



**Industrial Relations Research Unit  
Warwick Business School  
University of Warwick**

**Annual Report, 2010**

## 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. IRRU's 40<sup>th</sup> anniversary in 2010 highlighted our ability to do so over a sustained period.

This landmark achievement was marked by a series of events and activities. The annual Warwick-Acas Lowry lecture in March was delivered by the Director General of the CBI and Chancellor of the University of Warwick, Sir Richard Lambert. His theme was 'The labour market and employment relations beyond the recession'. Publication of the latest, 2010, edition of Warwick's authoritative text 'Industrial Relations: Theory and Practice' was marked by a reception at the 60<sup>th</sup> anniversary conference of the British Universities Industrial Relations Association in July. Edited by Trevor Colling and Mike Terry, the 2010 edition appeared forty years after the publication of the first Warwick industrial relations text by Hugh Clegg. Two issues of IRRU Briefing, which is circulated widely to employment relations practitioners, included testimonials from leading figures from employer organisations, trade unions and public agencies, as well as features on current IRRU research. IRRU's research seminar series featured several distinguished speakers during 2010. In November, a special 40<sup>th</sup> anniversary lecture was given by Professor Harry Katz, Dean of Cornell University's School of Industrial and Labor Relations. It was delivered to an invited audience of current and former IRRU staff and doctoral research students; Warwick alumni who are now prominent industrial relations practitioners; members of IRRU's Advisory Committee; senior members of the University and WBS; and leading colleagues from other UK centres in the field. Harry Katz's internationally comparative theme of converging and diverging tendencies in employment practice engaged with a key strand of IRRU research activity over the most recent half of the period since its establishment in 1970.

IRRU continues to maintain a critical mass of active researchers, and their research activity is supported by securing funding from a range of national and European sources, which are detailed in section 4 below. Five main themes frame IRRU's current research, and activity on each of these is detailed in section 2 below. Main developments under each of these themes during 2010 included:

❖ *Europeanisation and internationalisation of employment relations*

Comparative analysis of the findings of the survey of employment practice in multinationals operating in the UK, with those from the parallel surveys undertaken in Canada, Ireland and Spain has progressed. Findings were presented at a special symposium hosted by Cornell University's School of Industrial and Labor Relations.

Two new research projects commenced, one a thematic-based comparison of industrial relations in the EU's six largest member states, the other an investigation of the tension between market freedoms and social rights within the EU with a focus on the issues surrounding the posting of workers.

❖ *Equality, inequality and diversity at work*

A comparative study of the labour market position of migrants in the construction sector in Spain and the UK found that they had borne a large, but differing, share of crisis-induced reductions in employment. Trade unions in both countries provided important services for migrant workers, although organising efforts have met with little success.

❖ *Work and employment :beyond the standard employment relationship*

Research on employment relations in small firms was extended to translate the model of different types of small firm developed in earlier research into a strategic device for use by firms themselves and by policy advisers.

Previous research on performers as workers, which included in-depth work in the UK and a European-wide survey, was extended to the US entertainment industry. An extensive programme of research interviews was undertaken during the autumn.

❖ *Employee representation and voice*

The final report of the longitudinal study of the impact of the UK's 2005 Information and Consultation of Employees legislation was compiled and published. The study was based on case studies of 25 organisations, undertaken in three waves according to employment size. A principal finding is the role of management commitment in sustaining effective consultation arrangements.

An all-Ireland study of the responses of multi-site organisations with operations in the Irish Republic and Northern Ireland, to the Information and Consultation of Employees legislation under the two relevant jurisdictions finds variations in practice within organisations across the Irish border.

❖ *Legal regulation of the employment relationship*

A programme of field research was realised in the US, to complement that undertaken in Britain, on the project investigating trade unions' role in the enforcement of statutory employment standards. Outsourcing of public service provision to the private and third sectors is being taken as a critical test of the issues involved.

The impact of the economic crisis on employment relations, and the responses of employers, trade unions and the public authorities to the challenges that it has brought, has been a feature of our research activity during 2010. Work for the European Commission has involved analysing the perspectives of employers and trade unions, across the 27 countries of the EU, on the public measures required to address the economic and employment consequences of the crisis. It has further entailed mapping and analysing the negotiated or concerted responses developed by employers and trade unions at national, cross-sector level (where relevant), and at sector and company levels in the private sector, across the EU. A comparative study commissioned by the European Industrial Relations Observatory addresses the impact of the crisis on the labour market for young workers. Comparative research on migration in the construction sectors in Britain and Spain has also engaged with the impact of the crisis.

IRRU has continued as the UK national centre for the EU 'Observatories' covering industrial relations, working conditions and restructuring, supplying features and reports on national developments, and undertaking thematic comparative analysis, embracing all 27 EU member states, for the Observatories. Its national features have included several on the impact of, and responses to, the crisis in particular sectors and companies. Comparative analytical reports commissioned from IRRU during 2010 included studies of employee information and consultation practice across the EU and, as noted above, the impact of the crisis on young workers' employment.

<b>1 STAFFING</b>
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There are currently 17 academic staff in IRRU, thirteen of whom are also members of the Industrial Relations and Organisational Behaviour (IROB) subject group of Warwick Business School. IRRU has 15 associate fellows. IRRU's membership during 2010 is listed in Appendix A.

2010 has seen a number of changes. At the start of 2010, Sukanya Sengupta – previously an IRRU research fellow - returned to Warwick from Cardiff University, becoming an Associate Professor in IROB. Manuela Galetto joined as a research fellow at the same time, moving from a research position in Milan. Aristeia Koukiadaki commenced her Leverhulme Early Career research fellowship in April, arriving from a post-doctoral position at Cambridge. In September, Jimmy Donaghey joined as Associate Professor in IROB, moving from Queen’s University Belfast, and Heather Connolly as a Teaching Fellow in IROB, moving from a research position at Manchester. John Purcell retired at the end of May, and is now an Associate Fellow. He has continued to work on writing up the findings on the major project on employee information and consultation. Tom Prosser left in September to take up a lectureship at Trinity College, Dublin. Alex Wilson will replace him from January 2011, as research fellow for the EU observatory network.

Linda Dickens was appointed as a Member of the Acas Council with effect from May 2011. Guglielmo Meardi was successful in his application to ESRC for a mid-career fellowship, taking this up in July. The fellowship, which includes funding for Heather Connolly’s post, will enable him to research and write a monograph on comparative European industrial relations.

IRRU was pleased to welcome Magdalena Bernaciak, of the Central European University, Budapest, as a visiting fellow from January to March. Associate Fellow Jim Arrowsmith, from Massey University, Auckland, was a visitor in December.

## **2 RESEARCH PROJECTS**

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

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

Last year’s report covered the initial steps taken towards mounting a comparative analysis of the findings of the 2006 large-scale survey of employment practice in the UK operations of multinational companies (MNCs) and those of the parallel surveys undertaken by research teams in three other countries: Canada, Ireland and Spain. It also reported that the UK research team, which comprises Paul Edwards and Paul Marginson, together with Anthony Ferner and Olga Tregaskis (De Montfort University) and Tony Edwards (King’s College London), had secured a 24-month ESRC award to underpin their contribution to comparative analysis which runs until late 2011. The focus of the ESRC award is the simultaneous role of MNCs in integrating across, and differentiating between, national business and employment systems.

The compilation of an international data set, which involved bringing together the relevant parts of the four national data sets, was completed in the first four months of 2010. The work involved close working between the four research teams, and was greatly facilitated by the continued employment of the UK project’s Warwick-based research fellow, Duncan Adam. The main substantive work was the preparation of a set of five papers, each undertaking comparative analysis of a different aspect of MNCs’ employment practice, for an invited conference on ‘Employment relations in multinationals’ hosted by Cornell University’s School of Industrial and Labor Relations at Cornell in September. The organisation of the conference was coordinated by Tony Edwards and Paul Marginson, together with Sarosh Kuruvilla of the ILR School. Paul Edwards was the lead author for one paper; Marginson was lead author for another paper and a co-author of a further one. Each of the papers had a Cornell discussant, and the papers are being revised for submission as a symposium to the Industrial and Labor Relations Review.

The paper led by Edwards deploys the ‘system, society and dominance’ model of influences on employment practice to develop propositions concerning the take-up of ‘best’ human resource management practices. System effects would be indicated by widespread take-up, and also by adoption through similar mechanisms in different countries. The evidence from the four countries

supports this view. Dominance effects are generally expected to be exerted by US firms, which will have more practices than firms from other countries. This expectation is also met. Societal effects have traditionally been seen as constraints on global models, in particular where national business systems are institutionally distant from the dominant model. Here, take-up would be expected to be lowest in Spain. The evidence does not support this view. The explanation is that national business systems are not fixed things but have multiple features; in this case, the Spanish system has an openness to new managerial models.

Two aspects of variability in social dialogue through European Works Councils (EWCs) are addressed in the paper led by Marginson, which analyses findings from the three European surveys. Only four out of every ten multinationals covered by the EU's regulatory measure have actually established an EWC. The incidence of EWCs is found to be strongly influenced by the degree of international integration of companies' operations, the nature of international management organisation, worldwide employment size and the presence of workforce organisation. Policy concern has also focused on minimalist management practice towards EWCs. Management practice is shown to vary, ranging from the minimalist to active engagement with EWCs. Minimalist practice is less likely to be the case amongst Nordic- and continental European-based companies, and where the HR function is internationalised.

### ***Internationalisation and industrial relations in the EU's six largest countries***

Guglielmo Meardi started his two year study of comparative European industrial relations in the summer, funded by an ESRC Mid-Career research fellowship. The aim of the study is to explore the effects of internationalisation (i.e. foreign direct investment, migration, and EU (employment) policies) on national industrial relations in the six largest EU countries. The project involves a period of study in all six countries (France, Germany, Italy, Spain, Poland and the UK), including accessing original language materials and documentation. The first was conducted in Germany, during a three-month visiting position at the Freie Universität Berlin in the autumn. The research undertaken focussed on how EU policies, immigration and FDI exert pressure on national institutions, from a perspective that these can react either by re-compacting (e.g. with minimum wages and binding agreements in face of migration) or by accommodating (e.g. EU employment policies). Overall, the structures of German industrial relations appear to have been re-legitimated by the impact of the global economic crisis. A position paper on the changing role of state traditions in industrial relations was presented at the Work, Employment and Society conference and at the conference of the German Industrial Relations Associations.

