNCs in differentiating and integrating national business and employment systems, and involves three lines of enquiry. First, what is the nature of interactions between MNCs' home country traditions and the host country environments in which they are embedded? For example, how far is the practice of US-owned MNCs similar or different across host country environments? Second, what impact do the different types of international integration evident amongst MNCs have on employment practice? Third, how does the role of specific national subsidiaries shape employment practice? For example, does it make a difference if a national subsidiary has a mandate from headquarters to undertake research and development? The Irish team also led a successful funding bid, under the European Commission's Marie Curie programme for promoting research exchanges, which will enable researchers from the teams to undertake overseas working visits to further the collaborative work involved. As reported last year, the Canadian team have already secured funding to support their contribution to comparative analysis from the Social Science and Humanities Research Council.

The first results from comparing findings from the surveys were presented at a special symposium at the 15th World Congress of the International Industrial Relations Association in Sydney in August. The four papers, of which Marginson was a co-author of two, included: an analysis of factors accounting for the incidence of European Works Councils amongst MNCs in the three European countries, and those shaping management's information and consultation practice towards Councils; a comparison of patterns of union recognition / non-recognition at newly established sites in MNCs in the three Anglophone countries; an investigation of the implications of different kinds of international integration on MNCs' employment practice, drawing on the Canadian and UK data; and an examination of the impact on employment practice of MNCs' positioning in the value chain.

Multinational companies and collective bargaining

Paul Marginson and Guglielmo Meardi prepared a comparative analytical report on multinational companies and collective bargaining for the European Industrial Relations Observatory, under IRRU's contract for comparative analysis for the European Foundation's Observatory Network. The report was compiled from responses to a questionnaire designed by the authors, and completed by national correspondents from the 28 European countries covered by the Observatory Network. Main findings, which were presented at the SASE Annual Conference in Paris in July, are summarised in the box below.

Big players, different rules? Multinationals and collective bargaining in Europe

Multinational companies' (MNCs) significance as employers within Europe's different national economies, their international organisation and management structures and their capacity to move production, jobs and workers across borders have important implications for the structures, agenda and

outcomes of collective bargaining. These implications centre on three issues, which were examined in a comparative study for the European Industrial Relations Observatory:

- First, as leading employers within national contexts, MNCs have been prominent in pressing for changes in national collective bargaining systems, including opening up greater scope for negotiation at company level and bringing considerations of competitiveness to the fore on the bargaining agenda.
- Second, because the scope of their operations does not correspond with the boundaries of national collective bargaining, the agenda and outcomes of local negotiations can be influenced by cross-border comparisons of costs, performance and 'best practice' working and employment practices within MNCs.
- Third, increased flows of foreign direct investment between countries with different labour costs and conditions has led to growing concerns with relocations, either actual or threatened. Cross-national restructuring has become an increasingly prominent focus for negotiations.

Bargaining coverage, arrangements and agenda

Implications differ as between multi- and single-employer bargaining systems. At first sight under multi-employer, sector (or cross-sector) level, bargaining arrangements, which prevail across continental western and Nordic Europe, MNCs adapt to existing systems. They usually affiliate to employers' organisations, in which larger multinationals exercise an influential voice. Their collective bargaining coverage is typically equivalent to (although sometimes above) the private sector average. However, MNCs have been a major source of pressure for decentralisation of bargaining arrangements, through the introduction of greater scope for company negotiation within sector (and cross-sector) agreements. Such pressures occur in different ways. In Northern Europe, including Finland, Germany, the Netherlands and Sweden, the prominent role is played more by home-based, rather than foreign-owned, MNCs. Elsewhere, foreign-owned MNCs are more to the fore. In Mediterranean countries, including Greece, Italy, Portugal and Spain, and also in Bulgaria, Romania and Slovakia, these MNCs display a noticeably higher incidence of second-tier (i.e. company) negotiations as compared to locally-based firms. While respecting the sectoral structure of collective bargaining, its impact is reduced by increasing the scope for decentralised negotiations.

Mechanisms which legally extend the provisions of sector (and cross-sector) collective agreements to all relevant firms, which exist in many of the countries concerned, act to prevent radical disruption to existing structures. Where they are absent (or rarely invoked) there have been some isolated instances of MNCs opting out of sector agreements (e.g. the Netherlands and Germany). Elsewhere there have been instances of MNCs circumventing specific sector agreements by switching employers' association affiliation to another sector (e.g. Austria, Belgium, Italy and Spain).

Under single-employer, company-based, bargaining arrangements, which characterise the UK and most of the central east European new member states, collective bargaining coverage is typically higher amongst MNCs than the private sector average. This is often reflected in the pace-setting role of MNCs in offering generally higher wages and better conditions. The Baltic states are the exceptions, due to the nature of the FDI involved (focussing on lower-added value sectors, such as forestry): collective bargaining coverage is lower and terms and conditions are no better than the local average. In this group of countries, there is evidence of pragmatic behaviour by some MNCs, which recognise unions and practice collective bargaining at longer established sites while opening new sites on a non-union basis.

Concerning the bargaining agenda, under both multi- and single-employer bargaining MNCs have been at the forefront of (usually company) agreements introducing variable payments schemes and more flexible working time arrangements in many countries. Also prominent on the company bargaining agenda has been restructuring, resulting in some innovative agreements.

The cross-border dimension of collective bargaining

Second, the use of cross-border comparisons is much more extensive in manufacturing than services, above all in the automotive sector. Amongst the service sectors, the use of comparisons is becoming increasingly apparent in financial services. The scope of these comparisons, covering labour costs, best practice and performance, is European or worldwide, depending on the specific product market. These

comparisons are widely used by management in local (company and plant) negotiations in manufacturing in most western European countries, and also in Slovenia, Hungary and Slovakia. The main impact on the outcome of local negotiations is the introduction of cost-saving and flexibility-enhancing measures, including concessions in working conditions, reductions in (company-specific) pay supplements and more flexible working time arrangements. Where a threat to relocate is involved, such measures are sometimes traded-off against guarantees from management to maintain production, and therefore employment, at the location in question.

Relocation

Third, the threat of relocation is a prominent area of controversy surrounding MNCs. Available research shows that relocations, actual and threatened, are not as widespread as public debate sometimes presumes, but they are significant nonetheless (accounting for about 5% of job losses through restructuring, according to the [European Restructuring Monitor](#)). Yet, the prospect of relocation can have significant repercussions for the collective bargaining agenda and outcomes, as indicated above. Negotiations and the resulting local agreements can indeed avert threatened relocation, but this is by no means always so.

The negotiations addressing the issues involved are nearly always local in their scope. Of the growing, although still modest, number of European-level framework agreements, only a minority address the principles which might frame cross-border restructuring, and no more than a handful have addressed specific restructuring decisions. On the trade union side, there is a growing, if numerically limited, number of instances of transnationally co-ordinated responses. In other cases, reflecting specific conditions, localised action (including political pressure and mobilisation as well as local negotiation) is sometimes considered more appropriate by the unions involved.

Overall, the study shows that, on the one hand, national collective bargaining structures seem robust and flexible enough to accommodate MNCs within them without major disruptions. Yet, on the other hand, and especially in internationalised product markets, the tensions between the international scope of MNCs' business operations and management decisions and the limited capacity of national collective bargaining arrangements to regulate them highlight the need – if collective bargaining is to remain a prominent form of labour market regulation – for developing the still embryonic transnational mechanisms of co-ordination and negotiation.

The full text of the comparative study on which this article is based is available to download at: <http://www.eurofound.europa.eu/eiro/studies/tn0904049s/index.htm>

Collective bargaining as a changing mode of labour market governance in Europe

This research, which commenced during 2009, explores the implications of the reorientation of collective bargaining to address questions of competitiveness, flexibility, employment security and sustainability for its character as a mode of governing labour markets. It forms one of four main projects which make up a programme of research on 'The governance of uncertainty and sustainability: challenges for labour market, industrial relations and social welfare policies in European countries' (GUSTO). The 3-year GUSTO programme, which is coordinated by Prof. Colin Crouch of WBS' Governance and Public Management group, is financed by the European Commission's 7th Framework Programme. The collective bargaining research involves collaboration between Paul Marginson, Colin Crouch, Dorothee Bohle (Central European University, Budapest), Luigi Burrioni (University of Teramo) and Maarten Keune (University of Amsterdam). Manuela Galetto joins the project in January 2010 to work with Crouch and Marginson at Warwick. Guglielmo Meardi's work on a project on migration under the same research programme is reported under Theme 2 below.

