



## University of the West of England



## Annual Report 2008-09



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## **Introduction**

The Centre for Employment Studies Research (CESR) is constituted as a University of the West of England research centre, a status it has held since 2000 when it was then the Employment Studies Research Unit (Esru). Its purpose is to support a cohesive employment studies research community at UWE and strengthen its capacity to:

- produce in significant volume high quality research and academic publications
- compete effectively for external research funding
- participate in research networks involving other centres of employment studies research in the UK and abroad, and in relevant policy and practitioner forums
- disseminate research findings to the full range of interested communities – policy-maker and practitioner as well as academic – for example by organising conference and workshop events, producing a regular bulletin of CESR's research in progress and by making project summaries and working papers available online
- provide an intellectual environment and programme of research that attracts doctoral students and fully supports their training, offers new researchers opportunities to develop – for example, through involvement in collaborative projects, and makes it possible to recruit and retain established researchers who have attained national and international recognition for their work

In the past decade CESR has established its presence as among the principal centres of employment studies research in the UK universities sector. It has achieved this by enabling staff in the UWE Business School's HRM Department become research active and demonstrate their research capabilities, by recruiting experienced researchers to contribute to research leadership and to CESR's inclusion in national and international research networks, and by working jointly with researchers across UWE faculties and departments whose work in the employment studies field is complementary. It is well networked with policy and practitioner forums in the South West of England and nationally. Its ambition is to extend the capacity of its research community to produce and disseminate cutting edge research and in this way distinguish UWE as an internationally as well as nationally recognised centre of employment studies research excellence.

Towards this goal its aims are both to accrue additional resources and to join existing expertise in projects that are resourced to make a significant contribution to knowledge and understanding of the work and employment issues highlighted in academic, policy and practitioner debates.

CESR currently has 32 members. A majority are located in the Bristol Business School's HRM Department that, in 2008/9, welcomed Dr Nick Wylie from the

University of Warwick as a new member of staff. A quarter participate as active researchers in other BBS departments (Strategy & Operations Management, Organisation Studies) and UWE faculties (Law, Sociology and Languages in Humanities & Social Science; the Centre for Learning and Workforce Research - CLWR - in the faculty of Health and Life Sciences) whose employment studies research interests complement CESR's research programme. A full listing is given at Appendix 1.

CESR members bring a range of perspectives to the analysis of work and employment issues and have disciplinary backgrounds that, in aggregate, span the spectrum of the employment studies field: industrial relations, human resource management, sociology, labour history, economics, business history, psychology and law. Their shared commitment is to analytically rigorous investigation of work and employment issues, including the role of social agents and of government at all levels, and to the dissemination of research findings to academic, policy-maker and practitioner communities.

CESR is led by Stephanie Tailby (its current Director), working in conjunction with other members of the HRM Department's professoriate. Steve Fleetwood edits the *CESR Review*, the twice yearly research bulletin that is published on-line, and coordinates the Critical Realism Workshop that runs in parallel with CESR's research seminar programme. Anna Pollert is editor of *CESR's Working Papers* series. Andy Danford, the Bristol Business School's Research Director, leads a number of the projects within CESR's research programme, to involve new as well as established researchers. Stella Warren is CESR's research administrator and, from the end of 2008/9, its permanent Research Associate.

CESR aspires to involve in its work visiting scholars from the UK and abroad. Professor Theo Nichols accepted an invitation to become a CESR Visiting Professor on his retirement from Cardiff University at the end of 2008/9. Dr Mike Richardson became a Visiting Research Fellow and in this role will lead CESR's business and labour history research.

CESR's research programme is shaped by a range of influences: the research interests and areas of expertise of its members and continuing research teams; interpretation (through internal discussion and debate and with external communities) of the significant issues posed by academic, practitioner and public policy debate. This report details the themes in its research programme and projects in progress in the academic year 2008-9. It documents the activities undertaken to disseminate CESR's work and to extend the research networks in which it participates. It lists the research outputs for the year and outlines expenditure plans for 2009-10 and the period to 2012.

## **Research programme, themes and projects**

Continuing and new research in 2008-9 contributed to five related themes:

- Work organisation and the 'new workplace'
- Employment restructuring, equality and diversity
- Trade unions, employee representation and voice
- Cross-national comparative employment systems
- Theory and critical realism

### **Work organisation and the 'new workplace'**

Analysis of the nature and impact of new production concepts and management techniques has been central to CESR's research agenda since its inception, as Esru, in the late 1990s. A series of in-depth case study investigations interrogated propositions in the management science and public policy literatures that teamwork principles in work design and modern HRM practices deployed systematically combined to mutually advantage employing organisations and their employees. This focus was continued in 2008-9 in two projects, one nearing completion and the other at its fieldwork stage.

