

Industrial Relations Research Unit  
Warwick Business School  
University of Warwick

**Annual Report, 2004**

# 1 INTRODUCTION AND OVERVIEW

IRRU embraces the research activities of the industrial relations community at Warwick Business School (WBS). The aims of IRRU are to produce high quality, independent research which is critical in nature; thereby to contribute to the conceptual and empirical development of the field; and to improve the information and analysis available to national and European-level policy and practitioner communities. Achieving these aims requires 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 and 2004 has enhanced the scale and scope of IRRU's research activity as compared to preceding years. In addition, our own income-generating activities have continued to fund a senior researcher engaged on a key research project. Achieving our aims also requires sustained engagement with the policy and practitioner communities, at national, regional and European levels. The value of our existing activity in this domain is kept under review, as are potential opportunities to strengthen the impact of our research findings amongst policy makers and practitioners.

IRRU's research projects are framed by four main themes, and research activity around each is detailed later in the report. Successful funding applications resulted in the launch of several new projects during 2004. Of note too are the cross-country, collaborative arrangements which have been developed on three projects, coming under different themes, with a view to comparative analysis. On **Europeanisation and internationalisation of employment relations**, ESRC-funded research on the impact of inward investment on employment practice in three central European countries has progressed to the point where almost all of the twelve company case studies had been completed. The large-scale survey of employment practice in multinational companies operating in the UK was launched. This now involves collaboration with a team from a major Canadian research centre, in the light of a successful funding application for a parallel survey of MNCs operating in Canada. Extensive fieldwork has been undertaken on two projects on **equality and diversity** funded by the European Social Fund, one investigating the business case for the employment of disabled workers and the other examining the extent and role of stakeholder involvement in managing diversity within organizations. Also under this theme, a comparative dimension to the project on womens' groups in trade unions has been developed in 2004, also involving a parallel survey in Canada. The third theme now focuses on **pay, employment relations and performance**. It embraces a major research project under ESRC/EPSRC's AIM research programme investigating the organizational roots of productivity; and an ESRC-funded study of the interface between variable payments systems and collective bargaining, which involves parallel Austrian and Norwegian studies under a European Science Foundation scheme. Continuing research on UK implementation of the EU's 2002 employee information and consultation directive comes under the fourth theme, the **legal regulation of employment**, and has included the analysis and publication of case studies in four leading organizations. Also under this theme, a DTI-funded review of research into the impact of employment legislation enacted since 1997 is due to be completed in early 2005.

Turning to IRRU's engagement with practitioners, the third annual Warwick-Acas public lecture in honour of Sir Pat Lowry was given by the European and International Affairs Director of the German Confederation of Employers (BDA), Renate Hornung-Draus. She addressed the changing role of employers' organizations at national and European levels in the face of contemporary economic, industrial and labour market developments. 2004 saw the successful

launch of the West Midlands Employment Relations Forum. The Forum, which was initiated by IRRU together with Acas Midlands, is open to companies and public service organizations, trade unions and employment relations professionals across the region and aims to promote discussion of key developments and raise the profile of employment relations within the West Midlands. IRRU has continued its role as UK national centre for the European Industrial Relations Observatory. The Observatory's output is attracting increasing use from both practitioners and academics.

## **2 STAFFING**

There are currently 22 academic staff in IRRU, a number of whom are also members of the Industrial Relations and Organizational Behaviour (IROB) subject group of Warwick Business School and two are members of the research centre on Skills, Knowledge and Organizational Performance (SKOPE). IRRU has 11 associate and visiting fellows. IRRU membership during 2004 is listed in Appendix A.

During 2004 five research fellows were appointed to work on three new research projects. Shafaq Afraz and Sam Bairstow commenced work on the 'business case for the employment of disabled workers' project in April and March, respectively, with Deborah Dean commencing work on the project on 'stakeholder involvement in diversity management' also in April. Deborah was subsequently appointed to a lectureship in WBS from December 2004 and continues to be a member of IRRU. Chin-Ju Tsai and Sukanya Sen Gupta took up appointments on the project on 'the organizational roots of productivity' in October 2004 and January 2005, respectively. 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 2006.

Jacques Bélanger (Université de Laval, Québec) was a visiting fellow during July 2004. Per Hull Kristensen (Copenhagen Business School) came on a short visit to IRRU in April.

## **3 RESEARCH PROJECTS**

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

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

The ESRC-funded research project, on employment practices in German- and North American-based multinational companies' operations in Central Eastern Europe, led by Guglielmo Meardi and also involving Paul Marginson, continued during 2004. The focus is on the automotive components sector, which due to a high degree of international integration and the very high (typically above 90%) export rate, the automotive component sector is particularly appropriate for examining questions relating to the motivation for investment location decisions, social dumping, and transfer of production and employment practices. Meardi participated in fieldwork in case study companies in automotive supply in Poland, Hungary and Slovenia, in collaboration with local researchers. During 2004 he spent a total of three months in Poland, two months in Hungary, and one month in Slovenia. Eleven of the planned twelve case studies had been conducted by the end of the year. The research process also included two international workshops, held in Budapest in March and in Ljubljana in December.

While the main comparative phase of the research only commences in early 2005, the preliminary picture emerging from the case study points at the unique pressures on labour costs, flexibility and productivity in manufacturing after EU enlargement, and therefore on workforces at established sites in western Europe in the sector. The absence of any tariff or non-tariff barriers, geographic proximity, and the rapidity with which industrial sites in the new member states have reached western European standards of productivity and quality, and often outstripped those on flexibility, makes the differential in unit labour costs salient even in a sector where fixed capital is most important. This has repercussions especially in neighbouring Germany, which may have contributed to the observed 'Anglo-Saxonisation' of many employment practices in the central European operations of German companies. Indeed, no systematic difference in employment practices has been registered according to whether companies are US- or German-owned. On the other hand, each of the case studies indicates the existence of increasing constraints and limits on flexibility practices on pay, employment, and working time, as well as the existence and relevance of host-country institutions, practices and models of employee representation. Dissemination of early analytical and empirical findings came through papers at conferences in Bologna in June, Barcelona in July and Cardiff in September.

Research awards to Meardi, Marginson and Paul Edwards from WBS were used to organize an international workshop comparing national-level 'social pacts' in the 'old' and 'new' EU member states, which was held at the European University Institute in Florence in June. Twenty leading scholars from twelve European countries and the United States participated. The workshop assessed the potential of EMU constraints for favouring 'social pacts' even in countries lacking traditional prerequisites for centralisation of wage determination was assessed. Evidence from the post-communist member states nevertheless showed some strong similarities in the existence of a post-Soviet legacy distorting the functioning of tripartite institutions, with the notable exception of Slovenia (where a social pact on the EMU has been concluded). The workshop also provided a basis for developing future research collaboration.

Meardi is involved in an INTAS-funded research project on post-communist trade unionism, led by Prof. Simon Clarke, of the Department of Sociology at Warwick. An analytical grid on the nature of the pre-existing Soviet model of unionism was elaborated for guiding the production of comparable national report from a range of former communist countries. The national studies will be compared at a workshop in Moscow in April 2005.

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

During the year, Mark Hall and Paul Marginson co-ordinated and wrote up a comparative study for the European Industrial Relations Observatory reviewing key developments concerning EWCs over the period 2002-4, based on reports drawn up by EIRO's national centres in 23 EU/EEA member states in response to a questionnaire. It examined the incidence of EWC agreements and their renegotiation, the influence of EWCs on the handling of transnational restructuring, legal cases involving EWCs, the impact of EU enlargement on EWCs, and the debate about how best to enhance the effectiveness of EWCs, including the possible revision of the EWCs Directive.

### ***Developments in EWCs: Key points***

- In the decade since the adoption of the EWCs Directive, EWCs have become an established feature of the European industrial relations landscape, operating in nearly 750 multinational companies.
- Even so, only around one-third of the total number of companies now covered by the Directive had established an EWC by autumn 2004.
- The practice of EWCs and the influence they exercise varies considerably, ranging from ‘symbolic’ EWCs, whose role is largely confined to a ritual annual meeting, through more active bodies involving ongoing networking activity on the employee side and regular liaison with management, to those (relatively very few) which exert a measure of influence over management decisions or even engage in the negotiation of agreements or joint texts with management.
- In terms of the debate about revising the Directive, the existence of a long ‘tail’ of uninfluential, ‘symbolic’ EWCs continues to fuel demands from European trade unions and politicians for stronger statutory consultation requirements.
- The impact of EU enlargement on EWCs is substantial, affecting both ‘new’ and ‘old’ member states.
- In quantitative terms, the increase in the number of companies now covered by the Directive as a result of enlargement is significant. Two-thirds of the companies which already have EWCs also have operations in the new member states and must therefore enlarge their EWCs.
- Qualitatively, integration of employee representatives from the new member states appears not to have generated new problems for EWCs but to have exacerbated existing difficulties posed by variations in national legal frameworks and industrial relations practice, the heterogeneity of local forms and traditions of employee representation, and communication and language barriers.

