



Centre for Employment Studies Research



University of the
West of England

A Research Centre of
the University of the
West of England,
Bristol

Annual Report
2012-2013



Contents

INTRODUCTION	4
RESEARCH THEMES AND PROJECTS	5
Labour markets, equality, diversity and exclusion	5
A socio-economic model of labour markets	5
Maximising the value of work placements for undergraduate students: An employers' perspective	5
In/formal employment in underground nightclubs	5
Senior women: Careers, networks and work-life balance.....	5
Female part-time managers: Networks, career mobility and work-life balance.....	6
A comparative study of the careers of scientists and engineers: A gender analysis.....	6
Evaluating the impact of the Workplace Employee Relations Survey (WERS) and the European Social Survey (ESS).....	6
Global economic crisis and corruption	6
Reconceptualising the relationship between employment and mental health.....	7
Re-imagining equality and diversity	7
Work organisation, pay and HR management systems.....	7
Agricultural Wages Board: Social and economic consequences of abolition.....	7
The National Minimum Wage, earnings and hours in the domiciliary care sector.....	8
Patterns of employment and wage inequality in Bristol	8
Front-line managers: Delivering effective people management.....	8
Newcomer engagement.....	8
Work and well-being	9
International comparative research on new forms of lean production systems in the global automotive sector	9
Growth, generativity and well-being among men in mid-to-late career	9
Employment type and propensity: does health matter?	9
Employee representation and voice.....	10
Worker voice in the small firm: A comparison of worker grievance practices in veterinary practices and racing stables	10
New order, old habits? The Acas Code of Practice on Discipline.....	10
Development within industrial relations theory	10
Labour organising past and present	10
Trade union renewal in Western European states	11
The cabin crew labour process: Employer and worker mobilisation and union action at British Airways.....	11
Labour representation in cotton textiles production in Ahmedabad, Gujarat.....	11
The living wage	11
Public sector employment relations.....	12
The introduction of private sector lean management methods into the public sector: Consequences for employees and organisational efficiency	12

Performance management in further education: A critical evaluation.....	12
The introduction and enaction of Neighbourhood Policing	12
Psychological contract, trust and the employment relationship in times of crisis: A review of the Greek health service.....	13
Integrated locality teams for services to adults: North Somerset Community Partnership pilot study evaluation	13
DOCTORAL RESEARCH	14
Robert Byford: <i>Alienation of the self in a 'market' of freedoms: Lived experiences of self-ownership in the UNITE/BA cabin crew dispute.</i>	14
Caphas Chisangowerota: <i>Managing the employment relationship within inter-organisational networks.</i>	14
Ganess Dirpal: <i>Human resource management practices and the performance link: Applying critical realist meta-theory.</i>	14
Mahwish Khan: <i>Feminisation of the teaching profession in Pakistan: A study of the employment status of women teachers.</i>	15
Lin Lovell: <i>Two Edwardian women's movements: An historical perspective.</i>	15
Dave Smith: <i>Union mobilisation and employers' counter-mobilisation in UK construction industry: Union organising amongst precarious private sector building workers.</i>	15
Kate Waller: <i>Why do women choose to enter Third Sector employment and do those reasons have any impact upon their day-to-day well-being?</i>	16
RESEARCH TRAINING	17
PUBLICATIONS, PUBLIC AND PRACTITIONER ENGAGEMENT	18
Academic publications and public output	18
The CESR Review.....	18
Knowledge Exchange.....	18
FORWARD PLANNING	20
Appendix A: Centre for Employment Studies Research (CESR) members.....	21
Appendix B: Doctoral Research Students 2012-13	22
Appendix C: CESR Publications 2012-13	23
Appendix D: CESR Review: 2012-13 Issues.....	28
Appendix E: CESR Seminars 2011-2013.....	29



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 to strengthen its capacity to:

- Produce in significant volume high quality research and academic publications
- Participate in research networks involving other centres of employment studies research in the UK and abroad, and in relevant policy and practitioner forums
- Compete effectively for external research funding
- 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.

CESR currently has 42 members who include doctoral students, early career researchers, established researchers and three visiting/emeritus professors. The Centre was considerably strengthened this year with the appointment on a part-time basis of Professor Harriet Bradley from Bristol University and on a full-time basis of Professor Sian Moore from the University of Leeds, Dr Ana Lopes from the University of East London, Dr Horen Voskeritsian, formerly of the London School of Economics, and Dr Paul Bennett from Cardiff Metropolitan University. Sian Moore has now taken over from Andy Danford as Co-Director of CESR with Stephanie Tailby, leaving Andy free to concentrate on the University's Research Excellence Framework submission. The majority of CESR members are located in the Faculty of Business and Law's HRM subject group. Around a fifth participate as active researchers in other FBL departments and clusters (economics, enterprise, law, leadership and management) and UWE faculties (Health & Applied Social Sciences within Health & Life Sciences) whose employment studies research interests complement CESR's research programme. A full listing is given at Appendix A.

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: business history, economics, human resource management, industrial relations, labour history, sociology and law. Their shared commitment is to an analytically rigorous investigation of work and employment relations, 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'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 current themes in the research programme and the projects in progress in the academic year 2012-13. It documents research outputs and the activities undertaken to disseminate CESR's research.

RESEARCH THEMES AND PROJECTS

Continuing and new research in 2012-13 contributed to five related themes:

- Labour markets, equality, diversity and exclusion
- Work organisation, pay and HR management systems
- Work and well-being
- Employee representation and voice
- Public sector employment relations

Labour markets, equality, diversity and exclusion

A socio-economic model of labour markets

Steve Fleetwood continues to pioneer critical realism in the social sciences through academic texts and journal contributions. He is completing a two volume book on labour markets. The first volume (now complete in draft) is a critical review of the current orthodox or mainstream neoclassical model of labour markets. The second will offer an alternative, heterodox, multi-disciplinary and non-mathematical model of labour markets. During the last year, Steve has published papers in *Historical Materialism* and *Capital & Class*.

Maximising the value of work placements for undergraduate students: An employers' perspective

Nick Wilton continues his research on perspectives on student employability, work placement utility and best practice in the employment of students. His UWE Grant for Early Career Researchers (SPUR) investigated the process by which employers recruit, utilise and manage students employed on work placements and provides recommendations for higher education institutions on how best to prepare students for such placements, as well as contributing to ongoing debates around the long-term policy focus on the supply-side of the labour market and continued employer criticism of the work-readiness of recent graduates. In 2012 the research formed the basis of two conference papers and an article in *Studies in Higher Education*.

In/formal employment in underground nightclubs

Continuing the theme of employability Janet Miller has initiated a pilot study investigating how individuals engage in work, either formally or informally, within the Electronic Dance Music Culture (EDMC) which provides a range of employment opportunities/experiences for the people who put together a club night. Club nights depend on a large amount of informal or voluntary labour to market an event, to set up and break down equipment and décor and to provide music and lighting. This project aims to address whether this is 'work' as we understand it, what transferable skills are available whether this represents a career path, and the 'employer' issues of health and safety and other employment safeguards. It is based upon interviews with 'workers' and forms the basis of a funding application to support a wider project.

Senior women: Careers, networks and work-life balance

Sue Durbin's research explores the experiences of women employed as senior managers in predominantly male-dominated organisations and the extent to which they are tokens in a male-dominated management structure. This year Sue secured a book contract from Palgrave Macmillan: *'Women who succeed: Strangers in paradise?'* will be based upon interviews with women managers in the public and private sectors of the UK and is due to be published in 2014. She has also developed empirical work on intersectionality, co-organising with others including Sian Moore, a stream on 'Intersectionality in practice: Multiple discrimination and representation at work' at *Gender, Work and Organization Conference* at Keele University in June 2012.

