

Industrial Relations Research Unit  
Warwick Business School  
University of Warwick

**Annual Report, 2003**

## 1 INTRODUCTION AND OVERVIEW

IRRU houses the research activities of the industrial relations community at Warwick Business School (WBS). There are currently 17 academic staff in IRRU, most of whom are also members of the Industrial Relations and Organisational Behaviour (IROB) subject group of WBS, and two members of the research centre on Skills, Knowledge and Organisational Performance (SKOPE). IRRU has ten associate and visiting fellows. Current membership is listed in Appendix A.

The aims of IRRU are to continue 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 securing research funding to support the employment of existing and new dedicated research staff and thus maintain a critical mass of active researchers. The successful outcome of several funding applications during 2003 will enhance the scale and scope of IRRU's research activity over the next 2-3 years. In addition, our own income-generating activities have again enabled an existing contract to be rolled forward. As last year's report noted, achieving our aims also requires, keeping under review the ways in which IRRU engages with the policy and practitioner communities. This will continue to be a priority over the coming year.

Four main themes continue to frame IRRU's research. Research activity around each, detailed later in this report, has included several successful funding applications which will support new projects to commence in 2004. On **Europeanisation, internationalisation and comparative** research, wider implications of the findings from the ESRC-funded study of European dimensions to collective bargaining completed last year have been addressed; new ESRC-funded research on the impact on employment practice of inward investment into central eastern European countries has been launched; the funding proposal for a large-scale survey of employment practice in multinational companies operating in the UK was successful; and research on trade union representation of employee interests at transnational level taken forward. On **equality and diversity**, an ESRC fellowship is supporting new research on womens' groups in trade unions. Major funding applications to the European Social Fund for two projects on aspects of equal opportunities in the labour market were successful. The first will examine the implementation in practice of the business case for the employment of disabled people; the second will investigate stakeholder involvement in diversity management practices. Further new research on the organisational roots of productivity, funded under ESRC-EPSRC's Advanced Institute of Management (AIM), will substantially augment work under the **work organisation and management of change** theme. Continuing research on teamworking has focused on developing a theoretical framework for the study of teams. Another new study, on variable payments schemes and collective bargaining, funded by ESRC under a European Science Foundation initiative, will engage with change management. Crossing this theme and the fourth, the **legal regulation of employment**, continuing research on UK implementation of the EU's 2002 employee information and consultation directive has included completion of case studies in different kinds of organisation. A DTI-funded study examined the impact of employment law on small firms.

Public events during the year included the second annual public lecture in honour of Sir Pat Lowry, organised in conjunction with ACAS. It was given by outgoing TUC general secretary John Monks on changing trade union attitudes to Europe and the influence that the EU has had – and can have – on employment relations in Britain. At the request of the Department of Trade and Industry as part of the Government's second-round of consultation

on UK implementation of the EU's employee information and consultation directive, IRRU hosted one of a further series of regional roundtables, bringing together employer and trade union (and employee) representatives and industrial relations professionals with a minister in attendance. On publications and dissemination, the year opened with publication of the revised edition of IRRU's textbook, *Industrial Relations: Theory and Practice*. IRRU has continued in its role as UK national centre for the European Industrial Relations Observatory, which continues to attract increasing use from both practitioners and academics.

## **2 STAFFING**

There were few changes in staff personnel during 2003. Helen Newell left the University in September to pursue a change in career, having been a member of IRRU for more than 12 years. Sylvia Rohlfer, who was already a doctoral researcher in IRRU, became a staff member on taking up a half-time lectureship at WBS in October. Jim Arrowsmith was appointed to a 50 per cent lectureship from October 2003, continuing as a senior research fellow for the other half of his time. Secure funding streams enabled Mark Hall's two-year rolling contract to be rolled forward for a further 12 months to the end of September 2005.

Paul Edwards successfully applied for a 3-year fellowship under ESRC's Advanced Institute of Management initiative. His research on 'The Organisational Roots of Productivity' will formally commence in early 2004.

Emeritus Professor Keith Sisson joined ACAS in the newly-created post of Head of Strategy Development at the end of April.

Jacques Bélanger (Université de Laval, Québec) was a visiting fellow during September 2003.

## **3 RESEARCH PROJECTS**

### **Theme 1: Europeanisation, internationalisation and comparative**

#### ***EU enlargement into central and eastern Europe and industrial relations***

A new ESRC-funded research project, involving Guglielmo Meardi and Paul Marginson, commenced in July on employment practices in German- and North American-based multinational companies' operations in Central Eastern Europe. Focusing on the automotive supply sector in three countries – Hungary, Poland and Slovenia – the research will investigate the influence of both home- and host-country effects on employment practice, and the scope and extent of 'social dumping' arising out of relocation (or threats to do so). The research also aims to throw light on the broader implications of EU enlargement for the possible 'Europeanisation' or 'Americanisation' of industrial relations in Europe. The project, which involves collaborating with researchers in the three countries and at the Free University of Berlin, will include extensive fieldwork in twelve companies in Hungary, Poland and Slovenia during 2004. To undertake and support the fieldwork closely, Guglielmo Meardi has additionally received three research visit grants from the British Academy for periods of study at the Hungarian, Polish and Slovenian Academies of Science. A first project workshop was held in Berlin in September to discuss issues of access, case selection and methodology.

Dissemination of Meardi's earlier research on the implications of EU enlargement for industrial relations reported last year, which included a study of European Works Councils, included a plenary paper to the 13<sup>th</sup> World Congress of the IIRA in Berlin in September,

participation in a round table with two former Polish prime ministers and other high-level personalities in Rome in October and (at the beginning of January 2004) acting as a discussant at the American Industrial Relations Research Association's conference in a symposium on 'Central European industrial relations upon entry into the EU'.

A £5,000 research award to Meardi from Warwick Business School is being used to launch new research comparing national-level 'social pacts' in the 'old' and 'new' EU member states. A comparative pilot study on the experiences of Poland and Italy is under way, assessing the dominant view that the failure of social pact attempts in Poland is mainly due to the politicisation of trade unions. The comparative test with Italy, a country with equally politicised trade unions where, by contrast, a number of important social pacts have been signed, suggests that divergent employers' strategies and organisation are at least an equally important factor.

Meardi participated in a successful joint application to INTAS for a €300,000 research project on post-communist trade unionism led by Prof. Simon Clarke, of the Department of Sociology at Warwick. The project will run for three years, starting in January 2004, and will provide the first comparative test of the implications of the post-socialist legacy, at both state and workplace levels, across both Central Eastern Europe and the Commonwealth of Independent States. Primary research in Russia, Moldova, Belarus, Kyrgyzstan and Kazakhstan will integrate secondary research on the whole range of post-socialist countries, from Albania to Vietnam.

### ***Europeanisation of industrial relations***

The 2002 Report presented key findings from the study of the Europeanisation of collective bargaining funded under ESRC's One Europe or Several? programme. The research, involving Paul Marginson, Keith Sisson and Jim Arrowsmith, focused on the emerging European dimension to collective bargaining at sector and company levels in the context of the continuing trend towards decentralisation and was based on in-depth investigation of developments at the EU-level, in four countries and two sectors. ESRC's subsequent evaluation of the project's outcome graded it as 'Outstanding'. One reviewer commented that: 'This is an impressive achievement – few other, if any, UK-based industrial relations academics could have produced an analysis of such empirical scope and depth'.

During 2003, articles were published in *European Journal of Industrial Relations*, addressing the challenges to and changes in multi-employer, sector-level collective bargaining in the context of pressures for decentralisation and towards Europeanisation, and in *Industrielle Beziehungen* (the German Journal of Industrial Relations), exploring the role of leading multinational employers in re-shaping the relationship between sector- and company- level bargaining. The changing balance between the sector and company levels in collective bargaining was also the subject of a paper presented at the 13<sup>th</sup> World Congress of the International Industrial Relations Association in Berlin in September. A further article, published in *Industrial Relations Journal*, traced the growing role of benchmarking as a regulatory tool in industrial relations and sought to explain the reasons why. The potential and problems of benchmarking activity at different levels (micro, meso and macro) are the focus of a further paper to appear in the *Journal of European Public Policy* in 2004.

Informed by the analytical and empirical findings of this project, and by those of earlier studies of the Industrial Relations Implications of Economic and Monetary Union and Collective Bargaining over Employment and Competitiveness, Marginson and Sisson completed the manuscript of a book, *European integration and industrial relations: multi-level governance in the making*. The book, to be published by Palgrave/Macmillan in summer

2004, analyses the impact of continuing European integration on industrial relations institutions and outcomes. Its core argument is that the governance of industrial relations is increasingly multi-level. Developing relatively autonomously rather than by design, this multi-level framework is the product of responses by a range of national and supranational actors to the challenges of European integration. Cross-national influences are shown to mix with national ones and involve the European sector and company, as well as community, levels.

### ***European Works Councils***

The writing up of research findings from the IRRU project investigating the impact of European Works Councils (EWCs) in eight US- and UK-based companies – initially summarised in the 2001 Annual Report - was completed in early 2003. Two team-authored articles were accepted for publication. The first (Hall et al, 2003), published in *Human Resource Management Journal* in October, examines the relative salience of national, “country-of-origin” and “country-of-location” influences and structural, company-specific factors in shaping the role and character of EWCs. The second (Marginson et al, forthcoming), to appear in the *British Journal of Industrial Relations* in June 2004, investigates the impact of EWCs on the process and outcomes of corporate-level management decision-making. Variation in the nature and extent of EWC impact is explained in terms of the interaction of structural factors, such as business focus, management organisation and pre-existing industrial relations structures, and agency factors, including management policy and the cohesion of employee representatives. In addition, Hall and Marginson co-authored a chapter reviewing the experience of EWCs to date for an edited collection on employee participation to be published in 2004 in memory of the late Harvie Ramsay, who was seconded to IRRU as principal research fellow in 1989-91.

IRRU researchers (Paul Marginson, Jim Arrowsmith and freelance researcher Jill Smith), together with Ian Kessler at Templeton College, Oxford, completed the UK-based research for an international project on the operation of European Works Councils (EWCs) in multinational companies based in five European countries, co-ordinated by the European Foundation for the Improvement of Living and Working Conditions. The research involved six case studies of EWCs in UK-based companies, in each instance interviewing management and employee representatives directly involved in the EWC and those outside of the EWC process. The variation in the effective functioning and influence of the EWCs observed across the six cases appeared to relate to factors such as the degree to which operations are internationally spread and, if they are, the extent to which they are integrated across borders; the frequency and nature of transnational business decisions; management policy; employee-side organisation and networking; and prevailing relations between management and trade unions/ works councils in the major country(ies) of operation. A consolidated report of the findings across some 40 companies in the five countries will be published by the European Foundation in spring 2004.