Mark Hall and IRRU Associate Fellow Mark Carley 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.

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

The ESRC-funded large-scale survey of employment practice in organizational context in multinational companies operating in the UK formally got underway in October 2004. It 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 first of the study’s two principal aims is to map and analyse

the contours of MNCs as organizations, in terms of the range of organizational forms, nationality of origin, sector of operation, degree of international integration, and size of firm. The second is to examine the interrelationship between such organizational variables and patterns of employment practice in MNCs' UK operations. Fieldwork for the survey involves two main phases: 1) a screening of the database of relevant MNCs generated in 2002, to verify critical data items and to obtain some initial information about the management of employees in these companies; 2) an extended face-to-face structured interview with a senior human resource executive in 450 companies, asking in more depth about four aspects of employment practice – pay and rewards; learning and development; employee involvement; and employee representation and consultation. The first phase of the field research will take place in the spring and the second in the autumn of 2005.

During 2004 an international, comparative dimension to the study was developed. A Canadian team at the interdisciplinary research centre CRIMT (Centre de recherche interuniversitaire sur la mondialisation et le travail) based at the University of Montreal secured funding from Canada's SSHRC to undertake a parallel survey of employment practice in MNCs operating in Canada during the first half of 2005. Research teams in Ireland (based at the University of Limerick) and Spain (based at IESE in Barcelona and Madrid) have advanced plans to also undertake parallel surveys on employment practice in MNCs operating in the two countries, respectively.

### ***Transnational trade union organization and multinational companies***

2004 saw fieldwork completed by Valeria Pulignano for her project on 'Multinational companies and workers' representation: comparing and connecting local union responses', the current phase of which is funded by the British Academy. The project is investigating transnational union coordination strategies in the face of globally-organized companies, focusing on problems of articulation between the international, regional (European) and local levels of trade union organization. The fieldwork covered the activities of national and local union officials in the five subsidiaries spread across two sectors (metalworking and chemicals) of the same American MNC in two European countries, Italy and the UK. The national and local level interviews led into further research on the links between the company trade union representatives, the two European Works Councils (EWC) within the company and the activities of European union bodies. The interviews examined: the nature of the employment practices developed by the MNC in the Italy and the UK and in businesses in the two sectors; national and local union responses to those practices; the extent to which trade union responses were articulated across countries and sectors and the role, if any, of European-level structures. The research included also the analysis of: 'framework agreements' at global level; trade union European policies and agreements; activities undertaken at EU level within EWCs; distinctiveness of union to articulate and represent workers' interest and the impact on GE management's attitude. Findings indicate that the EWCs do provide a potential European-level platform through which trade unions are able to co-ordinate local responses. Although there are signs of effective articulation, the diverse levels of union structure remain a problematic issue for union transnational integration across borders. Findings also illustrate that while national institutional and sectoral features are important in shaping management's employment and industrial relations practices in MNCs, so too are organizational factors such as the strategic role of different subsidiaries within the wider corporation. Two papers summarising research findings were published: an article in the Italian industrial relations journal *Quaderni di Rassegna Sindacale* and a book chapter.

### ***Other developments***

Sylvia Rohlfer's doctoral thesis, submitted in September, is a comparative study examining the impact of benchmarking on employment practice in Britain and Germany, with a particular focus on multinational companies with operations in the two countries. Through an examination of the implications of benchmarking practice for employment relations, this thesis argues that the design and utilisation of the benchmarking tool depends on the specific context in which it is applied. By examining the different national, sector and organizational contexts, the thesis analysis shows how benchmarking practice in British and German MNCs is influenced by characteristics of the UK and German business system, of the chemical and financial services sectors, and by various organizational characteristics.

The findings demonstrate that certain similarities in benchmarking practice across all four MNCs studied exist, regardless of differences in the three sets of forces. At the same time, differences in the design and utilisation of the benchmarking tool are also discernible. Regarding the impact of the national business systems, it is suggested that specific benchmarking practices associated with UK companies are adopted by German companies to operate effectively in international markets. Moreover, a mixture of international and country-specific within the two sectors influence benchmarking practice in the four companies. Assessing the impact of benchmarking practice on employment relations, this thesis concludes that both the social and the economic relationship between management and employee is altered. This is not so much caused by management attempts to transfer identified best employment practices through benchmarking than by the consequences of the benchmarking of economic, technological and organizational parameters which by prompting changes in the organization of work and reductions in employment levels indirectly impact on employment practice. Some of the findings were published in *Benchmarking: an international journal*.

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

### ***The business case for the employment of disabled workers***

This two-year research project, which started in January 2004, is funded by the European Social Fund Objective 3 Research into Equal Opportunities in the Labour Market. The research team is made up of Ardha Danieli (Principal Investigator), Carol Woodhams (Manchester Metropolitan University), Shafaq Afraz and Sam Bairstow. The project aims to establish whether and if so how the business case for equal opportunities for disabled people can be implemented in practice. Two organizations, one private and one public sector, are participating in the research which involves in-depth case studies in each. Using organizational statistics the research establishes the extent of, and any changes in, the employment of disabled people over a ten year period. These data are used to examine any differences between disabled and non-disabled employees according to a number of factors including: gender; ethnicity; hours of work; promotion; pay; grade and location. Using in-depth interviews with a variety of stakeholders in each organization - senior managers; line managers; employees; trade union representatives; and disabled employee representatives - it examines whether and how the business case for the employment of disabled people is made in practice. The objective is to identify any perceptual, structural and procedural barriers to the implementation of the business case and make recommendations for overcoming any barriers in order to increase the proportion of disabled

people in employment. The collection of empirical data will be completed by March and the analysis of the data will then proceed.

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

The second project funded by the European Social Fund under the same call for research into equal opportunities and the labour market is examining the involvement of stakeholders in diversity management, and involves Anne-marie Greene and Deborah Dean. Many advocates within the field suggest that managing diversity (MD) contributes to business success. However, although there are now a number of 'good practice' guides and theoretical explorations, little is known about the actual practice of MD in Britain. Lack of knowledge about the processes and outcomes of MD in practice, means that many organizations report that they are experiencing significant difficulty a) when implementing diversity policies and b) in achieving real diversity gains that contribute to business outcomes. A particular area of concern is that while senior commitment to diversity is often present, difficulties are found in implementing policies at local team and line management level. Here, stakeholder involvement is seen as crucial for employee and line management buy-in to equality and diversity initiatives and consequently for successful outcomes.

Research objectives are to investigate MD policy and practice, mapping the measures and initiatives used; to explore the involvement of the stakeholders in policy formulation and implementation (in order to identify the triggers to, rationale behind, and conditions and circumstances of successful policies and practices); and to identify good MD policies and practice and consider how these might be more widely diffused. The research uses qualitative research methods involving two in-depth case studies (one public sector, one private sector), semi-structured interviews with around 50 'diversity champions' in a variety of organizations across the UK. A workshop, convened in April 2004, provided an opportunity to engage with a range of practitioners over the design and operationalisation of the research. Initial findings will be presented at the Gender, Work and Organization conference in June 2005 and at a further workshop for practitioners later in 2005. During 2004 Greene published a paper in the Warwick Paper in Industrial Relations series examining trade union views of diversity management.

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

Jane Parker continued her ESRC-funded research on womens' groups (WGs) in trade unions. Activities included developing a network of trade union contacts and undertaking two national postal surveys of all TUC-affiliates, together with follow-up telephone interviews to a number of affiliates. The initial findings from the nationally representative survey of TUC affiliates provide a response to the project's first and second aims: to comprehensively 'map' WGs across British unions; and to assess their equality approaches. Key findings are shown in the box below. A research award from WBS has enabled a comparative dimension to the project to be launched, involving collaboration with Janice Foley at the University of Regina (Saskatchewan, Canada). An adapted version of the survey instrument has been distributed to women's equality officials and women's committee members at the Canadian Labour Congress (CLC), as well as officials within individual Canadian unions. Comparative analysis of the findings of the Canadian and British surveys will follow during 2005.