- The British Academy funded investigation of *Skill Development and Employee Participation in the High Performance Workplace* led by **Andy Danford, Sue Durbin** and **Mike Richardson**, generated reports for participating organisations (in aerospace, public service research and the finance industry), conference papers and refereed journal publications.
- **Danford** with colleagues in five UK universities used questionnaire survey and qualitative interviewing techniques to investigate *the impact of lean management techniques on the state labour process* (in areas of central government employment) in a project funded (£7000) by the Public and Commercial Services Union (PCS).

Other projects were initiated in the year to focus on new technology, its application to facilitate remote and 'agile' working and the synergies or tensions with organisations' provision for employees' work-life balance interests.

- **Diannah Lowry** established a network of organisational contacts to pursue research she had initiated in Australia (before her move to UWE) on the impacts of mobile technology as a mode of managing employees at distance from the workplace and the impacts for employees in terms of work intensity and duration of 'office hours'.
- **Stephanie Tailby** conducted a series of manager interviews as the initial stage of a study local authority employers' use of information technology to achieve 'new ways of working' among administration and manager grades in pursuit of productivity gains and efficiency savings.

Two new projects addressed, in different ways, the design of management systems in place or under development to promote the potential of strategic HRM and its contribution to organisational performance.

- **Sue Hutchinson** joined by **Stephanie Tailby** and **Stella Warren** initiated a third phase of research on *front line managers' role in delivering effective human resource management*. Fieldwork commenced at one research site in what will be a multiple case study investigation deploying qualitative and quantitative data collection methods. CESR allocated project development funds, pending application for external research support.
- **Nick Wylie** brought ESRC funding to UWE (£19,000 over 2008-10) as a result of his collaboration with Professor Andrew Sturdy at Warwick University on *Internal Consultants as Agents of Change*. An intensive phase of fieldwork at financial services companies was completed in 2008-9.

Finally, two new projects extended CESR's research to engage with the heightened interest in public policy and practitioner literature on employee wellbeing and examine the organisational policy initiatives and practices concerned.

- **Danford** with **John Neugebauer** and **Dominic Page** at CESR and colleagues from the Universities of Bath and Exeter secured European Regional Development funding (£22,000) under the Knowledge Escalator initiative, to investigate *employee wellbeing*.
- **Tony Fenley** completed qualitative research exploring organisational policies and worker attitudes to *drug testing in the sports industry*. The project was pump-primed by CESR funding for travel and transcription.

### **Employment restructuring, equality and diversity**

A number of CESR projects have engaged critically with the idea that there is underway in the UK as in other OECD countries a transition to a 'new economy' or 'knowledge economy'. They include studies of employees' experiences of work in the 'high performance workplace', in industries and organisations in which professional, technical or skilled manual occupational groups predominate, and studies that explore the dynamics of the strong employment growth recorded in the past decade in low paying, 'old economy' industry sectors and occupations. Among the projects in progress or continuing to generate publications in 2008-9 were those that examined the gendering of employment in the 'new economy' as in the old.

- The year opened with a CESR workshop on *Gendered Employment* organised by **Sue Durbin**, **Steve Fleetwood**, **Lin Lovell** and **Janet Miller**

that attracted an audience of 50 people from UWE and beyond. Invited speakers discussed 'skill' as a masculine property, with reference to the construction sector; organisation and representation among sex workers; managing pregnancy and employment; women entrepreneurs; and part-time employment among women managers (see Appendix 2). **Durbin** and **Fleetwood** later edited these in a special issue of *Equal Opportunities International* that will be published in 2010.

- Continuing her research on gender, career trajectories, networking and work-life balance, **Durbin** conducted 60 semi-structured interviews with senior-graded women in public and private sector organisations. In a parallel project, she interviewed female managers working part-time and their employers in knowledge-economy based networks to gain insight into career mobility and work-life balance.
- **Durbin** collaborated with Dr Hazel Conley at Queen Mary's College, University of London, to develop theoretical analysis of the links between diversity, networks and gender. This focused on the power associated with male and female organisational networks. It was presented as a conference paper and subsequently submitted for journal publication. Access was sought to continue extant research through a comparison of the career trajectories of senior male and female scientists.

Also contributing to the equality and diversity theme of CESR's research programme were two projects that focused on age and career.

- **Mike Clark** published work from his doctoral research on the incidence and correlates of psychological growth in the second half of career. He became advisor to a multi-research council funded project on *Working late: Strategies to enhance productive and healthy environments for the older workforce*, centred at Loughborough University and included within the New Dynamics of Ageing Programme.
- **John Neugebauer** completed interviews with senior managers as part of his doctoral research (University of Bristol) on career and age impacts.

And finally in this theme, **Dominic Page** continued data analysis and writing up towards his doctoral research on disability discrimination, focusing on mental health, labour market participation and exclusion.