Towards the end of the year, IRRU successfully tendered to co-ordinate and write up a comparative study for the European Industrial Relations Observatory examining key EWC developments, including their extension to cover the ten accession countries due to join the EU in 2004. This work is due to be completed by the autumn of 2004.

During the year, Associate Fellow Mark Carley and Mark Hall twice updated their chapter on ‘Worker representation’ for the Sweet & Maxwell loose-leaf encyclopaedia *EU employment law and the UK*, first published in 2001. The chapter reviews key developments in law and practice at European and national level relating to EWCs and other aspects of employee

involvement including the European Company Statute and the information and consultation Directive.

### ***Multinational companies***

#### *Comparative case studies*

Last year's report outlined plans by Paul Edwards and Martyn Wright to conduct UK fieldwork during 2003 as part of a study led by Prof. Jacques Bélanger (Université Laval) on the 'foundations of workplace efficiency'. Bélanger visited IRRU in September. Following difficulties in negotiating access for field research, it was decided to modify the original research design. The intention is now to study a number of MNCs and explore in detail the ways in which they relate to different national systems of employment regulation. During 2003 Bélanger and Canadian colleagues completed a substantial amount of fieldwork in workplaces such as customer call centres, and parallel fieldwork will be undertaken in the UK during 2004. A paper by Bélanger, Edwards and Wright, published in *Work and Occupations*, draws on comparative evidence from earlier field research in an MNC in the aluminium industry to argue against the assumption, found in much of the 'participation' literature, that initiatives such as teamworking are associated with greater employee trust of management. The paper shows that workers readily accepted teamworking while maintaining a robust 'them and us' attitude towards management and the company.

Sylvia Rohlfer continued her doctoral research during 2003 on benchmarking practices amongst British and German MNCs in the chemical and financial services sector. Her findings indicate that UK and German MNCs are far from being uniform in benchmarking practice. Specific national business system, sectoral as well as organisational factors require headquarters and business unit managers to fit the management tool to local requirements. Additional insights are provided by the financial service sector firms which utilise new forms of business activities such as internet banking, call centre services etc. As a result the function of benchmarking differs not only within organisations, i.e. between organisational levels and different business units, but also between the sectors and countries. However, the findings suggest that those companies in which benchmarking has become a mature management tool are able to overcome such cross-sectoral and cross-country boundaries and are engaging in the diffusion of 'best practice' approaches on work organisation and human resource management.

#### *Survey of MNCs*

ESRC decided to fund the proposal, submitted in January, for a large-scale survey of employment practice in organisational context in multinational companies (MNCs) operating in the UK. The project will formally commence in October 2004 and involves Paul Edwards and Paul Marginson, together with Associate Fellows Prof. Anthony Ferner (De Montfort University, Leicester) and Dr Tony Edwards (King's College, London) and also Dr Olga Tregaskis (De Montfort). The study has two principal aims:

- To map and analyse the contours of MNCs as organisations, in terms of the range of organisational forms, nationality of origin, sector of operation, degree of international integration, and size of firm, thus encompassing a greater diversity of companies than previous studies;
- To examine the interrelationship between such organisational variables and patterns of employment practice in MNCs' UK operations.

### ***Transnational trade union organisation***

During 2003 intensive fieldwork has been carried out under Valeria Pulignano's project, funded initially by the University's Research and Teaching Development Fund (RTDF) and subsequently by the British Academy, on 'Workers' representation rights in the context of transnational capital'. The project is organised around the following questions: How far are European-level union policies aligned to national/local contexts? To what extent are national union centres changing under the effect of globalisation? How far do host-country IR influences mediate the traditional non-union approach of American companies? Do factors connected to local plant competition shape the adoption of American employment practices abroad? A large American MNC (General Electric) has been selected for investigation. Fieldwork involved 6 US-based European subsidiaries (in both Italy and UK) within three business divisions in the metalworking and chemical sectors. The fieldwork primarily focused on: a cross-national and cross-sectoral analysis of the employment practice developed by GE in Europe; national and local union responses to the company's employment practices in the three division within the two national contexts and the two sectors; the extent to which national trade unions are able to coordinate these responses at the EWC level and the factors affecting their ability to do so. The research has also included analysis of: 'framework agreements' at global level; trade union European policies and agreements; activities undertaken at EU level within collective bodies of representation (i.e. EWCs); distinctiveness of union approaches to articulating and representing workers' interests and the impact on GE management's attitude. Findings indicate that the EWC does provide a European-level platform through which trade unions are able to co-ordinate local responses. In this sense, there are signs of effective articulation by unions between regional (European) and national/local levels.

Two papers summarising preliminary research findings were presented at, respectively, the 40<sup>th</sup> CIRA (Canadian Industrial Relations Association) Conference, Halifax 30 May-2 June and at the RGS-IBG Conference "Globalisation's Challenge to Labour" in London in September.

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

The Researching Equality and Diversity (READ) research group within IRRU acts as a focus for work in this area. It takes the form of a research network to encourage collaboration on researching equality and diversity both within Warwick and with other institutions. During the year, Jane Parker secured and commenced an ESRC post-doctoral fellowship to undertake research on womens' groups in trade unions. Large-scale funding was secured from the European Social Found for two projects, on the business case for the employment of disabled people and on the involvement of stakeholders in diversity management, by Ardha Danieli and Anne-marie Greene respectively.

#### ***Women in trade unions***

Jane Parker's ESRC-funded research which commenced in October will examine collective organising by women in British trade unions, including a comparison and assessment of women's groups across unions; an examination of the differing ways in which these groups conceptualise gender equality; and an assessment of the effectiveness of women's groups in pursuing a gender equality agenda and measures within and beyond trade unions. 2003 also saw publication of Parker's thesis research as a book 'Women's Equality in British Trade Unions'. The box on page 19 presents a summary of the main themes, research design and findings of the book

Research by Anne-marie Greene on women's electronic networks indicates that new forms of ICT (information and communications technology) offer the potential for trade union activism to become more inclusive of women members. Traditional conceptions of activism, participation and democracy within trade unions require physical presence at meetings at times and in spaces which are often incompatible with caring responsibilities and atypical hours of work, restricting the participation of women and other 'atypical' workers in trade unions. Findings highlight the complexities of electronic forms of union activism in practice, indicating that while some positive features are apparent, there are also a range of obstacles, barriers and possible negative consequences. The findings were presented by Greene in her paper to the IIRA's 13<sup>th</sup> World Congress in Berlin, and in an article published in *Industrial Relations Journal*.

### ***The Business Case for the employment of disabled people***

Ardha Danieli has been awarded a research grant by the European Social Fund to conduct a two year project on the 'Business Case for the Employment of Disabled People'. The project starts in January 2004 and runs for 24 months. Two research fellows will work with Danieli and co-applicant Dr Carol Woodhams from Manchester Metropolitan University. The project will establish whether, and if so how, 'the business case for equal opportunities' for disabled people can be implemented in practice in private and public sector organisations. After establishing the extent of the employment of disabled people within two organisations, the research will examine any differences in perceptions amongst different stakeholders on the desirability and possibility of implementing the business case for disabled people at organisational level. It will identify perceptual, structural and procedural barriers to implementation and make recommendations for overcoming any such barriers in order to increase the proportion of disabled people in employment. A participatory research methodology has been adopted enabling disabled employees within both participating organisations to be involved at all stages of the research. The project connects with Government policies on the inclusion of disabled people into employment and the aims of the Disability Rights Commission (DRC) to remove discriminatory policies and practices.

### ***Managing diversity and the involvement of stakeholders***

Anne-marie Greene has continued her research with Gill Kirton of Queen Mary, University of London involving trade union equality officers, exploring trade union views of diversity management agendas in theory and practice. The findings highlight that in the British context, the popular managerial discourse of 'Managing Diversity', with its individualistic and business case focus, is felt by trade unions to have potentially negative consequences for achieving equality for those at lower ends of the organisational hierarchy. The work has led to the development of a successful funding bid to the European Social Fund for a study investigating the involvement of stakeholders in diversity management.

The ESF-funded research, which will commence in early 2004, will explore the process and outcomes of 'Managing Diversity' in four organisations. Adopting a stakeholder perspective, it will identify the effects of different arrangements for stakeholder involvement on the policies, processes and outcomes of diversity management. The main focus will be on the experience of women and black and ethnic minority workers, with the aim of determining how far and in what ways diversity management practices alleviate employment discrimination and disadvantage.

### ***Other developments***

Anne-marie Greene participated in a successful consortium bid for an ESRC seminar series on 'Critical perspectives on career and family friendly policies'. One seminar in the series will be hosted by IRRU.

Work on the Australian Research Council-funded project on equality policy approaches in Australia and the UK, with which Linda Dickens is associated, has been delayed although field research got underway in Australia during the year.

### **Theme 3: Work organisation and the management of change**

Comparative research on new work organisation in multinational companies by Paul Edwards and Martyn Wright, reported under Theme 1 above, relates also to this theme.

#### ***The organisational roots of productivity***

Paul Edwards was successful in his application for a fellowship in the Advanced Institute of Management Research, which is funded by ESRC and EPSRC. The fellowship, which will start in early 2004 and run for three years, buys him out of most of his teaching and administrative duties. Its funds will also support two research fellows. Monder Ram of De Montfort University will play an active part in the research. The University of Warwick is further supporting this work by funding a three-year doctoral studentship.

The research builds on previous studies in two areas: new forms of work organisation and productivity; and employment relations in small firms. It addresses the organisational roots of productivity in small firms. It examines outcomes, including returns to employees as well as to the firm, and relates these to the organisation of work in general and to systems of employment relations in particular. It intends to analyse four contrasting sectors and to take case study firms from each. Two aspects of the research design stand out: a systematic questionnaire survey of employees, and the tracking of a sub-set of the firms over time. It is thus hoped that a detailed picture of the employee role in work organisation and the contribution to productivity can be produced, and that this picture can be connected to the performance goals of firms.