The changed focus of collective bargaining entails both substantive and procedural consequences. Substantively, these include pressures to moderate real wage increases, enhance flexibility in various ways – quantitative, qualitative, temporal and financial - and address questions of employment and security. However, the balance between distributional outcomes, involving workforce concessions, and integrative ones, under which all parties

secure gains, remains unclear. Unclear also is the extent to which environmental issues are being addressed. Procedurally, the main pressure has been for a decentralisation of arrangements, in particular providing greater scope for bargaining at company level under the multi-employer bargaining arrangements that continue to prevail in much of western Europe. Indeed, decentralisation within these systems in some countries appears to have reached the point where their sustainability as instruments of coordinated labour market regulation is now open to question. At the same time, central eastern Europe's collective bargaining systems have surpassed many of their western counterparts in their quest for decentralisation, flexibilisation and competitiveness, bringing added pressure to bear via 'regime competition'.

The features which underpin the differential governance capacity of collective bargaining systems to address these changes are not well understood. The research will proceed by focusing on developments in two sectors, metalworking and health services, across each of eight EU countries selected to cover variation in key aspects of arrangements for collective bargaining and workforce representation (single- or dual-channel).

Theme 2: Equality, inequality and diversity in employment

The involvement of stakeholders in diversity management

Findings from a programme of interviews with diversity practitioners in over fifty organisations, undertaken as part of this European Social Found resource project, were presented in a previous report. Anne-marie Greene and Gill Kirton (Queen Mary, University of London) have now published a book, *Diversity Management in the UK* (Routledge), which draws on and analyses the extensive findings of the study. The completed research involved in-depth organisational case studies, interviews, observation and documentary data from 57 UK organisations. The book, which includes chapters by Deborah Dean and Chris Cregan (National Centre for Social Research) who were also involved in the project, provides a critical analysis of the central tenets of diversity management and how private and public sector organisations are responding to the concept. Through the perspectives of multiple stakeholders, it identifies key challenges for, tensions within and dilemmas of diversity management. These include ways in which diversity management threatens to marginalise trade union involvement and to weaken employee voice as compared to longer-established equal opportunity practice.

Migration and different European social models

Guglielmo Meardi started working on a project on migration, as part of the European Commission-funded research programme on 'The governance of uncertainty and sustainability: challenges for labour market, industrial relations and social welfare policies in European countries' (GUSTO) (see above). The project explores the interaction between migration and different European social models. This interaction needs to be understood as a two-way relationship. First, migration affects labour markets and welfare systems of European countries by redistributing uncertainty related to job careers, working conditions, sustainability of the pension system etc. But at the same time, differences in a) labour market regulation and b) migration policies (existence of quotas, etc.), shape the way in which risk is distributed in society following the arrival of migrant populations. In other words, the impact of migration on the uncertainty different groups in the labour market are exposed to is mediated by pre-existing labour market regulations and institutions as well as by current migration policies. Accordingly, the central concern is the analysis of these interactions as well as the policies and governance mechanisms put in place in order to distribute uncertainty. Empirical work has started on a comparative study of migrants' labour market trajectories in Spain and Britain. Meardi presented a position paper on the link between intra-EU migration and European employment policies at a workshop of the International Sociological Association in September.

Theme 3: Small firms and employment relations

Employment relations in small firms

The year saw the publication of two papers based on the work described in previous annual reports and funded by the ESRC through the Advanced Institute of Management Research (AIM). Work proceeded on a further paper which is currently under consideration with a journal. A small bid was submitted under an AIM initiative to develop the practical implications of the AIM research. The new study would take the conceptual model of the small firm that the researchers developed and engage with a sample of firms and business advisers to test out its practical value.

As also previously reported, Edwards and Sen Gupta also co-operated with colleagues in WBS's Centre for Small and Medium-sized Enterprise and with Prof. Robert Blackburn (Kingston) on a study of job quality in small firms, using the 2004 Workplace Employment Relations Survey. This paper will be published in 2010 in the American journal *Human Resource Management*.

Edwards also continued his co-operation with Prof. Monder Ram. This comprised two main activities. First, they wrote a paper comparing and contrasting US and UK traditions of analysis of employment relations in small firms. They also produced two textbook chapters on this topic. Second, Edwards continued to offer advice on two projects led by Ram on small ethnic minority businesses; these projects will form the basis of further research.

Theme 4: Evolving forms of employee representation and 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, 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, as did Jane Parker until her move to New Zealand in 2008. The research is co-sponsored by the Department for Business, Innovation and Skills (BIS), 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. Funding for the project continues until the end of May 2010.

Reflecting the phased implementation of the ICE Regulations, the research has involved three waves of longitudinal case studies. Case studies begun in 2006 in 13 private sector organisations with over 150 employees were completed in 2008/early 2009. A second wave of case studies began in 2007 in eight organisations with 100-149 employees, and a third and final wave of four case studies started during 2008 in organisations with 50-99 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 have been tracked over a two-year period. An initial research visit focused 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 was 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 were also undertaken in the interim. For the 'wave 3' case study organisations, a shorter, two-stage research programme applied as the project ends in May 2010. The initial research visit has been followed by a final update one year later. Both of these stages are followed by an employee survey

In December 2009, the research team published two further reports from the project in the BIS employment relations research series. The first highlighted key findings from the completed case studies in the 12 surviving wave 1 organisations (the other one having gone into administration). These are summarised in the box below.

Implementing information and consultation: evidence from longitudinal case studies in organisations with 150 or more employees

The case study organisations

The 12 organisations covered in the research ranged in size. Four were large with over 3,500 employees while five had 750 employees or below. Some larger organisations had established employee forums at a number of sites and in three there was a hierarchy of local, national and international information and consultation (I&C) bodies. Trade unions were recognised in seven cases. In one case union membership was high at around 80% while in others there was a range of levels of minority membership. In seven cases the I&C bodies had been elected or selected by all employees while in six cases where unions were recognised the unions had seats on the 'hybrid' employee forum (one company using both types of arrangement at different sites).

The experience of consultation

In every case, there had been actual or planned strategic decisions with significant impacts on employment or work organisation. The approach managements took towards consultation varied markedly. On the basis of the longitudinal evidence a three-way classification was developed.

- Group A were 'active consulters', regularly presenting business results to the I&C body and, often in confidential meetings, discussing strategic decisions. Of these, two were pro active in taking anticipated decisions to the I&C body and engaging in discussions with 'a view to reaching agreement'. Three other organisations provided explanations for a decision and answered questions from employee representatives. These discussions usually took place before any announcement was made.
- Group B used the I&C body primarily for communication purposes rather than consultation as such. Business results and strategic issues rarely featured on the agenda, and any discussion of major decisions usually followed their wider announcement. The role of the employee representatives typically involved reporting the decision to their constituents and feeding back concerns. In addition, representatives raised items themselves, usually human resources and housekeeping matters.
- Group C covered two cases where the employee forum had become defunct, not having met since 2007.

Explanations for the different approaches to consultation

The different approaches to consultation are related to the way senior management envisaged the role of the I&C body and this in turn influenced the effectiveness of the body as a consultative partner. Where management took them into their confidence, as in Group A companies, the employee representatives had usually developed, with management support, means of communicating with each other between meetings and had, in the case of the two most pro-active consulters, worked on considered responses to management proposals. In contrast, among the Group B organisations that emphasised the communications role, it was usual for representatives to meet only at formal meetings of the I&C body, with little interaction in between. There was little experience of collective endeavour and scant opportunity to develop it. This led in some cases to a high turnover of representatives and difficulty in

getting replacements. Management were often critical of the way the forums operated. In some cases they had taken action to seek to regenerate enthusiasm. The ability of employee representatives to construct strong organisations capable of contributing to effective consultation reflects above all a managerial preparedness take consultation seriously and value the contribution made by representatives.