## Trade unions, employee representation and voice

Trade union membership density has declined. In the UK private sector – where the majority of the workforce is employed – it is currently around 16 per cent. Debate continues on the means of filling the ‘representation gap’ and in parallel with this on the limitations of the public policy approach that relies on individual employment rights to provide protection at work. CESR research has made significant contributions to both. In 2008-9:

- **Sue Hutchinson** continued her collaboration with Professors Mark Hall, John Purcell and Mike Terry at the University of Warwick in a Department of Business, Enterprise and Regulatory Reform (now Business, Innovation and Skills) funded longitudinal study of the impact of the 2005 Information and Consultation of Employees (ICE) Regulations.

**Anna Pollert** brought with her when she joined CESR in 2006-7 her innovative research on non-unionised, low paid workers – estimated to be 2 in 5 of the workforce – and the problems they encounter in securing redress for problems at work, because of inadequate employment rights or means of enforcing the statutory rights that UK law nominally makes universal, for all workers. She then led a *Survey of Employment Rights Professionals from Citizens Advice Bureaux and Law Centres*, funded by the TUC Commission on Vulnerable Employment (CoVE) and involving as co-investigators Andy Danford, Stephanie Tailby, **Stella Warren** and **Nick Wilton**. Research that was developed from this work in 2008-9 included:

- **Pollert’s** analysis of her 2004 Unrepresented Worker Survey (URWS) to explore *informal collectivism* in the workplace that generated two journal publications (see Appendix 3)
- **Pollert’s** collaboration with **Tailby** that used the URWS data to address issues in the literature on young workers’ demand for union representation and to explore collective identity among two young worker cohorts
- **Pollert** and **Tailby’s** analysis of the qualitative and quantitative data gathered in the 2007-8 TUC CoVE project to address the role of the third sector in the UK’s de-regulated industrial relations system and the workload pressures and quality of working life outcomes for CAB and Law Centre employment advisors.

Two complementary studies were:

- **Pollert’s** collaboration with Dr. Jane Holgate, at the Working Lives Research Institute, London Metropolitan University, in an ESR funded project: *‘Influences of identity, community and social networks on ethnic minority representation at work’*.



- **Tony Fenley's** analysis of the ACAS Code of Practice on Discipline and Grievances that was published initially as a *CESR Review* article and subsequently extended to be published as a journal article

Finally in the trade unions, representation and employee voice them was:

- **Mike Richardson's** research on 'white-collar trade unionism in the UK printing and packaging industry 1965-1989 ' that drew on trade union minutes, correspondence, pamphlets, newspapers and interviews.

### **Cross-national comparative employment systems**

- **Danford** completed work on two projects contributing to this theme. He travelled to Tokyo to complete, with Paul Stewart (Strathclyde University) and Edson Urano (Sophia University, Tokyo), fieldwork for a DAIWA Anglo-Japanese Foundation funded investigation of *Community Unionism in Japan*.
- He travelled to China to complete work for a project on *Trust and the employment relationship: the case of Chinese auto factory workers* funded by the China Labour Studies Centre at Beijing Normal University. His collaborators were Dr Zhao Wei and Professor Theo Nichols.
- **Andy Mathers** published on French trade unions capacity for strategic, revitalisation action and with **Graham Taylor** and Martin Upchurch, researched alternative trade union futures in Western Europe.
- **Cath Fletcher** researched globalisation and its effects on European social policy issues with reference to gender and equality in higher education in the UK and France

### **Theory and Critical Realism**

CESR research is theoretically informed and much of it aspires to push forward theoretical understanding of the 'phenomena' examined. The perspective of critical realism, however, develops a sustained critique of the research concerned with quantification, measurement and metrics that has dominated analysis in areas of the employment studies field in some countries. This is on the principle that qualitative, interpretative and subjective phenomena do not fit easily into statistical models.

- **Steve Fleetwood** has pioneered application of critical realism in the study of work and employment relations. His publications in 2008-9 focused on conceptualisation of 'labour markets'. He entered external funding applications for the project of '*A Trans-Disciplinary Model of Labour Markets Organisation*'

## Output and Dissemination

CESR's output of work published and presented publicly in 2008-9 is summarised in Table 1. Full details are given at Appendix 2. In addition to works published in academic journals, as research monographs, books or chapters of them, three commissioned research reports were produced (for the Department of Health, Public and Commercial Services Union, the Met Office and the Welsh Assembly Government respectively). There were two issues of the *CESR Review*. This sequel to Esru's *Work & Employment Bulletin* is intended for practitioners and, among academics, for those teaching as well as researching in the employment studies field. It includes short articles, bulletins on CESR research in progress and book reviews, is produced twice a year and is published online, at CESR's website. As reported earlier, a one-day Gendered Employment workshop was organised in October 2008 (Appendix 4).