### *Trade union womens' groups: key national survey findings*

- Twenty-six of 55 responding TUC-affiliated unions house one or more WG - a rough 'count' totalled at least 141 WGs across these unions. WGs are located in the 10 largest unions and a further 16 of the 26 'medium-sized' unions, few of which are overwhelmingly female or male in membership. The number and range of WGs across affiliates reflect a widespread perception of their relevance to modern-day union organization and strategy. The location of WGs across public, private and mixed sector unions implies that the 'public sector duty to promote gender equality' now resonates more widely.
- Most WGs operate at the national union level although more are developing sub-nationally. The development of more decentralised and less formal WG mechanisms fits with a (re-)emphasis of an 'organising model' in many unions. The most common WG 'types' are: women's committees, conferences, courses, seminars/meetings and networks. Sub-nationally, women's committees and courses are most familiar.
- Other factors in the setting up of WGs included: the presence of a 'critical mass' of women, particularly active women; the efforts of other equality initiatives and post-holders in helping to develop WGs; internal union politics; and merger activity.
- WGs are generally conceived as part of union internal organizing strategy, as much as a response to growing rank-and-file consciousness of the need to better serve women unionists' interests via special representation.
- WG forms, aims and agendas reflect a range of equality and democracy ideas. However, the agendas of a significant minority of WGs reflect concern with the pursuit of equality premised on recognition of diversity and of democracy as consensus-building among diverse groups.
- WGs have progressed a number of issues through their union and beyond. Issues raised by WGs have become increasingly common in national union agenda, union-employer bargaining and as union agenda priorities in recent years.

### *Other developments*

Deborah Dean's successfully completed doctoral research mapped the working realities of women performers in theatre and television and explored perceptions of gendered disadvantage in relation to access to work, pay and career longevity. As part of these primary aims, the implications of legal, social and individual regulation were examined in relation to gendered disadvantage. The study found effective gender segregation in a formally unsegregated occupation, even more finely segregated by overt classifications of age, appearance and race/ethnicity. These classifications are allocated by unregulated individual perception, for example through casting directors in auditions, and are based on ideas of 'types' commonly shared by performers, employers and society in general. They were found to frame the working realities of women performers and result in both systemic advantage and, more commonly, disadvantage, in relation to access, pay and career longevity. A principal conclusion of the research was that the central work experiences of women performers are manifestations of their

position as formal and informal proxies for women's experiences in wider society. Papers on aspects of the research, focusing on gendered access to work and on consideration of the concept of aesthetic labour, were presented at EGOS in July and at the Work, Employment and Society conference in September.

Linda Dickens is a partner investigator (undertaking primarily an advisory role) on a research project funded by the Australian Research Council exploring policy approaches and progress towards equal employment opportunity in Australia and UK. The Australian case study stage is now nearing completion under the chief investigators (Prof. Strachan, Griffith University, and Prof. Burgess, University of Newcastle, NSW), and UK based interviews will be conducted in the coming year.

### **Theme 3: Performance, employment relations and the management of change**

#### ***The organizational roots of productivity***

Paul Edwards's Fellowship within the Advanced Institute of Management Research (AIM) began in March. Two research fellows were recruited, Chin-Ju Tsai who started in October and Sukanya Sen Gupta, who joins in January 2005. IRRU Associate Fellow, Professor Monder Ram (de Montfort) is also engaged in this project. In addition a doctoral studentship, funded by Warwick Business School and the University of Warwick, was won by Domenico Bevilacqua, who started his research in October.

The research focuses on small firms for two main reasons. The amount of critical employment relations research on such firms remains limited. And they offer a distinctive basis to assess the linkages between firms' employment relations policy, practice on the ground, and outcomes. In large firms, the connections between policy at the centre and experience in any particular work unit will be relatively indirect, as will further links to outcomes. The research has identified three contrasting sectors, and, building on a stream of work by Edwards and Ram, will make a particular effort to identify firms in each sector that operate in similar market segments. This will permit the distinct influence of market conditions to be charted, as well as strengthening comparisons between firms. In each sector, about ten firms will be studied, using multiple interviews with managers, a structured employee questionnaire, and a tool for the collection of outcomes data. In addition, more detailed case studies will be conducted with a sub-set of firms. During the year, research instruments were designed and piloted. Towards the end of the year, main fieldwork commenced.

The research team drafted a working paper, which they submitted to the AIM working paper series, setting out a framework for the analysis of small firms. This framework addresses the interplay of legal and product market conditions, the resources of family labour, and firms' strategies. It builds on a paper by Edwards and Ram, which synthesizes results from four previous empirical projects, that was submitted to a journal during the year.

#### ***Variable payments systems***

Recent developments in pay determination have been characterised by two major trends: growing emphasis on systems of variable pay and decentralisation of collective bargaining to company-level and below. Yet the relationship between these two developments remains under-explored. And cross-national evidence is particularly scarce despite ever closer European

integration. As reported last year, in collaboration 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. Parallel applications 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, were also successful.

The 30-month study commenced in July 2004 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 overall study aims to test the impact of different collective bargaining systems on the diffusion of different types of variable pay scheme and the extent to which the introduction, implementation and ongoing operation of variable pay are the subject of collective regulation. The research involves sector-level studies and company case studies in two sectors: manufacture of equipment and machinery and financial services. The sector-level investigations were embarked upon in late 2004. A research fellow, Molly Gray, was recruited to work on the project and starts in January 2005.

### ***Working time arrangements***

Jim Arrowsmith continued his research into flexible working time systems with a survey of trade union policy and practice concerning annualised hours (AH) contracts. AH contracts are a recent and under-researched phenomenon, but it is clear that they can offer much by way of increased productivity and cost savings, which can be shared with employees in a positive-sum way. However, divergent interests within the employee constituency means that there will be winners and losers. As a result, the introduction of such contracts (especially the more complex forms) requires collective negotiation so as to reassure the workforce as a whole and help manage internal conflicts of interest between different groups of employees. The trade union survey indicated that unions were broadly pragmatic about AH but had not developed systematic nor coordinated policies in the area. It seems that unions may generally welcome the opportunity to both widen the bargaining agenda through AH as well as develop 'deeper' relations with employers as part of an overall 'partnership' approach, but are wary of commitment since local circumstances vary so much. The survey findings were supplemented by analysis of the WERS 1998 and other secondary data. The extent of AH remains limited, and in fact may be in decline. Growth in the late 1990s may have reflected a 'regulatory effect' as well as a 'competition effect' stemming from the introduction of the Working Time Regulations in 1998. The WERS 1998 analysis confirmed that AH correlated with trade union presence and suggested that it was also associated with a more positive industrial relations climate and better performance outcomes.

Results were presented to the European Congress of the International Industrial Relations Association at Lisbon in September 2004. The paper argued that limited implementation of AH contracts in the private sector is not just because it can be technically complex to administer, involving large start-up costs, but because there is minority coverage and insufficient quality of collective bargaining in the UK. AH contracts, the paper concluded, require a different type of industrial relations based on co-operation and trust.

### *Workplace change*

As reported in previous years, a stream of Unit research has addressed workplace innovations such as Total Quality Management and team work, together with their links to the conduct of employment relations. This year, Paul Edwards and Martyn Wright, together with Associate Fellow Jacques Bélanger, completed a paper developing a new framework for the analysis of these issues. It provides a theoretical analysis of workplace co-operation, develops a model of different patterns of co-operation, and illustrates the framework using classic and contemporary workplace studies.

## **Theme 4: Legal regulation of the employment relationship**

### *Legislating for workforce consultation*

Mark Hall continued his research concerning the UK impact of the 2002 EU information and consultation Directive. The project has involved 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 2004, Hall completed a series of four case studies looking at the development of information and consultation arrangements within four leading companies 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, in two cases, observation of the information and consultation bodies concerned. During 2004, the case studies of information and consultation arrangements at BP Exploration and Abbey National were written up and published in the IPA's case study series published, following those published the previous year on B&Q's 'Grass Roots' initiative and the BMW Hams Hall plant council. Hall gave a paper based on the case studies at the 2004 annual conference of the British Universities Industrial Relations Association. This focused on two key issues – employer strategies in the context of the emerging statutory framework, and the operation of information and consultation mechanisms, including their influence on management decisions. The paper argued that despite the constraints placed on employer choice by the Regulations, their impact in practice is still likely to be shaped largely by the attitudes and decisions of management.