#### ***Partnership arrangements***

Mike Terry's work on partnership continued with the publication of a DTI-commissioned report evaluating the impact of the funding available to employers, trade unions and others under the Department's *Partnership at Work Fund*. This revealed that the principles and practice of partnership had been effectively disseminated through funded projects to a wide range of target audiences and received with enthusiasm. Investigation of the workplace projects supported by the Fund showed that while a wide range of initiatives had been developed, they were strongly concentrated among large unionised employers with a high proportion in the public sector and privatised utilities. Innovative practices in other workplaces – non-union companies and SMEs, for example – were few. This finding confirms other work in showing that the approach works best where employees have access to effective, well-rooted systems of representation. Elsewhere it may be seen as a 'high-risk' strategy. Where projects had been funded they had generally succeeded in their objectives. Trade union and management representatives were enthusiastic, confirming both that the approach had provided trade unions with greater influence over a new agenda, and that the impact on workplace performance had been positive.

The implications of the partnership approach for trade unions in particular have been developed in further papers published in *Economic and Industrial Democracy* and *Work, Employment and Society*. The broad conclusions are that without strong and independent

workplace union organisation the partnership approach may weaken rather than strengthen employee representation. In particular this derives from the close identification under the partnership approach between employer, employee and trade union objectives - reinforcing the need for union autonomy to avoid 'incorporation' into managerial structures and rationalities. It also flows from the emphasis on a process of consultation, prioritising the importance of professional expertise and managerial competence and thus of the skills, training and resources available to representatives. That these qualities – essential to the success of continental European versions of partnership – are not in evidence in the UK, weakens its chances of success here. The lessons for employers and trade unions, and in particular for government, emerge clearly: it is incumbent upon advocates of partnership to provide the tools and guarantees necessary for effective and widespread partnership activity. Implementation in the UK of the provisions of the EU's information and consultation Directive (see below) may, if used imaginatively, provide one such way forward.

### ***Employment relations in high performance workplaces***

Valeria Pulignano is involved as co-partner in a new research project on "The development of employee relations and participation in the learning and high performance workplace: a comparison between the automotive and the aerospace sectors in France, Italy and the UK" (coordinator: Prof. Paul Stewart - University of the West of England). The project has been funded in November 2003 within the wider programme of French-based GERPISA on 'European Socio-Economic Models of a Knowledge-Based Society'. The learning and high performance workplace is constituted on the basis of a synergy of participative HRM practices, lean manufacturing and technical excellence, and forms of workplace employee involvement. The research, which commences in early 2004, will focus on the impact of new work processes in the learning and high performance workplace on two dimensions of employee experience. The first concerns the actual social and physical effects of new workplace relationships and technologies on employees. The second addresses the effects of new patterns of employment upon workplace representation, including the question of employee involvement in technical and market innovation.

### ***Training and employee voice***

The report of a project commissioned by the DTI, and led by Associate Fellow Helen Rainbird with Paul Edwards among the research team, was published by the DTI during the year. The research investigated linkages between effective workplace training and systems of employee voice. It analysed these links using the 1998 Workplace Employee Relations Survey and conducted a set of 20 case studies. It found that developed institutions of employee voice in relation to training are generally rare. The case studies suggested that approaches to training are most effective where managers and employees are jointly involved in decision-making, but also that there are tensions between training and development to meet business needs and the wider employability needs of the workforce.

### ***Working time***

During 2003, Jim Arrowsmith presented two international papers on working time and the quality of working life. The first, presented at a Greek EU Presidency conference in March, based on research conducted with Keith Sisson for the European Industrial Relations Observatory, argued that despite high profile work-life balance initiatives, neither the social partners nor the UK government have taken steps to operationalise the 'quality of working life' agenda in practice. This is not only because of the intrinsic difficulties in elaborating meaningful targets for the qualitative agenda. Current initiatives are undermined because employers' (and the government's) main concern is with flexibility and competitiveness, and

the trade union bargaining agenda is dominated in the UK by micro-level concerns to do with employment security as well as working hours and job stress. This theme was developed further in a paper presented to an IRES/ ETUI seminar in Paris in November. Here it was argued that high levels of overtime in the UK (both paid and unpaid) reflect particular economic and institutional conditions. In the context of the long post-war boom and labour scarcity, sector-level bargaining facilitated the development of an overtime culture by negotiating a reduced basic week but failing to control actual working time at local level. With the onset of recession and the further decentralisation and decline of collective bargaining, the employers' 'flexibility offensive' could continue largely unabated. Concerns with the duration of working time gave way to a new bargaining agenda dominated by 'flexsecurity'.

Plans reported last year to develop new research on 'long hours, flexible hours and the work-life balance' have been held over in the light of Arrowsmith's participation in a successful funding application for a new project on variable payments systems (see below) and his appointment to a lectureship on a half-time basis.

#### ***Variable payments systems and collective bargaining***

Collaborating with the University of Vienna (Institute of Sociology) and the FAFO research institute in Oslo, Jim Arrowsmith and Paul Marginson successfully applied through ESRC for funding for a comparative study of the relationship between variable payments systems and collective bargaining. This is an issue on which cross-national evidence is particularly scarce. Parallel applications were made by the Austrian and Norwegian research teams to their own research councils under a European Science Foundation initiative to promote collaborative research in the social sciences, and success was contingent on all three proposals being approved by the respective national research councils. Commencing in July 2004, the study involves a cross-sector, cross-country analysis of the forms of variable pay utilised; management's goals in introducing such schemes; problems of implementation; and the impact of (differing) collective bargaining arrangements on the introduction, forms and operation of variable pay schemes. The research will involve sector-level studies and company case studies in two sectors: manufacture of equipment and machinery and financial services.

### **Theme 4: Legal regulation of employment relations**

#### ***Legislating for workforce consultation***

Mark Hall continued his research project concerning the UK impact of the 2002 EU information and consultation Directive. The project involves analysing the Directive's implications for UK industrial relations, monitoring the development of domestic legislative proposals to implement the Directive and, over the longer-term, developing research into the effects of the consultation legislation once it reaches the UK statute book.

In 2003, Hall undertook research within four leading companies, looking at the development of their information and consultation arrangements and their response to the prospect of UK legislation based on the Directive. The four 'household name' companies were identified in discussion with the Involvement and Participation Association (IPA), whose membership includes both employers and trade unions, and cover both unionised and non-unionised workforces. The research entailed interviews with key managerial and employee-side players, the collection of relevant documentation (constitutional arrangements of consultative bodies, minutes etc) and, where possible, observation of the information and consultation bodies

concerned. During the year, two of the cases – the B&Q retail chain’s “Grass Roots” initiative and the establishment of a works council at BMW Hams Hall engine plant – were written up and published in the IPA’s case study series. The case studies will also feed into a wider IPA benchmarking exercise in preparation for the introduction of UK legislation to implement the Directive.

Hall also co-authored a chapter with Michael Terry on the emerging system of statutory worker representation, to be published in 2004 in an edited collection on the future of worker representation. The chapter assesses the likely impact of the information and consultation Directive on systems of employee representation and workplace governance in the UK, drawing on the experience of existing, issue-specific statutory employee consultation requirements, EWCs and representation in non-union workplaces.

### ***Employment change and legal regulation***

Linda Dickens researched and wrote a plenary paper on Changing Contours of the Employment Relationship and New Modes of Legal Regulation delivered at the 13<sup>th</sup> World Congress of the IIRA. The paper draws on Dickens own earlier work as well as the contributions to the track on this theme, to reflect on issues of fit (or mis-fit) between the changing nature of employment and its legal and social regulation. The paper is concerned, firstly, to identify and assess change and to highlight problems and issues in attempting to do so. Two major types of change are explored: the growth of what are variously termed atypical, non standard, flexible jobs and the development of the ‘new economy’ or ‘wired world’ with fluid organisational and occupational boundaries. Secondly, the paper considers the extent to which legal regulation may have helped shape the changing contours of employment, cautioning against placing too much explanatory weight on this, before going on to explore problems of fit between changed employment on the one hand and existing labour law and collective regulation on the other. It is argued that as regulation is shaped around a notion of the employment relationship which is changing it also needs to change in order to ensure, variously, that developments such as the rise of the network economy are not hampered; that legislation serves rather than undermines competitiveness in a global economy and /or to ensure that those working in forms of employment which deviate from the standard are not disadvantaged. Finally, Dickens goes beyond considering the way in which regulatory frameworks need to adapt to suggest that awareness of the changing contours of employment could provide a catalyst for rethinking established (gendered) IR theorization, concepts and research in order that here too there is a better fit..

### ***Regulation and employment relations in small firms***

Work in this area began in 1998 with a two-year project funded by the ESRC. It was led by Paul Edwards and Prof. Monder Ram (de Montfort University), who were joined by Mark Gilman (now at the University of Kent) and Jim Arrowsmith. During 2003, two papers from this project were published. These explain the ways in which the firms studied (81 small firms from three sectors) responded to such legislation as the National Minimum Wage, drawing on sets of interviews conducted in 1999 and again in 2000. Distinct patterns of response were identified, which largely reflected the firms’ product market circumstances.

As reported last year, a new study funded by the DTI began in 2001. Involving Edwards, Ram and also John Black (formerly of Wolverhampton University) the project assessed responses to employment legislation in 18 small firms. The report was published during 2003, results were presented at two conferences, and the researchers also drafted a journal article drawing out the analytical implications. A summary is included in the box on page 21 below.

Edwards and Ram also developed some wider work based on these and other projects. A paper published in *Work, Employment and Society* set out the state of knowledge about work relations in small firms, responding to authors who claimed that little development could be detected. On this basis, a further paper was drafted, mapping the ways in which product and labour market conditions, together with embeddedness in family relationships, shape employment relations and using empirical evidence to illustrate the relevant linkages and dynamics. They also won a small commission from the Low Pay Commission to investigate informal working in two sectors of the economy and the implications for the National Minimum Wage.

### **Other research**

Paul Edwards developed joint work with Associate Fellow Judy Wajcman. This is a book on working lives in contemporary organizations which draws on the authors' previous research, in such areas as the management of careers and worker participation, as well as on a wider body of literature on the economics and sociology of organizations. The book is organized around a series of questions that the thinking observer might, and should ask, and it uses these to introduce analytical and theoretical ideas. At the end of the year, around half the book was complete in draft form, and it is hoped to complete the work in 2004.