Female part-time managers: Networks, career mobility and work-life balance

With Jenny Tomlinson at Leeds University Business School, Sue Durbin has explored a relatively under-researched area of women's work, namely part-time working at managerial level. It attempts to explain the labour market position of female part-time managers comparing their employment experiences, career progression and networking while working full-time and part-time. Supported by Leeds University Business School *Seedcorn Funding*, the study is based upon thirty semi-structured interviews with part-time managers and HR managers/directors in a range of public, private and not-for-profit sector organisations in the UK. It explores these part-time managers' careers, their promotional prospects, mobility, experiences of networking and mentors and role models. The findings have been presented as a research report and published in *Work, Employment and Society* and *Equality, Diversity and Inclusion* and are the subject of a forthcoming article in *Gender, Work and Organisation*. Sue and Jenny are about to write a book chapter for an edited book on women in business, which will include chapters from a variety of international countries.

A comparative study of the careers of scientists and engineers: A gender analysis

Sue Durbin's third current project analyses the working lives and careers of senior men and women in Science, Engineering and Technology (SET) through 31 semi-structured interviews with senior male and female scientists at the Meteorological Office and at Airbus. The project, funded by CESR, aims to compare the backgrounds and education of male and female scientists and engineers, including identification of key individuals who supported or discouraged their aspirations to become scientists and engineers and the relationship between educational background and later career progression. The project also examines transitions into full-time professional careers, mapping each job change and exploring any barriers or challenges faced by the interviewees.

Evaluating the impact of the Workplace Employee Relations Survey (WERS) and the European Social Survey (ESS)

Hilary Drew has been part of a team of three at UWE commissioned by the Economic and Social Research Council (ESRC) to undertake an impact evaluation of the Workplace Employee Relations Survey (WERS) and the European Social Survey (ESS). The four month project received £40,000 in funding from the ESRC and was a qualitative study based upon 25 semi structured interviews with users, stakeholders and the designers of both surveys. It focused upon the extent to which research utilising WERS and ESS data has influenced policy and practice across the UK to date and the mechanisms through which WERS and ESS have made an impact and could make an impact in the future, identifying the range of organisations and/or individuals who have made use of the studies and the ways in which the data has been used within the UK. It studied the role of think tanks and other intermediaries and knowledge brokers as transmission routes and drew out the lessons for impact generation within research infrastructure investments whilst reflecting upon the methods used to assess and identify research infrastructure impact.

Hilary is continuing to publish from her PhD on the management of demographic change: a study of employers' practices in three industry sectors in Germany. It looked at the repercussions of demographic change for firms, including the incremental rise in the average age of the workforce, unequal inflows and outflows of labour and managing organisational skill levels. Her research now focuses upon the trade union contribution: to what extent are unions in Germany proactively addressing the quality of work life issues arising from organisational restructuring on the one hand and pensions' reform on the other that is obliging workers to have extended years of work life.

Global economic crisis and corruption

Following his work on economic insecurity in transition in post-socialist countries, Artoms Ivlevs is now researching the possible effects of the global economic crisis on individual corruption behaviour. Using data from the 'Life in Transition-2' survey, administered in 2010 in 30 transition economies, the research finds that the adverse effects of crisis on household well-being, such as job loss of a household member, wage reduction or fall in migrant remittances, are associated with a higher probability of contacting public officials

and paying bribes once the contact with a public official has taken place. Within the pool of those offering bribes, the victims of crisis are more likely to pay bribes because public officials ask them to do so and less likely out of gratitude. Overall, the results suggest that (i) crisis victims pay a double price in terms of lower material well-being and the expense of a bribe and (ii) a fall in material well-being leads to a higher incidence of corruption at individual level.

Reconceptualising the relationship between employment and mental health

In his doctoral research Dom Page examined the labour market experiences of 60 people with mental health disabilities through in-depth semi structured interviews, contextualised by data from the Labour Force Survey (LFS). The study revisited the relationship between mental health and employment, applying a social model of disability in place of the medical model that understands higher rates of unemployment and under-employment for disabled people as rational (they are impaired and inherently less employable). Dom's research provided clear quantitative and qualitative evidence of economic exclusion and the findings have supported follow-on research. First is the development of two working papers with colleagues in the Accounting, Finance and Economics department at UWE, and the University of Technology, Auckland, New Zealand that used New Zealand national data sets to investigate the impacts of mental and physical health on the propensity to be employed. Second is research on work and well-being, in collaboration with the South West Healthy Workplace Strategic Alliance. The project provided support and analysis of the South West regional strategy in the NHS emerging from consultations between employers and trade union representatives. It was supported by government funding after the Black Report, and outcomes included clear criteria for a challenge fund for local organisations to develop in support of workplace health strategies.

Re-imagining equality and diversity

Margaret Page's research centres on gender equality in organisations, as well as experiential research on organisational learning. This year she won sponsorship from the *Standing Conference of Organisational Symbolism Special Fund* for three knowledge exchange research workshops on the theme of '*Re-imagining equality and diversity: An Aesthetic Inquiry*'. The workshops were hosted by the Bristol Centre for Leadership and Organisational Ethics, led by doctoral students and introduced arts based methodologies for reflecting on the lived experience of practices for promoting equality and diversity in organisations and for organisational learning and change. In her most recent publication, an article accepted for publication by *Management Learning*, co-authored with Louise Grisoni of Oxford Brooks, she makes the case for using arts based methodologies for promoting diversity and equality in organisations. Margaret is completing a book '*Chasing the dream: Gender equality in public services*', with Hazel Conley from Queen Mary, University of London, based an empirical research study, to be published by Routledge. She is a UWE learning and teaching fellow, and is a UWE candidate for a National Learning and Teaching fellowship based on her development of student lead inquiry as a pedagogic approach.

Work organisation, pay and HR management systems

Agricultural Wages Board: Social and economic consequences of abolition

The AWB for England and Wales has existed since 1948 as a statutory body with legal powers to set minimum pay rates and other terms and conditions for workers in the industry. Its abolition was proposed by the Department for the Environment, Food and Rural Affairs (Defra) in July 2010 and legislation providing for the repeal of the 1948 Agricultural Wages Act has been passed. Andy Danford and Stephanie Tailby, along with Stella Warren, conducted research to identify: how the interplay of economic and social relations that favoured AWB regulation in the 20th Century developed to favour AWB abolition currently; the approaches in pay determination that are likely to emerge in the wake of the Board, both at the level of the farming enterprise or above (are the employer and union representation bodies able to sustain industry agreements in some form?); the effects of AWB abolition on farming employers' labour utilisation practices, including approaches in skills development and training; the consequences of AWB abolition for the pay and employment conditions of different groups within the agricultural workforce, and for job quality (taken to

include working hours and health and safety). A south west of England pilot study (assisted by Unite the Union funding) is the basis for an ESRC grant application, currently in draft. The work was the basis of a paper presented at the International Labour Process Conference at Rutgers University, USA in March 2013

The National Minimum Wage, earnings and hours in the domiciliary care sector

Budgetary cuts have intensified pressures on local authority contracts for homecare. Commissioned by the Low Pay Commission, Sian Moore's work with former colleagues from Leeds University looked at the extent to which the National Minimum Wage has become a benchmark for hourly pay in domiciliary care; the extent of non-compliance; and the reconfiguration of pay and hours, including increased reliance on zero-hours. The research was based upon analysis of the National Minimum Data Set for Social Care (NMDS-SC) for England between 2008 and 2012, supported by five case studies of local authorities highlighting the arrangements for the commissioning of domiciliary care. The study drew attention to unpaid labour time since in many cases providers do not pay for travel time between visits, along with the uncertainty that zero-hours contracts introduces into the lives of those working in the care sector. This work will be developed through a Higher Education Innovation Fund (HEIF) project, *Investing in care workers: Negotiating quality and price in the commissioning of social care*, which aims to bring together care workers and their representatives, providers, care brokers and local authority commissioners in a forum in which these actors can exchange knowledge about developments across local authorities in the south west, their impact upon the quality of care and upon the workforce.

Patterns of employment and wage inequality in Bristol

Funded by the NHS Bristol Primary Care Trust (£10,000) and completed between July and November 2012, Andy Danford, Stephanie Tailby and Don Webber used secondary sources, Labour Force Survey (LFS) and Annual Survey for Hours and Earnings (ASHE) data to examine changing patterns of employment, income inequalities and health status across the Bristol region.