Senior managers in both Groups A and B were committed to the I&C body, seen in the regularity of meetings, the attendance of senior managers and, in most cases, the provision of training. This support reinforces the conclusion that the differences in the practice of consultation emanated from active management preferences around the meaning of consultation rather than from inactivity and decline through neglect. Sustainability came from the experience of the consultative process involving the raising of expectations as to the effectiveness of consultation and then meeting them. This was the experience, to varying degrees, of the 'active consulter' organisations.

In the two cases where the I&C was defunct, management had lost interest in it especially as it was not serving their interests. In part the inability of the employee representatives to play an active role was blamed but the conditions for them to do this did not exist.

Individuals were influential in a number of cases. Management 'champions' were pushing the consultation process in some cases as they had from the start. The two most pro-active consulters had full-time lead representatives on the employee side. As a consequence, informal contact between these representatives and senior management was frequently aided by high levels of mutual trust. In another of the active consulters the external trade union official worked closely with senior management leading to useful initiatives, for example allowing the union representatives on the I&C body to hold pre-meetings.

The influence of unions on the consultative process where they were recognised was similarly shaped by the importance they attached to consultation. Where they were the dominant player by virtue of substantial membership they added consultative activities to their collective bargaining role. Where they had low membership and few seats on the I&C body they sought to preserve their collective bargaining role outside the I&C body and ensure that individual discipline and grievance issues were handled exclusively by them. In contrast to the time when the I&C bodies were established, two years later this pattern of behaviour no longer caused friction and was accepted by all. There was no evidence that the existence of I&C bodies had either reduced or enhanced the presence or effectiveness of trade unions, where already recognised.

The ICE Regulations have been of only limited significance in terms of influencing the practice of consultation, although they had had some catalytic effect when the I&C bodies were established. The range of I&C practice is facilitated by the Regulations' flexibility and their policy of promoting organisation-specific I&C arrangements. As a public policy benchmark, the indirect influence of the Regulations' default provisions appears to have been negligible.

The employee survey

Surveys of all employees were undertaken following the initial research visits and again at the end in nine of the 12 organisations. While the response rate was low in some cases, perhaps reflecting indifference on the part of employees, the surveys did provide useful indicators of how the I&C bodies were becoming embedded. In summary, the most recent surveys showed:

- improved employee support for the I&C bodies. Overall, employees perceived the I&C bodies to be more helpful and awareness of them had increased;
- improvements in the perceived effectiveness of employee representation in most organisations;
- continued strong and extensive use of direct forms of communication. In particular, meetings with managers (formal and informal) are valued highly in nearly all organisations;
- a mixed picture on how employees judge the seriousness with which senior managers approach their involvement and consultation activities;
- increased employee commitment in almost half the organisations, with reduced levels in just under half; and
- consistent improvements in most employee attitudes at the two pro-active consulters.

The full text of the research report on which this summary is based is available to download at: <http://www.berr.gov.uk/files/file53962.pdf>

The second report presented findings from the research in the smaller, medium-sized case study organisations, drawing on continuing research in six surviving wave 2 case study organisations with 100-149 employees as well as initial case reports and employee surveys covering four wave 3 organisations with 50-99 employees. There was little difference attributable to workforce size in the nature and experience of the information and consultation arrangements of the organisations in these two size bands. However, compared to the larger organisations that were the focus of wave 1 of the research, information and consultation practice in the medium-sized organisations exhibited greater informality, involving less-detailed constitutional provisions, a lower incidence of contested elections for employee representatives, fewer 'strategic' issues being tabled for discussion by management and a greater reliance on employee-raised, largely housekeeping issues to make up the agenda. A minority of information and consultation bodies in the medium-sized organisations were the forum for 'active consultation'; most were used largely for 'communications' and fielding employee concerns.

Fieldwork during 2009 consisted of final research visits in the wave 2 case study organisations, and update reports in respect of the wave 3 organisations based on telephone interviews. In some cases the fieldwork has continued into 2010. Where possible, final employee surveys were carried out, or are scheduled, in the wave 2 and wave 3 organisations. Drafting of final case reports will be completed during the first quarter of 2010, along with the remaining employee surveys. These will provide the basis for overview reports of key findings from the final year of the research.

In August, Michael Terry and John Purcell presented a paper by the research team at the 15th World Congress of the International Industrial Relations Association in Sydney, focusing on whether the impact of the ICE Regulations had been 'legislatively-prompted voluntarism'. The paper argued that, although the emphasis in the Regulations is on agreed I&C arrangements or adherence to minimum standards, where employees and unions are reluctant to initiate the Regulations' procedures, the scope for unilateral managerial action – or doing nothing – remains wide. The paper concluded that, while the Regulations have had some influence, the outcome has not so much been 'legislatively-prompted voluntarism' as 'legislatively-prompted unilateralism', enabling management to shape the I&C arrangements introduced with little employee input and determine the nature and focus of the I&C process.

Evaluating ten years of training trade union organisers

Two articles drawing on the findings of this project by Melanie Simms and Jane Holgate (London Metropolitan University) were accepted for publication, and will appear during 2010. As described in the 2008 report, the research involved a series of in-depth interviews with and a survey of graduates of the Trade Union Congress' Organising Academy ten years after it was established. It was funded by the Nuffield Foundation. In an article to appear in the International Journal of HRM, Simms and Holgate report evidence that trained organisers continue to be influential within their unions, but that many (although by no means all) get stuck in relatively junior positions because of the lack of a specialist career structure. This inevitably constrains their influence. The division between 'servicing' and 'organising' functions is an almost inevitable consequence of the establishment of a separate, specialist organising role and can also cause tensions and constrain the spread of organising practices within unions. Despite this, there is evidence of widespread adoption of basic organising practices within unions, although more strategic organising is still far less common. More widely, there is strong evidence of organisers developing new and influential networks between unions, and of individual unions implementing specialist organising training. In a forthcoming article in *Work, Employment and Society*, Simms and Holgate address the broader issue of the end objectives of organising activity. Many unions tended to see organising as a 'toolbox' of practices rather than as embracing an underpinning political

philosophy or objective. Similarly, those studying these developments have tended to evaluate organising outcomes against whatever objectives unions have set themselves. The more fundamental issues of what organising is 'for' has rarely been broached by unions themselves or those researching them. Simms and Holgate examine the political dynamics of organising and demonstrate the need for a more robust notion of power and the centrality of worker self-organisation in organising objectives.

Theme 5: Legal regulation of the employment relationship

The enforcement of individual legal rights

Linda Dickens has begun preliminary work developing a project concerned with the effective enforcement of individual legal rights. An invited workshop on this theme is to be held during 2010 assisted by a small grant from WBS. The developing research project seeks to build on existing studies to consider the nature, relative utility and appropriateness of various judicial and non-judicial enforcement approaches; to develop a grounded framework for evaluating the potential and 'effectiveness' (a concept to be critically developed) of different types of approach, identifying mediating and influencing factors.

Dickens explored aspects of this topic in her paper delivered to the IIRA World Congress in Sydney, August 2009 entitled 'Delivering fairer workplaces? the enforcement of employment rights in Britain'. Acknowledging that law is only one (incomplete) mechanism for delivering fairer workplaces, and one affected by its interaction with other structural and contextual factors, she argued that nonetheless legal rights can play an important role, and that the effectiveness of enforcement matters. The paper suggests that in Britain too much weight is placed on individuals having to assert and pursue their rights (particularly in the light of changed labour market and employment contexts) and too little weight is placed on agency enforcement and on encouraging pro-active employer action to deliver fairness at work. Furthermore, opportunities to enhance the regulatory capacity of the state are not being taken, and problems arise from the absence of a collective dimension to rights enforcement.

Other research

Emotion and embodiment in research

In August, Deborah Dean co-organised the final seminar in the ESRC seminar series 'Emotion and Embodiment in Research' at Warwick's Venice site, the Palazzo Pesaro Papafava. This was a day-long interdisciplinary seminar, centred on papers given by academics from Oxford, Goldsmith's, Aston, Lancaster and Warwick. The disciplines represented included medical anthropology, criminology, performance studies, as well as industrial and organization studies, and involved discussion of researching in prisons and of physical realities of state censorship of fieldwork. The seminar included participants from France, Italy and Thailand as well as the UK. Dean and her co-organisers have been invited to edit a Special Issue of the *International Journal of Work, Organisation and Emotion* on the issues arising from the seminar series, and the call for papers was announced in January 2010.