### *Employee information and consultation arrangements: four company cases*

The introduction and refinement of the workforce-wide consultation machinery at BMW Hams Hall, BP Exploration and B&Q represents a 'proactive' managerial response to the emerging legal framework. In each case, (agreed) arrangements have been developed in circumstances where workforce-wide consultation mechanisms did not previously exist, which are likely to pre-empt employee recourse to the statutory procedures. The Abbey National case highlights the implications for companies that currently consult via recognised unions of the Regulations' policy of universal, workforce-wide information and consultation rights. Trade unions are

generally likely to favour the retention of union-based consultation arrangements, where they exist, but only rarely will unions be recognised as representing the whole workforce, as at Abbey; elsewhere, employers may feel under greater pressure to introduce consultation arrangements that specifically cover non-union employees or groups.

Management policy also emerged as the most significant influence on the operation and impact of the consultation bodies, particularly at B&Q and BP Exploration. At Abbey National and BMW, the consultation process is located within, and strongly influenced by, formalised and co-operative management-union relations; the distinction between negotiation and consultation is a blurred one, and management is prepared to discuss most key issues. At B&Q and BP Exploration, management effectively controlled the agenda as far as national-level consultation on key business initiatives is concerned, and it was in these two cases where employee complaints of ineffective or non-existent consultation arose. However, practice in both cases is evolving, with management aiming to extend the formal consultative role of the respective bodies.

During the year, a chapter co-authored by Mark Hall and Michael Terry on the emerging system of statutory worker representation was published in an edited collection on the future of worker representation. The chapter assesses the likely impact of the UK legislation to implement the information and consultation Directive on patterns of employee representation and workplace governance. The experience of both the UK's union recognition legislation and the 1999 Regulations that implement the EWCs Directive suggests that the main impact of the Information and Consultation of Employees Regulations may be a kind of 'legislatively-prompted voluntarism', with the new legislation driving the spread of organization-specific consultation agreements.

### ***Review of research into the impact of employment relations legislation***

In October, Mark Hall and Linda Dickens successfully tendered for a study contract from the Department of Trade and Industry (DTI) to undertake a review of research into the impact of employment relations legislation introduced since 1997. IRRU PhD student Aristeia Koukiadaki is assisting by carrying out a comprehensive literature search for relevant publications from both academic and practitioner sources and compiling a bibliography. The final report is due to be completed in February 2005. The review will contribute to the DTI's wider employment relations monitoring and evaluation programme, against the background of continued employer concern over the volume and impact of new legislation, government commitments to limit the regulatory burden on businesses, trade union pressure for stronger statutory protections for workers, and the prospect of further regulation emanating from the EU.

### ***Equality legislation***

2005-06 marks 30 years of the operation of the Sex Discrimination and Equal Pay Acts. Linda Dickens is researching the nature and impact of thirty years of UK equality legislation, on which she has provided expert analysis and commentary at various times over this period. Her chapter in the forthcoming text *Personnel Management in Theory and Practice* critically considers the interaction of equality legislation with personnel policy and practice, alongside other rationales for taking equality action.

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

Last year's annual report summarised a recent research project on the impact of employment regulations on small firms. A journal paper using this evidence was published during 2004. As reported last year, Paul Edwards and Monder Ram (together with Trevor Jones of de Montfort University) conducted a small study for the Low Pay Commission on the informal economy and the National Minimum Wage. Results, which remain confidential to the LPC until 2005, were provided in a report and a conference paper. The three researchers also continued to work on their earlier project on the employment of illegal immigrants by small firms. A conference paper was presented, and draft material for a book chapter and a journal article was prepared.

### **Other Research**

As reported last year, Paul Edwards continued to work on two book projects. The first is a volume on *The Politics of Working Life*, written with Associate Fellow Judy Wajcman and completed during the year. This book aims to provide a thoughtful yet accessible analysis of contemporary developments in the regulation of work. It has three main themes. The first is the immediate experience of work, which is considered in relation to such issues as job security, the changing nature of careers, and the work-life balance. Second, the politics of organizational processes are addressed through consideration of performance management systems, the meanings of power and participation, and decision-making and strategic failures. Third, such issues are placed in context by analysis of the impact of market regimes on firms, the globalization of work, and the ethics of organizations.

The second project neared completion. It is a work edited with Marek Korczynski (Loughborough) and Randy Hodson (Ohio State) on *Social Theory at Work*. The book contains chapters on major social science traditions and their influence on the analysis of work, and it includes several contributions by past and present Warwick colleagues.

### **Doctoral Research**

IRRU staff continued to supervise a cohort of doctoral students through 2004. Students are registered under Warwick Business School's doctoral programme. The seventeen students concerned, and the topics they are respectively researching, are listed in Appendix B. Four students were awarded their PhDs during 2004. A further four students submitted their theses during the year, of whom two were required to make revisions and two 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. Five of the students listed in Appendix B have received support under the scheme.

## European Industrial Relations Observatory

During 2004, 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 Europe. 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>. An edited selection of EIRO material appears in hard copy in the bi-monthly publication, *EIRObserver*.

During 2004, 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 consistently receives a very positive editorial assessment of its EIRO input from the EIRO management team in Dublin. The most recent assessment concluded that the UK national centre's 'excellent all-round performance has been continued'.

## 4 DISSEMINATION

A full list of publications during 2004 is provided in Appendix C, together with papers given and presentations at conferences. During the year, IRRU members published 4 books and reports, 11 articles in refereed journals and 7 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.

Two 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 organizations, is located at: <http://users.wbs.warwick.ac.uk/group/irru>

IRRU's eleventh research *Briefing* was published and circulated widely in the summer of 2004. It featured articles on the impact of EU enlargement of the industrial relations dimension of Europe's 'social model'; womens' groups in British trade unions; managing absence from work; and the employment implications of the growing trend towards offshoring. The twelfth issue of *Briefing* was being prepared for circulation at the beginning of 2005.

*European Works Councils Bulletin*, which is co-edited by Mark Hall and Associate Fellow Mark Carley entered its tenth year of publication during 2004. 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.

Paul Marginson and Keith Sisson's book *European integration and industrial relations: multi-level governance in the making*, which draws together and analyses findings from a series of projects undertaken between 1998 and 2003 on different aspects of the Europeanisation of industrial relations, was published in August. The book, written with the collaboration of Jim Arrowsmith, comprehensively analyses the impact of continuing European integration on industrial relations institutions and outcomes. It organizes a rich body of theoretical and empirical material to sustain its core argument that the governance of industrial relations is increasingly multi-level. Cross-national influences are shown to mix with national ones and involve the European sector and company, as well as Community, levels. Competing tendencies towards 'Europeanisation', 'Americanisation' and 'Re-nationalisation' are identified. The approach is both multi-disciplinary and cross-national. It deals with both the theory and practice of industrial relations in contemporary Europe.

A second and completely revised edition of *The dynamics of managing diversity: a critical text* co-authored by Anne-marie Greene with Gill Kirton (Queen Mary College, London) was published in September.

The third annual public Warwick-Acas lecture in honour of Sir Pat Lowry was given by Renate Hornung-Draus, European and International Affairs Director of the German Confederation of Employers. Held at Warwick in March, the lecture was delivered to an invited audience of leading employment relations practitioners and academics. Ms Hornung-Draus opened by observing that it was "a pleasure to be invited to give the lecture, particularly as we in continental Europe regard Britain, and Warwick in particular, as a reference for industrial relations research". She showed how the traditional role of employers' organizations is being challenged by growing globalisation of markets and the increasing cost pressures which result; the emergence of complex supply chains involving widespread outsourcing, in which conflicts of interest between employers are magnified; and the arrival of new 'stakeholders' such as NGOs in the context of Corporate Social Responsibility (CSR). Considering the changing roles of employer organizations at national and European levels, Ms Hornung-Draus observed that, in some ways, the developments taking place at European level go in the opposite direction to those at national level. While employer organizations at national level have moved from a clearcut collective bargaining profile towards one that is more politicised, diffuse and complex, employer organizations at EU-level have moved from being almost entirely focused on political lobbying of the EU institutions to a more active profile as social partners. This has involved an intensification of dialogue with the European Trade Union Confederation. The text of the lecture was subsequently published in the Warwick Papers in Industrial Relations series (see above).