Front-line managers: Delivering effective people management

This research extends studies (for the NHS and Cipd respectively) that Sue Hutchinson completed with former colleagues at Bath University (John Purcell and Nick Kinnie) that identified front line managers (FLMs) at the lower tiers of management as key HRM agents and critical to delivering effective organisational performance. FLMs are no longer traditional supervisors. They have increasingly complex, and often ambiguous roles, with growing responsibilities, particularly in the area of people management. Hutchinson *et al.*'s research suggests the line manager role is subject to considerable constraint, and influenced by contexts internal and external to the organisation. It is, therefore, important to provide insight into the detail of these managers' roles and explain why they are often blamed when strategies and policies fail to be implemented effectively. The current project (with Stephanie Tailby) uses a multiple case study design to explore four core areas: the way FLM roles are defined in different contexts and how they are experienced (people management duties and other aspects of their role); the nature of the relationship between FLMs, the HR function and other support functions; factors that enable and inhibit FLMs in delivering effective performance (HR policies and practices, FLM relationships with their own line managers, the role of senior management, IT, and issues of role conflict, work overload, and commitment); and the skills, behaviours and environments that make FLMs effective. Two organisational case studies are complete; a third is shortly to commence. Sue is currently finishing a book on performance management to be published by the CIPD, whilst two book chapters on flexibility and HRM strategy and communication will appear in 2013.

Newcomer engagement

Following on from her doctoral research on newcomer socialisation processes in employing organisations in China, Jenny Chen is exploring how and why newcomers are motivated to engage in teamwork in the new workplace. Analytically her research draws on the activity engagement model, social exchange theory and social identity theory. It asks: what are the motivational underpinnings of newcomer engagement?

When is newcomers' interest in engagement likely to be undermined and when is it not? How do orientations towards engagement versus neglect affect newcomers' perceptions and behaviours? How, tactically, do newcomers engage in building self-identity within the team? Jenny's research potentially benefits both academic communities and practitioners, especially in a context in which organisations are struggling to make sense of socialisation practices that can stimulate newcomer innovation and creativity.

Work and well-being

International comparative research on new forms of lean production systems in the global automotive sector

Lean production systems now constitute conventional operational management practice in the global automotive industry and its supply chains. Current developments in lean thinking include new ergonomic work organisational design around assembly line systems, concern for reducing the ill effects of lean on production workers (such as repetitive strain injuries and work-centred stress) whilst increasing union and employee input into managerial decisions governing work design (the new 'employee voice' agenda). This project comprises academics from four universities: Andy Danford, CESR UWE; Paul Stewart, Strathclyde; Adam Mrozowicki, Wroclaw; Wei Zhao, Beijing. The research focuses on production workers' experiences of the new lean systems. Fieldwork comprising interviews and survey questionnaires is being conducted at BMW (Cowley), General Motors (Ellesmere Port), GM Opel (Gliwice, Poland), Volkswagen (Katowice, Poland), Hyundai (Beijing) and Mercedes Benz (Beijing). Specific research themes include the nature of technological change at each plant and impact on work organisation, changes in workload, processes of performance control and monitoring, employee wellbeing issues (including patterns of stress and work-life balance), sickness, ill health and absence management and the effectiveness of staff consultation procedures. The research on China was the subject of a joint article with Wei Zhao on worker attitudes to reform in *Work, Employment and Society*. Andy is further developing his work in this area through a HEIF funded project looking at the evolution of lean production in four automotive plants in Poland and the UK. Interviews and employee survey questionnaires have been completed at all British and Polish plants and conference papers are now in preparation.

Growth, generativity and well-being among men in mid-to-late career

The importance of generativity for the study of work and career has long been recognised, since it concerns individuals' productive contribution to organisations and society and the transmission of skills, knowledge and values between individuals and generations. Generativity may be especially relevant to middle and late career: for example, mid-career has sometimes been described as a time when the influence of formal career structures declines relative to personal motivations and the subjective meanings attached to career. However, generativity has seldom been studied in a career context despite substantial advances in the theory and measurement of the construct over the past 20 years. Mike Clark is currently working on a theoretical paper which reviews the implications of generativity for careers, especially among older workers. It is written from a psychological standpoint and suggests ways in which generativity is shaped by career, and also how it can shape career. It proposes an agenda for careers research related to generativity. In addition he is in the process of submitting a more empirical piece exploring the relationship between career orientations in midlife and people's pursuit and experience of generativity and personal growth. This is a multi-trait multi-method study and is the first time the relationship between generativity, personal growth and career orientation has been investigated through coded interview narratives.

Employment type and propensity: does health matter?

Dom Page with Don Webber have secured funding from the Joseph Rowntree Foundation (£9,000) for an interdisciplinary project involving Michail Veliziotis (Economics, UWE) and Steve Johnson (University of Hull). The research explores the relationships between mental health, physical health and skills accumulation. It assesses their relative impacts on the propensity to transition between employment types, including into employment per se. The research establishes whether probabilities of transition between

labour market states are affected by poor health status. The full report, which includes some surprisingly strong results, will be available from the Joseph Rowntree Foundation in September 2013.

Employee representation and voice

Worker voice in the small firm: A comparison of worker grievance practices in veterinary practices and racing stables

Worker voice has been defined in a number of ways: the individual articulation of grievances, the collective expression of workers' power, making a contribution to management decisions and providing mutuality through partnership (Dundon *et al.* 2004). In small firms (0-50 employees), in particular, it has been found that workers may adopt one of two strategies: individual articulation of grievances and/or exit if employers fail to address grievances (Moore and Read 2006). In this continuing study, funded by an award within UWE's Grants for Early Career Researcher (SPUR) scheme (£13k 2011-2012), Janet Miller aims to identify those occasions when workers in small firms opt to use union voice to resolve individual problems through formal mechanisms; when they use individual voice, formally or informally, to resolve problems; what they see as collective problems; and what they see as restraints to resolving problems collectively. Specifically focusing on veterinary nurses and stable staff, the research found that veterinary nurses, used informal collectivism to resist their employers and this had proved successful, both over the issue and in terms of prompting vets to consult first before trying to implement workplace changes. Stable staff had shown a capacity to use informal collectivism, through 'industrial action' to address immediate problems on an ad hoc basis, being more inclined to turn to their union for individual representation as a means of resistance. Both sets of workers would use exit as a means of resistance if their employers ignored or did not resolve individual issues. Exit could be physical (resigning or absenteeism) or mental (lack of enthusiasm for job; daydreaming while at work). Resistance turned out to be possible and also fruitful on occasions. Subsequent to her PhD on worker representation in the racing industry Janet has a chapter in a new collection on body/sex/work published this year and an article on the 1975 Newmarket Stable Lads' strike is about to appear in *Historical Studies in Industrial Relations*.

New order, old habits? The Acas Code of Practice on Discipline

Tony Fenley and Stella Warren have examined the evolution of the Acas Code of Practice on Discipline, from its inception in 1977 to its most recent modification in 2010. They are completing an article identifying how government policy makers seek to shape the power relationship between employers and employees and trade unions by examining the management of discipline within the workplace. It reviews changes in the Acas Code as a result of government interventions over a thirty five year period, and makes an initial assessment of a group of practitioners' reactions to the most recent Code which became operative in 2010. It concludes by considering the implications of both workplace and political symbolism in the context of theories of the State.

Development within industrial relations theory

Horen Voskeritisian's doctoral thesis examined the development of the 'New Industrial Relations Theory' and its theoretical relationship to the more 'traditional' body of industrial relations theory. As part of this he has authored the modern history of the British Universities Industrial Relations Association (BUIRA) and his research continues to focus upon the history of the field of industrial relations in Britain and in particular a critique of Professor Bruce Kaufman's historiography. He is also studying the impact of the Greek economic crisis upon Greek employment relations and labour market outcomes; in particular the changing role of collective bargaining and mediation and arbitration.

Labour organising past and present

Mike Richardson contributed to the series of CESR projects in the past decade that interrogated partnership and organising trade union revitalisation strategies (the ESRC *Future of Work* programme

funded study of Partnership at Work in the UK; the British Academy funded study, Employee Development and Participation in High Performance Workplaces; and EU ESEMK funded study of the Learning High Performance Work Organisation). This year he has completed a series of historical studies of labour in Bristol including three contributions to the Bristol Radical Pamphleteer. Mike has also presented on the Bristol Strike Wave of 1889-1899 at the Tolpuddle Festival.