Workplace employment relations

For July and August, Paul Edwards was a visiting professor at the business school of the University of Newcastle, New South Wales, a visit funded by a grant from the British Academy. This period was used for two main purposes. First, preliminary work was conducted on a potential new study of work relations in the aluminium industry; this work included visits to 2 aluminium smelters in Australia. This study would build on previous work by Edwards and others at the level of the workplace. The new study would take a particular focus on the ways in which workplaces are integrated into global production networks; in

other words, it would place workplace-level analysis in a wider consideration of production systems. Colleagues at Newcastle and elsewhere hope to take the lead in this study.

The second task was work on a conceptual paper – together with Jacques Bélanger – on forms of workplace compliance, conflict, and ‘cynicism’. This paper builds on the authors’ recent journal papers. It shows how these three aspects of workplace relations can be located theoretically, and it illustrates its argument with examples including the ‘fiddles’ and self-interested practices of managers involved in the global financial crisis. A version of the paper was submitted for the 2010 Academy of Management annual conference.

In addition to this activity, Edwards gave seminars at Newcastle and at the Universities of Melbourne and New South Wales. Five presentations were made.

Well-being at work

As described in previous reports, Paul Edwards participated in a study led by the Warwick Medical School on occupational health and employee well-being. During the year, a paper was presented at the BUIRA annual conference; it is now under review with a journal. One of the research team, Kay Greasley, joined WBS’ Industrial relations and Organisational Behaviour Group as a Teaching Fellow before moving to a lectureship at Lancaster University. Edwards and Greasley co-ordinated a European Working Conditions Observatory (EWCO) comparative study on the management of attendance and well-being; this will be published in 2010.

Critical realism in action

At the end of 2007, Paul Edwards was instrumental in launching the Critical Realism in Action Group. This group organized several seminars in 2008 and 2009. A team of three people, led by Edwards, was successful in winning an ESRC seminar series. The first of these seminars was held at Warwick in December; it attracted about 50 participants. Three further seminars will be held during 2010.

Industrial relations and the crisis in the auto sector

Thomas Fetzner compiled the UK report for a comparative six country study of industrial relations in the auto sector during the recent economic downturn, coordinated by Roberto Pedersini (University of Milan) and financed by the European Foundation for the Improvement of Working and Living Conditions. The empirical data are based on interviews with employer and trade union representatives both at sector and company level, as well as with government representatives responsible for the auto sector. A workshop to discuss the preliminary results of the project took place in Dublin in November 2009, and the final project report will be finalised in early 2010.

The findings for the UK suggest that, as in other countries, the automotive industry has been among the hardest hit sectors by the crisis. This has prompted significant and ongoing restructuring involving the reduction of employment levels and the readjustment of company-level industrial relations. All major manufacturers have introduced measures to deal with production cutbacks, employing a varying mix of temporary and permanent lay-offs, as well as temporary short-time working. In most cases employers and trade unions appear to have dealt with these challenges in a cooperative way. For example, in April 2009 trade unions at Jaguar Land Rover agreed to a pay freeze and move to a four-day week, in exchange for a management guarantee not to resort to compulsory redundancies over the next two years. At Toyota management-union agreement was reached over a ten percent cut in pay and working time that is to last until March 2010. However, there was significant controversy over lay-offs of temporary workers in BMW’s Mini factory. The situation at Vauxhall has been characterised by a great deal of uncertainty due to protracted negotiations over the future of the European operations of General Motors. Overall, industry actors are cautiously optimistic about the future outlook although much depends on how demand will develop after the end of the scrappage schemes introduced in many European countries.

Doctoral research

IRRU staff continued to supervise a number of doctoral students researching topics in industrial relations during 2009. The students are registered under WBS's doctoral programme. The nine students concerned, and the topics of their research, are listed in Appendix B.

In September, IRRU hosted the annual European Doctoral Workshop in Industrial Relations. Bringing together doctoral students and academic staff from seven European institutions (including Warwick) and also from Cornell University, USA, for presentation and intensive discussion of students' work, this was the sixth such workshop. Fourteen students presented papers over two days, each of which was initially commented on by a student and an academic from another institution. Two of IRRU's doctoral students, Christina Niforou and Emma Stringfellow, presented papers and a further two, Michael Frize and Juan Lopez-Catalero, participated in the sessions, as did Paul Edwards and Paul Marginson. An innovation for the 2009 workshop was the participation of students and a member of academic staff from Cornell, building on IRRU's developing relationship with Cornell's Industrial and Labor Relations School. Cornell had previously hosted a bi-lateral Cornell-Warwick doctoral workshop in 2007, as reported two years ago.

European observatory network

During 2009, 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. The output is aimed primarily at practitioners and policymakers at national and EU levels and is published on-line. A consortium consisting of IRRU and the Institute of Employment Studies (IES) 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 its 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 2009, the UK's input to EIRO continued to be co-ordinated and edited by Mark Hall and Thomas Prosser, who were also responsible for writing a proportion of the required material. Other IRRU members and UK researchers also provided information updates and 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 2009, UK input to EWCO was co-ordinated and edited by Thomas Prosser, who is also responsible for writing a proportion of the required material.

IRRU has been the UK contributor to the ERM (<http://www.eurofound.europa.eu/emcc/erm/index.php>) since 2006. 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, some 339 ERM factsheets were written by Sophie Gamwell, Benjamin Hopkins and Christina Niforou – a notable increase over previous years reflecting the impact of the recession. National contributions to *comparative analytical reports* are also required.

Under its joint contract with IES to coordinate EU-wide comparative analytical reports for the observatories, IRRU was responsible for eight during 2009: 'Collective bargaining in multinational companies' (by Paul Marginson and Guglielmo Meardi), 'Individual disputes' (John Purcell), 'Absence management' (Paul Edwards and Kay Greasley) and 'Developments in employers' organisations', 'Industrial relations developments in Europe 2008', 'Working time developments 2008', 'Pay developments 2008' and 'Trade union membership 2003-8' (all by Mark Carley).

A comprehensive listing of IRRU's inputs to the three observatories during 2009 is contained in Appendix C.

In the summer of 2009, Mark Hall was responsible for drawing up new tenders to continue providing information and analysis to the observatory network on behalf of the UK for the four years commencing March 2010 and, in conjunction with IES, to continue coordinating comparative analytical reports on key EU-wide topics over the same period. At the end of the year, IRRU heard that both these tenders had been successful.

3 PUBLICATIONS AND PRACTITIONER ENGAGEMENT

The findings of IRRU's research are addressed to the academic and to the 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 disseminate research findings, and draw attention to their implications, in publication outlets (electronic and hard copy) which are oriented towards practitioners. Findings are also disseminated through presentations by IRRU staff 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

A full list of the publications of IRRU staff and the papers they presented at academic conferences during 2009 is provided in Appendix C. The publications included 6 books and reports, 8 articles in 6 different refereed journals and 14 chapters in edited books.

The third edition of 'Industrial Relations: Theory and Practice' was completed by the editors, Trevor Colling and Michael Terry, and went to press in the autumn of 2009. It will be published by Wiley in early 2010. The volume provides authoritative overviews of industrial relations policy and practice from leading researchers, including many based at Warwick. The chapters contributed by IRRU authors are listed under 'forthcoming publications' in Appendix C. The structure of the volume is outlined in the box below.

Industrial Relations: Theory and Practice (3rd edition).

Edited by Trevor Colling and Mike Terry, the 2010 volume contains eighteen chapters. Each chapter stands as an authoritative analysis in its own right and the whole knits together to provide a comprehensive overview of industrial relations in the UK after more than a decade of Labour government.

The chapters fall under five major headings. The first establishes explicitly the international context within which British workplaces are developing, a theme which then runs through many contributions. Chapters by Crouch and Hyman locate UK industrial relations within comparative contexts – of labour market dynamics and of European politics and regulatory frameworks respectively. The subsequent four sections address the key dimensions of the subject, looking in sequence at actors, contexts, processes and outcomes.