### ***Market integration and social rights in Europe***

Aristea Koukiadaki's project, funded by the Leverhulme Trust under its Early Career Fellowship Scheme, explores the socio-legal impact of the recent case-law by the European Court of Justice (*Viking*, *Laval*, *Rüffert* and *Luxembourg*) on industrial action and collective standard-setting. It pays attention to contrasting developments leading to a 'race to the top' or to the 'bottom' of national employment rights' protection systems. The project, which commenced in April 2010 and intersects with the theme of legal regulation of the employment relationship, will be carried out within a two-year period. The research plan involves the conduct of empirical and legal research in four EU Member States, i.e. two states which are primarily hosts to posted and migrant workers (Sweden and the UK) and two which are primarily senders. Empirical research is underway in the UK. Reflecting the developments so far, the UK case study concentrates on the employers' and unions' approaches to the legal framework for industrial action in the transport sector, as influenced by the case law, and the future of local labour clauses in the construction sector. The second case study will take place in Sweden; to that end, a visiting research fellowship was recently awarded by the University of Uppsala and empirical research will take place between March and April 2011. Koukiadaki presented a paper about the legal and institutional changes in the EU Member States

directly involved in the case law of the European Court of Justice in seminars organised at Birkbeck College (London) and Darwin College (University of Cambridge).

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

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

Research on the economic and institutional context of industrial relations, and on the changing nature, role and agenda of collective bargaining, in two sectors – metalworking, including automotive, and hospitals – is being undertaken in eight European countries. Galetto and Marginson are responsible for the studies in Italy and the UK. By the end of the year, a programme of field interviews with employer organisation and union representatives, and also with academic and policy experts, in the hospital sectors in both countries, and in the Italian metalworking sector had been completed. Interviews in UK metalworking will follow in the opening months of 2011. The researchers from the countries involved met twice during the year, in Amsterdam and Paris, to coordinate the progress of the research and to present and discuss initial findings. The second meeting coincided with the 2010 Annual Assembly of the GUSTO programme.

The economic and financial crisis has posed particular challenges for employers and for trade unions, and in a paper presented at the Paris meeting Glassner, Keune and Marginson drew on their respective work for the ILO and the European Commission, as well as their research under the GUSTO programme, to review and analyse negotiated responses to the crisis at sector and company levels. A summary is provided in the box below.

#### **Collective bargaining in a time of crisis**

The character of collective agreements concluded in response to the crisis is appraised from three perspectives. First, through an analysis of the ways in which they can provide protection against different forms of economic uncertainty, facing workers and facing employers, through the provision of collective goods. Second, through consideration of the distributive (zero-sum) or integrative (positive-sum) character of the trade-offs involved. Third, through assessing the balance between procedural change and procedural stability, respectively, which is conducive to the adoption of innovative measures. Variation in the incidence and character of crisis-response agreements is shown to be shaped by four kinds of factor: economic conditions (magnitude and prolongation of the economic downturn); public policy, particularly employment-maintaining measures such as short-time work and partial unemployment schemes; collective bargaining institutions and coverage; and employer and trade union strategies.

The prominence of the role played by collective bargaining in addressing the impact of the crisis, through agreements elaborating a wide variety of measures at inter-sector, sector and company levels, varies markedly across countries and also sectors. The themes which characterise the sector- and company-level measures adopted demonstrate the varying ways in which protection has been provided against different

forms of economic uncertainty confronting workers and employers. Trade-offs are apparent between different forms of protection for each group, as well as between employers and workers. For workers, the negotiated outcomes – in which short-time work, measures to mitigate job loss, employment guarantees and employee concessions are all, to differing degrees, prominent - suggest that protection against uncertainty over job loss has predominated over that against deterioration in pay and conditions. Negotiated outcomes featuring measures to support redundant workers are less common, implying that protection against uncertainty in securing future employment is of second-order importance. For employers, protection against two forms of uncertainty - securing immediate cost reductions and retaining trained and experienced labour – is uppermost amongst negotiated outcomes, with the balance between these two contending factors varying. To the extent that the balance is towards the latter, cooperative relations with the workforce are more likely to have been maintained. The outcomes indicate that the main trade-off between workers and employers in terms of uncertainty protection has been between protection against job loss (for workers) and cost reduction (for employers).

Contrasting tendencies in the nature of agreements between manufacturing and services indicate that industrial relations institutions, in combination with specific public policies, are influential in shaping the balance between integrative and distributive elements in outcomes. Agreements in manufacturing have generally entailed a trade-off between some form of employment guarantee and employee concessions, which is indicative of an integrative dimension. The picture in services is more mixed, with employment guarantees featuring in only a proportion of the agreements entailing employee concessions, reflecting broad differences from manufacturing in strength of trade union organisation and depth of company bargaining. The role of public policy, in the shape of statutory short-time work schemes, has been to broaden the scope for continuing employment to be traded off against income loss (for workers) and skill retention to be traded off against immediate cost reduction (for employers). In short, such schemes – which are commonly confined to manufacturing - have shifted the balance between distributive and integrative elements in outcomes towards the latter.

### ***Industrial Relations in Europe Report 2010***

As part of his contract as Chief Editor of the European Commission's (biennial) 'Industrial Relations in Europe Report', 2010, Paul Marginson together with Associate Fellow Mark Carley compiled two substantial chapters reviewing social partner responses to the crisis, and its implications, across the 27 Member States of the EU. The Report will be published in early 2011.

The first of the two chapters sets out the broader economic, employment and policy context confronting employers and trade unions. After establishing the varying scale and nature of the economic and employment challenges that confront the public authorities and social partners across the Member States, it then addresses the perspectives of the national, and EU-level, social partners on the public policy responses required to deal with the effects of the crisis on economic activity and employment. It pays attention to the extent to which there are commonalities and differences in the policy prescriptions of employers' organisations and trade unions. In broad terms, it finds that substantial consensus on the need for emergency measures to stimulate economic activity and maintain employment in the early phase of the crisis has tended in some, but not all, countries to be followed by tensions over the distribution of costs and the timing and content of measures to reduce public deficits. At the same time, differences are apparent across countries in the degree of bipartisan consensus between employers' organisations and trade unions on the measures advocated. The chapter concludes that variation across countries in the extent of policy consensus between the social partners is associated with the influence of two kinds of 'input' factor. One is 'economic', and concerns the scale and timing of the crisis in different countries. The other is 'institutional', and relates to institutional arrangements for bi- and tri-partite social dialogue. It finds that both exercise a partial influence, but that neither is determining.

The second chapter explores the responses of employers and trade unions to the crisis at the different levels of economic activity: cross-sector, sector and company. A central focus is the incidence, pattern and character of negotiated and concerted responses between the social

partners. Attention is also paid to unsuccessful attempts to negotiate responses and instances of conflict. Reviewing evidence from across the EU-27, the chapter finds that whilst negotiations, and national-level concertation, between the social partners have played an important role in tackling the effects of the crisis, there is considerable variation across countries and sectors in their extent and character. In accounting for this variation, it finds that differences in economic situation are more clearly reflected in the varying pattern of negotiated responses between sectors than between countries. The influence of industrial relations institutions is found to be generally marked, although least so for the presence of institutional capacity for concertation and/or negotiation at national, cross-sector level. Public policy intervention in the form of short-time working / partial unemployment schemes is found to exercise a distinct influence on the cross-country and cross-sector pattern of negotiated responses.

### ***Sectoral industrial relations in Europe***

Guglielmo Meardi participated in a study funded by the European Foundation, and led by the University of Vienna, on sectoral industrial relations in Europe. Quantitative data on eleven organisational and structural indicators of industrial relations in nine sectors for each of the 27 EU countries was analysed. The objective was to detect whether sector-level industrial relations tend to be nationally specific, corresponding to national-level models of industrial relations, or whether they tend to be distinct from other sectors in the same country, and share commonalities with the same sector in other countries. It was found that variation between sectors is actually larger than that between countries, and that sector-specific patterns are apparent across countries. Only France and the Scandinavian countries display clear homogeneity in their industrial relations structures across different sectors. The clear implication is that comparative industrial relations studies should devote more attention to sector specificities (this is something which has characterised comparative research at Warwick for over a decade). In addition, it was found that sectors characterised by economic internationalisation are more homogeneous than those that are less internationalised, pointing to some convergence effect of international and European economic integration.

### ***EU governance in the social policy field***

As part of the GUSTO research project on the evolution of EU-level governance in social policy, Aristeia Koukiadaki is contributing an analysis of the impact of the inclusion of social services within the overarching framework of EU competition and economic freedoms on the nature of such services in the UK. In this context, three categories are of special interest since they are susceptible to be taken out of the scope of market competition for services, by invoking specific provisions of the EU's 2006 Services Directive. The three are: social housing, childcare and support of families and persons permanently or temporarily in need (possibly including employment and social inclusion services). A paper is being prepared that critically evaluates the impact of EU 'governance' upon the situation in the UK in terms of uncertainty, risk and security. As part of the same project Paul Marginson is collaborating with Maarten Keune (University of Amsterdam) on an analysis of the governance issues arising from the negotiation and application of framework agreements concluded by European employers and trade unions under provisions of the EU Treaty.

## **Theme 2: Equality, inequality and diversity at work**

### ***Migration and different European social models***

Guglielmo Meardi's research on migration and labour market uncertainty within the EU-funded GUSTO project has continued. The first half of the year was devoted to a comparison of migration in the construction sector in the UK and Spain. Construction is a sensitive sector for issues of uncertainty, given its features of volatility in turnover, labour mobility and safety risks. The two countries are particularly interesting for the large recent immigration inflows and the depth of the crisis in construction. The research involves collaboration with a team, led by Antonio Martin Artiles,

from the QUIT group at the Autonomous University of Barcelona. The team organised a workshop for practitioners in Barcelona in February, so as to frame the research in a way that would address the preoccupations of stakeholders. The subsequent collection of statistical data and interviews highlighted how in both countries, but most so in Spain, the immigrant labour force has carried the largest share of the employment risk in this sector. There are also numerous indications, but still no systematic evidence, that such employment risk translates into a higher safety risk. It was also found that trade unions have generally resisted any pressure towards embracing a xenophobic response and provided foreign workers with important services. Organising efforts have, however, had very limited success. In the second part of the year, the link between migration and labour market policies has been investigated in Canada, Germany and Spain: early findings indicate that the intended linkage is very tenuous and that European aspirations to imitate Canada are rather unrealistic. Over the next year, a final study will be conducted in the health sector.

### ***Employment experiences of women clergy***

Anne-marie Greene secured funding from WBS to undertake a project on 'Unequal careers: the employment experiences of women clergy in the UK'. Working in collaboration with Mandy Robbins of the Warwick Religions and Education Research Unit, the one-year project involves conducting a set of qualitative interviews with a sample of ministers of religion in the Church of England and representatives in the Faith Workers' section of the Unite trade union.