Trade union renewal in Western European states

Andy Mathers' recent research has concluded his long-running project on trade union renewal in West European states with an examination of recent developments in French trade unionism. This final phase of the project has resulted in the publication of an article in the Industrial Relations Journal. The article confirms the decline of density and the scale of the challenges unions face in organising in the face of restructuring and casualisation. It is argued that unions have retained some policy influence by forming strategic alliances among themselves, although pressures for fragmentation remain strong. Unions' mobilising capacity indicates the need to find new ways of coordinating action at all levels. The article thus not only confirms the inadequacy of density alone as a measure of union vitality but also highlights the challenges, and some opportunities, facing unions in hostile economic conditions.

The cabin crew labour process: Employer and worker mobilisation and union action at British Airways

The protracted (2009-2011) dispute between British Airways (BA) and its cabin crew and their union BASSA (British Airlines' Stewards and Stewardesses' Association) was one of the most significant of recent UK industrial relations history. Sian Moore, working with Professor Phil Taylor from the University of Strathclyde, has investigated the work and labour process of the cabin crew in order to understand the connections between the labour process as contested terrain and the cabin crew's active participation in the dispute. The research involves extensive interviews with 60 crew members employed (or dismissed) by BA during the dispute. It focuses upon the effectiveness of BASSA as a highly-responsive, representative union that historically has played a crucial role in the regulation of the labour process and which facilitated the creation of a genuine collectivism in action, defending the frontier of control and the 'occupational community' from managerial incursion. BASSA provided the leadership, the organising framework and significantly the ideological resources which mediated workers' experience of the labour process and meant that a tremendously diverse workforce (by background, gender, sexuality, ethnicity, nationality and geography) could demonstrate a striking collectivism and clear union identity. The work was the basis of a paper presented at the International Labour Process Conference at Rutgers University, USA in 2013 and has been submitted to a peer-reviewed journal.

Labour representation in cotton textiles production in Ahmedabad, Gujarat

This work arises from the British Academy small grants funded (£6,000) project that Stephanie Tailby completed with Liz Rideal, Slade School of Fine Art UCL, over September 2011-February 2012. The research provided access to workplaces in the composite mills and hand looms industry sectors, otherwise denoted as the formal and informal (or unregulated) sectors and to the organisations representing their predominantly male and predominantly female workforces respectively. The empirical and statistical data gathered on work and employment in the two sectors and the very distinct modes of labour interest representation (collective bargaining; political endeavour to bring ILO standards to apply) are being combined in a paper for *Labor History*, currently in draft. (Rideal's visual art exhibition based on the research was on display in Manchester until May 2012 as part of the Whitworth Gallery's *Cotton: Clothing the world* exhibition).

The living wage

Recent years have seen research on the organisation of so-called 'vulnerable workers'. Ana Lopes has used an inter-disciplinary approach in her study of the Living Wage Campaign amongst cleaning workers at the University of East London. After looking at the political opportunities for migrant workers, she assessed

the potential and limitations of broad based campaigns that bring together unions and citizen groups. She has presented widely on this issue and will have a joint paper published in *Industrial Relations Journal* in 2013. Her PhD looked at organising amongst sex workers. This action research project looked at the history of the movement for sex workers' rights, as well barriers and opportunities for sex worker labour organising; it led to the unionisation of sex workers in the UK. It is the basis of a book chapter in a collection on ethnographic methods published this year.

Public sector employment relations

The introduction of private sector lean management methods into the public sector: Consequences for employees and organisational efficiency

The desire to reform the public sector has led to the transposition of private sector methods and practices aimed at generating efficiencies and cost savings. Prefaced by several years of retrenchment, the current financial climate is intensifying the impact of government cuts on public sector provision. Following the implications of the Gershon Report (2004), this project investigates the impact of a key element of managerial strategy - lean working - in HM Revenue and Customs (HMRC). Researchers at CESR (Andy Danford), De Montfort (Bob Carter), Manchester (Debra Howcroft), Salford (Helen Richardson), Bradford (Andrew Smith) and Strathclyde (Phil Taylor) have collected data from key processing sites at Cardiff, Leicester, Manchester, Newcastle, East Kilbride and the Lothians. Analysis of current survey and interview data challenges the received wisdom that such a radical change in work organisation unambiguously delivers 'efficiencies.' The perceptions of employees engaged on tax processing testify that work reorganisation along lean principles has resulted in task fragmentation and the imposition of strict performance metrics. Employees believe that the narrowly defined performance metrics that are integral to lean have generated inefficiencies which deliver an inferior service. The consequences for staff include a collapse in morale, widespread de-skilling, and for women especially, a worrying deterioration in health. The work was published in a special issue of *Industrial Relations Journal*, in 2012, along with articles in *New Technology*, *Work and Employment* and *Public Money and Management*. Further articles are forthcoming in *Public Administration* and *Work, Employment and Society*. Andy was a convenor of a stream on Lean in ideology and practice - European perspectives at the *International Labour Process Conference* in Stockholm, March 2012 and he has been invited to present research findings at the National Institute of Economic and Social Research in June 2013.

Performance management in further education: A critical evaluation

Graeme Mather's doctoral research (Cardiff Business School) examines performance management in three FE colleges. It uses semi-structured interviews with college governors, college managers (at all levels in each organisation), lecturing staff and trade union representatives to explore: why performance management was introduced, how it was introduced, key actors in its introduction and how and why performance management, measurement and evaluation have developed at each college.

The introduction and enaction of Neighbourhood Policing

Paul Bennett's PhD thesis explored the introduction and enaction of Neighbourhood Policing (NP) in the British Police service. NP represents an important, new approach to policing and has had a significant impact on the skills and competencies needed to police effectively. The research has highlighted the conflict between the 'softer' discourses of NP and the harder, more masculine discourses of 'real' police work. Paul's research examines how the key Neighbourhood Policing concept of 'community' was represented in different ways during the training of new Police Community Support Officers (PCSOs) and highlights how the often oversimplified and stable discourses of community are contested and subject to reconstruction by officers who represent more traditional, force-led approaches to policing. The research explores the relationship between identity performance and organisational culture.

Psychological contract, trust and the employment relationship in times of crisis: A review of the Greek health service

Vlasios Sarantinos' doctoral research considers the impact of the financial crisis for four occupational groups within the Greek NHS. The aim is to evaluate the impact of budgetary restrictions on the psychological contract and employee trust in management. Equally the research considers the configuration of employment relations in public healthcare which is relatively highly unionised and the implications. In 2012 this resulted in a book chapter on the link between human resource management and economic crisis in a collection on the relationship between ethics and corporate pressures.

Integrated locality teams for services to adults: North Somerset Community Partnership pilot study evaluation

Government policies in the UK health service are encouraging the diversification of providers; the North Somerset Partnership was established to provide community healthcare services to North Somerset following the separation of provider and purchasing in the NHS and requirement for providers to establish alternative organisational forms; under the Right to Request scheme it won the right to become a social enterprise. Ana Lopes, Sian Moore and Stephanie Tailby are to develop an embedded evaluation tool which will measure change over time establishing stakeholders' perceptions of the organisation's aims and objectives, including definitions of integrated health and social care, and to identify, through consultation and collaboration, key indicators which can evidence impact.

DOCTORAL RESEARCH

The supervision and support of doctoral students researching topics and issues in the employment studies field is an important part of CESR's work. Current doctoral students include members of the HRM teaching staff group and others registered full-time on the Faculty of Business and Law's research degrees programme (a full list of doctoral researchers and their research topics is given at Appendix B). Irrespective of their mode of study (full time or part time) doctoral students are included as members of CESR and take the lead in some among its events.