Commentary on the industrial relations *actors* goes beyond mere description to establish connections between workplace developments and changes in institutions, regulation, and competition. The chapter by Sisson and Purcell locates its analysis of managerial action firmly within changing structural and financial environments. Heyes and Nolan review conceptualisations of the state in industrial relations and recent developments in policy and structure. Similarly, analysis of trade union decline provided by Simms and Charlwood argues for an analytical approach, identifying sources of power and linking actors to contexts.

Britain's now permissive 'system' of industrial relations has created enormous scope for variation in employment practice, a theme explored in the section on *context*. Arrowsmith, for example, finds quite different approaches across the 'private sector' and urges analysis that recognises conditioning factors that vary by sector. These themes are echoed by Ram and Edwards, who examine presumptions about 'small firms' and advocate greater sensitivity to their location within different product markets and organisational networks.

The chapters on *processes* illustrate vividly dramatic shifts in regulation that lie at the heart of changes in our subject over the last forty years. Marked decline in the coverage of collective bargaining, traced by Brown in the present volume, provides a stark contrast in the current climate. While accommodations between employers and their workforces is an enduring feature of the employment relationship, the formal processes through which they are achieved have changed very substantially. Some of the tensions and dynamics in this new regulatory context can only be understood by reference to its 'voluntarist' past but legal mechanisms and institutions now have wider roles in setting employment standards, as Dickens and Hall and Colling respectively make clear.

This is reflected in the final section on *outcomes*, which is conceived broadly to explore the interplay of regulation, social change, and developing workplaces. Contributions here examine the influence of industrial relations contexts on pay and working time, skills, and economic performance. Labour market participation has changed substantially over the last forty years as shifting industrial and regulatory landscapes have drawn more women in particular into workplaces. Dean and Liff reflect on the important implications for industrial relations theory and institutions.

Three papers were published during 2009 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. Most of the speakers are academics from other institutions; on occasion the speaker is a member of IRRU staff. During 2009 the series was coordinated by Melanie Simms, and involved eight seminars.

IRRU had a strong presence at the 15th (triennial) World Congress of the International Industrial Relations Association, held in Sydney in August. The conference programme featured eight papers authored or co-authored members of IRRU, including one by one of our doctoral research students. Linda Dickens co-chaired the track in the Congress programme, one of five, on 'Management, work and organisation'.

Practitioner engagement and dissemination

The spring 2009 issue of IRRU Briefing, compiled by Mark Hall, was circulated widely amongst the practitioner and academic communities. It carried features on the collaboration involving Paul Edwards and Sukanya Sen Gupta and colleagues in WBS' Centre for Small and Medium-Sized Enterprise on job quality, employee satisfaction and firm size; on the

results of the European survey of employment and conditions amongst professional actors undertaken by Deborah Dean; on the longitudinal research findings on information and employee consultation practice in 12 case study organisations, by Mark Hall, Sue Hutchinson (University of West of England), Jane Parker, John Purcell and Mike Terry; and on wage flexibility in Europe, by Jim Arrowsmith and Paul Marginson.

The eighth annual Warwick-Acas public lecture in honour of Sir Pat Lowry was given by Kieran Mulvey, Chief Executive of Ireland's Labour Relations Commission in March. The lecture was generously hosted by the EEF in London, and delivered to an invited audience of leading employment relations practitioners and academics. Titled 'Ireland, the UK and the Legal and Voluntary Framework for Dispute Resolution', Kieran Mulvey ranged widely over the development of employment standards in currently challenging economic contexts. The financial and economic crisis seemed likely to deepen and accelerate current trends towards 'juridification', the ever closer involvement of the state and judicial bodies in dispute resolution in the workplace. These trends are apparent throughout Europe, in different ways and from different starting points. Mulvey argued that it is necessary to ensure, however, that developing systems remain fit for purpose in that they are streamlined, simple to use, and thereby effective. Of particular importance to public policy is the balancing of collective and individual entitlements. This is something that the law and legal reasoning finds difficult, a theme Mulvey illustrated with reference to current case law.

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. A successful half-day briefing event, for HR managers, trade union officers and other industrial relations specialists, on 'Smarter Working' was held in the spring. Presentations included case studies of successful implementation of smarter working practice, involving flexible and teleworking arrangements and an overview of the issues involved. A second event, scheduled for the autumn, on 'Negotiating the recession – and beyond', had, however, to be cancelled due to lack of numbers registering to participate. As the Forum moves into 2010, its steering group – whose members include Mark Hall and Paul Marginson - are engaged in a review aimed at successfully re-invigorating the briefing sessions and strengthening the Forum's impact on, and role in, regional policy-making.

Deborah Dean's report, presenting and analysing the 2008 European-wide survey of the employment and conditions of professional actors that she undertook for the International Federation of Actors, was launched in Brussels and presented to the UK Minister for Culture in January. In February an Early Day Motion prompted by the study was tabled in the House of Commons by Janet Anderson MP. In September, Dean's report and its findings featured in a major report issued by the European Commission's DG for Employment, Social Affairs and Equal Opportunities titled 'The role of NGOs and trade unions in combating discrimination'. In December, Dean was invited to attend an Executive Council meeting of Equity (the entertainment industry trade union) in relation to its campaign 'Manifesto for Theatre'. This has resulted in a collaboration with Dr Wallace McDowell (University of Nottingham) on a study of change and adaptation in subsidised theatre.

In his role as a member of the Expert Panel of the UK Commission on Employment and Skills, Paul Edwards contributed a paper to the Commission's 'praxis' series, on skills in small firms.

Paul Edwards and Paul Marginson met with David MacLeod in April, whilst he was in the process of collecting evidence for his report on 'Employee Engagement' commissioned by the Secretary of State for Business, Innovation and Skills. The report, for which John Purcell acted as an adviser, was published in the autumn. Purcell gave a series of keynote presentations on employee engagement to policy and practitioner audiences throughout the year, including the government's 'Employee engagement' summit in April, a CIPD

conference on the issue in June and – following publication – the East Midlands Employment Relations Forum in October and the Investors in People annual conference in December.

Paul Marginson was a commentator, and gave a keynote presentation, at the expert seminar convened by the European Commission to present and discuss its 2008 Industrial Relations in Europe. The seminar, attended by an invited audience of leading academics from across Europe, was held in Amsterdam in February. In July, Marginson participated in an expert roundtable at the annual SASE conference, held in Paris, on the implications of the financial and economic crisis for organised labour. The contributions to the roundtable will be published in *Socio-Economic Review*. Marginson presented a paper on multi-level governance and the European social dialogue in October, at a high-level roundtable organised by an EU-funded research team based at ENS-Cachan (Paris) and the Catholic University of Louvain in cooperation with the European Economic and Social Committee (EESC). Participants at the roundtable, which was held at the EESC in Brussels, included employer and trade union representatives on the EESC, Commission officials and academics.

Melanie Simms participated in a policy planning meeting convened by the TUC in July, on union revitalisation in the recession. Simms also participated in the 'Union Summer' conference, held at IG-Metall's Sprockhoevel training centre near Hanover in Germany. The conference was attended by some 600 trade unionists from three trade unions, IG Metall, IG Bau and Ver.di.

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 2009, are listed in Appendix D.

During 2009, two funding applications to underpin IRRU's contribution to cross-national, comparative analysis of surveys of employment practice in multinational companies were successful. One, an ESRC award, provides research and technical support, whilst the second, under the European Commission's Marie Curie scheme to facilitate international staff exchanges, will support study visits between the teams involved in the international study. Paul Marginson successfully tendered for the role of chief editor of the European Commission's Industrial Relations in Europe Report, 2010. The report will focus on industrial relations and social dialogue in a time of crisis. Paul Edwards, together with two colleagues from elsewhere, secured ESRC funding for a seminar series on 'Critical Realism'. Mark Hall led IRRU's successful bids for funding over a further four years, from March 2010, to supply UK and comparative analysis for the EU observatory network. IRRU supported Aristeia Koukiadaki in successfully applying for a Leverhulme Trust Early Career Fellowship, investigating the tensions between social rights and economic freedoms in the EU, which she will take up in April 2010.