Edwards also continued his collaboration with former Phd student Marek Korczynski (Loughborough) and Professor Randy Hodson (Ohio State). This work is an edited collection on social theories of work. Each chapter outlines a theoretical tradition, offers constructive criticism, and indicates future lines of development. Colleagues involved in the project with links with IRRU include Associate Fellow Richard Hyman and Jacques Bélanger. The work is also scheduled for completion during 2004.

### **Doctoral research**

IRRU staff continued to supervise a sizeable cohort of doctoral students through 2003. Students are registered under Warwick Business School's doctoral programme. The eighteen students concerned, and the topics they are respectively researching, are listed in Appendix B. Four students submitted their theses during 2003, of whom one is awaiting the examiners' decision following resubmission and three are awaiting examination.

Since 1998, IRRU has sought to encourage applications for doctoral research in industrial relations through the Hugh Clegg Research Studentship scheme, funded by income generated through Warwick Industrial Relations Limited (see Appendix E). Typically, awards make a contribution to the living expenses and/or fees of students during their first 3 years of registration. New awards are advertised as and when funds permit, and two of the six students indicated in Appendix B as having received support under the scheme commenced their doctoral research in the autumn of 2003.

### **European Industrial Relations Observatory**

During 2003, IRRU continued as the UK national centre for the European Industrial Relations Observatory (EIRO). Established in 1996, EIRO operates under the aegis of the European Foundation for the Improvement of Living and Working Conditions and is based on a network of leading research institutes in 26 European countries. EIRO collects, analyses

and disseminates high-quality and up-to-date information on key developments in industrial relations in Europe, primarily to serve the needs of a core audience of trade unions and employers' associations at national and European level, governments and EU institutions. IRRU has been the Observatory's UK national centre since its inception.

As the UK national centre, IRRU provides EIRO with a range of inputs including *in briefs* on key UK developments and debates; longer, more analytical *features*; and contributions to *comparative studies* which focus on a particular topical issue and its treatment across the 26 countries covered by EIRO. These various inputs appear as records on the Observatory's database, *EIROOnline*, which is the core of EIRO's operations and is publicly accessible on the internet at <http://www.eiro.eurofound.eu.int>. A small, edited selection of EIRO material appears in hard copy in the bi-monthly publication, *EIROObserver*.

During 2003, the UK's input to EIRO was co-ordinated and edited by Mark Hall and Jim Arrowsmith, who were also responsible for writing a proportion of the required material. Other IRRU members and UK researchers also provided features and contributions to comparative studies. Full details of IRRU's input to EIRO over the period under review are contained in Appendix C. IRRU received a very positive editorial assessment of its EIRO input during 2003 from the EIRO management team in Dublin. This concluded that the UK national centre's 'excellent all-round performance has been continued'.

#### 4 DISSEMINATION

A full list of publications during the year is provided in Appendix C, together with papers given and presentations at conferences. During 2003, IRRU members published 6 books and reports, 18 articles in refereed journals and 14 chapters in edited books. In addition to giving papers and presentations at academic conferences, IRRU members regularly present findings and implications from research to high-level practitioner and policy forums.

The second and completely revised edition of *Industrial Relations: Theory and Practice*, edited by Paul Edwards, was published by Blackwells early in 2003. The contributors are largely drawn from current and former IRRU members. As compared with the first (1995) edition, the main changes reflect developments in practice and in analysis in the field: greater emphasis on the international context of developments in the UK and the impact of supranational institutions and organisations, such as the EU and multinational companies; more attention to the strengthening tendency towards individualisation of the employment relationship and; consideration of a broader range of 'outcomes' for management and workers than the earlier focus on productivity. In a new introductory chapter, Edwards analyses the changing nature of industrial relations as a field of enquiry. The review in *Human Resource Management Journal* suggested that the volume could be read on two levels. 'On the one hand, it is an authoritative text that provides a thorough account of the patterns of continuity and change in IR ... As a between-two-covers source of information on contemporary IR in Britain it is probably unequalled. On the other hand, it provides an overview of the academic field of IR, as practised by scholars working at or associated with ... the pre-eminent centre for the subject's development in Britain'.

Four papers were published in the *Warwick Papers in Industrial Relations* series, which is edited by Jim Arrowsmith. Publication is on-line through IRRU's web-site, which also carries research and conference papers by IRRU staff. The web-site, which has links to teaching programmes and external on-line industrial relations resources and organisations, is located at: <http://users.wbs.warwick.ac.uk/group/irru>

The ninth and tenth research *Briefings* were published and circulated widely in the summer and winter of 2003, respectively. The ninth briefing featured articles on UK implementation of the EU's employee consultation directive; the promise and constraints of new forms of work organisation; and the rise of pensions on the industrial relations agenda. The tenth briefing reviewed recent projects evaluating the government's Partnership at Work Fund and examining the impact of employment regulation on small firms.

Mark Hall and Associate Fellow Mark Carley have continued to co-edit *European Works Councils Bulletin*. Launched in the autumn of 1995, EWCB is jointly published by IRRU and Industrial Relations Services six times a year and provides high-quality, independent analysis of all aspects of EWCs and EU information and consultation developments more generally. As well as boosting IRRU's profile amongst key 'user' groups, particularly multinational companies, the *Bulletin* continues to generate significant income to IRRU's research funds.

The second annual public Warwick-ACAS lecture in honour of Sir Pat Lowry was given by outgoing TUC General Secretary John Monks in March. Hosted by the Engineering Employers' Federation in London, the lecture drew an invited audience of senior officials from employers' organisations and trade unions, HR executives from leading companies and organisations, policy-makers, government and public officials, employment lawyers and academics. In his lecture, entitled 'A Eurovision at Work', John Monks reflected on changes in trade union attitudes to Europe and the influence that the EU has had – and can have – on employment relations in Britain. The text of the lecture was subsequently published in the Warwick Papers in Industrial Relations series (see above). The success of the second lecture means that the initiative is on the way to establishing itself as one of the keynote events in the industrial relations calendar.

During the year IRRU working together with Acas' Midlands region has taken forward an initiative to launch a West Midlands Employment Relations Forum aimed at bringing together employers, employers' organisations, trade unions, company employee representatives and other employment relations professionals (including Acas officials, employment lawyers and academics) in the West Midlands to discuss key employment relations issues and developments. The initiative has gained the support of the regional CBI, TUC and EEF and leading public and private sector employers, and a steering group including representatives from these parties together with Midlands Acas and IRRU was formed in September to oversee the Forum's activities. The Forum, which will be launched in spring 2004, will be based around three half-day events each year which will combine keynote briefings from leading employment relations practitioners and researchers with exchanges of experience and ideas between participants.

The head of the Cabinet Office's Industrial Relations branch visited IRRU in February to discuss research on the employment relations aspects of public service modernisation. In June, officials from the CBI's employee relations division visited Warwick to discuss findings and implications of research on European Works Councils in the light of the UK Government's consultation exercise (see below).

Paul Edwards, together with Monder Ram of De Montfort University, organised a forum for small firms, which was funded by ESRC, in July. Addressed by academic and practitioner speakers, the forum considered options for the development of public policy for the support of small firms.

Paul Edwards and Mike Terry made submissions to the Work Foundation's panel of enquiry into work and enterprise on how QWL and productivity in the UK could be improved. Edwards' submission addressed the link between high performance work systems and actual

performance outcomes; Terry's elaborated on findings from his evaluation of the DTI's Partnership Fund (see section 3 above).

In October, Mark Hall and Paul Marginson responded to a discussion paper, *The UK experience of European Works Councils*, issued by the DTI to gather information and views ahead of the EU-level discussions on the possibility of revising the EWCs Directive which are due to begin during 2004. The response concentrated on those issues raised in the DTI discussion paper on which IRRU's research, and its monitoring of EWC developments more generally for *European Works Councils Bulletin* and the European Industrial Relations Observatory, had generated relevant data.

At the International Industrial Relations Association's (IIRA) 13<sup>th</sup> World Congress held in Berlin in September 2003, Linda Dickens was rapporteur and plenary speaker on the theme of 'Changing Contours of the Employment Relationship and New Modes of Labour Regulation'. Guglielmo Meardi also presented a plenary paper, and Anne-marie Greene and Paul Marginson invited papers in thematic workshops, at the Congress.

Mike Terry presented findings from his evaluation of the DTI's Partnership at Work Fund to the DTI's periodic employment relations research conference, and to the Unions 21 symposium, both held in January.

Jim Arrowsmith and Paul Edwards were invited contributors to a conference convened under the Greek EU Presidency, and organised by Greece's Ministry of Labour and the European Foundation, in Alexandroupolis in March. Arrowsmith's presentation addressed 'Working time and the quality of work', whilst Edwards contributed to a plenary panel on 'Challenges and prospects of new forms of work organisation'.

Mark Hall, Paul Marginson and Keith Sisson each gave presentations at a high-level 'Masterclass' organised under Warwick Business School's Executive Programmes in conjunction with CIPD in April. Focusing on 'The Europeanisation of UK employment relations: towards a consultation culture?', the event attracted over 30 senior HR executives and union officials. Mark Hall was the only academic invited to speak at the CBI's People Summit in June, where he reviewed the experience of European Works Councils (EWCs). In October, he made a presentation to General Motors' European Works Councils on the functioning and impact of EWCs, drawing on IRRU research.

In October, Guglielmo Meardi participated in a high-level round-table 'From Solidarity to the European Union: a debate on Polish Democracy' in Rome. Other participants included two former Polish prime ministers, the former Italian ambassador to Warsaw and leading Italian scholars.

Sylvia Rohlfer was invited to present findings from her comparison of company benchmarking policy and practice in Britain and Germany at an expert workshop convened by the European Trade Union Institute on 'Benchmarking Working Europe, 2003-04' in December.

## **5 RESEARCH FUNDING**

Funding sources for projects which started, were ongoing or were completed during 2003, together with new grants secured for research commencing in 2004, are listed in Appendix D. New grants commencing in 2004 include two projects resourced by the European Social Fund on diversity management and business practice in employing workers with disabilities, respectively, ESRC/EPSRC AIM research on the organisational roots of productivity, an ESRC/European Science Foundation funded project on variable payments systems and

collective bargaining and an ESRC funded survey on employment practice in multinational companies.

IRRU's own income generating activities, particularly publication of *European Works Councils Bulletin*, resulted in a £28,500 gift aid donation from Warwick Industrial Relations Ltd (see Appendix E) at the end of the 2002-03 financial year. This funding was split between support for 2 new doctoral researchers under the Hugh Clegg Research Studentship scheme (see under 'doctoral research' in section 3) and continued support for the project on UK implementation of the EU's employee information and consultation Directive.