Last year's report outlined an initiative taken by IRRU together with Acas Midlands towards establishing a West Midlands Employment Relations Forum. The Forum, which is supported by the regional CBI, EEF and TUC, was successfully launched in March. During 2004, the Forum was sponsored by leading employment law firm Pinsents. Seedcorn funding from the University's reach-out into business and the community programme helped to get the initiative off the ground. Acas Regional Director Carol Davenport and IRRU Director Paul Marginson are

the Forum's joint chairs. The Forum aims to provide authoritative briefings and promote informed debate on key employment relations issues; enable exchanges of information and experience; facilitate benchmarking of best practice; and encourage research and analysis of regional employment relations developments. It is also seeking to raise the profile of employment relations within the West Midlands at a time of devolution to the region of a range of policy responsibilities on economic, industrial and labour market issues.

The launch event, held in March, saw senior managers from a wide range of industry and services, together with representatives from employers' associations, trade unions, Acas, labour lawyers and academia, listening to keynote contributions from Sarah Veale (TUC) and David Yeandle (EEF) on two of the 'hot topics' on the current employment relations agenda – age discrimination and pensions. A lively discussion ensued. Two further half-day events were held during the year. The second event focused on implementation of the new legislation on employee information and consultation, and featured a keynote address from IRRU's Mark Hall together with a presentation by management and employee representatives of the innovative arrangements at BMW's Hams Hall plant. At the third, CBI deputy director general John Cridland presented an employers' perspective on employment regulation, which prompted a wide-ranging discussion. The Forum has attracted membership, which is on an annual subscription basis, from over 60 organizations across the west Midlands.

As an integral part of the start-up of their project on 'stakeholder involvement in managing diversity' Anne-marie Greene and Deborah Dean organized a workshop for practitioners in April together with Queen Mark College, London and Cameron Woods Associates. The workshop provided an arena for open and in-depth discussion of diversity practices in organizations. Participants shared their experience of problems in implementation as well as examples of successful policy and practice.

In March, Sonia Liff was one of the organizers of a high-level international forum, held at the Oxford Internet Institute, involving the British Computing Society and the Association for Computer Machinery and senior social scientists to discuss 'Women in computing: will the internet make a difference?'

At the International Industrial Relations Association's (IIRA) 7<sup>th</sup> European Congress in Lisbon in September, papers were presented by Jim Arrowsmith, Paul Marginson, Guglielmo Meardi and Valeria Pulignano. Anne-marie Greene convened a full-day meeting of the IIRA's Gender and Industrial Relations Study Group at the Congress. Marginson was also a keynote speaker at a special seminar organized by the European Foundation for the Improvement of Living and Working Conditions on 'European Works Councils in practice' at the Lisbon Congress.

Linda Dickens addressed two major practitioner conferences during the year. The first was the CIPD's Annual Labour Law conference in June where she was invited to speak on participation and partnership in the light of the Information and Consultation Directive. The other was the Annual Conference of the Chartered Institute of Public Finance and Accountancy which was on the theme of 'What Next for the Public Service?' Drawing in part on the work of the Local Government Pay Commission which she chaired, Dickens addressed the question 'Rewards: Are we offering the right package?' A reply to her paper was given by TUC General Secretary Brendan Barber. And in what is becoming an annual event, Dickens chaired a conference on Pay Reform in the Public sector, organized by Incomes Data Services.

During the Dutch Presidency of the EU in the second half of 2004 a major conference on EU Labour Law was held in Leiden at which Linda Dickens was an invited expert participant in a round table plenary discussion on lessons from, and the future directions of European Labour law.

Mark Hall presented findings from his case studies of employee information and consultation practice in four major companies at two practitioner-oriented conferences organized by Industrial Relations Services in June and November. Also in June, he made a presentation on the key features of the forthcoming Information and Consultation of Employees Regulations at the West Midlands Employment Relations Forum (see above). Michael Terry gave presentations on the implications of the forthcoming employee information and consultation legislation to Unions21 in May and NAFTHE in August.

Paul Marginson was invited to give presentations on themes from his book with Keith Sisson, *European integration and industrial relations*, as a keynote speaker at the Dutch EU-presidency conference on 'Developments in European industrial relations' held in The Hague in October and to a network meeting of HR executives from leading multinational companies in Brussels in November.

Guglielmo Meardi gave invited contributions on the employment and industrial relations aspects of EU enlargement at the Hungarian Academy of Sciences, the Central European University (Budapest), the London School of Economics, the Ecole des Hautes Etudes en Sciences Sociales (Paris), University College Dublin and the Universities of Ljubljana, Milano and Macerata. He also published a series of features on the same theme in the respected Italian daily *Il manifesto* and was interviewed on local BBC radio (in March).

## **5 RESEARCH FUNDING**

Funding sources for projects which started, were ongoing or were completed during 2004, together with new grants secured for research commencing in 2005, are listed in Appendix D.

IRRU's own income generating activities, particularly publication of *European Works Councils Bulletin*, resulted in a £32,000 gift aid donation from Warwick Industrial Relations Ltd (see Appendix E) at the end of the 2003-04 financial year. This funding was mainly allocated to continued support for Mark Hall's research on UK implementation of the EU's employee information and consultation Directive.

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

We are delighted to report that Professor Monder Ram (De Montfort University and IRRU Associate Fellow) was awarded the OBE in the 2004 New Year's Honours list, for services to ethnic minority business. Monder, who gained an MA in Industrial Relations and later successfully completed his doctorate under IRRU supervision, has collaborated on Unit research projects since 1998.

In her role as member of the Executive Committee of the International Industrial Relations Association, Linda Dickens was invited to propose the UK as the host venue for the next European IIRA Congress in 2007. IRRU and BUIRA have agreed to support this proposal and Dickens will be convening an academic committee to begin the organization of this major event.

Jim Arrowsmith was commissioned by the European Foundation for the Improvement of Living and Working Conditions to edit entries under one of the nine organizing themes of the 'EU Volume of the European Employment and Industrial Relations Glossary', due to be published in 2005. Jane Parker undertook an expert role on the entries under the gender theme for the same Glossary.

As Visiting Research Fellow at Northumbria University Business School, Ardha Danieli gave presentations to staff on supervising doctoral students and to doctoral students on research methods.

Linda Dickens was invited to address the 40<sup>th</sup> Anniversary Conference of the Manchester Industrial Relations Society, reflecting on 'British Industrial Relations, past, present and future'. The paper in revised form was published in *Human Resources and Employment Review*. Dickens and Paul Marginson were invited contributors to high-level conferences on European developments in labour law and in industrial relations, respectively, convened under the Dutch EU presidency in October (see section 4 above).

Linda Dickens continued her work as an ACAS Disputes Arbitrator and Mediator and during the year was appointed to the two tier workforce agreement dispute resolution panel. She has been re-appointed by the Secretary of State as a Deputy Chair of the Central Arbitration Committee. Dickens is a member of advisory board for the Working Lives Research Institute based at London Metropolitan University and this year accepted an invitation to serve on the advisory committee for the Centre for Diversity Policy Research at Oxford Brookes University.

Paul Edwards continued to chair his section (Sociology and Social Demography) of the British Academy. He provided advice on research strategy to a university business school, and sat on a chair appointments committee of another school. He also provides advice to a public sector organization on the management of workplace discipline.

Anne-marie Greene co-chairs the International Industrial Relations Association's 'Gender and industrial relations' study group, convening a full day meeting at the Association's European congress in September.

Mark Hall was commissioned by the TUC to draft the *TUC guide to the draft Information and Consultation of Employees Regulations*, published in July 2004.

Paul Marginson was invited by the European Commission to participate in an expert workshop convened to review the Commission's 2004 'Industrial relations report' in November. He continued as a member of Acas's informal researchers group and sat on the expert committee for a professorial appointment at the University of Ljubljana.

Jane Parker acts as an expert evaluator for applications under the European Commission's 6<sup>th</sup> Framework Programme.