**Table 1. Publications and other public output, 2008-9**

Articles in refereed academic journals	10	CESR Working Papers	1
Research monograph	2	CESR Review Articles	14
Books	3	Conference Papers	20
Chapters in books	8	Seminar Papers	9
Commissioned reports	4	CESR One-day workshops	1

## Academic & Practitioner Networks

CESR is networked with the wider academic employment studies research community in a range of ways. As has been indicated, several of its current projects are conducted in collaboration with researchers at other universities in the UK and, in some instances, abroad. Over the past three years CESR has participated in international research networks forged to respond to European Commission research calls. At the end of 2008-9 its team was re-building and extending to 8 countries a network that will enter a bid for Framework Programme 7 funding at the start of 2010. This application is led by Danford and at CESR also involves Pollert, Tailby and Warren.

Many CESR members are members of academic subject associations and principally the British Sociological Association (BSA) and British Universities

Industrial Relations Association (BUIRA). Most participate in national and international academic conferences and in 2008-9 they presented in aggregate 20 conference papers. Danford was a member of the International Labour Process Conference organising committee. He continued as a member of the editorial committee of *Personnel Review*; Tailby joined the *Work, Employment & Society* editorial board; Pollert joined the publications committee of the Institute of Employment Rights.

CESR has a regular seminar series: the 2008-9 programme included presentations from five external speakers, two internal – Pollert and Danford – and one presentation that involved Sue Hutchinson and her research colleagues at the University of Warwick (see Appendix 3).

CESR attaches considerable importance to its links with practitioner associations and forums. In relation to this, the welcome development in 2008-9 was the appointment, from the end of 2008-9, of **Patricia Voaden** and **John Neugebauer** as the HRM Department's knowledge exchange co-ordinators. There clearly is potential to develop knowledge exchange and employment studies research in ways that are mutually assistive.

Several of its members are members of the Chartered Institute of Personnel & Development (CIPD) and participate in its range of events. These include the annual *Centres' Conference* – a conference involving CIPD Centres of Excellence, of which the Business School's HRM Department is one.

Through fieldwork research CESR has developed or extended contacts in a range of public and private sector employing organisations and disseminated findings, for example through research reports. Its periodic one-day workshops (for example, that on *Gendered Employment* in October 2008) have been designed to be relevant to practitioners as well as academics. In 2008-9 **Hutchinson** and **Tailby** continued as members of the Steering Committee of the South West Employment Relations Forum that includes representatives from a wide range of interest groups in the region: trade unions, employers' associations, voluntary sector associations and government agencies.

## Forward Planning

CESR's development has established UWE as among the major centres for employment studies research in the UK. This in turn has contributed positively to the BBS HRM Department's work in the round, including the capacity to sustain recruitment to the Masters in HRM programme. CESR's development has embedded a research culture within the Department so that most current staff are research active, the number who are PhD qualified has risen as has the number publishing in top-rated journals.

CESR's success to date has been achieved by bringing together a critical mass of research active staff who have collaborated to develop a coherent research programme and infrastructure (the seminar, CESR Review and working papers series mentioned earlier) that have assisted the flow of quality research outputs. The recruitment of established researchers made an important contribution to the ability to achieve the critical mass in the first instance and, at later times, sustain it.

CESR has won important grants and a number of its current projects are supported by external funding. Yet it is not self-financing and its current capacity to substantially raise the level of external research income is constrained by a number of factors that were discussed in its 2007-8 annual report. That report set out the case for an additional post at professorial level, to add to the capacity to initiate and lead new large-scale projects involving new and early career researchers, exploit external funding opportunities, and extend national and international research collaborations. The case has been made more compelling by the reduction in the HRM Department's current professorial complement and the challenges of the forthcoming REF.

The planned expenditure of income allocated by BBS for 2009-10 and 2010-11 inevitably reflects REF imperatives. Over and beyond extant commitments to assist new project development, the available resources have been targeted to:

- Individuals who have completed fieldwork but are constrained from achieving planned publications by an over-houred timetable
- Projects that can be accelerated at the fieldwork stage by the addition of resources and in ways that strengthen one or more researchers' REF submission
- Projects that can be extended to involve new or early career researchers in ways that provide opportunity to gain experience and publications

In relation to the last point, CESR's extant commitment is to support new researchers' early career development, e.g. by providing funding to assist the

set-up of new projects or work that addresses issues arising from doctoral research. It is also to plan for the continuing flow of research and outputs, beyond the REF, for example by assisting project set-up pending applications for external funding.

CESR bid successfully for one of the BBS research associate posts funded from QR. It will fund a second one-year appointment from 2009 to 2010. The posts will be attached to three projects: front-line managers, well-being, on the front-line of public service delivery.