## **Theme 3: Work and employment: beyond the standard employment relationship**

### ***Employment relations in small firms***

Paul Edwards and Sukanya Sen Gupta continued their interest in employment practice in small firms. The year saw the publication of two papers. The first, written with former IRRU colleague Chin-Ju Tsai, examines links between firms' business strategies and their engagement with external support agencies. It shows that these links were highly context-dependent, and argues that public policy needs to give greater weight to this fact. The second paper – written in collaboration with then colleagues in WBS's Centre for Small and Medium-sized Enterprises (CSME) – is on HR practice, formality, and outcomes for workers. The paper demonstrates that 'self-reported job quality' is higher in small than in large firms and that this is due in part to lower levels of formality in small firms.

New research was supported by a small grant from the Advanced Institute of Management Research to address the practical implications of research that Edwards and Sen Gupta, together with Chin-Ju Tsai, had carried out as part of their work with AIM in the period 2004-07. That research developed a model of different kinds of small firm. The new study – carried out with Associate Fellow Monder Ram and Dr Kevin Mole of CSME – addresses the value of this model as a strategic device for firms and as a means for policy advisers to identify different kinds of firm and to tailor their advice accordingly. This study will be completed during 2011.

Edwards also continued his long-standing collaboration with Associate Fellow Monder Ram. Their recent studies have addressed 'new migrant' businesses and their employment practices. A completed project surveyed 165 such businesses and addressed their relationships with business support agencies. It found that the businesses reproduce the experience of former waves of migrants, in being concentrated in low-wage sectors. It also showed that support agencies lack concepts to deal with the specific needs of these firms. Working with one such agency, using action research informed by a model of 'engaged scholarship', the research was able to amend its practice and help it to re-orient its approach. Current research is following up this study by looking in detail at the organization of work in firms owned by people from eastern Europe and Africa.

### ***Performers as workers***

Deborah Dean was awarded funding by Warwick Business School for a pilot study focusing on the US entertainment industry, titled 'Performers as Workers'. There is hardly any comparative international research in this area and the project draws on Dean's previous work in the UK and continental Europe more widely (as reported in 2008). The central premise of the study is that performers are among the most visible workers in national economies, and US performers as an occupational group among the most visible in the world. Yet there is relatively little research on them *as* workers. There is correspondingly relatively little research on the interrelated activities of industry unions and employers in affecting issues around access to work in the entertainment industry, including those related to age, gender, race/ethnicity, and national and state legal regulation. Two periods of fieldwork in the US were undertaken in 2010, comprising semi-structured interviews with key individuals and samples of relevant occupational groups and sub-groups. The primary period of research was during Dean's study leave in October, in the main theatre, film and television centres of New York City and Los Angeles. Analysis of the findings is ongoing.

### ***Young workers and the impact of the crisis***

Melanie Simms has opened up new research during 2010 which is examining the effects of the fiscal and economic crises on young workers in the UK and beyond. This is a major area of policy concern in the light of EU-wide data indicating that young workers are being particularly badly affected by the impact of the crisis in the labour market. Unemployment rates amongst young people are double those for older age cohorts, and those in employment are far more likely to be in positions that are precarious. The effects of precarious employment are particularly invidious on young workers as negative early experiences of transitions into work are more likely to be associated with an ongoing reduction in life chances. A comparative report is currently being produced for the European Industrial Relations Observatory summarising the scale and scope of the effects on young workers and the responses of governments and the social partners to helping them. Further, with colleagues at Coventry University and the University of Manchester, Simms secured ESRC funding to run a series of 4 seminars over the next 2 years looking in detail at the interactions between young workers and precarious work. Details can be found at:

<http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/ywesrc/>

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

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

IRRU's research project on the impact of the UK's Information and Consultation of Employees (ICE) Regulations straddles this theme and that of legal regulation. Having begun in early 2006, the project was completed at the end of May 2010 with the submission of the research team's draft final report for the co-sponsors – the Department for Business, Innovation and Skills (BIS), the Advisory, Conciliation and Arbitration Service (Acas) and the Chartered Institute of Personnel and Development (CIPD). The research team comprised Mark Hall, John Purcell and Michael Terry at IRRU, Sue Hutchinson at the University of the West of England and, until moving to New Zealand in 2008, Jane Parker. Freelance researcher Jill Smith also undertook some fieldwork. The research programme was overseen by an advisory group consisting of representatives of the three funding organisations.

The project investigated organisational responses to the ICE Regulations. The method adopted to carry out the research was that of longitudinal case studies. Reflecting the phased implementation of the ICE Regulations, the research involved three 'waves' of case studies. Case studies begun in 2006 in 13 private and voluntary sector organisations with 150 or more employees were completed in late 2008/early 2009. A second wave of case studies began in 2007 in eight organisations with 100-150 employees, and a third and final wave of four case studies started during 2008 in organisations with 50-100 employees. These were concluded in late 2009/early 2010.

Developments in ‘wave 1’ and ‘wave 2’ organisations were tracked over a two-year period. An initial research visit was made to each organisation and repeated some two years later, with telephone updates in the interim. In-depth semi-structured interviews were held with senior management, employee representatives and trade unions (where present) at each stage, supplemented by documentary analysis (agreements/constitutions underpinning I&C bodies, minutes of meetings etc). Where possible an employee survey was conducted after the initial and final research visits. For ‘wave 3’ case study organisations, a shorter, two-stage research programme was undertaken: the initial research visit was followed by a final update one year later, with an employee survey conducted where possible after both stages.

In December 2010, the final report from the project was published in the BIS employment relations research series (<http://www.bis.gov.uk/assets/biscore/employment-matters/docs/l/10-1380-information-consultation-ice-regulations>). This presented the principal findings and conclusions from the project as a whole. In particular, it extended the analysis of the operation and impact of information and consultation (I&C) bodies in the first wave of larger case study organisations to I&C developments in the medium-sized organisations covered by the second and third waves of case studies. Key points are summarised in the box below:

#### **Impact of the UK’s ICE legislation: some key findings**

- Assessed against the ICE Regulations’ default provisions that require I&C concerning strategic business issues and major organisational change, a substantial minority of participating organisations were categorised as ‘active consulters’ while a majority were ‘communicators’. In two organisations, the I&C bodies became defunct after only two or three years in existence.
- The differing trajectories of I&C primarily reflected internal organisational dynamics, particularly management’s approach to consultation. The research underlined that management is the dominant player and it was their choices that determined the nature and extent of I&C – whether I&C was in practice ‘active’ or largely limited to ‘communication’.
- The degree of organisation among employee representatives was strongly influenced by management’s approach to I&C. ‘Active consultation’ required the development of representatives’ competence and coordination. In contrast, among the ‘communicators’, there was no imperative for a coordinated input from employee representatives and, as a result, little opportunity for representatives to develop the necessary cohesion to press for more effective consultation.
- The extent of trade union engagement influenced the trajectory of I&C in a number of cases – both positively, e.g. where full-time officers played a key role at two of the ‘active consulters’, and negatively, where recognised unions sought to limit the remit of I&C bodies. Union concerns that the operation of I&C bodies could weaken their bargaining role and organisation proved largely unrealised. In some cases involvement in I&C bodies enabled unions to engage with a wider range of issues and afforded regular access to senior management.
- The longitudinal design of the research captured the dynamic nature of I&C. Initial problems experienced by some organisations eventually categorised as ‘active consulters’ were overcome by a change of ownership/management or by employee representatives growing into their role. Conversely, early signs of effective consultation were not sustained in some of the eventual ‘communicators’.
- Beyond being a catalyst for managerial moves to introduce I&C, and influencing the provisions and wording of some agreements or constitutions underpinning I&C bodies, the statutory framework proved largely peripheral. There was little evidence that the Regulations shaped managerial I&C practice, nor that they were used as a point of reference by employee representatives who, in any case, had no avenue for legal redress under ‘pre-existing agreements’ or I&C arrangements introduced unilaterally by management.

In June and July 2010, Hall and Purcell presented a paper by the research team drawing on the overall findings from the project at two major conferences: an international conference on employee representation in Quebec, organised by the Canadian Industrial Relations Association (CIRA) and the Interuniversity Research Centre on Globalization and Work (CRIMT); and the European Congress of the International Industrial Relations Association held in Copenhagen. Hall was also an invited plenary speaker at the CIRA/CRIMT conference. His theme was 'Britain's reluctant accommodation of EU-driven universal consultation rights'. In September, Hall and Purcell presented findings from the project at a seminar at King's College London.

### ***The impact of employee information and consultation regulations on the island of Ireland***

Jimmy Donaghey joined IRRU in September, with an already well advanced project, jointly funded by ESRC and the Irish Research Council for the Humanities and Social Sciences, comparing the impact of the respective legislation implementing the EU's 2002 Information and Consultation Directive in Northern Ireland and the Republic of Ireland. The research involved case studies in 16 cross-border multi-site organisations in four different economic sectors. Findings to date include:

- multi-site organisations are utilising a variety of information and consultation mechanisms across different sites in response to the legislation;
- while there was considerable employer awareness of the legislation, most employers examined in the study did not establish I&C forums voluntarily: rather, the research indicates that employers established Information and Consultation forums against a background of union drives for recognition as the principal channel of representation ;
- yet trade unions seem reluctant to use the I&C legislation as a mechanism towards gaining influence in workplaces. At best, unions were found to view I&C forums as a possible "add-on" rather than a mechanism to become established, thus allowing employers to use I&C as a union substitution mechanism ;
- employee interest in the bodies often waned after the initial impetus has subsided.

Three papers analysing the findings have been accepted for publication, and are forthcoming in *Work, Employment and Society*, *International Journal of Human Resource Management* and *Economic and Industrial Democracy*, respectively.

### ***Information and consultation practice across Europe five years after the EU Directive***

In March 2010 Mark Hall and John Purcell successfully tendered to coordinate and write up a comparative analytical report for the European Industrial Relations Observatory (EIRO) mapping the impact of the EU information and consultation Directive (2002/14/EC) five years after its original implementation date. An EU-wide overview report was compiled on the basis of national reports submitted by EIRO correspondents structured by a questionnaire drawn up by Hall and Purcell in conjunction with EIRO officials. The study was completed in the autumn of 2010 and published online in January 2011 (<http://www.eurofound.europa.eu/eiro/studies/tn1009029s/index.htm>).