## **6 PUBLIC AND PROFESSIONAL ACTIVITIES AND DISTINCTIONS**

In the autumn of 2003, for the second year running, the DTI invited IRRU to organise and host one of a series of regional round-table discussions concerning the UK implementation of the EU information and consultation Directive. IRRU was the only academic institution asked to organise such an event: bodies such as Acas, the CBI, the TUC, the EEF and the IPA hosted similar events in other regions. The round-table for the West Midlands region took place at the University of Warwick on 3 November 2003, and was organised by Mark Hall. Employment relations minister Gerry Sutcliffe took part in the meeting, which was attended by some 20 participants from the region representing a cross-section of interested parties including employers, employee representatives, trade union officials, employment lawyers and academics. Discussion focussed on the key issues raised by the consultation document and draft Information and Consultation of Employees Regulations published by the DTI in July 2003. The government's intention is to take account of responses to the consultation document and the views expressed in the round-table meetings when it revises the draft Regulations during 2004. The invitation to host the round-table was an indication of the high reputation IRRU's work in this area has achieved among policymakers.

Linda Dickens was made a Fellow of the Chartered Institute of Personnel and Development in April 2003. Invitations to this highest level of CIPD membership are extended by the Council of the Institute to those whose 'knowledge and experience of personnel management' is such that 'their admission would, in the opinion of the Council, be in the interests of the Institute'.

Paul Edwards was elected as chair of his section (Sociology and Social Demography) of the British Academy, for a three-year term. He also continued to serve on the Academy's Grants Committee.

Linda Dickens continued her work as an ACAS Disputes Arbitrator and Mediator and as a Deputy Chair of the Central Arbitration Committee. Her most important and demanding role this year, however, was as Chair of the Local Government Pay Commission. The Commission, set up by agreement of the NJC for local government services, began dealing with its wide ranging terms of reference early in 2003. The Commission's deliberations were based on evidence and research, including some undertaken specifically at the request of the Commission. The 128 page Report of the Local Government Pay Commission was published in October and formally received and welcomed by the NJC at its Annual General Meeting in December. The NJC welcomed the depth of analysis the Commission brought to bear across the wide range of issues it had referred to the Commission and committed itself to taking forward the agenda detailed in the Report.

In her role as Chair of the Commission Dickens addressed a joint local government management and union conference in Cambridge in March. She also chaired an IDS one day conference in May on Pay in the Public Sector.

Linda Dickens was re-elected to the Executive Committee of the International Industrial Relations Association at its meeting in Berlin. She played a key role in the organisation of the IIRA's 13<sup>th</sup> World Congress in September, selecting papers for one of the five themed tracks from a large number submitted from around the world. As rapporteur for the theme 'Changing Contours of the Employment Relationship and New Modes of Labour Regulation' she was a plenary speaker at the Congress.

Ardha Danieli was appointed Visiting Research Fellow at Newcastle Business School at Northumbria University. Linda Dickens became a member of advisory board for the Working Lives Research Institute based at London Metropolitan University.

Paul Edwards, Paul Marginson and Mike Terry were members of expert teams which were commissioned to design sections of the questionnaire for the 5<sup>th</sup> Workplace Employment Relations Survey (WERS5). Edwards and Marginson participated in a team looking at questions on corporate governance and control, whilst Terry's team examined questioning on employee representation.

Paul Marginson was invited to join ACAS's newly-formed informal group of researchers. He also became a member of the European Foundation's Expert Advisory Group overseeing the development of an EU-wide company survey, focused on time policies and practices. In March, Marginson spent a week as Visiting Professor in the School of Social Sciences at the Roskilde University Center, Denmark.

Anne-marie Greene, Paul Edwards, Paul Marginson and Guglielmo Meardi each received Research Awards from Warwick Business School in recognition of their research activity.

Linda Dickens continued to serve as a member of Editorial Boards for the *Industrial Law Journal*; *Employee Relations: The International Journal* (MCB University Press); *Journal of Interdisciplinary Gender Studies* (University of Newcastle, NSW) and *Journal of Industrial Relations* (Sydney, NSW). Dickens is working jointly with Professor Ed Heery (Cardiff) in editing a special issue of the *British Journal of Industrial Relations* to appear in 2004. Paul Edwards became a Consulting Editor of *Work and Stress* and a member of the International Editorial Board of *British Journal of Industrial Relations*.

Anne-marie Greene and Sonia Liff continued as Associate Editors of *Gender, Work and Organisation*. Greene is also Reviews Editor of *Industrial Relations Journal*. Together with John Hogan (Leeds University), Greene edited a special issue of *Industrial Relations Journal* (Vol. 34, No. 4) on electronic collectivism and the use of information and communications technologies by trade unions. Valeria Pulignano continued on the Editorial Board of *Capital and Class* and joined the Scientific Co-ordination Board of *Diritto delle Relazioni Industriali* (Italy's Industrial Relations Law Journal).

## Women's Equality in British Trade Unions\*

*Women's Equality in British Trade Unions* focuses on women's groups (WGs) in the union context. WGs are defined as collective organising by women that responds to their concerns and needs for access to empowering positions. Examples include: women's committees, women's conferences, women's networks, women's courses and training, women's caucuses, and women's workshops/meetings. As a gender-based structure, WGs contrast with the formal, liberal democratic principles underpinning much traditional union organisation. Their importance is heightened by the feminisation of the workplace and many unions; growing realisation of the need for unions to connect their revitalisation to being responsive to women's priorities; and women's on-going experience of inequity in various settings.

While existing works have provided some insights into why women collectivise in union and other settings, a rigorous review of the relevant literature in industrial relations, women's studies, political studies, sociology and social psychology reveals the absence of an *integrated* body of work on union WGs. Furthermore, research that focuses on WGs in unions has tended to examine only one or two WG structures, or to provide fairly 'broad-brush' findings in relation to women's collective organising across unions. The book provides a much-needed empirical and conceptual contribution by addressing the following questions:

- What features influence the overall 'configuration' of WGs in a union?;
- What aims do WGs pursue, how do they address them and what equality ideas inform them?; and
- What impacts do WGs have on gender equality in their union?

A study of two major British unions, the then Manufacturing, Science and Finance (MSF) Union and the Union for Shop, Distributive and Allied Workers (USDAW), and seven of their WGs, was undertaken. Two frameworks were employed and developed to help guide analyses of interview, observational and documentary evidence: I) Richard Hyman's (1994) dimensions of union organisation, and II) an independently-derived typology of gender equality ideas that inform WGs' pursuit of equality aims. Criteria for assessing WGs' impacts for women in unions are proposed and elaborated.

The findings illuminate hitherto uncharted aspects of union operations, and specifically, how WGs influence, and are influenced, by them. Four main conclusions emerge. First, particular features of the union setting have a key, if not exclusive, influence on WG arrangements. Second, different types of WGs emphasise different aims but there is some overlap in these aims and the equality ideas that inform them. Third, WGs pursue a wider range of aims, via uncoordinated equality approaches, than is formally recognised. Their impact is more extensive than is often officially reported, relating to union democracy, agenda, interest representation, power, and social processes. This emphasises how the under-exposure of women's activism can serve to under-estimate its efforts and effects. Fourth, while WGs pursue and achieve more for union women than was previously realised, their current

operations still seem unlikely to achieve the fundamental union transformation needed to achieve what Cynthia Cockburn has termed 'long equality'. Equal power sharing by male and female unionists thus suggests the need to *centre* WGs in union strategies that question the basis of union organisation. WGs also need to pursue multi-dimensional approaches to gender equality. This would mean that WGs and unions undertake more innovative measures than is currently the case (e.g. via more extensive links with community and social movements). The findings of the study also have important implications for policy-makers in terms of how they frame their analysis of gender equality and monitor progress in unions and other public institutions.

Reference:

Hyman, R. (1994) 'Changing Trade Union Identities and Strategies' in R. Hyman & A. Ferner (eds) New Frontiers in European Industrial Relations, Oxford: Blackwell pp. 108-39.

\* Jane Parker, Edwin Mellen Press, 2003

## **The impact of employment legislation on small firms**

It is widely argued that employment legislation raises firms' labour costs and adds to their administrative burdens. The effects on small firms may be particularly acute for reasons including their limited administrative resources and their economic vulnerability. There are also potential positive effects, for example if regulations stimulate improved disciplinary procedures or a better work-life balance. The debate on these matters in the UK has sharpened with a range of recent laws governing minimum wages, working time, parental leave, and trade union recognition. This recent study commissioned and published by the Department of Trade and Industry\*, set out to provide a detailed qualitative picture of the impact of employment legislation on the employment decisions and practices of small firms.

Three main factors affecting how law shapes practice were identified. First, the nature of laws varies. Some laws, for example on the National Minimum Wage (NMW), have universal coverage, whereas others (e.g. on unfair dismissal) come into play only when a firm takes a specific action. It was also expected that longer-established laws, for example on maternity leave (introduced in 1975), would be more embedded in practice than recent legislation, such as the 1999 NMW. Finally, laws in relation to collective rather than individual matters, mainly on trade union recognition and strikes, were predicted to have little purchase among small firms.

Second, the market context may affect firms' ease of response. The greater the financial and competitive pressure that firms face, the more difficult it will be for them to absorb any costs of regulation. By contrast, firms in stronger positions may be able not only to absorb costs but also to use the law as a stimulus to modernisation. Third, adjustment processes within firms were expected to cushion the impact of the law. For example the 'informality' of small firms could mean that maternity leave and issues related to the work-life balance are handled through face-to-face arrangements rather than requiring formal administrative systems.

The study also distinguished three forms of effect. These were: direct effects (where behaviour changes because of a legal requirement); indirect effects (where the law acts to encourage a new practice, for example closer recording of hours of work by the existence of the 1998 Working Time Regulations (WTR)); and 'affinity effects' (where there is no specific link between law and practice, but the two are moving in parallel directions).

Three sectors were covered. A sector with long hours of work - management consultancy - was included. Care homes (i.e. for elderly people and similar groups) were chosen because of their need to provide round-the-clock service, so that working hours are an important theme, albeit in a different business context. In manufacturing, two subsectors were chosen: food manufacture, for its relatively low pay; and the locks industry, as a traditional sector facing international competition. In each sector, six firms were identified. Eight of the firms had fewer than 20 employees; the remaining 10 employed between 20 and 50 people. Overall, 101 interviews were conducted with managers and workers.