CESR's research programme has developed in the past year in ways that make some amendment of the identified core themes appropriate. The *work organisation and the 'new workplace'* theme will be re-titled *management systems, organisational performance & the quality of working life*, to reflect more adequately the projects currently sitting within it. *Cross-national comparative employment systems* will become *international and comparative employment relations*. *Trade unions, employee representation and voice* will have the new title of *employment rights, worker representation and voice*. And a new *public sector work and employment restructuring* theme will be added to denote the substantial body of research in progress: Danford's work on lean management in civil service agencies; Tailby's local government research and collaboration with Stephen Bach (Kings College, London) and Ian Kessler (Said Business School, Oxford) in a public service 'modernisation' research monograph; the research in progress towards the EC FP7 EQUIPS funding application; the component of the front-line managers' project that focuses on public service organisations; Thor Indrianson's research on employment relations in Private Finance Initiative (PFI) hospitals in the NHS.

**Stephanie Tailby, November 2009.**

## Appendix 1

### CESR Members

1. Dr Mike Clark
2. Professor Andy Danford
3. Dr Susan Durbin
4. Tony Fenley
5. Professor Steve Fleetwood
6. Dr Catherine Fletcher (HLSS)
7. Dr Jane Harrington
8. Sue Hutchinson
9. Dr Thor Indridason
10. Deborah Jane (Beardmore)
11. Dr Penny Jones
12. Dr Judith Jordan
13. Lin Lovell
14. Dr Diannah Lowry
15. Dr Kate Mulholland
16. Professor Mairi Maclean
17. Dr Stella Maile (HLSS)
18. Dr Andy Mathers (HLSS)
19. Janet Miller (Winters)
20. Jane Moore
21. Dr Elizabeth Rosser (Dr Pam Moules from 2009-10) (CLWR HSC)
22. John Neugebauer
23. Dr Peter Nicholls
24. Dominic Page
25. Professor Anna Pollert
26. Dr Mike Richardson
27. Professor Stephanie Tailby - CESR Director
28. Dr Graham Taylor (HLSS)
29. Stella Warren
30. Dr Nick Wilton
31. Frances Winch (LAW)
32. Dr Nick Wylie

## Appendix 2: Publications and other research output

### Articles in refereed academic journals

- Clark**, M. and Arnold, J. (2008). 'The nature, prevalence and correlates of generativity among in middle career', *Journal of Vocational Behavior*, 73: 473-484.
- Fleetwood**, S. (2009) 'The Ontology of Things, Powers and Properties', *Journal of Critical Realism*, (8) 3.
- Mathers**, A. (2009) 'Un metodo aperto di coordinamento nella mobilitazione social transnazionale: la governance multilivello e la lotta per an' Europa sociale', *Partecipazione e Conflitto* 2: 55-74.
- Nichols, T. **Danford**, A. and Tasiran, A. (2009). 'Trust, Employer Exposure and the Employment Relation'. *Economic and Industrial Democracy*, 30(2): 241-265.
- Pollert, A. (2009) 'Injustice at Work: how Britain's Low-paid non-unionised employees experience workplace problems', *Journal of Workplace Rights*, 13 (3) 223-244.
- Pollert**, A. and Charlwood A. (2009) 'The Vulnerable Worker in Britain and Problems at Work', *Work, Employment and Society* Vol. 23(2): 343-362.
- Pollert**, A. and Smith, P. (2009) The Limits of Individual Employment Rights: The Reality of Neoliberalism', in W. Bromwich, O. Rymkevich and S. Spattini (eds.) *The Modernization of Labour Law and Industrial Relations in a Comparative Perspective*, pp. 113-132, Bulletin of Comparative Labour Relations Book Series (ed. R. Blanpain) No. 70, The Netherlands: Kluwer Law International BV.
- Richardson**, M. (2008) "'Murphyism in Oxfordshire' -the Bliss Tweed Mill Strike, 1913-14: Causes, Conduct and Consequences", *Historical Studies, Industrial Relations*, No. 25/26 Autumn.
- Taylor**, G. (2008) 'Labor History Symposium: Andreas Bieler, The Struggle for a Social Europe: Trade Unions and EMU in Times of Global Restructuring', *Labor History* Vol. 49, No. 1.
- Taylor, P., Baldry, C. **Danford**, A. and Stewart, P. (2009). 'An Umbrella Full of Holes? Corporate Restructuring, Redundancy and the Effectiveness of ICE Regulations'. *Relations Industrielles/Industrial Relations*, 64(1): 27-49.

## Research monographs

Stewart, P., **Richardson**, M, **Danford**, A., Murphy, K., Richardson, T., Wass, V. (2009) *We Sell Our Time No More: Workers' Struggles Against Lean Production in the British Car Industry*, Pluto.

Upchurch, M. **Danford**, A. **Richardson**, M. and **Tailby**, S. (2008). *The Realities of Workplace Partnership*. Basingstoke: Palgrave Macmillan.