IRRU's own income generating activities resulted in a £14,000 Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E) at the end of the 2008-09 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

Linda Dickens is a Deputy Chair of the Central Arbitration Committee, and continues her role as a member of the Acas Panel of Disputes Arbitrators and Mediators. She has been appointed as the Standing Arbitrator for GCHQ. Other new appointments in 2009 are to a panel of Independent Adjudicators for the West Midlands Police, and as Chair of the Partnership Committee of the British Print Industry Federation and UNITE, the Union. Dickens is also an advisory board member of the Working Lives Research Institute.

Paul Edwards continued his activities as Chair of the Social Science Group of the British Academy, and as a member of the Expert Panel of the UK Commission on Employment and Skills. He is also a member of the EPSRC's College of Assessors for research grants. Edwards continued to serve on BIS's Advisory Forum on the Impact of Employment Policy.

Paul Marginson is also a member of BIS's Advisory Forum, and joined the European Trade Union Institute's newly-established Advisory Group.

Guglielmo Meardi was awarded an ESRC Mid-Career Fellowship for 2 years from spring 2010, which will allow him to write a book on European comparative industrial relations.

John Purcell is a Deputy Chair of the CAC, and Strategy Adviser to Acas. He was an Adviser to the MacLeod Review on employee engagement, and continues as 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 and Anne-marie Greene 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*, *Industrial Law Journal* and *Employee Relations*. Paul Edwards is an Associate Editor of *Human Relations*. He serves on the Editorial Boards for *Relations Industrielles*, *Work and Stress* and *Work and Occupations*. Edwards and Paul Marginson are members of the International Advisory Board of *British Journal of Industrial Relations*. Marginson also serves on the International Advisory Board of *European Journal of Industrial Relations*. Guglielmo Meardi is a member of the Editorial Boards of *Work, Employment and Society* and *Industrielle Beziehungen*, and has joined the board of the newly-launched Warsaw Forum of Economic Sociology. John Purcell is a member of the Editorial Boards of *Human Resource Management Journal* and *Journal of Industrial Relations*.

Appendix A

IRRU Staff during 2009

Academic and Research Staff

Trevor Colling
Ardha Danieli
Deborah Dean
Linda Dickens
Paul Edwards
Manuela Galetto (from January 2010)
Thomas Fetzer
Michel Goyer
Anne-marie Greene
Mark Hall
Paul Marginson
Guglielmo Meardi
Gillian Morris*
Thomas Prosser
John Purcell
Sukanya Sen Gupta (from January 2010)
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
Jane Parker (Auckland University of Technology)
Valeria Pulignano (Catholic University, Leuven)
Helen Rainbird (University of Birmingham)
Monder Ram (De Montfort University)
Robert Taylor
Judy Wajcman (LSE)
David Winchester

Appendix B

Doctoral Researchers and Topics

Michael Frize†	Union Revitalisation and the Law: The use of legislation in revitalisation strategies in the UK
Benjamin Hopkins*†	The Use of Short Term Labour in Low-Skilled Manufacturing Jobs in the UK
Euk Hwan Kim	Mechanisms Linking HRM Practices to the Strategic Development of Knowledge Resources in MNCs
Jeong Hee Lee	Trade Union Response to Changes in Employment Relations toward Indirect Employment: Comparative study of Korea and the UK
Juan Lopez-Cotarelo	The Effects of HR Discretion on Manager-Employee Relationships
Christina Niforou†	International Framework Agreements: Addressing the democratic deficit of the global governance of industrial relations?
Orestis Papadopoulos	The European Employment Strategy: issues in its implementation in Greece and the UK
Thomas Prossert†	The implementation of 'new phase' European Social Dialogue Agreements and Texts in European Member States
Emma Stringfellow†	A comparative study of the responses of Trade Unions in France, Germany and Sweden to the Discourses and Policies of Managing Diversity

* Hugh Clegg Research Studentship

† ESRC award

Appendix C

IRRU Publications during 2009

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

Books and Reports

- [S Deakin] and G Morris, *Labour Law*, Oxford: Hart, 914pp
- A Greene and [G Kirton], *Diversity Management in the UK - Organizational and Stakeholder Experiences*, London: Routledge, 274pp
- M Hall, [S Hutchinson], J Purcell, M Terry and J Parker, *Implementing Information and Consultation: evidence from longitudinal case studies in organisations with 150 or more employees*, Employment Relations Research Series No 105, Department for Business, Innovation and Skills, 78pp
- M Hall, [S Hutchinson], J Purcell, M Terry and J Parker, *Implementing Information and Consultation: developments in medium sized organisations*, Employment Relations Research Series No 106, Department for Business, Innovation and Skills, 48pp
- P Marginson and G Meardi, *Multinational Companies and Collective Bargaining European Industrial Relations Observatory comparative study*, 31pp
(<http://www.eurofound.europa.eu/eiro/studies/tn0904049s.htm>)
- J Purcell, [N Kinnie, J Swart, B Rayton and S Hutchinson], *People Management and Performance*, London: Routledge 228pp

Journal Articles and Book Chapters

- [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, 1-22
- 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, 'The point of industrial relations: rising to the challenges' in R Darlington (ed) *What's the Point of Industrial Relations: In Defence of Critical Social Science* Manchester: BUIRA, 60-67
- 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, 332-352
- [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, 176-200
- [G Dix], J Purcell and [S Clews], 'Acas and University research and teaching in employment relations' in R. Darlington (ed) *What is the point of Industrial Relations?: In Defence of Critical Social Science* Manchester: BUIRA, 122-130
- P Edwards, S Sen Gupta and [C-J Tsai], 'Managing low-skill workers: a study of small UK food manufacturing firms', *Human Resource Management Journal*, 19, 1, 40-58

- P Edwards, 'The employment relationship in strategic HRM', in J. Storey, P. Wright and D. Ulrich, (eds), *Routledge Companion to Strategic Human Resource Management*, London: Routledge, 27-42
- P Edwards and [M Ram], 'HRM in small firms: respecting and regulating Informality', in A. Wilkinson, N. Bacon, T. Redman and S. Snell, (eds), *The Sage Handbook of Human Resource Management* London: Sage, 524-40
- 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
- T Fetzer, 'Social Europe' as an answer to economic globalisation: the transformation of British and German employment relations in the 1980s and 1990s', in: A-C Lauring Knudsen, J R Poulsen and M Rasmussen (eds.), *The Road to a United Europe - Interpretations of the Process of European Integration*, Brussels: Peter Lang, 169-188
- T Fetzer, 'Europäisierung und Nationalisierung: Deutsche Gewerkschaftspolitik bei Ford und General Motors 1967-2000', *Archiv für Sozialgeschichte* 49
- M Goyer and [R Valdivielso], 'Corporate governance and the transformation of the electricity sector in Britain and Spain: the interaction between national institutions and regulatory choices', in T Arun and J Turner (eds.), *Corporate Governance and Development: Reform, Financial Systems and Legal Frameworks*, Edward Elgar: Cheltenham, 43-64
- A Greene, 'HRM and equal opportunities' in A Wilkinson, N Bacon, T Redman and S Snell (eds) *The Sage Handbook of Human Resource Management*, London: Sage, 231-244
- A Greene and G Kirton, 'Trade union perspectives on diversity management' in M Ozbilgin(ed) *Equality, Diversity and Inclusion at Work: A Research Companion*, Camberley: Edward Elgar, 265-271
- [G Kirton] and A Greene, 'The costs and opportunities of doing diversity work in mainstream organizations', *Human Resource Management Journal* ,19, 2, 159-175
- P Marginson, 'The transnational dimension to collective bargaining in a European context' *International Journal of Labour Research*, 1, 2, 61-74
- P Marginson, G Meardi, [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, 1, 27-47
- G Meardi, 'A pending social status: new Polish migrants in the West Midlands' in *Migration and Mobility in Europe*, Cheltenham: Elgar, 102-122
- G Meardi, P Marginson, [A Toth, M Stanojevic, M Frybes and M Fichter], 'Varieties of multinationals', *Industrial Relations*, 48, 3, 489-511
- [K Nergaard, J Dolvik], P Marginson, [B Bechter and J Aransz Dias], 'Engaging with variable pay', *European Journal of Industrial Relations*, 15, 2, 125-46
- S Sen Gupta, 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*, 26, 1, 26-55