Experience of laws on trade union recognition and strikes was not reported in the firms examined. With regard to laws governing individual rights, older ones on maternity leave

were largely taken for granted. Few firms reported direct experience, and where there was such experience the issue was handled informally. No experience of parental leave, which was introduced in 1999 was reported. Some firms had experience of cases going to employment tribunals. This tended to encourage a formalisation and ‘proceduralisation’ of the handling of discipline. The Working Time Regulations had few effects. Most firms had working hours schedules that meant that the main provisions of the Regulations governing maximum hours of work and night work did not apply. Where the Regulations applied, their introduction had not been controversial, and no significant record-keeping costs were reported. The NMW had a direct effect in one firm, which decided that administering the NMW in respect of its home-workers would be difficult, and the workers concerned were brought into the factory. There were significant indirect effects in the care homes, as discussed below.

Turning to market context and adjustment, the care homes examined in the research were facing funding pressures. Regulations on standards of patient care and staff training imposed additional pressures. With rises in wages in other sectors as a result of the NMW, several homes faced substantial recruitment and retention problems. The main adjustment mechanism was the working of long hours by managers. In manufacturing firms, labour supply issues were not significant. Some of the firms were moving towards higher value-added products. In such contexts, the negative aspects of legislation could be absorbed. Positive effects were rare and mainly of an ‘affinity’ kind. For example, one firm was changing its policy on work-life issues; legislation here was characterised as a ‘wake-up call’. Among the consultancies, several had chosen consciously to avoid a ‘high-pressure’ approach. This meant that pressures to work long hours were limited.

On costs of regulatory compliance, there was no evidence that managerial decision-making was constrained by the existence of regulations. The main effects were largely of an administrative nature and, given the limited overall effects of regulation, they were felt to be small. Firms found it hard to produce concrete estimates of these costs, since they did not engage in the necessary detailed accounting. The benefits of regulation were identified mainly by firms adopting a strategy of producing higher-value goods or services, and were mainly seen in terms of encouragement, for example the ‘wake-up call’ cited above. In addition, a broader ‘affinity’ effect can be identified, in that regulations were consistent with the ways in which some firms were moving. Examples include a firm which felt that a flexible approach to family needs brought it business benefits.

The study concludes that there is no single effect of law on small firms as a group, since individual laws differ and their effect is shaped by market conditions and adjustment processes within firms. It suggests an approach to law that is sensitive to context: sectors most likely to suffer negative effects could be identified and possibly given special attention, while situations where the law might encourage modernisation could also be targeted for action.

\* ‘The impact of employment legislation on small firms: a case study analysis’ Paul Edwards, Monder Ram and John Black, DTI, Employment Relations Research Series No. 20 (2003).

## Appendix A

### IRRU Staff during 2003

#### Academic and Research Staff

Jim Arrowsmith  
Ardha Danieli  
Linda Dickens  
Paul Edwards  
Anne-marie Greene  
Mark Hall  
Sonia Liff  
Paul Marginson  
Guglielmo Meardi  
Helen Newell (to September 2003)  
Jane Parker  
Valeria Pulignano  
Sylvia Rohlfer (from September 2003)  
Keith Sisson\*  
Mike Terry  
Martyn Wright

\*Emeritus Professor

#### SKOPE Staff who are also members of IRRU

Ewart Keep  
Caroline Lloyd

#### Clerical and Support Staff

Val Jephcott (IRRU research secretary)

#### Associate and Visiting Fellows

Jacques Bélanger (September) (Université Laval, Québec)  
Mark Carley (European Industrial Relations Observatory)  
Trevor Colling (De Montfort University)  
Tony Edwards (King's College, London)  
Anthony Ferner (De Montfort University)  
Mark Gilman (University of Kent)  
Richard Hyman (LSE)  
Helen Rainbird (University College, Northampton)  
Brian Towers (founding editor, *Industrial Relations Journal*)  
Judy Wajcman (Australian National University)  
David Winchester

## Appendix B

### Doctoral Researchers and Topics

Maurizio Atzeni	Labour Relations in Late Industrialising Countries: Organised labour in human resource management practices in a car multinational operating in Argentina and Brazil
Peter Butler*†	Non-Union Company Councils: Beyond Control to Commitment? A critical evaluation of function and voice provision
Heather Connolly†	Collectivising the Workplace? The role of union leaders in sustaining collective interests and identity in the French and British workplace
Deborah Dean*†	Women Performers as Workers: Gender in relation to aspects of industrial relations in theatre and television
Chris Edger	IR Partnership in Post-Industrial Britain: An elusive concept or realisable goal
Godwin Erap	Trade Unions and Employment Relationship in Privatised State Enterprises: A case study of the finance, food and beverages and petroleum industries in Nigeria
Enda Hannon*†	Are skills central to high value-added competitive strategies? Evidence from the Irish and English dairy industries
Annette Hayden*†	Regional Integration and the Effects on Labour Management Strategy and Practice in Multinational Companies
Aline Hoffmann	Interest Aggregation and Solidarity in French and German Central Works Councils: Lessons to be learned for EWCs
Aristea Koukiadaki*	Partnership at Work: The future of the European Social Partnership model under the 2002 Framework Directive
Sandra MacDonald	A Cross-National Comparison of the Gender Relations of Management
Torsten Müller†	Implications of European Works Councils for British and German Trade Unions
Alexandros Psychogios	Human Resource Management in a Total Quality Context: The role of middle and top managers in achieving quality results in Greek service industry

Miriam Quintana†	European Works Council's Operation Audits Impact on the Dynamics of Management-Employee Relations: Two countries compared
Sylvia Rohlfer*†	The Impact of Company Benchmarking on Human Resources and Industrial Relations in UK and German-owned Multinational Companies
Andrew Sparks	Labour Dispute Resolution: Processes, mechanisms and institutions in Britain and South Africa, and how these have developed
Joseph Vazquez	British Steel and the Stakeholder Revolution
Peter Wheeler	Changing the Management of Not-For-Profit Organisations: Paradox or Panacea?

\* Hugh Clegg Research Studentship

† ESRC award

## Appendix C

### IRRU Publications during 2003

Note: This list covers work done within the IRRU programme. In some cases, staff are now at other institutions, but it would be clumsy to indicate this in every case. Names in square brackets are people who are not members of IRRU. A few publications that appeared since the last annual report are also listed, with dates of publication.

#### Books and Reports

- L. Dickens, (Chair), *Report of the Local Government Pay Commission* October (available at [www.lg-pay.org.uk](http://www.lg-pay.org.uk))
- P. Edwards, ed., *Industrial Relations: Theory and Practice*, 2<sup>nd</sup> ed. Oxford: Blackwell, 538 pp.
- P. Edwards, [M. Ram and J. Black], 'The Impact of Employment Legislation on Small Firms: a Case Study Analysis', DTI Employment Relations Research Series 20, September, 158 pp.
- J. Parker, *Women's Equality in British Trade Unions*, Ceredigion: Edwin Mellen Press, 324 pp.
- [H. Rainbird, J. Sutherland], P. Edwards, [L. Holly and A. Munro], 'Employee Voice and Training at Work: an Analysis of Case Studies and WERS98', DTI Employment Relations Research Series 21, Sept, 177 pp.
- M. Terry and J. Smith, 'Evaluation of the Partnership at Work Fund', Department of Trade and Industry Employment Relations Research Series No 17 xiv+119 pp

#### Journal Articles and Book Chapters

- J. Arrowsmith, 'Post-privatisation industrial relations in the UK rail and electricity industries', *Industrial Relations Journal* 34, 3, 150-63.
- J. Arrowsmith, 'Theories and the practice of age discrimination: Evidence from personnel managers', *Review of Employment Topics*, 6, 1, 1-54.
- J Arrowsmith, P Marginson and K Sisson, 'Externalisation and internalisation of collective bargaining in Europe: variation in the role of large companies' *Industrielle Beziehungen*, 10, 3, 363-92
- J. Arrowsmith, [M. Gilman], P. Edwards, and [M. Ram], 'The Impact of the National Minimum Wage in Employment Relations in Small Firms', *British Journal of Industrial Relations*, 41, 3, 435-56.
- [J. Bélanger], P. Edwards and Martyn Wright, 'Commitment at Work and Independence from Management: A Study of Advanced Teamwork', *Work and Occupations*, 30, 2, 234-52.
- [W Brown], P Marginson and [J Walsh], 'The Management of Pay as the Influence of Collective Bargaining Diminishes' in P Edwards (ed), *Industrial Relations: Theory and Practice*, (2<sup>nd</sup> ed), Oxford: Blackwell, 189-213.

- [M. Carley] and M. Hall, 'Worker representation' in P. Goulding (ed), *European employment law and the UK* (Release 4), Sweet & Maxwell, 90pp
- [M. Carley] and M. Hall, 'Worker representation' in P. Goulding (ed), *European employment law and the UK* (Release 5), Sweet & Maxwell, 92pp
- D. Dean and [C. Jones], 'If women actors were working...', *Media, Culture & Society*, 25, 4, 527-541.
- L Dickens and M Hall, 'Labour law and industrial relations: a new settlement?' in P Edwards (ed), *Industrial relations: Theory and Practice*, (2nd ed), Oxford: Blackwell 124-56.
- P. Edwards, 'The Employment Relationship and the Field of Industrial Relations' and 'Concluding Comments'; in P Edwards (ed), *Industrial Relations: Theory and Practice* (2<sup>nd</sup> edn.) Oxford: Blackwell, 1-36, 513-22.
- P. Edwards, 'The Continuing Role of an "Industrial Relations" Perspective on Employment', in P. Ackers and A. Wilkinson (eds.), *Reworking Industrial Relations: New Perspectives on Employment and Society* (Oxford: OUP) 337-58.
- A.M. Greene, [J. Hogan and M. Grieco], 'Commentary: E-collectivism and distributed discourse: Opportunities for trade union democracy', *Industrial Relations Journal*, 34, 4, 282-289.
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- J. Parker, 'We're on a Road to Somewhere: The Impacts of Women's Groups in British Unions', *Industrial Relations Journal* 34, 2, 164-184.
- V. Pulignano, 'Union Struggle and the Crisis of Industrial Relations in Italy', *Capital & Class*, 79, 1-8
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- [M. Ram, M. Gilman], J. Arrowsmith, and P. Edwards, 'Once more into the sunset? Asian clothing firms after the National Minimum Wage'. *Environment and Planning (C: Government and Policy)*, 21, 1, 71-88.
- [M. Ram] and P. Edwards, 'Praising Caesar not Burying Him: What We know about Employment Relations in Small Firms', *Work, Employment and Society*, 17, 4, 719-30.
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- K Sisson and P Marginson, 'Management: Systems, Structures and Strategy', in P. Edwards (ed), *Industrial Relations: Theory and Practice*, (2<sup>nd</sup> edn), Oxford: Blackwell, 157-188
- M. Terry, 'Can "partnership" reverse the decline of British trade unions?' *Work, Employment and Society*, 17, 3, 461-474.
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- M. Terry, 'Employee representation: shop stewards and the new legal framework' in P. Edwards (ed) *Industrial Relations: Theory and Practice*, (2<sup>nd</sup> edn), Oxford: Blackwell, 257-284.
- [C. Woodhams] and A. Danieli, 'Analysing the Operation of Diversity on the Basis of Disability' in M. J. Davidson, and S. L. Fielden, (eds.) *Individual Diversity and Psychology in Organizations*, Chichester: Wiley, 193-208.