## Books

**Neugebauer**, J. and Evans-Brain, J. (2009) *Making the Most of Your Placement*, Sage Study Skills Series: Sage Publications

Upchurch, M., **Taylor**, G. and **Mathers**, A. (2009) *The Crisis of Social Democratic Trade Unionism in Western Europe: The Search for Alternatives*, Aldershot: Ashgate.

Purcell, J., **Hutchinson**, S., Kinnie, N., Swart, J. and .Rayton, B (2008) *People Management and Performance*, Routledge.

## Chapters in books

**Danford**, A., **Richardson**, M., **Tailby**, S., Upchurch, M. (2009) 'Union Organizing and Partnership in Manufacturing, Finance and Public Services in Britain in G. Gall (ed.) *Union Revitalisation in Advanced Economies*, Palgrave.

**Danford**, A. (with Stewart, P., Ramalho, J.S. Santana, M.A.) (2008). 'Novas Estratégias Gerenciais E A Qualidade De Vida No Trabalho Na Indústria Automobilística Da Grã-Bretanha E Do Brasil.' In *Guimaraeas, N. Cardoso, A. Elias, P. and Purcell, K. (Eds.) Mercados De Trabalho E Oportunidades: Reestruturação Econômica, Mudança Ocupacional E Desigualdade Na Inglaterra E No Brasil*

**Lowry**, D. (2009) 'Ethics and Strategic Human Resourcing', in Leopold, J., Harris, L. and Watson, T. (eds.) *Strategic Human Resourcing*, Pearson: London.

**Lowry**, D. (2009) 'Managing Consulting and the Consultancy Relationship', in Leopold, J., Harris, L. and Watson, T. (eds.) *Strategic Human Resourcing*, Pearson: London.

**Lowry**, D. and Moskos, M. (2008) 'Mobile Phones, Spillover and the "Work-Life Balance"', in Hislop, D. (ed.) *Mobility and Technology in the Workplace*, Routledge: London.



**Pollert, A.** (2009) 'The reality of vulnerability among Britain's non-unionised workers with problems at work', in M. Houlihan and S. Bolton (eds.) *Work Matters: Critical Reflections on Contemporary Work*, Palgrave Macmillan.

**Taylor, G.** (2008) 'Europe: The double-edged sword of justice? New Labour, Trade Unions and the Politics of Social Europe' in G. Daniels and J. McIlroy (Eds.) *Trade Unions in a Neo-Liberal World: British Trade Unions under New Labour*, London: Routledge.

**Taylor, G.** (2009) 'Trabajo y subjetividad: repensar los límites de la conciencia obrera' en A.C.Dinerstein y Neary Mike (2009) (Comp.) *El Trabajo en debate. Una investigación sobre la teoría y realidad del trabajo capitalista*, Ediciones Herramienta: Buenos Aires

### **Knowledge Exchange: Commissioned report**

**Hutchinson, S.** (2008) Front line managers and the effective delivery of people management in the NHS (Final Report) *Department of Health* (internal document) and available on CESR web site.

Carter, B. **Danford, A.** Howcroft, D. Richardson, H. Smith, A. and Taylor, P. (2009). Employees' Perceptions of the Impact of Lean Organisation in HM Revenue and Customs. Report for the *Public and Commercial Services Union*.

**Durbin, S.** (2008) *Women's Careers: networking, mentoring and work-life balance*. A case study report for the Met Office, November 2008.

Cohen, D. **Page, D.** and Reading, P. (2009) *Healthy Working Wales: an evaluation of the website*. Commissioned report for The Welsh Assembly Government.

### **CESR working papers**

**Series editor: Anna Pollert**

**Fleetwood, S.** A Trans-disciplinary (Proto) Model of Labour Markets – Working Paper 12.

**Pollert, A.** Varieties of collectivism among Britain's low-paid unorganised workers with problems at work. Working Paper 13.

## **CESR Review: November 2008**

Published online [www.uwe.ac.uk/bbs/research/cesr/review](http://www.uwe.ac.uk/bbs/research/cesr/review)

**Editor: Steve Fleetwood**

**Fenley, A.** There may be trouble ahead. Public policy and the revision of the acas code of practice on discipline 1977-2008.

**Hutchinson, S.** People Management and Performance.

**Maile, S.** Work, hierarchy and the social imaginary in dreams of escape and recognition.

**Taylor, G. and Mathers, A.** Is there a future for community-based trades unionism in Britain?

**Pollert, A.** Under-funded, Overstretched and Overwhelmed: the Experience of Citizens Advice Bureaux and Law Centre Advisers in Supporting Vulnerable Workers.