Warwick Papers in Industrial Relations and other working papers series

- T Colling, 'Court in a trap? Legal mobilisation by trade unions in the United Kingdom' *Warwick Papers in Industrial Relations*, No 91, Warwick Business School, 30pp
- T Fetzer, 'Beyond convergence vs. path dependence: Industrial relations at Ford Germany and UK', Max Planck Institut für Gesellschaftsforschung, Working Paper 09/3

K Sisson, 'Why employment relations matter' *Warwick Papers in Industrial Relations*, No 92, Warwick Business School, 66pp

Shorter publications

J Arrowsmith and P Marginson, 'Wage flexibility in Europe', *IRRU Briefing* no 17, Spring

D Dean, 'The impact of gender and age on actors' employment', *IRRU Briefing*, no 17, Spring

P Edwards, 'Job quality, firm size and informality', *IRRU Briefing*, no 17, Spring

M Hall, [S Hutchinson], J Parker, J Purcell and M Terry, 'Employee consultation one year on', *IRRU Briefing*, no 17, Spring

G Meardi, 'Strikes against foreign contractors', *International Union Rights*, 16, 3, 9-10

K Sisson, 'Industrial relations and the employment relationship' in R Darlington (ed) *What's the Point of Industrial Relations: In Defence of Critical Social Science* Manchester: BUIRA, 44-45

Conference Papers and Presentations

D Dean, 'The body, society and the labour process as interrelated concepts', International Labour Process Conference, Edinburgh, April

L Dickens, 'Delivering fairer workplaces through statutory rights?' 15th IIRA World Congress, Sydney, August

P Edwards, Contribution to CRIMT Forum on Global Actors, Magog, Quebec, May.

P Edwards, 'The RAE and employment relations research', BUIRA Annual Conference, Cardiff, July.

[T Edwards], P Marginson, P Edwards, [A Ferner and O Tregaskis], 'A transnational logic in the management of labour in multinational companies?' SASE 2009 Conference, Paris, July

B Hopkins, 'Informal hierarchies amongst migrant workers in low-skilled food manufacturing jobs', International Labour Process Conference, Edinburgh, April

B Hopkins, 'The use of short term labour in low-skilled manufacturing jobs in the UK', 15th IIRA World Congress, Sydney, August

[J R Lamare, P Gunnigle], P Marginson and [G Murray] 'Multinationals union avoidance practices at new sites: Transatlantic variations' 15th IIRA World Congress, Sydney, August

[M Li] and D Dean 'Gendered employment opportunity and income in two low pay sectors', 15th IIRA World Congress, Sydney, August

P Marginson, 'European industrial relations model(s)' Expert seminar on the European Commission's 2008 Industrial Relations in Europe report, Amsterdam, February

P Marginson, 'European social dialogue: the challenges of multi-level governance' European Roundtable on Civic and Social Dialogue, Brussels, October

P Marginson, [J Lavalle, J Quintanilla, R Sanchez Mangas and D Adam] 'Transnational employee voice in MNCs' 15th IIRA World Congress, Sydney, August

G Meardi, 'Capital mobility, labor mobility, union immobility?' British Journal of Industrial Relations workshop in honour of Richard Hyman's retirement, London, May

G Meardi and P Marginson, 'Big players, different rules? Multinational companies and collective bargaining in Europe' SASE 2009 Conference, Paris, July

- [J Mohrenweiser], P Marginson and [U Backes-Gellner], 'What triggers the establishment of a works council?' 15th IIRA World Congress, Sydney, August
- C Niforou, 'International framework Agreements and company-level industrial relations: global commitments vs local practice', SASE, Paris, July.
- C Niforou 'International Framework Agreements and industrial relations governance: global rhetoric versus local realities', European Doctoral Workshop on Industrial Relations, Warwick, September
- T Prosser, 'The regulation of executive pay and the economic crisis' – International Labour Organization Conference on the economic crisis, Turin, November
- J Purcell, 'The meaning of engagement', Strategic HR in the Third Sector Conference, London, March
- J Purcell, 'Managing engagement during a recession', Employee Engagement Conference, London, April
- J Purcell, 'Employee engagement and organisation performance' CIPD Employee Engagement Conference, London, June
- J Purcell, 'Employee engagement after MacLeod', Investors in People Conference, London, December
- S Sengupta, [K Whitfield and A Pendleton], 'Employee share ownership and performance: re-estimation using WERS 2004', 15th IIRA World Congress, Sydney, August
- S Sengupta and [J Arrowsmith], 'The regulation and flexibility of working time: long working hours in the UK', 15th IIRA World Congress, Sydney, August
- M Simms, 'Appropriating the brand: union organising in front-line service work', European Academy of Management conference, Liverpool, April
- M Simms, 'Between market and society: reimagining union solidarities without class?' British Journal of Industrial Relations workshop in honour of Richard Hyman's retirement, London, May
- M Simms and [J Holgate], 'Organising lives: the personal challenges of promoting trade union renewal', British Universities Industrial Relations Association (BUIRA) Annual Conference. Cardiff. July
- K Sisson, 'Trends in conflict' at CAMS (the Changing Role of Conflict Resolution and Mediation Services in Europe) project conference, Acas HQ, June
- E Stringfellow, 'A study of the responses of trade unions in France to the discourses of Managing Diversity', European Doctoral Workshop on Industrial Relations, Warwick, September.
- M Terry, J Purcell, M Hall, [S Hutchinson] and Jane Parker, 'Towards a 'legislatively-prompted voluntarism'?: the impact of the UK Information and Consultation of Employees Regulations', 15th IIRA World Congress, Sydney, August

Research/ practitioner seminar presentations

- P Edwards, 'Critical realism and employment relations', seminar presentations at Universities of Newcastle and New South Wales, August.
- P Edwards, 'The diffusion of employment practices in MNCs: results of a representative survey', presentations to Universities of Newcastle, Melbourne and New South Wales, July and August.
- P Edwards, Contributions to workshops on Teamwork and on the effects of the recession', University of Newcastle, NSW, August.

P Marginson, 'European industrial relations model(s)' Expert seminar on the European Commission's 2008 Industrial Relations in Europe report, Amsterdam, February

IRRU/UK contributions to the European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO) and European Restructuring Monitor (ERM) submitted during 2009

EIRO information updates

- January 2009 Employment discrimination cases bolster gay rights: [A Broughton]
Government announces legislative plans for 2009: M Carley
Mixed UK reaction to European Parliament rejection of working time opt-out: M Hall
Retail sector hit by major redundancies: T Prosser
- February 2009 Energy sector hit by strikes over use of foreign workers: [A Broughton]
Government unveils unemployment package: M Carley
Dramatic rise in number of job losses: T Prosser
- March 2009 -
- April 2009 Gender pay gap in financial services twice the UK average: [A Broughton]
Landmark judgment extends scope of public sector agreements: T Colling
New employment legislation takes effect: M Hall Employers and unions lobby government over budget: T Prosser
Major job losses continue, but at lower levels: T Prosser
- May 2009 Equality Bill targets gender pay gap: M Hall
New report highlights major skills challenges for the UK: [J Payne]
- June 2009 Government sanctions small increase in national minimum wage: [D Adam]
Surveys highlight impact of recession on pay: M Hall
International trade union initiative to support Bangladeshi textile workers: T Prosser
- July 2009 Recession causing employers to modify employment practices: [A Broughton]
Employers propose 'alternative to redundancy' scheme: M Carley
British Airways seeks to cut staff costs: M Carley
New framework for workplace dispute resolution: L Dickens
Strike hits London Underground: T Prosser
- August 2009 Government brings forward review of default retirement age: [D Adam]
- September 2009 Factory 'sit-in' over loss of green jobs comes to an end: M Hall
48-hour limit on junior doctors' weekly working hours takes effect: M Hall
Social partners seek action on youth unemployment: T Prosser
Trade unions mobilise against pay and pension cuts: T Prosser