Ardha Danieli and Anne-marie Greene are both Associate Editors for *Gender, Work and Organization*. Danieli has been invited to serve on the Board of a new journal, *Qualitative Research in Organizations and Management: an International Journal*. Linda Dickens continued to serve as a member of Editorial Boards for the *Industrial Law Journal*; *Employee Relations: The International Journal*; *Journal of Interdisciplinary Gender Studies* and *Journal of Industrial Relations*. Dickens jointly edited (with Professor Ed Heery) a special issue of the *British Journal of Industrial Relations* (December 2004). Paul Edwards continued to serve on the Editorial Boards for *Relations Industrielles*, *Work and Stress* and *Work and Occupations* and the

International Advisory Board of *British Journal of Industrial Relations*. Paul Marginson became a member of the International Advisory Board of *European Journal of Industrial Relations*.

## **Appendix A**

### **IRRU Staff during 2004**

#### **Academic and Research Staff**

Shafaq Afraz  
Jim Arrowsmith  
Sam Bairstow  
Ardha Danieli  
Deborah Dean  
Linda Dickens  
Paul Edwards  
Anne-marie Greene  
Mark Hall  
Sonia Liff  
Paul Marginson  
Guglielmo Meardi  
Jane Parker  
Valeria Pulignano  
Sylvia Rohlfer  
Keith Sisson\*  
Mike Terry  
Chin-Ju Tsai  
Martyn Wright

\* Emeritus Professor

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

Ewart Keep  
Caroline Lloyd

#### **Clerical and Support Staff**

Val Jephcott (IRRU Research Unit Co-ordinator)

#### **Associate and Visiting Fellows**

Jacques Bélanger	(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 of Birmingham)
Monder Ram	(De Montfort University)
Judy Wajcman	(Australian National University)
David Winchester	

## Appendix B

### Doctoral Researchers and Topics

Maurizio Atzeni	Labour Relations in Late Industrialising Countries: Organized labour in human resource management practices in a car multinational operating in Argentina and Brazil
Domenico Bevilacqua <sup>^</sup>	Labour Management, Business Development and Social and Economic Actors: A comparative study of SMEs in Italy & the UK
Heather Connolly <sup>†</sup>	Collectivising the Workplace? The role of union leaders in sustaining collective interests and identity in the French and British workplace
Deborah Dean <sup>*†</sup>	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 Erapì	Trade Unions and the Employment Relationship in Privatised State Enterprises: A case study of the finance, food and beverages and petroleum industries in Nigeria
Sophie Gamwell	Temporary Agency Workers: representation within a triangular relationship.
Enda Hannon <sup>*†</sup>	Are skills central to high value-added competitive strategies? Evidence from the Irish and English dairy industries
Annette Hayden <sup>*†</sup>	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 <sup>*</sup>	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 <sup>†</sup>	Implications of European Works Councils for British and German Trade Unions

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 MNCs
Andrew Sparks	Labour Dispute Resolution: Processes, mechanisms and institutions in Britain and South Africa.
Peter Wheeler	Changing the Management of Not-For-Profit Organizations: Paradox or Panacea?

\* Hugh Clegg Research Studentship

† ESRC award

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

## Appendix C

### IRRU Publications during 2004

Note: This list covers work done within the IRRU programme. 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 and [E Heery], (eds) 'Changing Contours of Employment and New Modes of Labour Regulation' Special issue of *British Journal of Industrial Relations* vol.42, 4

[G Kirton] and A Greene, 'The Dynamics of Managing Diversity: A Critical Approach', Second Edition, Butterworth Heinemann

P Marginson and K Sisson, *European Integration and Industrial Relations: multi-level governance in the making*, Palgrave Macmillan, 360pp

[M Ram], P Edwards and [T Jones], 'Informal Employment, Small Firms and the National Minimum Wage', report to Low Pay Commission, September, 53pp. (**restricted**).

#### Journal Articles and Book Chapters

[J Alatrasta] and J Arrowsmith. 'Managing employee commitment in the not-for-profit sector', *Personnel Review*, 33:5, 536-548

J Arrowsmith, K Sisson and P Marginson, 'What can benchmarking offer the open method of co-ordination?' *Journal of European Public policy*, 11, 311-328

L Dickens, '40 Years On: some reflections on British Industrial Relations', *Human Resources and Employment Review*, 2, 202-9

L Dickens, 'A question of fit? Changing employment and labour regulation', *British Journal of Industrial Relations*, vol.42, 595-616,

P Edwards, [M Ram and John Black], 'Why Does Employment Legislation not Damage Small Firms?' *Journal of Law and Society*, 31: 245-65.

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 Macmillan, 207-228

C. Lloyd and [J. Payne], 'The Political Economy of Skill: a theoretical approach to developing a high skills strategy in the UK', in E. Keep, I. Grugulis and C. Warhurst (ed) *The Skills That Matter* (Palgrave MacMillan, Basingstoke), 207-224.

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*, vol 42, no 2, 209-233

- [U Martin], S Liff, [W Dutton and A Light], 'Rocket science or social science? Involving women in the creation of computing', Oxford University Internet Institute and available at [www.oii.ox.ac.uk](http://www.oii.ox.ac.uk)
- [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* 15, 295-313
- P Marginson, 'The Eurocompany and European Works Councils', A-W Harzing and J van Ruysseveldt (eds) *International Human Resource Management*, Sage, 457-81
- [M Gilman] and P Marginson, 'Negotiating European Works Councils', I Fitzgerald and J Stirling (eds) *European Works Councils*, Routledge, 93-112
- G Meardi, 'Modelli o stili di sindacalismo in Europa?', *Stato e Mercato*, 203-31
- G Meardi, 'Short Circuits in Multinational Plants. The Extension of European Works Councils to Poland' *European Journal of Industrial Relations*, 10, 161-178
- V Pulignano, 'CAE e Coordinamento Sindacale: Potenzialita' e Limiti del Sindacato', *Quaderni di Rassegna Sindacale*, 3, 167-195
- V Pulignano, 'Cross-Border Unionism. Programmatic Goal or Factual Reality? Proposition for a Conceptual Framework', in J Haiven, L Haiven, D Harrison, J-N Grenier, T Wagar *Industrial Relations - Where Tradition Meets the Future*, L'Universite Laval: Laval
- S Rohlfer, 'Benchmarking Concepts in the UK and Germany: a shared understanding among key players?', *Benchmarking: An International Journal*, 11, 521-539
- M. Terry "'Partnership": a serious strategy for UK trade unions?' in A. Verma and T.Kochan (eds) *Unions in the 21st Century: an international perspective* Basingstoke: Palgrave Macmillan 220-38

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

- A Greene and [G Kirton], Views from another stakeholder: Trade union perspectives on the rhetoric of 'Managing Diversity', *Warwick Papers in Industrial Relations*, no 74

### **Conference Papers and presentations**

- J Arrowsmith, 'Annualized hours and collective bargaining: Theory and practice in the UK', paper presented to 7th European Congress of Industrial Relations, Estoril, Portugal. September
- J Arrowsmith and P Marginson, 'The European cross-border dimension to collective bargaining in multi-national companies', *Multinationals and diffusion of organizational forms*, Barcelona, July
- A Danieli and [C Woodhams], 'Participatory Research: When Partners Won't Dance!' 22<sup>nd</sup> Standing Conference on Organizational Symbolism, July, Halifax, Nova Scotia, Canada.
- D Dean, 'Recruiting A Self: Women Performers and Aesthetic Labour', *Work, Employment and Society*, September, Manchester
- D Dean, 'Women Performers As Workers: Access Within Conceptions of Social Relations', *European Group on*