### **Warwick Papers in Industrial Relations**

- S. Rohlfer, 'Benchmarking Concepts in the UK and Germany: Between Standardisation and Local Variation' Warwick Paper in Industrial Relations, No. 69, 36pp.
- J. Monks, 'A Eurovision at Work?', Warwick Papers in Industrial Relations series, No 70, 9pp
- R. Poole, 'Agreed or imposed? A study of employer's responses to statutory recognition applications', Warwick Papers in Industrial Relations series, No 71, 25pp
- M. Quintana, 'The Different Dimensions of 'Europeanisation', in the Banking Sector: Implications for EWCs', Warwick Papers in Industrial Relations series, No 72, 33pp

### **Conference Papers and presentations**

- J. Arrowsmith, 'Working time and quality of work', *Greek Ministry of Labour and Social Security/European Foundation conference*, 'Better work and life: Towards an inclusive and competitive enlarged Union', Alexandroupolis, May

- J. Arrowsmith, 'Why is there so much overtime working in the UK?' IRES/ ETUI conference 'les heures supplémentaires en Europe: Regulations et débats', Paris, November.
- [J. Bélanger] and P. Edwards, 'The Conditions for Social Compromise at the Workplace: Drawing Lessons from Teamwork', International Industrial Relations Association World Congress, Berlin, September
- [J. Bélanger] and P. Edwards, 'The Transnational Firm and Global Labour Regulation', paper to Centre de recherche inter-universitaire sur la mondialisation et le travail, CRIMT Inaugural Conference, Quebec, November
- A. Danieli, 'Is the Business Case the Best Approach to Equality for Disabled People? Agile Business – Changing Lives? British Telecommunications plc, London, March
- A. Danieli and A.M. Greene, 'Gender – the missing link in industrial relations research?' 3<sup>rd</sup> Gender Work and Organisation Conference, Keele, June
- A. Danieli and A.M. Greene 'Fragmented Identities and Patriarchal Common Sense: The Case of Male and Female Trade Union Negotiators' Standing Conference on Organisation Symbolism, Cambridge University, July
- A. Danieli and [C. Woodhams], 'Disability Frameworks and their Implications for Monitoring Diversity' Fourth International Conference on Diversity in Organisations, Communities and Nations, University of California, Los Angeles, USA, July
- L. Dickens, 'Changing Contours of the Employment Relationship and New Modes of Labour Regulation'. Plenary paper at the International Industrial Relations Association 13<sup>th</sup> World Congress, Berlin, September
- P. Edwards, [M. Ram and J. Black], 'The Impact of Employment Legislation on Small Firms: a Case Study Analysis', DTI research conference, London, January
- P. Edwards, 'Small Firms and Employment Legislation: Why the Limited Impact', Policy Studies Institute seminar series, February.
- P. Edwards, Invited round table discussant, conference on 'Better Work and Life: Towards an Inclusive and Competitive Enlarged Union', organised by the Greek Ministry of Labour and Social Security and the European Foundation for the Improvement of Living and Working Conditions, Alexandroupolis, Greece, May
- P. Edwards, 'The Development of and Prospects for Industrial Relations Research in the UK', Canadian Industrial Relations Association annual conference, Halifax, Nova Scotia, May
- P. Edwards, 'The Promising Future of Industrial Relations: Developing Theory, Relevance and Methods', invited plenary paper, British Universities Industrial Relations Association annual conference, University of Leeds, July .
- P. Edwards, 'Productivity, Participation and Partnership: Where Next?' SERTUC/SEEDA Conference on Productivity, Ashford, Kent, October
- P. Edwards, 'Developing Industrial Relations Theory and Methods', seminar paper, Département des relations industrielles, Université de Montréal, November

- P. Edwards, invited round table discussant, conference on 'US Multinationals and the Management of Human Resources in Britain', de Montfort University, Leicester, December
- A.M. Greene and [G. Kirton], Possibilities for remote participation in trade unions: mobilising atypical activists', 13<sup>th</sup> World Congress of the International Industrial Relations Association, Berlin, September
- M Hall, 'UK implementation of the EU consultation Directive', Warwick Masterclass, London, April
- M Hall, 'European Works Councils in UK-based companies', CBI People Summit, London, June
- M Hall, 'European Works Councils', General Motors European Employee Forum seminar, Eastbourne, October
- M Hall, 'Company restructuring and industrial relations in the EU', seminar on Industrial relations in the EU, USA and Japan, European Foundation for the Improvement of Living and Working Conditions, Dublin, November
- P, Marginson, 'The Europeanisation of industrial relations: a case of convergence and divergence?' Roskilde University Center, Denmark, March
- P. Marginson, 'The Impact of European Works Councils', Warwick Masterclass, London, April
- P. Marginson, J. Arrowsmith and K. Sisson, 'Tipping the balance? The changing relationship between sector- and company-level collective bargaining' 13<sup>th</sup> World Congress, International Industrial Relations Association, Berlin, September
- G. Meardi, 'Foreign direct investment in Central Eastern Europe and industrial relations', XIII International Industrial Relations Association World Congress, Berlin, September.
- G. Meardi, 'From Union Models to Union Styles. Towards a Revised Taxonomy of European Labour Movements', VI Congress of the European Sociological Association, Universidad de Murcia, Murcia, September.
- V. Pulignano, 'Grasping from the grassroots: A Conceptual Prospect for Cross-Borders Unionism' RGS-IBG "Globalisation's Challenge to Labour" Economic Geography Research Group Conference, London, September
- S. Rohlfer, 'Benchmarking Practice in MNCs: Experiences in the Field' BUIRA Postgraduate Study Group, Keele University, January.
- S. Rohlfer, 'Benchmarking Concepts in the UK and Germany: A Shared Understanding among Key Players?' British Academy of Management Annual Conference, Harrogate, September.
- S. Rohlfer, 'Benchmarking Concepts in the UK and Germany: the Leeway for Managerial Prerogative?' Workshop on Management Knowledge in Time and Space, European Institute for Advanced Studies in Management, Istanbul, Turkey, September.
- [S. Sayce, P. Ackers] and A.M. Greene, Disassembling and Reassembling Gender Work Relations: The Unintended Consequences of Manufacturing Restructuring', 20<sup>th</sup> Annual International Labour Process Conference, University of the West of England, Bristol, April
- M. Terry, 'Evaluation of the Partnership at Work Fund', Employment Relations Research Conference, DTI, January

M. Terry, 'The Implications of Partnership for Trade Unions in the UK', Unions 21, TUC, January

**Shorter publications and working and discussion papers**

J. Arrowsmith, 'Changes in industrial relations in the UK rail industry after privatisation', *International Labor Brief*, 1, 3, 92-97.

M. Hall, *Informing and consulting your workforce: B&Q – Listening to the Grass Roots*, Involvement and Participation Association case study, no 3, series 4 (July), 8pp

M. Hall, *Informing and consulting your workforce: The BMW Hams Hall Plant Council*, Involvement and Participation Association case study, no 4, series 4 (October), 8pp

M. Hall, 'New rules on flexible working come into force', *EIRObserver* 3'03 11

M. Hall, 'Government code to tackle "two-tier workforce" in local government services', *EIRObserver* 2'03, 11

M. Hall, 'Unions seek more influence for EWCs', *European Works Councils Bulletin* 43 (January/February), 4-9

M. Hall, 'Employers and unions submit views on UK consultation law', *European Works Councils Bulletin* 43 (January/February), 9-19

M. Hall, 'Survey highlights business benefits of EWCs', *European Works Councils Bulletin* 44 (March/April), 4-6

M. Hall, 'EU employee involvement initiatives – state of play', *European Works Councils Bulletin* 45 (May/June), 6-10

M. Hall, 'Key players gear up for review of EWCs Directive', *European Works Councils Bulletin* 46 (July/August), 5-7

M. Hall, 'UK government unveils draft consultation legislation', *European Works Councils Bulletin* 47 (September/October), 4-9

M. Hall, 'UK review of EWCs experience', *European Works Councils Bulletin* 47 (September/October), 10-11

M. Hall, 'New EWC at Royal Bank of Scotland', *European Works Councils Bulletin* 48 (November/December), 5-8

M. Hall, 'EU consultative body evaluates EWCs', *European Works Councils Bulletin* 48 (November/December), 14-16

P Marginson, 'GSK's European Works Council: a Case Study' Report for the European Foundation for the Improvement of Living and Working Conditions, July, 15pp.

G. Meardi, 'The European Social Model and European Industrial Relations: Between 'Old' and 'New'?' *CLR News*, No 2, pp.11-18.