- October 2009 TUC calls for urgent revision of EU posted workers Directive: M Hall
 Government makes concessions to employers on employment law agenda: M Hall
 Employers issue business agenda for next UK government: T Prosser
 TUC targets homophobia in sport: T Prosser
- November 2009 Trade union welcomes General Motors' decision not to sell Opel: T Fetzter
 Legal challenge to UK retirement age fails: M Hall
 Strikes at Royal Mail called off as negotiations continue: M Hall
 Conservative Party seeks new UK opt-out from EU employment legislation: M Hall
- December 2009 Survey highlights employer responses to recession and employment regulation: M Hall
 Social partners react to planned public sector spending cuts: T Prosser

EWCO information updates

- May 2009 Impact of climate change on UK workplaces: T Prosser
 August 2009 TUC guidance on avoiding skin cancer for outdoor workers: T Prosser
 September 2009 Impact of recession on workplace training: T Prosser
 October 2009 Decline in employee absence and impact of the recession: T Prosser

ERM fact sheets

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

UK contributions to comparative analytical reports

- ERM – Case study of restructuring process: T Prosser
 EIRO – 2008 annual review: T Prosser
 EIRO – Annual update on working time: T Prosser
 ERM – Restructuring in the construction sector: T Prosser
 EIRO – Annual update on trade union membership: T Prosser
 EIRO – Annual update on pay: T Prosser
 EIRO – Collective bargaining in multinational companies: P Marginson
 Representativeness study – Footwear: T Prosser
 ERM – Addressing recession: T Prosser
 EIRO – Green workplaces: [A Broughton]
 EIRO – Posted workers: M Hall
 ERM – Bankruptcy cases: T Prosser
 Representativeness study – Catering: T Prosser

EIRO – Developments in employers’ organisations: M Carley
EWCO – Working poor: T Prosser
EIRO – Individual disputes: J Purcell
Representativeness study – Metal sector: T Prosser
EWCO – Information and consultation on health and safety in SMEs: T Prosser
EWCO – Absence management: P Edwards and [K Greasley]
EIRO – Gender pay gap: H Newell
Representativeness study – Public administration: T Prosser
Representativeness study – Education: T Prosser

Comparative analytical reports

EIRO – Collective bargaining in multinational companies: P Marginson and G Meardi
EIRO – Working time developments 2008: M Carley
EIRO – Industrial relations developments in Europe 2008: M Carley
EIRO – Pay developments 2008: M Carley
EIRO – Trade union membership 2003-8: M Carley
EIRO – Developments in employers’ organisations: M Carley
EIRO – Individual disputes: J Purcell
EWCO – Absence management: P Edwards and [K Greasley]

Forthcoming publications

J Arrowsmith and P Marginson, ‘Variable pay and collective bargaining in British retail banking’, *British Journal of Industrial Relations*, 48
T Colling and M Terry, (eds), *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell, 608pp
T Colling, ‘Legal institutions and the regulation of workplaces’ in T Colling and M Terry, (eds), *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell
D Dean and S Liff, ‘Equality and diversity: the ultimate industrial relations concern’ in T. Colling and M. Terry, (eds), *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell
L Dickens and M Hall, ‘The changing legal framework of employment relations’, in T Colling and M Terry (eds) *Industrial Relations Theory and Practice*, Oxford: Wiley Blackwell
P Edwards, ‘Skills and the small firm: evidence and policy implications’, UK Commission on Employment and Skills Praxis Paper.
P Edwards, ‘Developing labour process analysis: themes from industrial sociology and Directions for the future’, in C. Smith and P. Thompson, (eds), *Working Life: Renewing Labour Process Analysis*, Basingstoke: Palgrave
P Edwards, Extended book review of *The Sage Handbook of Industrial Relations, Work and Occupations*.

- P Edwards and S Sen Gupta, 'Industrial relations and economic performance', in T. Colling and M. Terry, (eds), *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell
- [T Edwards], PK Edwards, [A Ferner], P Marginson and [O Tregaskis], 'Multinational companies and the diffusion of employment practices', *Management International Review*, 50
- [A Ferner], PK Edwards, [T Edwards], P Marginson and [O Tregaskis], 'HRM structures and subsidiary discretion in multinationals', *International Journal Of Human Resource Management*, 21
- [J. Gardawski] and G. Meardi, 'Keep trying? Polish failures and half-successes in social pacting in P. Pochet, M. Keune and D. Natali (eds) *Social Pacts in the European Union*. Brussels: European Trade Union Institute, pp. 299-322
- M Hall, 'EU regulation and the UK employee consultation framework', *Economic and Industrial Democracy*
- [E Heery] and M Simms, 'Employer responses to union organizing' *Human Resource Management Journal*. 20: 1
- [G Kirton] and A Greene, *The Dynamics of Managing Diversity: A Critical Approach*, Third Edition, Oxford: Elsevier, 298pp
- P Marginson, 'New forms of cooperation, new forms of conflict' *Socio-Economic Review* 8, 2
- P Marginson and G Meardi, 'Multinational companies: transforming national industrial relations?' in T Colling and M Terry (eds) *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell
- P Marginson, PK Edwards, [T Edwards, A Ferner and O Tregaskis], 'Employee representation and consultative voice in multinational companies', *British Journal of Industrial Relations*, 48
- T Prosser, 'The regulation of executive pay and the economic crisis' in 'Labour Administration and the Economic Crisis' – edited by the International Labour Organization
- [Monder Ram] and P Edwards, 'Employment relations in small firms', in T. Colling and M. Terry, (eds), *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell
- M Simms 'Appropriating the brand: union organising in front-line service work' in M Brannan, L Parson and C Priola (eds.) *Branded Lives: The Production and Consumption of Identity at Work*. Edward Elgar.
- M Simms and [A Charwood] 'Trade unions: power and influence in a changed context' in T Colling and M Terry (eds) *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell
- M Simms and [J Holgate], '10 years of the TUC Organising Academy' *International Journal of Human Resource Management*.
- M Simms and [J Holgate], 'The organising model: an empirical critique' *Work, Employment and Society*. 24: 1
- K Sisson and J Purcell 'Management: Caught between competing views of the organisation' in T Colling and M Terry (eds) *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell
- [D Storey, G Saridakis], S Sen Gupta, P Edwards and [R Blackburn], 'Linking HR formality with employee job quality: the role of firm and workplace size', *Human Resource Management*, 49

M Terry, 'Employee Representation' in T Colling and M Terry (eds) *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell

[O Tregaskis], P Edwards, [T Edwards, A Ferner] and P Marginson, 'Transnational learning structures in multinational firms', *Human Relations*, 63

Appendix D
Research Funding

New, ongoing and completed grants during 2009

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
European Foundation for Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: information reporting services	€96,710	01/03/08- 28/02/09
European Foundation for Improvement of Living and Working Conditions (Mark Hall and [Andrea Broughton]) Network of European Observatories: analytical services	€114,700	01/03/08- 28/02/09
European Foundation for Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: information reporting services	€98,588	01/03/09- 28/02/10
European Foundation for Improvement of Living and Working Conditions (Mark Hall and [Andrea Broughton]) Network of European Observatories: analytical services	€134,964	01/03/09- 28/02/10
British Academy (Paul Edwards) Conference Grant – Institutions and Innovations in Work Organisation in Comparative Perspective	£3,434	01/04/09- 31/03/10
Department for Business, Innovation and Skills (Mark Hall) Information and consultation: longitudinal employer case studies	£156,127	01/06/08- 31/05/10
ESRC (Paul Edwards) Critical Realism in Action Seminar Series	£13,662	01/11/09- 31/10/10
European Commission (Paul Marginson) Industrial Relations in Europe Report, 2010 – Chief Editor	£44,918	01/10/09- 31/03/11
ESRC (Paul Edwards, Paul Marginson) Surveying Employment Practices of Multinationals in Comparative Context	£34,066	01/11/09- 31/10/11
European Commission FP7 (Paul Marginson, Guglielmo Meardi) GUSTO: Meeting the Challenges of Economic Uncertainty and Sustainability	£181,279	01/03/09- 28/02/12
European Commission (Paul Marginson) INTREPID - Employment Relations in Multinational Companies: Cross National Comparative Analysis	£8,640	01/02/09- 31/01/13
Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E)	£14,000	31/03/09

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 2009, WIRL's annual Gift Aid donation amounted to £14,000.