Organizational Studies Colloquium, July, Ljubljana, Slovenia

- L Dickens, 'Lessons from the past and future directions in EU Labour Law', *EU Labour Law: Steps Towards 2010*
- L Dickens, 'Participation and Partnership', CIPD Annual Employment Law Conference
- L Dickens, 'Reflections on industrial relations past, present and future', keynote address to Manchester Industrial Relations Society 40th Anniversary conference
- L Dickens, 'Rewards: are we offering the right package?' Chartered Institute of Public Finance and Accountancy Annual Conference: *What Next for the Public Services?*
- L Dickens, 'Changing Contours of the Employment Relationship and New Modes of Labour Regulation' *Beyond Traditional Employment: IIRA 13th World Congress Reports, 2003*,
- P Edwards and [M Ram], 'Small Firms and Employment Regulation', paper to Institute of Small Business Affairs, London, January.
- P Edwards, 'New Forms of Work Organization: Transformative, Exploitative or Both?' paper to conference at Fondazione Regionale Pietro Seveso, Milan, February.
- P Edwards, 'Small Competitive Firms, Employment Relations and Public Policy: Some Reflections', Paper to ESRC / ARO Conference, 'Regional Policy: What Works?' Durham, November.
- A Greene and [G Kirton], 'Only a Dirty D word? Managerial and Trade Union 'Talk' about Managing Diversity', 22nd Standing Conference on Organizational Symbolism (SCOS), Halifax, Nova Scotia, July
- M Hall, 'Implementing the Information and Consultation of Employees Regulations', West Midlands Employment Relations Forum (June 2004)
- M Hall, 'Models for information and consultation: what leading organizations are doing', IRS conference on 'Informing and consulting - gearing up for the new Regulations', London (June and November 2004)
- M Hall, 'Anticipating the information and consultation Regulations: evidence from four companies', British Universities Industrial Relations Association annual conference, Nottingham, July
- [T Jones, M Ram] and P Edwards, 'Ethnic Minority Business and the Employment of Illegal Immigrants', Research in Entrepreneurship and Small Business 17<sup>th</sup> conference, Copenhagen, October.
- [G Kirton] and A Greene, 'What does diversity mean for the gender equality project in the UK? Views of trade union officers and managers', 7th European International Industrial Relations Association Congress, Lisbon, September,
- C. Lloyd and [J. Payne], 'The only show in town (if a pretty pathetic one at that)...: re-evaluating the high performance workplace as a vehicle for the UK high skills project', paper presented to the International Labour Process Conference, Amsterdam, April.
- C. Lloyd and [J. Payne], 'The high skills vision - A definitional trap?', SKOPE conference to discuss the forthcoming overarching book, Lumley Castle, Durham, October

- C. Lloyd and [J. Payne], 'The road to (no)where? Some reflections on current debates on the high skills vision in the UK', seminar, Department of Human Resource Management, University of Strathclyde, December
- P Marginson 'The Europeanisation of industrial relations' ISLAF network meeting, Brussels, October
- P Marginson 'The changing relationship between sector and company level company bargaining' Dutch EU presidency conference on Recent developments in European industrial relations, The Hague, October
- P Marginson 'Industrial relations at European sector-level: the weak link?' International Industrial Relations Association, 7th European Regional Congress, Lisbon, September
- P Marginson 'The impact of EWCs on decision-making in US and UK MNCs', International Industrial Relations Association, 7th European Regional Congress, Lisbon, September
- P Marginson and G Meardi, 'Europeanising or Americanising: EU Enlargement & the FDI Channel of Industrial Relations Transfer', ECPR, Bologna, June
- G Meardi and [A Tóth], 'Who's Hybridising What? Insights on Multinationals' Employment Practices in Central Europe', II Conference on Multinationals, Barcelona, July
- G Meardi, 'The Role of Labour in an Enlarged Europe. Worker Responses to Multinational Companies in Central Europe' European Conference on European Trade Unions, University College Dublin, Dublin, October
- G Meardi, 'Multinationals' Heaven? Uncovering and Understanding Worker Responses to Multinational Companies in Post-communist Central Europe' Cardiff Employment Research Unit Conference, September
- G Meardi, 'Workers and Democracy: Promoters, Opponents, Users or Victims?' IIRA Annual Meeting, San Diego, January
- G Meardi, 'Social Pacts on the Road to EMU: A Comparison of the Italian and Polish Experiences', IIRA European Congress, Lisbon, September
- G Meardi, 'Not Just a MNC's Paradise. Uncovering the Host Country Effects in Central Europe', EGOS 20th Colloquium, Ljubljana, July
- V. Pulignano, 'Discovering 'Localness' while searching for 'Americanness'. An analysis of the Factors Influencing the International Employment Strategies of an American Multinational in two European Countries', IESE Conference – Barcelona, July
- V. Pulignano, 'Connecting employee representatives response across-borders: A comparative study of American-based multinational subsidiaries in Europe in two sectors', IREC Conference, Utrecht, August and at the IIRA Conference – Lisbon, September
- [M Ram], P. Edwards and [T Jones], 'Informal Employment, Small Firms and the National Minimum Wage', paper to Low Pay Commission conference, London, September.
- [C Woodhams] and A Danieli, 'Disability Frameworks and Monitoring Diversity at Work' Presented at International Conference of Diversity in Organisations, Communities and Nations, 7<sup>th</sup>-9<sup>th</sup> July 2004, Los Angeles, USA,

## Shorter publications and working and discussion papers

J Arrowsmith, 'Counting the hours', *People Management*. 18 September. 36-41.

P Edwards, 'Absenteeism: Don't Panic', *University of Warwick magazine*, Autumn. A longer version is on the IRRU web site.

M Hall, *Informing and consulting your workforce: Handling restructuring at BP Exploration*, Involvement and Participation Association case study, no 5, series 4 (March 2004), 8 pp

M Hall, *Informing and consulting your workforce: Union-based arrangements at Abbey*, Involvement and Participation Association case study, no 6, series 4 (May 2004), 8 pp

M Hall, 'Employer and union reaction to draft UK consultation law', *European Works Councils Bulletin* 49 (January/February), 9-13

M Hall, 'EU social partners issue joint text on restructuring', *European Works Councils Bulletin* 49 (January/February), 13-15

M Hall, 'ECJ rules on EWCs case', *European Works Councils Bulletin* 50 (March/April), 4-7

M Hall, 'Commission launches review of EWCs Directive', *European Works Councils Bulletin* 51 (May/June), 10-14

M Hall, 'EU social partners respond to Commission on EWCs', *European Works Councils Bulletin* 52 (July/August), 11-13

M Hall, 'Outcome of consultation on UK experience of EWCs', *European Works Councils Bulletin* 52 (July/August), 16-18

M Hall, 'Revised UK consultation regulations examined', *European Works Councils Bulletin* 53 (September/October), 6-9

M Hall, 'Trends in EWC practice reviewed', *European Works Councils Bulletin* 54 (November/December), 11-13

M Hall, 'Latest ECJ ruling on EWCs Directive', *European Works Councils Bulletin* 54 (November/December), 13-16

M Hall, A Hoffmann, P Marginson and T Müller, 'National influences on EWCs in UK- and US-based companies', *European Works Councils Bulletin* 51 (May/June), 15-18

## IRRU/UK contributions to the European Industrial Relations Observatory (<http://www.eiro.eurofound.eu.int/>) – January to December 2004

### In briefs (all M Hall)

February	Pay dispute at Land Rover
	Government introduces standard commencement dates for employment law changes
March	Land Rover employees accept pay deal

	Controversy over union modernisation fund
April	Commission refers UK working time rules to ECJ
May	Impasse over retirement age policy reported
June	Union members support merger
	Mixed reception for European Commission working time proposals
July	White paper on single equality and human rights commission published
	Government consults on long working hours
September	CBI seeks more effective scrutiny of proposed EU laws by UK Parliament
	Single university and college lecturers' union planned
	First ever CAC ruling under UK European Works Councils law
	Unions win concessions from ministers on employment law agenda
	Unions to appeal against ruling on sexual orientation Regulations
October	TUC defers decision on EU constitution
	UK reaction to European Commission working time proposals
November	Employment Relations Act 2004 begins to come into force
December	Employers and unions disagree over scope for increases in national minimum wage

## Features

January	UK reaction to EU working time report (M Hall)
February	Gender pay gap examined (D Winchester)
	Union learning representatives profiled (G Kirton)
	Employers and unions comment on draft UK consultation law (M Hall)
March	School teachers face changes in pay structures and performance management (D Winchester)
	Industrial relations developments in the automotive sector (J Batchelor)
	Government extends minimum wage to 16 and 17 year olds (J Payne)
April	Managing absence from work – an update (P Edwards)
	EU Directive drives reform of junior doctors' working hours (A McBride)
	Commission launches review of EWCs Directive (M Hall)*
May	Employers and unions highlight concerns over EU constitution (M Hall)
	'Offshoring' of service sector jobs prompts union concerns (P Marginson)
	Government announces reform of apprenticeship system (J Payne)
June	Government responds to consultation on UK experience of EWCs (M Hall)