The comparative report provides an overview of the extent, practice and impact of employee information and consultation in 26 European countries (the EU27 excluding Finland and Latvia, plus Norway). There is considerable variation between countries in terms of procedures for establishing I&C arrangements – with I&C bodies or procedures being dependent on employee or trade union initiative in many countries – and the scope for organisation- or sector-specific models of I&C via collective agreement. The incidence and coverage of I&C bodies is notably less than comprehensive in all countries, with a marked size effect whereby larger undertakings are much more likely to have an I&C body than smaller ones. Only limited data is available on how I&C takes place and with what outcomes. Trade unions are the primary vehicle for employees' statutory I&C rights in a number of countries, and also tend to be highly influential within works council-type I&C bodies in others. The social partners generally support their national I&C frameworks but in some countries there is reportedly little enthusiasm for implementing I&C procedures on the part of employers and/or unions. The patchy evidence available makes it difficult to reach a measured assessment of I&C

practice across the EU. However, regulatory flexibilities, coupled with a general absence of government and/or social partner activity to promote I&C, appear to have limited the impact of the Directive to date in driving the diffusion of I&C arrangements and in establishing clear standards for I&C practice. When EU policymakers and legislators come to review the I&C Directive, incorporating the more extensive rights and facilities for employee representatives that feature in the 'recast' European Works Councils Directive may promote more robust I&C processes, particularly in member states with relatively recent statutory I&C frameworks.

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

### ***Making employment rights effective***

Linda Dickens continues work on the project now called 'Making Employment Rights Effective', indicated in last year's report. The starting point is the enormous expansion of individual employment rights in the UK, particularly since 1997, as Labour governments attempted to provide a comprehensive framework of minimum employment standards and deliver 'fairness at work'. Fairness is a continuing theme espoused by the new Coalition government. The evidence, however, suggests that in some areas employment rights remain formal rights rather than impacting on employment practice. The project seeks to illuminate why this is and how it might be addressed. It goes beyond reform agendas concerned primarily with problems of costs and delay associated with the current major enforcement mechanism, the Employment Tribunals, to consider alternative enforcement approaches and also the way in which rights are mediated at the level of the organisation (helping explain differential impact). There is some administrative enforcement of rights through agencies and inspectorates but this approach is largely ad hoc and relatively underdeveloped in Britain and there has been relatively little critical consideration of the lessons which might be learned from the experience of such agency enforcement. Further, there has been little use or discussion of alternative, non judicial approaches to achieving the desired policy outcomes behind individual rights (e.g. use of procurement and levers such as corporate social responsibility), and the potential role of social regulation (e.g. through trade unions/collective bargaining) as a way of embedding rights and shaping workplace practice has been neglected. This project addresses these areas. Dickens has brought together a distinguished group of scholars from within IRRU and beyond to produce a book which she is editing, as well as writing chapters for. Contributors come from industrial relations, sociology and labour law, providing a multi-disciplinary perspective on issues of contemporary policy relevance as well as academic and practical interest.

### ***The regulation of public service outsourcing in liberal market economies***

Trevor Colling's work explores union roles in the development and enforcement of statutory employment standards in different national contexts and draws upon fieldwork developed in the USA during a visit to the Industrial and Labor Relations School at Cornell University during the Autumn. Outsourcing of public service work provides a critical test of these issues, leading potentially to the 'privatisation' of employment norms, where regulation is weak, or 'publicisation,' involving the export of standards from the public sector to the broader service economy, where regulation is stronger.

Employment standards tend to be most developed amongst large, sophisticated employers of the kind found in public service. Expectations of probity and good management are set out explicitly and overseen by the democratic process and layers of professional and industry regulation. Outsourcing potentially weakens these characteristics. Employment, and often specific workforces, are transferred from the public to the private or voluntary sectors, where very different employment norms prevail. Diverse but relatively cohesive public workforces are fragmented by changing organisational boundaries and competitive pressures. Adjustment processes may vary according to professional and organizational environments but cost pressures apply everywhere and in labour

intensive services bear particularly on wage and benefit costs. Yet important resources may also be available to unions seeking influence over such processes. Public sector workforces are more likely to be unionised and their representatives play important roles in developing and enforcing statutory employment standards such as fair employment, equal pay and living wage mechanisms. Strong trade union organization may minimise the inclination to outsource at all, or draw negotiated concessions from employers where it proceeds. Workforces transferred to private providers may retain their 'unionateness', diffusing collective orientations in otherwise non-union environments.

Britain and the USA provide a rich comparative environment in which to explore these processes. They are grouped together usually as 'liberal market economies' and the role of the state in economic co-ordination has been rolled back further in recent years. The two countries have developed parallel reform programmes prioritising the transfer of public functions to the private sector. Yet the political and regulatory environments differ in important respects, with implications for the resources available to public service trade unions. There is important variation between the two countries in the scope, character, and coverage of public service collective bargaining; in the nature of statutory intervention in outsourcing processes and the legal institutions overseeing them; and in the structure of local and central government providing public services. Early findings suggest that 'partnership' approaches generating protections for employees tend to ease transfer to the private and third sectors. Where protections are limited or absent, however, union responses may be more adversarial with consequences for broader market dynamics.

## **Other Research**

### ***Workplace conflict and consent***

Paul Edwards continued his work with Jacques Bélanger (Université Laval, Canada) addressing the theory and practice of workplace conflict. Recent theory has identified new ways in which workers can express discontent with work, for example 'cynicism', in addition to well-known practices such as strikes. A paper presented to the *Work, Employment and Society* conference placed such practices in a model of the effort bargain and reviewed evidence on the nature of workers' 'resistance' in three examples of contemporary workplaces. A short note, taking the example of MPs' expenses, appeared in *Network*, the newsletter of the British Sociological Association. The year also saw the publication of a book chapter by Edwards, reviewing the labour process debate from an industrial relations perspective. This research will be continued in 2011.

### ***Radicalised political trade unionism in Britain and France***

Heather Connolly has been awarded a British Academy grant, together with Ralph Darlington (Salford University), to develop her work on the distinctive form of radicalised political trade unionism that has emerged in recent years in both France and Britain. This represents a minority, but developing, trend in western Europe that combines militant industrial struggle with political opposition to the effects of neo-liberal political agendas and resultant government policy. The research will conduct in-depth field research to present a Franco-British comparison of militant trade unionism within the railway sector, focusing on the union SUD-Rail in France and the RMT in Britain. Despite contrasting industrial relations contexts, liberalisation and privatisation imperatives, and the effects of economic recession, the conditions have been created in both countries in which railway unions have played a prominent role in strike mobilisation, utilising the political defence of public services as a key discourse in mobilising their memberships and wider support.

### ***European labour and social protection following the crisis***

Aristea Koukiadaki participated in a successful bid to the European Commission for a comparative study on the impact of the economic crisis on national labour law systems. The project, which starts in January 2011, is coordinated by the University of Lyon 2. The research plan involves an evaluation

of the developments in labour law and social security in light of the economic crisis in ten EU Member States. Koukiadaki is responsible for drafting the report on labour law in Greece. The Law on the implementation of the support mechanism for the Greek economy provided by the Eurozone countries and the IMF introduced important changes concerning unemployment, temporary employment agencies, collective agreements, mediation and further wage cuts. In conjunction with further legislative measures that were adopted later, they have the potential to destabilise the employment protection system. The aim is to assess the nature, extent and impact (actual and potential) of these changes for individual and collective labour law and industrial relations.

### ***Emotion and embodiment in research***

Deborah Dean continued working, in her capacity as co-Editor, on a Special Issue of the *International Journal of Work, Organization and Emotion*, which is due for publication in December 2011. The Special Issue focuses on the issues arising from the ESRC Research Seminar series on 'Emotion and Embodiment in the Research Process' that Dean co-organised, and which has specifically targeted an unusual mix of work from PhD students to established Professors across a broad range of social science and humanities disciplinary areas.

### ***Critical realism in action group***

Paul Edwards, together with Joe O'Mahoney (Cardiff) and Steve Vincent (Leeds), completed work on the ESRC-funded seminar series on Critical Realism in Action. Three seminars were held during the year, in addition to one at Warwick in 2009. It is hoped to build on this work by producing an edited collection addressing the practical application of realism in the field of management.

## **Doctoral Research**

Doctoral research students investigating topics in industrial relations are registered under WBS's doctoral programme and supervised by IRRU staff. The nine students concerned, and the topics of their research, are listed in Appendix B. Two students, Ben Hopkins and Tom Prosser, submitted their theses during the year and were awarded their doctorates following examination. A third student, Christina Niforou, submitted her thesis at the end of the year.

In September, IRRU again participated in the European Doctoral Workshop in Industrial Relations, being represented by Paul Marginson, and students Juan Lopez Cotalero and Emma Stringfellow. Held over two days in Aix-en-Provence, the workshop brought together academic staff and students from six European institutions for intensive discussion of students' work. Lopez Cotalero and Stringfellow both presented papers, with a student and a faculty member from another institution acting as discussants.

## **European observatory network**

During 2010, IRRU continued as the UK national centre for the network of EU-wide 'observatories' operated by the European Foundation for the Improvement of Living and Working Conditions, having successfully re-tendered to continue in this role for a further four years with effect from March 2010. The network embraces the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM). IRRU's role is to provide up-to-date information on key employment and industrial relations developments, restructuring data, research findings and policy analysis, aimed primarily at practitioners and policymakers at national and EU levels and published online. A consortium consisting of IRRU and the Institute of Employment Studies (IES) also successfully re-tendered to be one of a small group of European research institutes responsible for coordinating a range of EU-wide comparative analytical reports for the three observatories.

IRRU has been the UK national centre for EIRO since the latter's establishment in 1996. This involves providing a range of inputs including *information updates* on key UK developments and debates, and national contributions to *comparative analytical reports* which focus on a particular topical issue and its treatment across Europe and to sectoral *representativeness studies* which assess the representative capacity of employers' organisations and trade unions. These various inputs appear as records on EIRO's online database, which is publicly accessible at <http://www.eurofound.europa.eu/eiro>. During 2010, UK input to EIRO continued to be co-ordinated and edited by Mark Hall and, until he left IRRU in September 2010, Thomas Prosser, who were also responsible for writing a proportion of the required material. Other IRRU members and UK researchers also provided information updates and contributions to comparative analytical reports and representativeness studies.

EWCO (<http://www.eurofound.europa.eu/ewco/>) was established more recently than EIRO and IRRU became its UK correspondent in 2005. It covers career and employment security, the health and well-being of workers, skills and work-life balance, with a particular focus on survey-based material. Again, IRRU provides a range of inputs including *information updates* and national contributions to *comparative analytical reports*. UK input to EWCO was co-ordinated and edited by Thomas Prosser, who was also responsible for writing a proportion of the required material.

IRRU has been the UK contributor to the ERM (<http://www.eurofound.europa.eu/emcc/erm/index.htm>) since 2006. This involves reviewing press and online sources for UK cases of restructuring that: entail an announced or actual reduction of at least 100 jobs; involve sites employing more than 250 people and affect at least 10% of workforce; or create at least 100 jobs. Brief details of all such cases are recorded in standardised *fact sheets*, which allows for the compilation of EU-wide statistics comparing countries, sectors, types of restructuring and employment effects. This work is undertaken by doctoral researchers within IRRU. During 2010, 186 ERM factsheets were written by Sophie Gamwell and Christina Niforou. National contributions to *comparative analytical reports* are also required.