Robert Byford: *Alienation of the self in a 'market' of freedoms: Lived experiences of self-ownership in the UNITE/BA cabin crew dispute.*

This study aims to develop an interdisciplinary approach to political theory. Its ontological lens is historical and critical realism, contextual epistemology, dialectic methodology and the use of quantitative and qualitative methods focusing on the 2009-2011 British Airways/UNITE cabin crew dispute. It aims to test ideal normative theory surrounding the libertarian principle of self-ownership against the lived experiences of actors involved in an industrial relations dispute. It intends to demonstrate labour power alienation is consistent with the self-ownership principle, and to reveal consequent counter-intentional and counterintuitive effects on freedom. As libertarian arguments are key elements of neoliberal theory, neo-liberal political theory may face resultant challenges (Hayek 1944, 1960; Nozick 1974; Ortega y Gasset 1993). The cabin crew dispute demonstrates employer-enforced changes claiming greater control rights over employees as a cause of conflict (Hyman 1977; Tuckman 2010). Reduced workplace liberties chaperoned restrictive effects to liberties employees previously enjoyed outside the workplace (Carter 1999; Goodin 2008). Contradictory definitions of consent, democracy, rights and freedom arose from the opposing parties, judiciary, media and interested observers (Ewing 2011; Gall 2006). Refutation of dissenting employees' status as rights holders emerged through opposing agents' individual and collective demonisation of striking employees (Benhabib 1987). In addition to literature-sourced research, the social science element will contain original research into the perceptions and lived experiences of British Airways cabin crew and trade union representatives interviewed for qualitative data and surveyed for quantitative data.

Caphas Chisangowerota: *Managing the employment relationship within inter-organisational networks*

This study examines critically the management of the employment relationship in inter-organisational relationships. Its purpose is to identify and explore the nature of these challenges in the field of human resource management and how collaborating partners deal with those challenges through contractual obligations, forms of cooperation and decision-making and learning. As HR management problems and challenges are likely to differ between organisations, depending on their cultural characteristics and industries and competitive (or competence) pressures, two cases (Gloucestershire NHS and Gloucestershire City Council) of public service organisations will be examined and compared with regard to their collaborative networks and the HR management arrangements developed within.

Ganess Dirpal: *Human resource management practices and the performance link: Applying critical realist meta-theory*

The research aims to deepen and extend Fleetwood and Hesketh's (2010) meta-theoretical work that critiques the extant investigation of HRM's contribution to organisational performance for positing statistical association rather than attempting causal explanation. It develops empirical analysis and specifically organisational case study research with three aims. First, it evaluates the critical incidence of HRM practices and their impact on company performance through empirical (but not necessarily statistical) study. Second, it explores how changes in HRM practices cause change in performance (if they do). Third, it questions the theories that purport to explain the HRM-performance link and causal configuration through

the use of critical realist ontology. In summary, it seeks to identify and explain what really goes on inside the HRM-Performance link black-box.

Mahwish Khan: Feminisation of the teaching profession in Pakistan: A study of the employment status of women teachers

Women's labour market participation rate in Pakistan is rising but remains low compared to other South Asian countries (World Bank 2011). One sector where women's employment has shown stronger growth than men's in the past decade is education. The increased number of women in the teaching profession makes it important to question the reasons for feminisation and its impact for women teachers in terms of occupational gender segregation, reward systems and their career advancement (given dual responsibilities of work and home). The study develops comparative analysis between the public and private education sectors in Pakistan. The research uses a mixed methods approach to integrate historical and contextual factors from qualitative and quantitative data respectively. The quantitative data are collected through Labour Force Surveys, the policy reports and documents of the Ministry of Education in Pakistan. The qualitative data have been collected through semi-structured interviews with male and female teachers at various levels within the education sector. Seventy interviews in total were conducted over January to June 2011 among women and men employed in elementary, secondary and higher education institutions in Lahore. Pakistan is considered to be an under researched country and along with other issues, there has been limited in-depth research on the issues related to women's employment in Pakistan. Therefore, it is significant to research the education sector to explore women's employment position and prospect.

Lin Lovell: Two Edwardian women's movements: An historical perspective

The National Union of Women's Suffrage Societies (NUWSS) and the Women's Social and Political Union (WSPU) dominated the suffrage movements in Britain in 1905-14. This study compares their constitutions, structures, organisational methods and use of power in order to broaden the literature and to take into account the communication between the Societies' headquarters (in London) and regional organisations. The research concerns questions about leadership, the use of power and how this was interpreted and acted upon within the branches. This should expose new insights into the functioning of the networks in the South West of England and the extent to which within each of the two Societies the branches adopted the same styles and culture as the centre. Lin is currently working on a series of four reviews of the development of feminist thought from the 1860s to 1960s, with the first on the British Suffragette Movement and the history of feminist thought.

Dave Smith: Union mobilisation and employers' counter-mobilisation in UK construction industry: Union organising amongst precarious private sector building workers

The UK construction is an industry characterised by casualisation and widespread false self-employment (HM Treasury 2009), this has an impact on union density, which is lower than most other sectors (Brownlie 2012). In spite of this the private sector building industry has a history of hostile industrial relations; when collective action does occur it tends to be volatile and often met with swift reaction by the employers (Woods 1979; Arnison 1988). From the 1972 national builders strike through to the Jubilee Line and Lindsey Oil Refinery, sporadic, explosive, unofficial action organised by rank and file activists rather than full-time union officials has been a particular hallmark of worker mobilisation in UK construction (Davis 2009). This study explores the factors underpinning and shaping the distinctive patterns of mobilisation in the construction industry asking how far structural factors within the industry encourage or inhibit unofficial mobilisation and identifying the role of subjective factors including employer and state counter mobilisation and the way this influences union activism. It is based upon unique access to a large number of blacklisted workers and their blacklist files will provide rich qualitative data making the proposed research distinctive and documenting a major employer counter mobilisation to organised labour. In 2012 Dave published a chapter in an edited collection on the Human Rights Act with Professor Keith Ewing from Kings College on the blacklisting of trade unionists.

Kate Waller: *Why do women choose to enter Third Sector employment and do those reasons have any impact upon their day-to-day well-being?*

In the current economic climate, the Third Sector is presently undergoing a root and branch transformation, not just from funding cuts, but from new forms of competition (for funding and delivery of services) from the private sector. This research seeks to build on works by Kosny and MacEachen (2010) and Baines (2006, 2010), which indicate that despite changes to the sector and worsening employment terms and conditions, women still continue to be the backbone of the sector's employees. Hence, this research seeks to deepen the understanding as to why this should be so by adding a UK perspective, where there has been little research on this specific point to date. In essence are the choices made by women to enter the sector based on the traditional roles women play in western societies or are they related to an individuals' own internal motivators and drivers? The research intends to employ a mixed methods approach from the qualitative tradition, by comparing and contrasting three similar 'advice giving' organisations within the sector. Data is to be captured via direct observations and semi-structured interviews with employed staff.

RESEARCH TRAINING

The University organises research training programmes for doctoral students and early career researchers, as does the Faculty for business and law research students. In addition are programmes open to all staff, for example on software data analysis packages (such as NVivo).

The University has used QR income (the disbursement of RAE 2008 funding) to support early career researchers in undertaking preliminary work towards external research funding bids. CESR members have competed successfully for such SPUR (grants for early career researchers) funding. Isabel Tavora for 2010-11, Nick Wilton and Janet Miller for 2011-2 each gained an award (of c£13k in each case) for their post-doctoral research on: *Trade Unions and Gender Equality in the Workplace*; *Maximising the value of work placements for undergraduate students: An employers' perspective*; and *Worker Voice in the Small Firm* (respectively).

CESR has instituted a mentoring system for early career researchers among its members. In addition it convenes periodically research training workshops. It has an infrastructure that aims to assist members (doctoral students, early career and established researchers) translate research ideas and findings into projects and published outputs: an 'internal seminar' series; a working papers series; and the *CESR Review* that carries short articles summarising research in progress and findings not yet published elsewhere.

PUBLICATIONS, PUBLIC AND PRACTITIONER ENGAGEMENT

Academic publications and public output

The publications of CESR staff and papers they presented at academic conferences in 2012-13 are listed at Appendix C. As summarised in Table 1, a total of 27 articles were published or accepted for publication in the year in 19 different publications (in the economics, organisational theory, gender & work and public management fields in addition to HRM, industrial relations, and work sociology journals).