**Scheuer, S.** The Individual's Right to Choose – A New Direction for Collective Agreements in Denmark?

**Tailby, S.** The credit crunch and jobs in South West England, union organising and greening the workplace. An interview with Nigel Costley, South West TUC Regional Secretary.

## **CESR Review: May 2009**

Published online [www.uwe.ac.uk/bbs/research/cesr/review](http://www.uwe.ac.uk/bbs/research/cesr/review)

**Editor: Steve Fleetwood**

**Fenley, A.** The World at your doorstep. The ethical legitimacy of drug testing in sport: the relevance of organisational justice as a counter veiling model, and the wider lessons.

**Fletcher, C.** What a difference a year makes: Social Europe, globalisation and the response to market fundamentalism.

**Lowry, D.** Locating business ethics anywhere: the impact of work-related mobile technologies on ethics and work.

**Wilton, N.** The impact of family-building on the careers of female graduates: Some insights for effective management practice.

**Wylie, N.** The missing link – individual performance and the HRM-performance relationship

Wilcox, T. Understanding human resource management legitimisation strategies.

**Tailby, S.** Globalisation, recession and employment impacts in South West England. An interview with Chris Harries of the Engineering Employers' Federation (EEF).

**Lovell, L. and Miller, J.** CESR Research Day: Gendered Employment.

### **Workshop/Seminar papers presented**

**Danford, A. Pollert, A. Tailby, S. Wilton, N. and Warren, S.** (2008). 'Lessons from Research in the Voluntary Sector'. Paper presented to the Colloquium on Vulnerable Workers, Centre for Global Labour Research (CGLC), School of Social Sciences, Cardiff University, 29<sup>th</sup> October.

**Danford, A.** (2008). 'Employee Responses to High performance Work Systems: the Question of Voice'. Paper presented to Research Seminar, 'Employee responses to organisational change', De Montfort University, 28<sup>th</sup> November.

**Danford, A.** (2009). 'Science as a Vocation'? State modernisation policies and their impact upon British climatology scientists. CESR Research Seminar, University of the West of England, 4<sup>th</sup> February.

**Danford, A.** (2009). 'The High Performance Workplace: Theory, Rhetoric, Reality.' Research Paper presented to the MBA Lunchtime Seminar series, Bristol Business School, UWE, February 24<sup>th</sup>.

**Durbin, S.** (2009) 'Knowledge Creation and Organisational Architectures'. Invited speaker at International Workshop on '*Changes of Work in Knowledge-based Societies*', Karlsruhe, Germany. Organised and funded by Work Organisation and Restructuring in the Knowledge Society (WORKS) European project, May

**Durbin, S.** (2009) 'Senior Women and Networking at the Met Office'. Invited Speaker at *Launch of Met Office Women's Network*, July.

**Fleetwood, S.** (2009) 'HRM-Performance: Problems and Solutions', University of Middlesex, January.

**Fleetwood, S.** (2009) 'Institutions, Structures, Habits and Deliberations', *Applied Critical Realism Seminar*, University of Cardiff, February.

**Fleetwood, S.** (2009) 'Organisations and Labour Markets', Organisation Studies Department, BBS, February.

**Pollert, A.** (2008) 'The Unorganised Worker and Neo-Liberalism' Paper presented to Colloquium on Vulnerable Workers, Centre for Global Labour Research, Cardiff School of Social Sciences, Cardiff University, 29 October

## Conference papers

**Danford, A., Durbin, S. and Richardson, M.** (2009) 'You don't need to be a weatherman to know which way the wind blows: public sector reform and its impact upon climatology scientists in the UK' Paper presented to the *International Labour Process Conference*, Edinburgh, 6-8 April.

**Durbin, S. and Tomlinson, J.** (2008) 'Female Part-time Managers in a Knowledge-based Economy: networks and career mobility', Paper presented to the *First ISA Forum of Sociology, Sociological Research and Public Debate*, Barcelona, Spain, September.

**Durbin, S.** (2009) 'Knowledge Creation and Organisational Architectures'. Paper presented to an international workshop on *Changes in Work in Knowledge-based Societies*, Karlsruhe, Germany. Organised and funded by the Work Organisation and Restructuring in the Knowledge Society (WORKS) European project, invited speaker, May.

**Durbin, S. and Conley, H.** (2009) 'Do Networks Encourage Equality and Diversity? A theoretical perspective'. Paper presented to the *Equal Opportunities International Conference*, Istanbul, Turkey: *Equality, Diversity and Inclusion in Times of Crises*, 15-17 July.

**Fenley, A.** (2009) 'The World at your doorstep. The ethical legitimacy of drug testing in sport: the relevance of organisational justice as a counter veiling model, and the wider lessons', *Thirteenth European Business Ethics Network UK Conference on 'Where is Business Ethics'*, at UWE, Bristol, April.