Under its joint contract with IES to coordinate EU-wide comparative analytical reports for the observatories, IRRU was responsible for five during 2010: 'Industrial relations developments in Europe 2009', 'Pay developments 2009', 'Working time developments 2009' and 'Developments in industrial action 2005-9' (all by IRRU Associate Fellow Mark Carley), and 'Information and consultation practice across Europe five years after the EU Directive' (Mark Hall and John Purcell).

At the end of the year, IRRU recruited Alex Wilson as the new Research Fellow providing and coordinating UK input to the observatory network.

A comprehensive listing of IRRU's inputs to the three observatories during 2010 is contained in Appendix C.

### 3 PUBLICATIONS AND PRACTITIONER ENGAGEMENT

IRRU's research findings are addressed to the academic and to the practitioner and policy-making communities. IRRU staff publish books and reports, articles in academic journals and contributions to edited collections, and present papers at academic conferences. They also disseminate findings from research, and identify their implications, in electronic and hard copy publication outlets oriented towards practitioners and policy-makers. These include IRRU's inputs to the European observatory network (see Appendix C). Findings are also disseminated through presentations by IRRU staff to high-level policy and practitioner audiences, nationally and internationally. As part of its practitioner engagement, IRRU also jointly organises with Acas the prominent annual Lowry lecture.

A feature of dissemination activity during 2010 was events and other activity to mark the 40<sup>th</sup> anniversary of IRRU, with the aim of underlining the continuing contribution of IRRU's research to understanding and analysing developments in the contemporary world of work and employment.

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

During 2010, publications by IRRU staff included 5 books and reports, 16 articles in 15 different refereed journals and 18 chapters in edited books. A full list of publications together with papers presented at academic conferences during the year is provided in Appendix C. The conferences at which papers were presented by IRRU staff included international conferences in the fields of sociology, law and political economy, as well as industrial relations.

As reported last year, the third edition of 'Industrial Relations: Theory and Practice', edited by Trevor Colling and Michael Terry, was published by Wiley in January. The structure of the volume, which provides comprehensive overviews of industrial relations practice from leading researchers at IRRU and elsewhere, was summarised in the 2009 report. As part of the activities to promote the book, IRRU hosted a reception at the annual conference of the British Universities Industrial Relations Association which was held in Manchester in July. The reception, at which Michael Terry spoke, also provided an occasion to celebrate IRRU's 40<sup>th</sup> anniversary.

Two papers were published during 2010 in IRRU's refereed *Warwick Papers in Industrial Relations* series, which Trevor Colling edits. Publication of Warwick Papers is on-line through IRRU's web-site: <http://www2.warwick.ac.uk/fac/soc/wbs/research/irru/> Conference and research papers by IRRU staff are also made available on the web-site.

IRRU's research seminar series provides a forum for the presentation of findings and provisional conclusions from ongoing research projects. Speakers include academics from other institutions; IRRU staff also present papers. During 2010 the series was coordinated by Melanie Simms, and there were nine seminars.

In November, IRRU welcomed Professor Harry Katz, Dean of Cornell University's Industrial and Labor Relations School, who delivered the 40<sup>th</sup> anniversary lecture at Warwick on November 19<sup>th</sup>. The invited audience of over 70 included current and former IRRU staff and doctoral research students; Warwick alumni in industrial relations who are now prominent practitioners in the field; members of IRRU's Advisory Committee; senior members of the University and WBS community; and leading colleagues from other UK centres in the field. Professor William Brown, (University of Cambridge), Chair of the Advisory Committee gave the introduction to the lecture, outlining the changes and continuities which marked out IRRU's research over four decades. He also paid testament several leading employers and trade unionists who had supported IRRU's development in its early years, and to the now considerable number of practitioners who have facilitated and engaged with IRRU's research projects over the 40 year period. In his lecture, Harry Katz revisited and updated his earlier, landmark work which demonstrated that changes in employment systems across countries in two major industrial sectors were crystallising around four distinct patterns of employment practice.

Divergence was increasingly evident in the distribution of employment practices between firms and sectors within countries. At the same time, convergence across countries was evident in the emergence of these four patterns. In the lecture he argued that the converging divergences framework could be applied beyond the advanced industrialised economies, to analyse developments in the industrialising economies of Asia and Latin America. He also discussed how far it could be extended to other parts of the economy, notably the public services. Paul Marginson responded to the lecture as a discussant.

### **Practitioner engagement and dissemination**

Two issues of IRRU Briefing, both compiled by Mark Hall, were published during 2010; one in the spring and one in the autumn. Both were circulated widely amongst the practitioner and academic communities. Between them, the issues featured appraisals of IRRU's research, in the context of its 40<sup>th</sup> anniversary, contributed by seven leading practitioners: Ed Sweeney (Acas); Sarah Veale (TUC); David Yeandle (EEF); Stavroula Demetriades (Eurofound); Mike Emmott (CIPD); Katja Hall (CBI); and John Monks (ETUC). IRRU's 40<sup>th</sup> anniversary was also the theme of the editorial in each issue, with that in the Autumn being contributed by the Chair of IRRU's Advisory Committee, Professor William Brown (University of Cambridge). The Spring issue carried features on the impact of multinational companies and collective bargaining in different European countries by Paul Marginson and Guglielmo Meardi; on the new edition of 'Industrial Relations: Theory and Practice' by Trevor Colling and Michael Terry; on the book drawing together the findings of Anne-marie Greene's study, with Gill Kirton (Queen Mary College), of diversity management; and on a study of the employee participation practices of Anglo-American and Austrian/German companies in their operations in the Czech Republic, by Guglielmo Meardi. Features carried in the Autumn issue were: a review of employer and trade union responses to the economic crisis by Paul Marginson; a comparative European overview of alternative dispute resolution mechanisms by John Purcell; and an examination of the management of attendance and well-being by Paul Edwards and Kay Greasley (University of Lancaster).

The ninth annual Warwick-Acas public lecture in honour of Sir Pat Lowry was given by Richard Lambert, Director General of the CBI, and also Chancellor of the University of Warwick. The lecture was held at Warwick, and delivered to an invited audience of leading employment relations practitioners and academics. In remarks at the start of the lecture marking IRRU's 40<sup>th</sup> anniversary, the Vice-Chancellor of Warwick, Professor Nigel Thrift, underlined IRRU's standing as a leading European centre in its field. Titled 'The Labour Market and Employment Relations beyond the Recession', Richard Lambert's lecture argued that two factors were key to explaining the relative resilience of employment in this recession as compared to those in the early 1980s and early 1990s: structural changes in the labour market, and the development of a new employment relationship in the private sector. This had led to improved working arrangements – enabling employers to tailor work to demand and engage people better, and helping individuals to take more control of their working lives, through developments like flexible working. These changes had been happening gradually over the last 20 years and this recession had brought their effects to the fore. He also argued that this new labour market model was here to stay, beyond the recession and into the subsequent recovery.

Deborah Dean was invited to give a paper in September on the implications of the election of the first woman General Secretary of the trade union Equity to the Leverhulme Trust US/UK International Network on Gender, Unions and Leadership. This final event in a two-year project was organised in London and attended by an invited international audience of academics and practitioners. Dean was also invited by the International Federation of Actors to participate in a meeting of affiliated organisations with Members of the European Parliament on 'Strategies to combat gender stereotypes and promote equal opportunities in theatre, film and television in Europe' at the Parliament's building in Brussels in June.

Jimmy Donaghey was an invited speaker on industrial relations as the economy moves out of recession at the Labour Relations Agency's Biennial Conference in Belfast in September.

Paul Edwards published a research and policy briefing with the UK Commission on Employment and Skills. This summarized a series of projects on small firms and argued for a tailored approach to public policy. Edwards was a member of the Steering Group for the British Academy's Policy Centre Report on 'Stress at Work'. The report is available at [www.britac.ac.uk/policy/Stress-at-Work.cfm](http://www.britac.ac.uk/policy/Stress-at-Work.cfm).

Aristea Koukiadaki was invited by the Paris-based forum 'Europe et Société', which brings together high-level policy makers, practitioners and academics from across the EU, to present the legal/institutional framework of information and consultation of employees in the UK at a conference in January. She was also invited to present, at a conference on European labour law organised by the European Academy of Law at Trier, developments in EU information and consultation legislation and case law to an audience of legal practitioners in March. As a result of her collaboration with the Involvement and Participation Association (IPA), Koukiadaki contributed an article on information and consultation to the May issue of the IPA's bulletin, and published a case study on the information and consultation arrangements at Standard Life as part of the IPA Case Study series.

As part of his role as Chief Editor of the European Commission's 2010 Industrial Relations in Europe report, Paul Marginson coordinated an expert workshop, involving Commission officials and leading academics, to review draft chapters for the report in Brussels in May. Also in May, Marginson was the keynote speaker at the ETUI's Monthly Forum, which attracts an audience from a range of European trade union organisations and also European Commission officials. His theme was multinational companies and collective bargaining. In December he gave a seminar at the ILO, together with Associate Fellow Tony Edwards, presenting key findings from the comparative survey analysis of multinational companies' employment practices. Marginson participated in an invited Ministerial seminar on the Modern Workplace at the BIS Department in London in November.

Guglielmo Meardi presented his work on migration at a seminar in Barcelona in February, attended by representatives of unions, migrant associations and employer associations.

Melanie Simms continues to be involved in disseminating findings from her research on the experience of union organising initiatives. During 2010 this involved participating in two events organised by the TUC and two by the London Organisers Network.

#### **4 RESEARCH FUNDING**

IRRU's research projects are funded from a range of national and European sources, including research councils, governmental organisations, non-governmental organisations and charitable foundations. The sources of funding of new and ongoing projects, and those completed during 2010, are listed in Appendix D.

During 2010, Guglielmo Meardi was successful in his application for an ESRC mid-career fellowship on 'Why industrial relations matters? An integrated approach to comparative European industrial relations'. Meardi commenced the two-year fellowship in July. As reported last year, in April Aristeia Koukiadaki took up her 2-year Leverhulme Early Career Fellowship, investigating 'European market integration and social rights'. Paul Edwards and Sukanya Sen Gupta secured an award from the ESRC/EPSRC Advanced Institute of Management (AIM) to develop a 'Framework of management practice in the small firm' on the basis of their earlier major AIM-funded study. The European Foundation for the Improvement of Living and Working Conditions' contractual arrangements for commissioning comparative analytical reports from IRRU, following the success of its 4-year framework tender as from March 2010, now involve separate contracts for each report in place of

the single contract which governed commissioning of such work in the previous 4-year period. This is reflected in the three awards of 15,000EUR reported in Appendix D.