Table1. Publications and other public output 2012-13

Book	1	Conference papers	29
Chapters in books	6	CESR Review articles	20
Journal articles	27	Commissioned reports	7

Includes works accepted for publication

A number of staff participate in academic journal editorial committees or boards. Andy Danford is the current Chair of the *Work, Employment & Society* editorial committee, of which Stephanie Tailby and Sian Moore are also members. Sue Durbin, Steve Fleetwood and Vlasios Sarantinos are editorial board members for *Gender, Work & Organization*, *Capital & Class* and the *International Business Research* respectively. Staff act as external examiners to other universities: Sian Moore at Keele University for postgraduate degrees in Human Resource Management; Sue Durbin at the University of Leicester, Centre for Labour Market Studies for the Master's programme in HRM and for the University of Bath, Department of Social and Policy Sciences undergraduate degree in Sociology and HRM; John Neugebauer for Plymouth University Business School MA HRM and some MBA paper sand Bristol University Open Learning for Dentists; and Stephanie Tailby at Christ Church Canterbury University, for the MSc International HRM. Stephanie is also a member of the Advisory Committee to the University of Warwick's Industrial Relations Research Unit (IRRU) and a joint organiser of the British Universities Industrial Relations Association's (BUIRA) Public Sector Study Group.

The CESR Review

CESR aims to engage with the full range of research user communities: policy-makers, practitioners and community organisers as well as academic audiences. One vehicle is the *CESR Review* which is produced twice a year and carries short articles (arising from CESR research or addressing current labour market developments and employment policy issues), interviews with HR and industrial relations practitioners, book reviews and guest articles from academics at other universities. The *CESR Review* aims to: publicise CESR's work and research in progress to a wide range of audiences; provide a resource for HRM practitioners, trade unionists, researchers, lecturers and students in the employment studies and related fields; and afford a medium for the presentation of research and academic analysis that is not constrained by academic journal conventions (allowing a more journalistic and accessible style). The *CESR Review* is published online and has been edited by Steve Fleetwood, with Sian Moore taking over this role from spring 2013 with assistance from Stella Warren. The content of the latest issues is given at Appendix D.

Knowledge Exchange

CESR's seminar series with invited speakers from other UK universities (and occasionally speakers from abroad) is advertised widely (among academic and practitioner communities). The seminars (on average five a year, see Appendix D) attract staff from across UWE faculties with HR practitioners or trade unionists are among the audience.

Much of CESR's research involves organisational case studies and typically the reciprocal exchange for research access is a detailed report for each of the participant organisations. In this way CESR has worked with private sector employers (large and small) in: the financial services (DAS Legal, Lloyds TSB, the Nationwide Building Society); PR services (JBP in Bristol); manufacturing (Airbus, Rolls Royce); and public sector organisations (the Ministry of Defence, , Bristol City Council, North Bristol NHS Trust and Royal United Hospitals, Bath). The research report that Sue Durbin prepared for the Meteorological Office was submitted to its Diversity and Equality Council, as well as the HR Director and participants in the research and the findings discussed at its Diversity and Equality Council with her participation. CESR research sometimes has been instigated or commissioned by employing organisations: for example, the MoD's interest in Hutchinson's line manager research. Trade unions have sponsored studies: the investigation of lean management at the HMRC (PCS); Danford *et al.*'s research on the impact of the ICE Regulations (Unite); and Danford and Tailby's pilot study of AWB abolition effects. Janet Miller has been working with the National Association of Stable Staff (NASS) Diversity Committee in a campaign against discrimination in racing stables. Sian Moore has taught on Unite the Union educational courses for Finance Sector representatives and is developing further education for the union. CESR members have led workshops at the South TUC's Annual Conference: Mike Richardson led a workshop on his historical study of the Bliss Tweed Mill union recognition strike.

Sian Moore completed research commissioned by the Low Pay Commission on the pay and hours of domiciliary care workers, which involved two presentations to the Low Pay Commission in 2012 and the submission of a final report to be reflected in the Low Pay Commission's report on the National Minimum Wage in 2013.

John Neugebauer is the academic lead for a UWE Knowledge Transfer Partnership with SPACE Engineering Services to develop performance management and training systems for that company; the project was rated 'Very Good' by the TSB (Funding Council). In addition he has undertaken consultancy projects for the BBC Natural History Unit, Severn Deanery (change management training); Lidl (management training); Lloyds TSB, BT Open Reach, Handelsbanken and Mitie Group and South Gloucestershire Council (change management, social marketing and leadership). John has also initiated and led a group of A level and Postgraduate students to the Houses of Parliament for a visit and workshops in Select Committee Rooms on Police Authority leadership with Lord Dear as well as organising school sessions for UWE Outreach Widening [Schools] participation.

In 2012 Sue Durbin was appointed a Board Trustee for Equality South West (a not-for profit organisation based in the South West of the UK) (2012) and in 2013 became a member of the scientific committee, International Balkan Countries Women in Business Conference.

Eight CESR staff are Cipd members and among them Sue Hutchinson has contributed to policy formation at national level (the academic Cipd membership route) and to the annual Standards Conference. Jane Moore and Patricia Voaden are active in the local West of England branch as Educational Liaison Officers. This involves representing the students and Universities/Colleges across the Branch and fostering links between UWE and the CIPD.

FORWARD PLANNING

CESR's development has established UWE as among the principal UK university centres for employment studies research. This in turn has contributed positively to the development of the HRM teaching group within the Business & Management Department of the Faculty of Business & Law: for example, the ability to attract students to the Masters in HRM programme. CESR's development has embedded a research culture within the HRM 'cluster' so that most current staff are research active, the number who are PhD qualified has risen as has the number publishing in 3* or 4* 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) that have assisted the flow of quality research outputs. The recruitment of established researchers has made an important contribution to the ability to achieve the critical mass in the first instance and, at later times, sustain it.

CESR has benefitted from FBL support, including a willingness to sustain the professorial complement (following the case put forward for this in 2008-9) and recruitment of Professor Harriet Bradley and Professor Sian Moore, but also research and lecturing staff with strong research histories

The coming year will see a number of key events to promote and develop CESR. Sue Durbin has organised a CESR research symposium entitled, *Gender and Austerity*, involving five external speakers and participants from the public, private and not-for-profit sectors, to take place on 8th May, 2013. Later in the month CESR will co-host, with Acas, the South West Employment Relations Forum on the subject of *employment relations in a period of low growth*: speakers include John Philpott, Director of The Jobs Economist, who will present on 'What kind of 'new normal' for employment relations?'; Nicola Yates, Group HR Director, The UNITE Group Plc on 'Optimising HR approaches to deliver long term sustainability at UNITE Group Plc' and Professor Chris Ford, Professor of Employment Relations, University of Leeds on 'Temporary agency work during the recession and the impact of the Agency Work Regulations'.

CESR is delighted to welcome Professor Caroline Lloyd from Cardiff University School of Social Sciences and ESRC centre on Skills, Knowledge and Organisational Performance (SKOPE) onto the Advisory Board; Caroline's research interests are the political economy of skill, the relationship between product markets, labour markets, work organisation and skills and low waged work in Europe. The next CESR Advisory Committee meeting will be held on May 20th 2013 followed by a CESR development event for all CESR members. The day will provide the Advisory Board members with an opportunity to engage with the work of the Centre and to advise on its direction. The afternoon will involve a discussion of CESR's research strategy and a review of current research themes to ensure that they remain relevant to staff research interests and expertise. The day will aim to develop a focus upon a small number of key areas of research that CESR members' can collaborate upon and which will underpin a clear funding strategy for the next year.