Hall, M., **Hutchinson, S.**, Parker, Purcell, J. and Terry, M. (2009) 'Information and Consultation of employees', 15<sup>th</sup> *World Congress of the IIRA*, Sydney, August.

**Lowry, D.** (2009) 'Locating business ethics anywhere: The impact of work-related mobile technologies on ethics and work', presented at the *13th European Business Ethics Network - UK Conference*, Bristol, 6-8 April.

- Neugebauer, J** (2008) Paper presented at the *Strategic HRM* for Bank of England HR Expert Forum for global central bankers, London, November.
- Neugebauer, J** (2009) 'Older but wiser? Age and the role of senior management in the workplace' Paper presented at the *Age Diversity and Age Management: A Comparative and International Perspective*, Middlesex University Business School, 12 February.
- Mathers, A.** and **Milner, S.** (2009) 'Trade union revitalisation in France? Reflections on French Trade Unions' Capacity for Strategic Action' *Conference in honour of Richard Hyman: A British Journal of Industrial Relations Workshop*, London School of Economics 28-29 May.
- Pollert, A** (2008) 'The Non-unionised worker and workplace problems: forms of individual and collective voice at work', Third European Congress of the Work and Labour Network. European Workplace Participation Forum. New Ways to Effective Forms of Worker Participation. 24-26 September, Rome.
- Pollert, A.** and **Tailby, S.** (2009) 'Young Workers, Vulnerability at Work and Union Organising'. *7<sup>th</sup> International Conference in Memory of Professor Marco Biagi*, Modena, Italy, 19-21 March.
- Pollert, A., Tailby, S., Warren, S., Danford, A.** and **Wilton, N.** (2009) 'Under-funded and Overwhelmed: the Voluntary Sector and Employment Advice in Britain's Individualised Industrial Relations System', *27<sup>th</sup> International Labour Process Conference*, Edinburgh, 6-8 April.
- Pollert, A. Danford, A., Tailby, S., Wilton, N.** and **Warren, S.** (2009) 'The Limits of Employment Advice for Vulnerable Workers: the View from the Voluntary Sector', *3<sup>rd</sup> International Conference on Sociology*, Athens, May.
- Pollert, A.** and **Tailby, S.** (2009) 'Non-Unionised Young Workers and Organising the Unorganised', *Industrial Relations in Europe Conference* Istanbul, Turkey, 22-24 July.
- Pollert, A.** (2009) 'Varieties of Collectivism Among Britain's Low-Paid Unorganised with Problems at Work', *Industrial Relations in Europe Conference* Istanbul, Turkey, 22-24 July.
- Reading, P.** and **Page, D.** (2009) 'Healthy Working Wales: Supporting GPs in their management of work and health? Paper presented at *the Society of Occupational Medicine Annual Society Meeting*, Cardiff 22-25 June
- Upchurch, M., Taylor, G.** and **Mathers, A.** (2009) 'Alternative Futures for West European Trade Unions: towards a typology', Paper presented at the

Upchurch, M., **Taylor**, G. and **Mathers**, A. (2009) 'Towards a Typology of Alternative Trade Union Futures in Western Europe' Paper Presented to the *Society for the Advancement of Socio-Economics (SASE) Conference*, Paris, July.

**Wilton**, N. (2009) 'The Impact of Partnership and Family-building on the Careers of UK Female Graduates: Issues for Effective Management Practice', paper presented at *Ninth International Conference on Knowledge, Culture and Change in Organisations*, Boston, MA., July.

### Appendix 3: CESR Seminar Programme 2008/9

Date	Title	Speaker
05.11.08	The sex and colour of dust. Gender and race in the history of silicosis in Britain and South Africa 1890s-1940s	Jo Melling <i>Exeter University</i>
26.11.08	Unorganised workers: Individualised industrial relations and grievances at work	Anna Pollert <i>CESR</i>
04.02.09	Science as vocation? State modernisation and its impact on climatology scientists in the UK	Andy Danford <i>CESR</i>
04.03.09	Smoke, mirrors and magic numbers: Immigration controls and low wage labour	Bridget Anderson Centre for Migration Policy and Society (COMPAS), <i>Oxford University</i>
18.03.09	Information and consultation in practice: Results from a longitudinal research project	Mark Hall, Sue Hutchinson*, John Purcell and Mike Terry, <i>Warwick University (*CESR)</i>
25.03.09	Gender pay equity in Australia	Suzanne Hammond Federal Women's Industrial Officer for the <i>Community and Public Sector Union - State Public Services Federation (CPSU-SPSF) in Australia</i>
01.04.09	Burden on business - or promoter of performance? Regulation and the small enterprise	John Kitching Small Business Research Centre, <i>Kingston University</i>
19.06.09	The Equal Pay Crisis	Dr Hazel Conley School of Business and Management, <i>Queen Mary, University of London</i>