V. Pulignano, 'Cross-borders Unionism. Programmatic Goal or Factual Reality? Proposition for a Conceptual Framework', CIRA (Canadian Industrial Relations Association) conference proceedings - Halifax (Canada) 30 May- 2 June, 15 pp

**IRRU/UK contributions to the European Industrial Relations Observatory**  
**(<http://www.eiro.eurofound.eu.int/>) – January to December 2003**

**In briefs** (M Hall except where indicated)

January 2003	TUC elects new leader Government survey shows strong employee preference for flexible working
February 2003	Talks resume in fire service dispute Minister outlines government's likely approach to consultation legislation
March 2003	Spread of union recognition deals slows Government rejects calls for major changes to Employment Relations Act
April 2003	Increases in national minimum wage announced Union conference rejects draft agreement on fire service reform
May 2003	Teaching union conferences debate school funding and reforms (D Winchester)
June 2003	National Health Service pay reforms ratified by union members (D Winchester) Key unions elect left-wing leaders
July 2003	CBI report urges retention of individual opt-out from 48-hour week Fire service pay dispute settled
August 2003	Government seeks views on EWCs ahead of review of Directive
September 2003	UK social partners agree telework guidance
October 2003	CBI survey highlights employer concern over regulation Postal workers reject national strike
November 2003	Employers and unions respond to review of EWCs
December 2003	New anti-discrimination legislation takes effect Flexible working law causing few problems, finds survey

**Features**

January 2003	Latest strike trends examined (J Arrowsmith) Pensions high on industrial relations agenda (H Newell) Employers and unions submit views on UK consultation law (M Hall) * Survey highlights business benefits of EWCs (M Hall)
February 2003	Government code to tackle 'two-tier workforce' in local government services (M Hall) Government tests new training programme for low skilled workers (J Payne) Progress on work-life balance? (G Kirton) Changes in the pay and workload of school teachers (D Winchester)
March 2003	New pay system planned in National Health Service (D Winchester)

	Corus's UK workforce faces deep job cuts (T Edwards)
April 2003	National strikes hit rail network (J Arrowsmith) New rules on flexible working come into force (M Hall)
May 2003	New statutory rights for union learning representatives (H Rainbird)
June 2003	Government to introduce corporate killing law (J Arrowsmith) Unions call for tougher controls over boardroom pay (J Arrowsmith) Unions develop strategies to combat disability discrimination (G Kirton) Regional pay proposals spark controversy (P Marginson)
July 2003	Negotiations on new contracts for National Health Service doctors (D Winchester) Government launches new skills strategy (J Payne) Draft information and consultation legislation published (M Hall) * EU-level social partners negotiate joint text on restructuring (M Hall)
August 2003	Employer and union reaction to UK's decision to defer euro entry (D Winchester) Strike grounds British Airways at Heathrow (J Arrowsmith)
September 2003	Rail union's campaign for national bargaining gathers steam (J Arrowsmith) TUC conference highlights tensions in union-government relations (D Winchester)
October 2003	Unions launch new campaign against long working hours (J Arrowsmith) The impact of employment legislation on small firms (P Edwards) * European Economic and Social Committee adopts opinion on revision of EWCs Directive (M Hall)
November 2003	Local Government Pay Commission reports (S Bach)
December 2003	Porter report examines UK competitiveness (C Lloyd) New Employment relations Bill published (M Hall)

\* EU-level features written on behalf of Industrial Relations Services (IRS), EIRO's EU-level centre.

### **Thematic features**

Posted workers (M Hall)

Implementation of the EU framework equal treatment Directive (G Kirton)

Works councils and other workplace employee representation and participation structures (J Arrowsmith)

Social partner involvement in the 2003 national employment action plan for employment (M Hall)

Redundancies and redundancy costs (C Lloyd)

### **Annual review**

2003 annual review for the UK (M Hall)

### **UK contributions to comparative studies**

New technology and respect for privacy at the workplace (S Liff)  
Annualised hours in Europe (J Arrowsmith)  
Employers' organisations (C Lloyd)  
Industrial relations in the automotive sector (P Marginson)  
Workplace gender equality plans (J Parker)  
Collective bargaining over child care and parental leave (J Parker)  
Collective bargaining on occupational pensions (H Newell)

### **UK contributions to annual updates**

Pay developments 2003 (J Arrowsmith)  
Working time developments 2003 (J Arrowsmith)  
Trade union membership (J Arrowsmith)

### **Forthcoming publications**

[J. Alatrasta]. and J. Arrowsmith, 'Managing employee commitment in the not-for-profit sector',  
*Personnel Review*, 33, 3.

J. Arrowsmith and [M. Gilman], 'The National Minimum Wage and Small Firms', in S. Marlow, D. Patton, and M. Ram (eds.) *Managing Labour in Small Firms*. London: Routledge, 2004

J. Arrowsmith, K. Sisson and P. Marginson 'What can benchmarking offer the open method of co-ordination?' *European Journal of Public Policy*, 2004

[D. Crowther], and A.M. Greene, 'Deconstructing the employee: a critique of the gendered American Dream', in D. Hodgson and C. Carter, (eds) *Post-Industrial Management and the New Employee* Ashgate Press, 2004

P. Edwards, 'The Puzzle of Work: Insecurity and Stress and Autonomy and Commitment', in A. F. Heath and D. Gallie, eds, *British Academy Centenary Volume* (title tbc).

P. Edwards, [M. Ram and J. Black], 'Why Does Employment Legislation Not Damage Small Firms?'  
*Journal of Law and Society*, Summer 2004

[M. Gilman] and P. Marginson, 'Negotiating European Works Councils: contours of constrained choice' in I Fitzgerald and J Stirling (eds.) *European Works Councils*, Routledge, 2004, 93-112

[J. Gosling, S. Linstead, L. Fulop], A. M. Greene and [D. S. Richards], 'Managing Conflict and Negotiation, in {S. Lilley, L. Fulop and S. Linstead}, *Management and Organization : A Critical Text*: Palgrave, 2004, 392-421

A.M. Greene, *Space for Gender Action: Transport, Technology and Electronic Activism*, Ashgate, 2004

A.M. Greene and [G. Kirton], Trade Unions and Diversity, In A. Konrad, P. Prasad and J. Pringle, (eds.) *Handbook of Workplace Diversity Sage*, 2004

- A.M. Greene, and [J. Hogan], 'Trade unions and new ICTs: Lay activist action', in [S. Ward and S. Coleman] *NGOs and ICTs: Space and Protest Action*, Hansard Society, 2004
- M. Hall and P. Marginson, 'Trojan horses or paper tigers? Assessing the significance of European Works Councils', in B Harley, J Hyman and P Thompson (eds), *Participation and democracy at work*, Palgrave, 2004
- M. Hall and M. Terry, 'The emerging system of statutory worker representation', in G Healy, E Heery, P Taylor and W Brown (eds), *The future of worker representation*, Palgrave, 2004
- [G. Kirton] and A.M. Greene, *The dynamics of managing diversity: A critical approach*, Second edition, Butterworth-Heinemann, September 2004
- P. Marginson, 'The Eurocompany and European Works Councils' in A-W Harzing and J van Ruysseveldt (eds) *International Human Resource Management*, Sage, 2004,
- P. Marginson, M. Hall, A. Hoffmann and T. Müller, 'The impact of European Works Councils on management decision-making in UK- and US-based multinationals: a case study comparison', *British Journal of Industrial Relations*, 2004, 42, 2
- P. Marginson and K. Sisson, '*European Integration and Industrial Relations: multi-level governance in the making*' Palgrave/Macmillan, 2004
- R. McIlroy, P. Marginson and I. Regalia, 'Regulating external and internal forms of flexibility at local level: five European regions compared' *International Journal of Human Resource Management*, 2004, 15, 2
- G. Meardi, 'The Legacy of 'Solidarity'. Class, Democracy, Culture and Subjectivity in the Polish Social Movement' *Social Movement Studies*, 4, 2
- G. Meardi, 'Short Circuits between Multinational Companies: The Extension of European Works Councils to Poland' *European Journal of Industrial Relations*, 10, 2.
- G. Meardi, 'Da modelli a stili: Per una revisions delle tipologie del sindacalismo europeo', *Stato e Mercato*, 2004.
- V. Pulignano. 'Between Representation and Reality. The Multi-Enterprise factory and Trade Union responses in the Italian automobile industry', *Industrial Relations Journal*, 2005
- V. Pulignano, 'The effect of outsourcing on Unions', in P. Barrar and R. L. Gervais (eds) *The Handbook of Outsourcing*, Gower, 2005

## Appendix D: Research Funding

### **New, ongoing and completed grants during 2003**

University Research and Teaching Development Fund (Valeria Pulignano) <i>'Workers representation rights in the context of transnational capital'</i>	£2,270	1/07/02 – 30/06/03
European Foundation for the Improvement of Living and Working Conditions (Mark Hall) for UK national centre of European Industrial Relations Observatory	£39,967	1/01/03 – 31/12/03
Economic and Social Research Council (Guglielmo Meardi and Paul Marginson) <i>'Employment practices in German and US companies in Central Europe'</i>	£82,528	1/07/03 – 30/06/05
Economic and Social Research Council Post-doctoral Research Fellowship (Jane Parker) <i>'Womens Groups in British Unions'</i>	£27,235	01/10/03 – 31/03/06
British Academy (Valeria Pulignano) <i>'Multinational Companies and Workers' Representation'</i>	£3,300	1/11/03 – 30/11/04
Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E)	£28,500	31/03/03

### **New grants commencing in 2004**

European Foundation for the Improvement of Living and Working Conditions (Mark Hall) for UK national centre of European Industrial Relations Observatory	70,876€	1/01/04 – 28/2/05
European Social Fund (Anne-marie Greene and [Gill Kirton]) <i>'Involvement of Stakeholders in Diversity Management'</i>	£189,841	01/01/04 – 31/03/06
European Social Fund (Ardha Danieli and [Carol Woodhams]) <i>'The Business Case for the Employment of Disabled People'</i>	£533,369	01/01/04 – 30/11/05

Economic and Social Research Council Advanced Institute of Management Research (Paul Edwards) <i>'Organisational Roots of Productivity'</i>	t.b.c.	01/02/04 – 31/03/07
European Science Foundation / ESRC (Paul Marginson and Jim Arrowsmith) <i>'Variable Pay and Collective Bargaining'</i>	£134,951	01/07/04 – 31/12/06
Economic and Social Research Council ([Anthony Ferner], Paul Marginson, Paul Edwards, [Tony Edwards] and [Olga Tregaskis]) <i>'Employment Practice of MNCs: a large- scale survey'</i>	£308,249	01/10/04 – 31/03/07

## Appendix E

### Warwick Industrial Relations Limited

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 currently owns a 50% share of *European Works Councils Bulletin* and a 25% share of *European Journal of Industrial Relations*, and receives royalties from these sources as well as from the specialist report series published jointly with Industrial Relations Services. Where appropriate, the financial arrangements for IRRU members' participation in contract research projects are handled via the company. During 2003, IRRU members' involvement in the European Foundation project on European Works Councils, referred to above, was organised on this basis.

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 2003, WIRL's annual Gift Aid donation amounted to £28,500.