Appendix A: Centre for Employment Studies Research (CESR) members

Prof Harriet Bradley	
Dr Paul Bennett	
Dr Jenny Chen	
Dr Mike Clark	
Prof Andy Danford	
Dr Hilary Drew	
Dr Sue Durbin	
Tony Fenley	
Prof Steve Fleetwood	Former <i>CESR Review</i> Editor
Sue Hutchinson	Associate Head of Department HRM
Dr Thor Indridason	
Dr Artoms Ivlevs	FBL Accounting, Economics & Finance
Dr Ana Lopes	
Lin Lovell	
Deborah Kinnear	
Dr Margaret Page	Leadership & Management, Business & Management
Dr Stella Maile	Sociology & Criminology, Health & Applied Sciences
Graeme Mather	
Dr Andy Mathers	Sociology & Criminology, Health & Applied Sciences
Dr Janet Miller	
Jane Moore	
Prof Sian Moore	Joint CESR Director and <i>CESR Review</i> Editor
Dr John Neugebauer	
Dr Peter Nicholls	
Dominic Page	
Dr Mike Richardson	
Vlasios Sarantinos	
Prof Stephanie Tailby	Joint CESR Director
Dr Graham Taylor	Sociology & Criminology, Health & Applied Sciences
Dr Horen Voskeritsian	
Kate Waller	
Stella Warren	HRM & Social Marketing, Business & Management
Dr Nick Wilton	
Frances Winch	Department of Law, Faculty of Business & Law

PhD Students

Robert Byford
Caphas Chisangowerota
Ganess Dirpal
Mahwish Khan
Dave Smith

Visiting/Emeritus Professors

Prof Stephen Ackroyd
Prof Anna Pollert
Prof Theo Nichols

Appendix B: Doctoral Research Students 2012-13

Robert Byford (1st year of study)

Alienation of the self in a 'market' of freedoms: Lived experiences of Self-ownership in the UNITE/BA cabin crew dispute.

Caphas Chisangowerota (2nd year of study)

Managing the employment relationship within inter-organisational networks

Ganess Dirpal (3rd year of study)

Human Resource Management Practices and the Performance Link: applying critical realist meta-theory

Mahwish Khan (3rd year of study)

Feminization of the teaching profession in Pakistan: A study of the employment status of women teachers

Wendy Longden

Non-permanent employment contracts in the English HE system: causes and consequences

Lin Lovell (2nd year of study)

An historical perspective on two UK Edwardian women's movements: A comparison of the difference and similarities of the campaigns of the Women's Social and Political Union (WSPU) and the National Union for Women's Suffrage Societies (NUWSS)

Dominic Page (submitted thesis 2012)

Reconceptualising the relationship between employment and mental health: towards a relevant social model of economic exclusion?

Dave Smith (1st year of study)

Union mobilisation and employer counter-mobilisation in the UK construction industry: Union organising amongst precarious private sector building workers

Appendix C: CCSR Publications 2012-13

Books

Moore, S. and McKay, S. (2013). *Statutory regulation and employment relations - The impact of statutory trade union recognition*, Basingstoke, Palgrave Macmillan.

Chapters in Books

- Lopes, A.** (2013). 'Sex-workers talking and acting for labour rights: The interview in an action research setting' in Smith, K.; Staples, J. and Rapport, N. (Eds.) *Extraordinary Encounters: The ethnographic interview, biography and authentic data*. Oxford: Berghahn Books.
- Miller, J.** (2013). 'Racing Bodies' in Wolkowitz, C., Cohen, R., Sanders, X and Hardy, K. (Eds) *Body/Sex/Work*, Palgrave Macmillan.
- Page, M.** And Gaggiotti, H. (2013). 'The bridges that change us: inquiring in the middle of the gorge', in Jansen, H., Brons, C & Faber (red.) *Beeldcoaching.Zet in bewaring (Image Coaching. Set in motion)*, Baarn: Real Life Publishing.
- Sarantinos V.** (2013). 'Ethics, CSR and MNCs: Establishing the link with HRM in times of Economic Crisis', in Leonard, L. and Gonzalez-Perez, M. (Eds) *Advances in Sustainability and Environmental Justice- Principles and Strategies to Balance Ethical Social and Environmental Concerns with Corporate Requirements* Vol. 12, 205-222, Emerald.
- Ewing, K. and **Smith, D.** (2012). 'Blacklisting of trade unionists: what is the point of human rights law?' in *Confronting the Human Rights Act: Contemporary themes and perspectives*, Kang-Riou, N. Milner, J. and Nayak, S. (Eds), Routledge, London.
- Tailby, S.** (2013). 'Employee Representation'. In Bach, S. and Edwards, M. (Eds.) *Managing Human Resources*. London, Wiley. 5th edition, pp 289-314

Refereed Journal Articles

- Danford, A.** and Zhao, W. (2012). 'Confucian HRM or Unitarism with Chinese Characteristics? A Study of Worker Attitudes to Work Reform and Management in Three State-Owned Enterprises', *Work, Employment and Society*, 26(5): 839-856.
- Carter, A. **Danford, A.**, Howcroft, D., Richardson, H., Smith, A. and Taylor P. (2012). 'Nothing gets done and no one knows why': PCS and workplace control of Lean in HM Revenue and Customs, *Industrial Relations Journal*, 43(5): 416-32.
- Fleetwood, S.** (2012). 'Laws and Tendencies in Marxist Political Economy', *Capital & Class*, Vol. 36, No. 2, 235-262.
- Fleetwood, S.** (2012). "'From Political Economy to Economic" and Beyond', *Historical Materialism*, Vol. 20, No. 3, 61-80.
- Ivlevs, A.** (2012). 'Ageing, regional birth rates and attitudes towards immigration: evidence from a transition economy', *Regional Studies* 46 (7): 947-959.
- Ivlevs, A.** and King, R. (2012). 'From immigrants to (non-)citizens: political economy of naturalisations in Latvia', *IZA Journal of Migration* 1:14.
- Ivlevs, A.** and King, R. (2012). 'Does more schooling make you run for the border? Post-independence evidence from Kosovo', *Journal of Development Studies* 48(8): 1108-1120.
- Taylor, G., Mathers, A.** and Upchurch, M. (2012). 'Beyond 'political economism': new identities for unions in Western Europe?' *Capital & Class* 36 (1): 17-34.
- Upchurch, M. and **Mathers, A.** (2012). 'Neoliberal Globalization and Trade Unions: Toward Radical Political Unionism?' *Critical Sociology* 38 (2): 265-280.
- Mather, K., Worrall, L. and **Mather, G.** (2012). Engineering compliance and worker resistance in the UK further education system: the creation of the Stepford lecturer, *Employee Relations*, 34:5, 534-554
- Moore, S.** and Wright, T. (2012). 'Shifting models of equality? Union Equality Reps in the public services' *Industrial Relations Journal* 43, 5.
- Page, M.** and Speedy, J. (2012). 'The Collective Pierre Riviere: using collective biography and ambling conversational methods to interrogate and re-present pivotal moments from the Pierre Riviere narratives, *Emotion, Space and Society* 5 (2012), pp. 235-242 .

- Page**, M. and Gaggiotti, H. (2012). 'A Visual Inquiry into Ethics and Change, Qualitative Research', *Organizations and Management: An International Journal*, 7, no. 1: 72 – 85.
- Richardson**, M. (2012). Pirates to Proletarians: The Experience of the Pilots and Watermen of Crockerne Pill in the Nineteenth Century, *Bristol Radical Pamphleteer*, 23.
- Richardson**, M. (2012). The Bristol Strike Wave of 1889-1890 Socialists, New Unionists and New Women – Part 1: Days of Hope, *Bristol Radical Pamphleteer*, 21.
- Richardson**, M. (2012). The Bristol Strike Wave of 1889-1890 Socialists, New Unionists and New Women – Part 2: Days of Doubt, *Bristol Radical Pamphleteer*, 22.
- Tailby**, S. (2012). 'Public service restructuring in the UK: the case of the English National Health Service', *Industrial Relations Journal*, 43:5, 448-464
- Wilton**, N. (2012). The impact of work placements on skills development and labour market outcomes for business and management graduates, *Studies in Higher Education*, 37 (5). pp. 603-620.

Reviews

- Fleetwood**, S. (2012). "'From Political Economy to Economic" and Beyond', extended review of: Milonakis, D. Fine, B. (2009) *From Political Economy to Economics*, Routledge: London; and Fine, B. Milonakis, D. (2009) *From Freakonomics to Economics Imperialism*, Routledge: London, *Historical Materialism*, Vol. 20. No. 3, 61-80.