In November, Mark Hall drew up a response on behalf of IRRU to a call for expressions of interest in undertaking research projects to be commissioned by the European Foundation for the Improvement of Living and Working Conditions in subject areas relevant to IRRU's research interests. Subsequently approved by the Foundation, which has adopted the practice of restricting its tendering to an approved list of organisations, this will result in IRRU being included amongst the organisations eligible to tender for future projects.

IRRU's own income generating activities resulted in a £15,500 Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E) at the end of the 2009-10 financial year. Most of this funding was allocated to: augmenting the time available to Mark Hall to write-up findings for publication from the research project on the impact of the UK's employee information and consultation legislation; and, the institutional contribution required from Warwick by the Leverhulme Trust for the award to Aristeia Koukiadaki under its Early Career Fellowship scheme.

## **5 PUBLIC AND PROFESSIONAL ACTIVITIES**

Linda Dickens was appointed by the Secretary of State as a Member of the Council of the Advisory Conciliation and Arbitration Service (Acas) as from May 2011. Dickens was re-appointed as a Deputy Chairman of the Central Arbitration Committee, and continues her role as a member of the Acas Panel of Disputes Arbitrators and Mediators. She also continues as Standing Arbitrator for GCHQ; a member of a panel of Independent Adjudicators for the West Midlands Police; and as Chair of the Partnership Committee of the British Print Industry Federation and UNITE, the Union.

Jimmy Donaghey and Melanie Simms are both members of ESRC's Peer Review College that assesses research grant applications in business and management studies. Simms is also a reviewer for ESRC's small grants programme.

Paul Edwards completed his terms as Chair of the Social Sciences Group of the British Academy and as a member of the Expert Panel of the UK Commission on Employment and Skills. He continues as a member of the EPSRC's College of Assessors for research grants.

Paul Marginson is a member of the European Trade Union Institute's Advisory Group, and continues as a member of the Advisory Committee for the European Foundation's periodic European Company Survey.

Melanie Simms continues as a member of the Executive Committee of the British Universities Industrial Relations Association.

Ardha Danieli and Anne-marie Greene are Associate Editors of *Gender, Work and Organization*. Danieli and Greene are also members of the Editorial Board of *Equal Opportunities International*. Linda Dickens is an Associate Editor of the *Journal of Industrial Relations*, and a member of the Editorial Boards for the *Industrial Relations Journal*, *Industrial Law Journal* and *Employee Relations*. Paul Edwards is an Associate Editor of *Human Relations*. He serves on the Editorial Boards for *Relations Industrielles*, *Work and Stress* and *Work and Occupations*. Edwards and Paul Marginson are members of the International Advisory Board of *British Journal of Industrial Relations*. Marginson also serves on the International Advisory Board of *European Journal of Industrial Relations*. Guglielmo Meardi is a member of the Editorial Boards of *Work, Employment and Society* and *Industrielle Beziehungen*, and has joined the board of the newly-launched Warsaw Forum of Economic Sociology. John Purcell is a member of the Editorial Boards of *Human Resource Management Journal* and *Journal of Industrial Relations*.

## Appendix A

### IRRU Staff during 2010

#### Academic and Research Staff

Trevor Colling	
Heather Connolly	(from September 2010)
Ardha Danieli	
Deborah Dean	
Linda Dickens	
Jimmy Donaghey	(from September 2010)
Paul Edwards	
Manuela Galetto	
Michel Goyer	
Anne-marie Greene	
Mark Hall	
Aristea Koukiadaki	(from April 2010)
Paul Marginson	
Guglielmo Meardi	
Gillian Morris*	
Thomas Prosser	(until September 2010)
John Purcell	(until May 2010)
Sukanya Sen Gupta	
Melanie Simms	
Keith Sisson**	
Michael Terry**	
Alexander Wilson	(from January 2011)

\* Honorary Professor

\*\* Emeritus Professor

#### Support Staff

Val Jephcott	IRRU Research Co-ordinator
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#### Associate Fellows

James Arrowsmith	(Massey University)
Jacques Bélanger	(Université Laval, Québec)
Mark Carley	
Tony Edwards	(King's College, London)
Anthony Ferner	(De Montfort University)
Mark Gilman	(University of Kent)
Richard Hyman	
Jane Parker	(Auckland University of Technology)
Valeria Pulignano	(Catholic University, Leuven)
John Purcell*	
Helen Rainbird	(University of Birmingham)
Monder Ram	(De Montfort University)
Robert Taylor	
Judy Wajcman	(LSE)
David Winchester	

\* from June 2010

## Appendix B

### Doctoral Researchers and Topics

Benjamin Hopkins*†	The Use of Short Term Labour in Low-Skilled Manufacturing Jobs in the UK
Euk Hwan Kim	Mechanisms Linking HRM Practices to the Strategic Development of Knowledge Resources in MNCs
Jeong Hee Lee	Trade Union Response to Changes in Employment Relations toward Indirect Employment: Comparative study of Korea and the UK
Juan Lopez-Cotarelo	The Effects of HR Discretion on Manager-Employee Relationships
Jude McNabb	Sex, Power and Academia: Teacher-Student Relationships in Higher Education
Christina Niforout	International Framework Agreements: Addressing the democratic deficit of the global governance of industrial relations?
Orestis Papadopoulos	A Comparative Study of the Greek and Irish Youth Employment Policies
Thomas Prossert†	The Implementation of 'New Phase' European Social Dialogue Agreements and Texts in European Member States
Emma Stringfellow†	A Comparative Study of the Responses of Trade Unions in France, Germany and Sweden to the Discourses and Policies of Managing Diversity

\* Hugh Clegg Research Studentship

† ESRC award

## Appendix C

### IRRU Publications during 2010

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

#### Books and Reports

- T Colling and M Terry, (eds), *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell, 608pp
- H Connolly, *Renewal in the French trade union movement: a grassroots perspective*, Oxford: Peter Lang, 248pp
- A Greene and [G Kirton], *The Dynamics of Managing Diversity: A Critical Approach*, Oxford: Elsevier, Third Edition, 312pp
- M Hall, [S Hutchinson], J Purcell, M Terry and J Parker, *Information and consultation under the ICE Regulations: evidence from longitudinal case studies*, Employment Relations Research Series No 117, Department for Business, Innovation and Skills, 93pp
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- H Connolly, 'Organizing and mobilizing precarious workers in France: the case of cleaners' in C Thornley, S Jefferys and B Appay (eds), *Globalisation and Precarious Forms of Production and Employment: Challenges for Workers and Unions*, London: Edward Elgar, 182-198
- [S. Deakin] and A Koukiadaki, 'Reflexive approaches to corporate governance: the case of Heathrow terminal 5' in O. De Schutter and J. Lenoble (eds) *Reflexive Governance: Redefining the Public Interest in a Pluralistic World*, Oxford: Hart Publishing, 97-114
- [S. Deakin] and A Koukiadaki 'Les procédures d'information et consultation des salariés face aux restructurations en Grande-Bretagne' in C. Didry and A. Jobert, (eds) *L'Entreprise en Restructuration, Dynamiques Institutionnelles et Mobilisations Collectives*, Rennes: Presses Universitaires Rennes, 91-102
- D Dean and S Liff, 'Equality and diversity: the ultimate industrial relations concern'. In T. Colling and M. Terry (eds.), *Industrial Relations: Theory and Practice*, Oxford: Wiley Blackwell, 422-446
- L Dickens and M Hall, 'The changing legal framework of employment relations', in T Colling and M Terry (eds) *Industrial Relations Theory and Practice*, Oxford: Wiley Blackwell, 298-322
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- P Edwards, S Sengupta and [C-J Tsai], 'The context-dependent nature of small firms' relations with support agencies: a three-sector study in the UK', *International Small Business Journal*, 28, 6, 543-65
- [T Edwards], P Edwards, [A Ferner], P Marginson and [O Tregaskis] 'Multinational companies and the diffusion of employment practices from outside the country of origin' *Management International Review* 50, 5, 613-34
- [J Gardawski] and G Meardi, 'Keep trying? Polish failures and half-successes in social pacting' in *Social Pacts in Europe*, Bruxelles: ETUI, 371-394
- M Goyer, 'The institutions of corporate governance', in G Morgan, J Campbell, C Crouch, O Pedersen, and R Whitley, (eds), *The Oxford Handbook of Comparative Institutional Analysis*, Oxford: Oxford University Press, 423-452
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- [E Heery] and M Simms, 'Employer responses to union organising: patterns and effects', *Human Resource Management Journal*, 20, 1, 3-22
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- A Koukiadaki, 'The regulation of fixed-term work in Britain' in R. Blanpain, T. Araki, and H. Nakakubo (eds) *Labor Policy on Fixed-term Employment Contracts*, Kluwer Law International, The Netherlands, 23-49
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- A Koukiadaki, 'The Implications of the Directive 2002/14/EC in Britain', *Les Cahiers de la Fondation: Impact of the Information and Consultation Directive on Social Dialogue in the Member States: Balance and Perspectives*, 75-76, 129-134
- P Marginson, P Edwards, [T Edwards, A Ferner and O Tregaskis] 'Employee representation and consultative voice in multinational companies' *British Journal of Industrial Relations* 48, 1, 151-80
- P Marginson and G Meardi, 'Multinational companies' in T Colling and M Terry (eds) *Industrial Relations: Theory and Practice* Oxford: Wiley-Blackwell, 207-230
- G Meardi, 'Lights and shadows of employee participations in the new member states'. in V. Telljohann and P. Garibaldo (eds) *The Ambivalent Character of Participation*, Frankfurt: Peter Lang, 211-221
- G Meardi, 'Labour Movements'. in B. Klandermans et al. (eds) [www.isa-sociology.org/publ/sociopedia-isa](http://www.isa-sociology.org/publ/sociopedia-isa) (on-line encyclopaedia of the International Sociological Association)
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- M Simms and [J Holgate], 'Organising for what? Where is the debate on the politics of organising?' *Work, Employment and Society*, 24, 1, 157-168
- M Simms and [J Holgate], 'TUC Organizing Academy 10 years on: what has been the impact on British unions?' *International Journal of Human Resource Management*, 21, 3
- K Sisson and J Purcell, 'Management: caught between competing views of the organization' in T Colling and M Terry (eds) *Industrial Relations Theory and Practice*. Oxford: Wiley Blackwell, 83-105
- [D J Storey, G Saridakis], S Sengupta, P Edwards and [R A Blackburn], 'Linking HR formality with employee job quality: the role of firm and workplace size', *Human Resource Management*, 49, 2, 305-29
- M Terry, 'Employee representation' in T Colling and M Terry (eds) *Industrial Relations: Theory and Practice*, Oxford: Wiley-Blackwell, 275-297
- [O Tregaskis], P Edwards, [T Edwards, A Ferner] and P Marginson 'Transnational learning structures in multinational firms' *Human Relations*, 63, 4, 471-99
- [CJ Tsai], P Edwards and S Sengupta, 'The associations between organizational performance, employee attitudes, and human resource management practices: an empirical study of small businesses', *Journal of General Management*, 36, 1, 1-20