July	Government revises draft information and consultation Regulations (M Hall) Overseas recruitment of health workers sparks controversy (S Bach) Spending review has major implications for public sector employment (D Winchester) Employer and trade union responses to EWCs consultation (M Hall)*
August	New statutory workplace dispute resolution procedures outlined (J Parker and J Arrowsmith)
September	Parliamentary committee calls for changes to workplace health and safety regulation (J Arrowsmith) Changes made to national minimum wage (M Hall) European Court of Justice issues decision in EWCs case (M Hall)*
October	Union merger momentum continues (J Arrowsmith) Employment tribunal applications analysed (P Edwards)
November	Civil servants strike over job cuts (D Winchester) UK pensions crisis under debate (H Newell) CBI surveys employment practice (M Hall) EWC practice surveyed (M Hall)*
December	Worker representation and 'voice' in small firms examined (G Kirton) Health and Safety Executive launches new measures to tackle workplace stress (J Arrowsmith) Jaguar plant closure is latest blow to UK automotive sector (J Arrowsmith)

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

### **Thematic features**

Individual labour/employment disputes and the courts (L Dickens)  
Industrial relations and undeclared work (J Arrowsmith)  
Collective agreements on changes in work organization (D Winchester)  
Social partner involvement in the 2004 national action plan for employment (M Hall)

### **Annual review**

2004 annual review for the UK (M Hall)

### **Comparative studies**

Overview of the implementation of the framework equal treatment Directive (J Arrowsmith)

Developments in European Works Councils (M Hall and P Marginson)

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

Industrial relations in the retail sector (J Arrowsmith)

Continuing vocational training and lifelong learning (J Payne)

Gender mainstreaming in industrial relations (G Kirton)

Industrial relations in the steel sector (T Edwards)

Developments in European Works Councils (M Hall and P Marginson)

Industrial relations in the public utilities (J Arrowsmith)

Changes in national collective bargaining systems since 1990 (J Arrowsmith)

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

Pay developments 2004 (J Arrowsmith)

Working time developments 2004 (J Arrowsmith)

Industrial action (J Arrowsmith)

### **Forthcoming publications**

A Danieli and [C Woodhams], 'Disability Frameworks and Monitoring Disability in Local Authorities' in Roulstone, A. and Barnes, C. (Eds) *Working Futures: Disabled People, Policy and Social Inclusion* Policy Press

A Danieli and [C Woodhams], 'Emancipatory Research Methodology and Disability: A Critique' *International Journal of Social Research Methodology: Theory and Practice*.

[B. Bercusson and N. Bruun], 'EU Volume of the European Employment and Industrial Relations Glossary', [C Alessi], J Arrowsmith, [R Erne, J Parker, S Smismans and P Teague] (eds) European Foundation for the Improvement of Living and Working Conditions

L Dickens, 'Walking the Talk: Equality and Diversity in Employment', in S. Bach (ed.), *Managing Human Resources: Personnel Management in Transition*, Oxford: Blackwell: 2005.

P Edwards and [Judy Wajcman], *The Politics of Working Life*, Oxford: Oxford University Press, 2005.

P Edwards, 'The Puzzle of Work: Insecurity and Stress and Autonomy and Commitment', in [A. Heath, J. Ermisch and D. Gallie] (eds), *Understanding Social Change*, Oxford: Oxford University Press.

P Edwards, 'Discipline and Attendance: A Murky Aspect of People Management' in S. Bach (ed.), *Managing Human Resources: Personnel Management in Transition*, Oxford: Blackwell: 2005.

A. Greene and [G Kirton], 'Trade Unions and Diversity', In A. Konrad, P. Prasad and J. Pringle (eds.) *Handbook of Workplace Diversity*, Sage. 2005

A Greene, [G Kirton and John Wrench], 'Trade Union Perspectives on Diversity Management: A Comparison of

- the UK and Denmark', *European Journal of Industrial Relations*, 2005
- 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 Macmillan 2005
- M Hall, 'Using a multi-level consultation framework: the case of B&Q', in J Storey (ed), *Adding value through information and consultation*, Palgrave Macmillan 2005
- M Hall, 'Information and consultation in financial services: coping with partial unionisation', in [J Storey] (ed), *Adding value through information and consultation*, Palgrave Macmillan, 2005
- [G Kirton] and A Greene (eds.) Special Issue on Gender and Equality in Industrial Relations, *European Journal of Industrial Relations*, 2005
- [G. Kirton] and A. Greene, 'The Discourse of Diversity in Unionised Contexts: Views from Trade Union Equality Officers' *Personnel Review*, to be published Vol 34 2006.
- [M Korczynski], P Edwards and [R Hodson] (eds), *Social Theory at Work*, Oxford: Oxford University Press.
- P Marginson, 'Industrial relations at European sector-level: the weak link?', *Economic and Industrial Democracy*, 26, 2005, 4
- [R McIlroy] and P Marginson, 'The West Midlands: a mixture of promising and faltering steps', I Regalia (ed), *New Rules for New Forms of Employment and Work*, Routledge, 2005
- G Meardi, 'Multinationals' Heaven? Uncovering and Understanding Worker Responses to Multinational Companies in Post-communist Central Europe', *International Journal of Human Resource Management*, 2005
- G Meardi, 'The Legacy of Solidarity? Class, Democracy, Culture and Subjectivity in the Polish Social Movement', *Social Movement Studies*, IV, 2005
- G Meardi and [A Tóth], 'Who's Hybridising What? Insights on Multinationals' Employment Practices in Central Europe', in [A. Ferner, J. Quintanilla and C. Sánchez-Runde] (eds) *Multinationals and the construction of transnational practices: Convergence and Diversity in the Global Economy*, Palgrave
- G Meardi, 'I sindacati' in *Guida per l'Europa Centro Orientale e Balcanica*, Il Mulino
- V Pulignano, 'Union responses to 'multi-enterprise' factories in the Italian motor industry', *Industrial Relations Journal*, 36:(2) 157-173
- V Pulignano, 'EWCs and Cross-National Employee Representative Coordination. A Case of Trade Union Cooperation?' *Economic and Industrial Democracy*, August
- V. Pulignano, 'The effect of outsourcing on Unions', in P. Barrar and R. L. Gervais (eds) *The Handbook of Outsourcing*, Gower, 2005
- V Pulignano, 'Rappresentanza del sindacato e spazio europeo: uno studio comparato sull'esperienza dei Cae in due settori', *Giornale di diritto del lavoro e relazioni industriali*, 2005

- V. Pulignano, 'Connecting employee representatives' response across-borders: A comparative study of American-based multinational subsidiaries in Europe in two sectors', in [H Knudsen, M Whittall and F Huijgen] (eds) *European Works Councils and the Problem of European Identity*, 2005
- V Pulignano 'Partecipazione e ruolo del sindacato. Alcune riflessioni' in Telljohann V. and Garibaldo *Nuove forme di organizzazione del lavoro e relazioni industriali. Dov'è l'Italia?*, Il Mulino, Bologna, 2005
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- C Woodhams and A Danieli, 'Disability Frameworks and Monitoring Diversity at Work', *The International Journal of Diversity in Organizations, Communities and Nations*.

## Appendix D: Research Funding

### New, ongoing and completed grants during 2004

European Foundation for the Improvement of Living and Working Conditions (Mark Hall) for UK national centre of European Industrial Relations Observatory	£47,651	1/01/04 – 28/02/05
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)	£32,000	31/03/04
European Social Fund (Anne-marie Greene and [Gill Kirton]) <i>'Involvement of Stakeholders in Diversity Management'</i>	£85,131	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>	£241,648	01/01/04 – 30/11/05
Economic and Social Research Council Advanced Institute of Management Research (Paul Edwards) <i>'Organizational Roots of Productivity'</i>	£389,636	01/02/04 – 31/03/07

European Foundation (Mark Hall and Paul Marginson) <i>'Developments in European Works Councils'</i>	£6,360	16/04/04 – 01/10/04
European Science Foundation / ESRC (Paul Marginson and Jim Arrowsmith) <i>'Variable Pay and Collective Bargaining'</i>	£146,775	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
Department of Trade and Industry (Linda Dickens and Mark Hall) <i>'Review of Research into the Impact of Employment Relations Legislation'</i>	£9,740	04/11/04 – 21/02/05

**New grants commencing in 2005**

European Foundation for the Improvement of Living and Working Conditions (Mark Hall) for UK national centre of European Industrial Relations Observatory	c. <del>€</del> 60,000	01/03/05 – 28/02/06
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## 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, the 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.

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 2004, WIRL's annual Gift Aid donation amounted to £32,000.