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

- [G Becke], 'Internal marketisation': between redefinition and erosion of 'social ties that bind' at company level', no 94, *Warwick Papers in Industrial Relations*, Warwick Business School, May, 54pp
- [V Glassner, M Keune] and P Marginson 'Collective bargaining in a time of crisis' GUSTO Project Academic Paper 6.1
- [R Lambert], 'The labour market and employment relations beyond the recession', no 93, *Warwick Papers in Industrial Relations*, Warwick Business School, April, 12pp

### **Shorter publications**

- P. Edwards, 'Skills and the small firm: a research and policy briefing', UK Commission on Employment and Skills, June available at [www.ukces.org.uk/briefing-papers/skills-and-the-small-firm-a-research-and-policy-briefing](http://www.ukces.org.uk/briefing-papers/skills-and-the-small-firm-a-research-and-policy-briefing).
- P Edwards, 'Attendance management: employee well-being or cost-control?' IRRU Briefing No. 19, Autumn
- P. Edwards, 'In my view: MPs' expenses', *Network, the Magazine of the British Sociological Association*, 106, winter, 41.
- [V Glassner, M Keune] and P Marginson 'Developments in collective bargaining in a time of crisis' GUSTO Project Policy Brief 6.1

P Marginson, 'New forms of cooperation, new forms of conflict' in Symposium on 'Labor and the financial crisis' *Socio-Economic Review* 8, 2, 360-64

P Marginson and G Meardi, 'Big players, different rules?' IRRU Briefing No. 18, Spring

P Marginson, 'Negotiating a different kind of crisis' IRRU Briefing No. 19, Autumn

G Meardi, 'Transnational influences of employee participation', IRRU Briefing No. 18, Spring

J Purcell, 'Alternative dispute resolution across Europe' IRRU Briefing No. 19, Autumn

J Purcell, 'Building employee engagement' Discussion paper London: Acas11pp.

### **Conference Papers and Presentations**

T Colling, 'Transformational governance, market making and employment rights: current developments in Britain's public services industry,' CIRA-CRIMT Conference on Employee Representation, June, Quebec

H Connolly, and [R Darlington], 'The limits and potential of militant trade unionism in France and Britain: a comparative study of SUD-Rail and RMT unions' IIRA European Congress, June, Copenhagen

H Connolly and [M Martinez Lucio], 'Trade union responses towards immigration in Europe: policy, politics and the language of inclusion', IIRA European Congress, June, Copenhagen

[S. Deakin] and A Koukiadaki, 'Reflexive approaches to corporate governance: the case of Heathrow terminal 5', Reflexive Governance in the Public Interest: Democratic Governance and Collective Action Conference, Brussels, May

D Dean, 'Acting Up? What the election of the first woman general secretary of Equity can tell us about gendered disadvantage in trade unions'. Invited paper to the Leverhulme Trust US/UK International Network on Gender, Unions and Leadership, Queen Mary University of London, September

D Dean, 'Contingent power in contingent work', International Labour Process Conference, Rutgers University, New Jersey, March

L Dickens 'Legal regulation and HR practice' Symposium on Equality and Diversity Issues in the Workplace organised by Oxford Brookes University, Worcester College, Oxford, June

J Donaghey, [N Cullinane, T Dundon and A Dobbins], 'Non-union employee representation, union avoidance and the managerial agenda: a case study', International Labour Process Conference, March 17th, Rutgers University, New Jersey, United States

J Donaghey, [N Cullinane, T Dundon, A Dobbins and E Hickland], 'To make, buy, hedge or avoid? Considering the impact of the I&C Directive on workplace voice regimes', IIRA European Congress, Copenhagen, June

J Donaghey, [N Cullinane, T Dundon and A Dobbins], 'Different rooms, different voices: double breasting and non-union representation', CIRA-CRIMT Conference on Employee Representation, Quebec, June

[T Dundon, N Cullinane, J Donaghey, T Dobbins and E Hickland, 'Counterpoising non-union representation: union organising and the managerial agenda', BUIRA, Manchester Metropolitan University, July

P Edwards, 'The tortuous evolution of models of the MNC', Workshop on MNCs and Employment Practice, de Montfort University, March

- P Edwards and [J. Bélanger], 'Illicit practices and 'fiddles' in the contemporary world of work: marxism Revisited', *Work, Employment and Society* conference, Brighton, September
- P Edwards, 'Realist Ethnography', *Work, Employment and Society* conference, Brighton, September
- P Edwards, [C Lévesque, A McDonnell, J Quintanilla and O Tregaskis], 'Integrated human resource practices in the multinational company', Conference on Employment Relations in Multinationals, Cornell University, Ithaca: NY, September
- [T Edwards] and P Marginson, 'Multinational companies in cross-national context' Conference on Employment Relations in Multinationals, Cornell University, Ithaca: NY, September
- M Goyer, 'Short-term investors and the evolution of corporate governance in France and Germany', Council of Europeanists, Montreal, April
- M Goyer, 'The socio-political dimensions of FDI in France', British Academy of Management, Sheffield, September
- M Goyer, 'Employee turnover and the development of shareholder value in France: varieties of managerial preferences', American Political Science Association, Washington, DC, September
- M Goyer, 'Takeovers and the evolution of the electricity sector in Britain and Spain', Third Annual Conference on Competition and Regulation in Network Industries, Brussels, November
- A Greene and [G Kirton], 'The value of investigating stakeholder involvement in diversity management', ESSEC Chair of Diversity and Performance Academic Conference, Essec Business School, Paris, April
- A Greene, 'The concept of 'fairness' in the employment contract and working conditions', ESRC-funded Seminar Series 'Fairness at Work', Manchester Business School, July
- A Greene 'Reworking a thesis: a gendered analysis of a workplace union ethnography a decade on', Gender, unions and leadership workshop and roundtable, Queen Mary, University of London, September
- M Hall, 'Britain's reluctant accommodation of EU-driven universal consultation rights', CIRA-CRIMT Conference on Employee Representation, Quebec, June
- M Hall, J Purcell, M Terry, [S Hutchinson] and J Parker, 'Assessing the impact of the UK's new regulatory framework for employee consultation', CIRA-CRIMT Conference on Employee Representation, Quebec, June
- M Hall, J Purcell, M Terry, [S Hutchinson] and J Parker, 'Promoting effective consultation? Reflexive implementation of the EU Directive in the UK', IIRA European Congress, Copenhagen, June
- A Koukiadaki, 'The reformulation of EC-level employee consultation norms in Britain' Impact de la Directive Information-consultation sur le Dialogue Social dans les États Membres: Résultats et Perspectives, Europe et Société, Paris, January
- A Koukiadaki, 'Workers' rights to information, consultation and participation' *Annual Conference on European Labour Law*, European Academy of Law, Trier, March
- A Koukiadaki, 'Labour policy on fixed-term employment contracts in the UK' 10th JILPT Comparative Labor Law Seminar 'Labor Policy on Fixed-term Employment Contracts', University of Tokyo, March
- [J R Lamare, P Gunnigle], P Marginson and [G Murray], 'Employee representation, MNCs and institutional context' Conference on Employment Relations in Multinationals, Cornell University, Ithaca: NY, September

- Juan López-Cotarelo, 'HR discretion: understanding line managers' role in human resource management', European Doctoral Workshop in Industrial Relations, Aix-en-Provence, September
- P Marginson, [J Lavelle, J Quintanilla, R Sanchez Mangas] and D Adam, 'Variations in transnational employee voice' Conference on Employment Relations in Multinationals, Cornell University, Ithaca: NY, September
- [M Martinez Lucio] and H Connolly, 'Transformation and continuities in urban struggles: urban movements, the labour market and migration in Spain' Labor and Employment Relations Association, Atlanta, January
- G Meardi, 'Worker(s) movement and crisis: unions, migrants and posted workers in the construction sectors' turmoil in UK and Spain, 2008-10', International Sociological Association Congress, Gothenburg, July
- G Meardi, 'The state facing global uncertainty: A reassessment of state traditions and work in Europe', *Work, Employment and Society* Conference, Brighton, September
- G Meardi, 'Trade unions, labour mobility and the construction sector's crisis', Polish Sociological Association, Krakow, September
- G Meardi, 'State traditions: still relevant for European industrial relations?' German Industrial Relations Association, Hamburg, October
- C Niforou, 'Multi-level dynamics and compliance in global labour governance: the case of International Framework Agreements', IIRA European Congress, June, Copenhagen
- S Sengupta, 'Beyond the enterprise: widening the horizons of international HRM', Employment Research Unit Conference, Cardiff, September
- S Sengupta, 'Employee share ownership and performance: entrapment or commitment', British Academy of Management, Sheffield, September
- S Sengupta, 'Share ownership and trade unions: are they compatible in the present industrial relations climate?' BUIRA conference, Manchester, July
- K Sisson, 'Employment relations matters: a preview', BUIRA conference, Manchester, July
- E Stringfellow, 'The responses of German trade unions to 'Diversity Management' strategies: A strategy strengthened by co-determination or a strategy to undermine it?' European Doctoral Workshop in Industrial Relations, Aix-en-Provence, September

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

- T Colling, 'Employment transfers and union legal strategies in the British public sector', IRRU, University of Warwick, May
- H Connolly and [M Martinez Lucio], 'Comparing union responses to migration in the EU', ETUC workshop on union response to mobile/migrant workers, Bristol, March
- H Connolly and [M Martinez Lucio], 'Trade union responses towards immigration in Europe: Policy, politics and the language of inclusion', IRRU, University of Warwick, May.
- H Connolly and [M Martinez Lucio], 'Welfare systems, social inclusion and migrant worker-union relations in the EU', ESRC seminar series on emerging issues of global labour regulation, Liverpool, September
- J Donaghey, 'Has Irish social partnership finally died? Should we care?' Dept of Sociology, Trinity College Dublin, February

[T Edwards] and P Marginson, 'Multinational companies and employment practice: differentiating and integrating across borders' ILO, Geneva, December

M Hall, 'Employee consultation: key findings from the Warwick research project', Everything Everywhere employee representative conference, Windsor, August

M Hall and J Purcell, 'The impact of the ICE Regulations: much ado about nothing?' Department of Management seminar, King's College London, September

A Koukiadaki, 'Reflexive harmonisation and the impact of Viking/Laval on national labour law systems' Centre for Corporate Governance and Ethics, Birkbeck College, London, December

A Koukiadaki, 'The regulation of fixed-term work in Britain: empirical and case law developments' Norwich Law School, University of East Anglia, February

P Marginson, 'Big players, different rules? Multinational companies and collective bargaining in Europe' European Trade Union Institute Monthly Forum, Brussels, May

**IRRU/UK contributions to the European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO) and European Restructuring Monitor (ERM) submitted during 2010**

**EIRO information updates**

January 2010	Government unveils new skills strategy: [J Payne] 1,700 jobs to go at steel producer Corus: H Newell
April 2010	Final salary pension schemes close as deficits soar: H Newell TUC survey assesses progress on equality bargaining: [G Kirton]
May 2010	Public sector cuts loom as coalition government is formed: T Prosser
June 2010	Long-running dispute between British Airways and Unite union continues: T Prosser
July 2010	UK employers and unions react to emergency budget: T Prosser New government moves to cap redundancy payments for civil servants: M Hall Employer organisation calls for tougher rules on strike ballots: M Hall
August 2010	Default retirement age to be abolished: M Hall
September 2010	Government consults on future of right to request training: M Carley Report challenges legality of unpaid internships: M Hall
October 2010	Unions and employers advocate competing strike law reforms: M Hall Employment law changes take effect: M Hall
November 2010	Survey shows substantial employee support for extending working lives: M Hall Agency Workers Regulations to be introduced unamended: M Hall
December 2010	UK coalition government launches new skills strategy: [J Payne] UK reaction to European Parliament vote to extend maternity leave: M Hall London Underground strikes set to continue into New Year: M Hall

**EWCO information updates**

January 2010	Survey reveals millions of UK workers work unpaid overtime: T Prosser
February 2010	Gay rights group publishes annual list of UK's most gay-friendly employers: T Prosser
April 2010	TUC publishes report on sickness absence: T Prosser
June 2010	CIPD publishes annual learning and talent development survey: T Prosser
September 2010	CIPD publishes survey on talent management: T Prosser

**ERM fact sheets**

186 fact sheets on cases of restructuring in UK undertakings: S Gamwell and C Niforou

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

EIRO – Sector study: T Prosser

EIRO – 2009 annual review: T Prosser

EWCO – Stress: [A Broughton]

EIRO – Annual update on pay: T Prosser

EIRO – Annual update on working time: T Prosser

EIRO – Annual update on industrial action: T Prosser

EIRO – Industrial relations in the health care sector: T Prosser

Representativeness study – Commerce: T Prosser

EIRO – Effects of EU information and consultation Directive five years after its transposition: M Hall and J Purcell

Representativeness study – Banking: T Prosser

ERM – Emerging forms of entrepreneurship: T Prosser

EWCO – Twenty years of working conditions: T Prosser

ERM – Financing active labour market policy: T Prosser

ERM – Joint public-private partnership initiatives at local level to cope with effects of recession: T Prosser

EWCO – Impact of the crisis on working conditions/training: T Prosser

EIRO – SMEs: employment, industrial relations and local partnerships: [A Broughton]

Survey data report – Annual survey of hours and earnings: T Prosser

Representativeness study – Private security: T Prosser

Representativeness study – Paper: T Prosser

EWCO – Working conditions of nationals with a foreign background: G Meardi

EIRO – Helping young workers during the crisis: contributions by social dialogue and public services: M Simms

EWCO – Work organisation: [J Payne]

Representativeness study – Insurance: M Carley

### **Comparative analytical reports**

EIRO – Industrial relations developments in Europe 2009: M Carley

EIRO – Pay developments 2009: M Carley

EIRO – Working time developments 2009: M Carley

EIRO – Developments in industrial action 2005-9: M Carley

EIRO – Information and consultation practice across Europe five years after the EU Directive: M Hall and J Purcell

EIRO – SMEs: employment, industrial relations and local partnerships: [A Broughton]

### **Forthcoming publications**

- [J Arrowsmith] and P Marginson, 'Variable pay and collective bargaining in British retail banking' *British Journal of Industrial Relations* 49
- [P Budhwar, A Varma] and S Sengupta, 'Socio-cultural and Institutional Context', in P. Budhwar and A. Varma (eds) *Doing Business in India*, London: Routledge, pp. 46-60.
- [R Delbridge, M Hauptmeier] and S Sengupta, 'Beyond the enterprise: broadening the horizons of international HRM', *Human Relations*
- [S. Deakin] and A Koukiadaki, 'Social dialogue in the UK: moving beyond the single channel of representation?' in J de Munck, C Didry, I Ferreras and A Jobert (eds) *Beyond the Social-Civil Dialogue Dichotomy*, Peter Lang: Oxford
- J Donaghey, [N Cullinane, T Dundon and A Wilkinson], 'Reconceptualising employee silence: problems and prognosis', *Work, Employment and Society*, 25, 1, 1-17
- [N Cullinane], J Donaghey, [T Dundon and T Dobbins], 'Different voices, different rooms: double-breasting and the managerial agenda', *International Journal of Human Resource Management*, 22
- J Donaghey, [N Cullinane, T Dundon and T Dobbins], 'Non-union employee representation, union avoidance and the managerial agenda', *Economic and Industrial Democracy*, 32
- [A Ferner, O Tregaskis], P Edwards, [T Edwards] and P Marginson, 'HRM structures and subsidiary discretion in foreign multinationals in the UK' *International Journal of Human Resource Management* 22
- M Goyer, *Contingent Capital: Short-term Investors and the Evolution of Corporate Governance in France and Germany*, Oxford: Oxford University Press.
- M Hall and J Purcell, *Information and consultation practice across Europe five years after the EU Directive*, European Industrial Relations Observatory comparative analytical report, 34 pp
- A Koukiadaki, 'The evolution of employee involvement in European labour Law', *ERA Forum* 11, 4
- P Marginson (ed), *Industrial Relations in Europe 2010* DG Employment, Social Affairs and Equal Opportunities, European Commission
- [M Martinez Lucio] and H Connolly, 'Transformation and continuities in urban struggles: urban movements, the labour market and migration in Spain', *Urban Studies*
- [M Martinez Lucio] and H Connolly, 'Employment relations, migration and politics: ethical issues in the study of migrant communities in the European Union', *Journal of Business Ethics*
- G Meardi, 'Union immobility? Trade unions and the freedoms of movement in the enlarged EU', *British Journal of Industrial Relations*
- S Sengupta and [K Whitfield], 'Ask not what HRM can do for performance but what HRM has done to performance' in P Blyton, E Heery and P Turnbull (eds), *Reassessing Employment Relations*, London: Sage, pp97-121

**Appendix D**  
**Research Funding**

**New, ongoing and completed grants during 2010**

Department for Business, Innovation and Skills (Mark Hall) Information and consultation: longitudinal employer case studies	£346,037	01/01/06 – 31/05/10
European Commission (Paul Marginson) INTREPID - Employment Relations in Multinational Companies: Cross National Comparative Analysis	£8,640	01/02/09- 31/01/13
European Foundation for Improvement of Living and Working Conditions (Mark Hall, [Andrea Broughton]) Network of European Observatories: analytical services	€134,964	01/02/09 – 31/01/10
European Foundation for Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: information reporting services	€98,588	01/03/09 – 28/02/10
European Commission FP7 (Paul Marginson, Guglielmo Meardi) GUSTO: Meeting the Challenges of Economic Uncertainty and Sustainability	£135,959	01/03/09- 28/02/12
British Academy (Paul Edwards) Conference Grant – Institutions and Innovations in Work Organisation in Comparative Perspective	£3,434	01/04/09- 31/03/10
European Commission (Paul Marginson) Industrial Relations in Europe Report, 2010 – Chief Editor	£44,918	01/10/09- 31/03/11
ESRC (Paul Edwards) Critical Realism in Action Seminar Series	£13,662	01/11/09- 31/10/10
ESRC (Paul Edwards, Paul Marginson) Surveying Employment Practices of Multinationals in Comparative Context	£34,066	01/11/09- 31/10/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall) Network of European Observatories: information reporting services	€80,372	01/03/10 – 28/02/11
Leverhulme Trust (Aristea Koukiadaki) Early Career Fellowship: European Market Integration and Social Rights	£58,000	01/04/10 – 31/05/12
European Foundation for Improvement of Living and Working Conditions (Mark Hall, John Purcell) Comparative analytical report on impact of EU information and consultation Directive	€15,000	01/04/10 – 30/11/10
European Foundation for Improvement of Living and Working Conditions (Mark Hall, [Andrea Broughton]) Comparative analytical report on SMEs, employment, industrial relations and local partnerships	€15,000	01/06/10 – 20/12/10
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Thomas Prosser) UK active labour market policies	€1,698	21/06/10 – 16/07/10

ESRC (Guglielmo Meardi) Mid Career Fellowship: Why Industrial Relations Matter	£252,060	01/07/10 – 30/06/12
Advanced Institute of Management Research / ESRC - EPSRC (Paul Edwards, Sukanya Sengupta): A Framework of Management Practice in the Small Firm	£16,300	01/07/10 – 31/01/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Melanie Simms) Comparative analytical report on support measures for young workers during the crisis	€15,000	01/08/10 – 28/02/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Thomas Prosser) UK survey data report	€1,698	01/09/10 – 15/10/10
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Mark Carley, [Jonathan Payne]) UK contributions to comparative analytical report on work organisation and representativeness study of insurance sector	€3,396	22/09/10 – 15/03/11
IRCHSS / ESRC (Jimmy Donaghey) Employee information and consultation on the island of Ireland	£16,376	01/10/10 – 30/04/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Mark Carley, Alex Wilson) UK contributions to representativeness studies of sea fishing and sport and active leisure sectors	€3,396	22/11/10 – 01/04/11
European Foundation for Improvement of Living and Working Conditions (Mark Hall, Sophie Gamwell, Christina Niforou) Fact sheets on restructuring in SMEs	€1,698	08/12/10 – 31/01/11
Gift Aid donation from Warwick Industrial Relations Ltd (see Appendix E)	£15,500	31/03/10

## Appendix E

### Warwick Industrial Relations Ltd

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

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

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

Each financial year WIRL's end-of year surplus is donated under the Gift Aid scheme to the University of Warwick Foundation to support research within IRRU. To date, this support has taken two forms. The Hugh Clegg Memorial Fund is earmarked for supporting the Hugh Clegg PhD studentships periodically advertised by IRRU. The IRRU Research Fund supports IRRU's research activities more generally. At the end of March 2010, WIRL's annual Gift Aid donation amounted to £15,500.