Conference Papers

- Chen**, J and Campbell, M. (2012). 'The role of proactive information acquisition and helping behaviour on newcomer integration', *Annual Conference of the British Academy of Management*, Cardiff, UK, September.
- Danford**, A. and Stewart, P. (2013). 'A comparative analysis of evolution of Lean Production in the international automotive industry in Britain and Poland.' *Critical Labour Studies Symposium*, Ruskin College, Oxford, 2-3 March 2013.
- Danford**, A., **Durbin**, S. Richardson, M., **Tailby**, S. and Stewart, P. (2012). 'About as useful as a chocolate teapot'. The limitations of workplace partnership in the UK's high skill sector', *International Labour Process Conference*, Stockholm, 27-29th March.
- Carter, B. **Danford**, A. Howcroft, D. Richardson, H. Smith, A. and Taylor, P. (2012). 'Inactive banana time: lean production and the degradation of work in the UK civil service.' *International Labour Process Conference*, Stockholm, 27-29th March.
- Durbin**, S. (2012). 'Knowledge Workers and Careers: a case study of senior female UK public sector scientists', *5th Equality, Diversity and Inclusion International Conference*, Toulouse Business School, France, 23-25 July 2012.
- Durbin**, S. (2012). 'Women's Networks: a multi-employee perspective', *Gender, Work and Organization Conference*, Keele, UK, June.
- Durbin**, S. (2012). 'Intersectionality, Gender Theory and Equality Practice: conceptualising a better fit', *Gender, Work and Organization Conference*, Keele University, UK June.
- Hutchinson**, S. and **Tailby**, S. (2012). 'Strategic HR and the line: how can front line managers manage?' 11th World Congress of IFSAM, Kemmy Business School, University of Limerick, 26-29 June.
- Ivlevs**, A. (2012). 'The effects of the 2004 Minority Education Reform on pupil performance in Latvia', *24th Annual Conference of the European Society of Labour Economists (EALE)*, Bonn, Germany, September.
- Ivlevs**, A. (2012). 'The effects of the 2004 Minority Education Reform on pupil performance in Latvia', *XXV Annual Conference of the European Society for Population Economics (ESPE)*, Bern, Switzerland, June.
- Ivlevs**, A. (2012). 'The role of migration and ethnicity in explaining public support for the EU in the Western Balkans'. UACES Annual Conference: Exchanging Ideas on Europe 2012, Passau, Germany, September.
- Khan** contributed a paper to the doctoral research stream of the 2012 Equality, Diversity and Inclusion Conference, Toulouse Business School, France, July
- Lopes**, A. and Hall, T. (2012). 'Cleaning Up: The Living Wage Campaign at the University of East London'. *British Sociological Association Conference*, University of Leeds, April.

- Lopes, A. and Hall, T. (2012).** 'Cleaning Up: The Living Wage Campaign at the University of East London, London': *City of Paradox Conference*, University of East London, April.
- Lopes, A. and Hall, T. (2012).** 'One year On: The Living Wage Campaign at the University of East London'. *Vulnerable Workers, Forced Labour, Migration and Ethical Trading Conference*, University of Leeds, December.
- Lopes, A. and Webber, J (2013).** 'Unionised sex workers: international experiences, challenges and lessons' Critical Labour Studies Symposium, Ruskin College, Oxford, 2-3 March 2013.
- Lovell, L. (2012).** 'Women's networks: an historical perspective of two UK Women's Movements' *Gender, Work and Organization Conference*, Keele University, UK, June.
- Miller, J. (2013).** 'Resistance is futile? Evidence from the small firms sector' International Labour Process Conference, Rutgers University, USA, 18-20 March.
- Miller, J. (2012)** 'Speak up, we can't hear you: Employee voice in the small firm' International Labour Process Conference, Stockholm, 27-29th March.
- Miller, J. (2012).** 'What about the workers? Employee voice in the small firm' *Eurasian Business and Economics Conference*, Istanbul.
- Moore, S. and McKay, S. (2013).** 'The fragmentation of representation – 'contract-based recognition' *International Labour Process Conference*, Rutgers University, USA, 18-20 March.
- Moore, S. and Taylor, P. (2013).** 'Cabin Crew Collectivism –Labour Process and Mobilisation in the British Airways Dispute (2009-11)' *International Labour Process Conference*, Rutgers University, USA, 18-20 March.
- Moore, S. and McKenzie, R. (2013).** Organising Domiciliary Care workers' Critical Labour Studies Symposium, Ruskin College, Oxford, 2-3 March 2013.
- Moore, S., Wright, T. and Conley, H. (2012).** 'The role of trade union Equality Reps in addressing multiple discrimination in public sector workplaces', *Gender, Work and Organisation Conference*, Keele University, June.
- Page, M. Grisoni, L., Turner, A. and Sirota, J. (2012).** 'Dreaming fairness and re-imagining equality and diversity: An Aesthetic Inquiry'. *Standing Conference on Organizational Symbolism, Organizing Through Displacement, Travel and Movement: Transience, Transitions and Transformations*, EAE Business School, Barcelona, Spain, July 11-14.
- Conley, H. and **Page, M. (2012).** Revisiting Jewson and Mason: the politics of gender equality in local government', *5th Equality, Diversity and Inclusion International Conference*, Toulouse Business School, France, 23-25 July 2012.
- Sarantinos V. (2012).** 'Paper Brain Drain and the Implications for Greek SMEs: An Untapped Repository of Talent or a Bleak Picture?' *9th Annual International Conference of Small and Medium Sized Enterprises: Management–Marketing–Economic Aspects*, Athens, Greece, August.
- Tailby, S. and Danford, A. (2013).** 'Fieldwork Matters. Deconstructing the Case for the Abolition of the Agricultural Wages Board for England and Wales', *International Labour Process Conference*, Rutgers University, USA, 18-20 March.
- Wilton, N. (2012).** Employability is in the eye of the beholder: HRM practice in the recruitment and management of interns, paper to be presented at the *12th International Conference on Knowledge, Culture and Change in Organisations*, Chicago, July 2012
- Wilton, N. (2012).** Universities, Work Placements and Employability: An Employer's Perspective, paper presented at the ABS Learning & Teaching conference, Manchester, April 2012

Other presentations

- Fleetwood, S. (2013).** 'Ontology of the Current Economic Crisis, KritischeSoziologie meets Critical Realism, University of Jena, Germany, February - Invited and all expenses paid.
- Ivlevs, A. (2013).** *27th Research Seminar of the Managing Economic Transition (MET) Network*, Aston University, UK, February.
- Lopes, A., Hall, R. and Sotelo, L. (2012).** 'The Cleaner's Voice: setting up a 'complaints choir' and effecting change through collaboration'. *Imagining Migrants Research Seminar Series*, University of East London, February.
- Lopes, A. and Hall, T. (2012).** 'Overview of the findings of the report A Living Wage at UEL? University of East London, November.

- Lopes, A.** (2012). Guest lecture: Community Development and Organising: concepts and practice. University of East London, February.
- Lopes, A.** (2012). Guest Lecture: Community Organising and social Movements, University of East London. Developed (with GladiusKulothungan) a new MSc in Social Enterprise programme (validated).
- Moore, S.** and Ford, C. (2012). 'The National Minimum Wage, earnings and hours in the domiciliary care sector', report to the Low Pay Commission, October.
- Moore, S.** (2012). 'Sectionality or Inter-sectionality? Gender, race and class at work' invited seminar on Researching Class, Ethnicity, Gender, Place and Work workplace, Adam Smith Research Foundation, Glasgow University, June`.
- Moore, S.** (2012). 'Neo-liberalism and political subjectivity in trade union activity' presentation to MA students at Ruskin College, December.
- Moore, S.** (2012). 'The BA dispute 2009-11' presentation to Keele University Alumni, June.
- Richardson, M.** (2012). The Bristol Strike Wave of 1889-1890 Socialists, New Unionists and New Women paper presented at the Tolpuddle Festival, July.
- Richardson, M.** (2012). 'Murphyism in Oxfordshire' – the Bliss Mill Strike, 1913-14: Causes, Conduct and Consequences', paper presented at the south west TUC conference, Croyde Bay, North Devon, April.

Research Reports

- Durbin, S.** (2013). From the Classroom to the Boardroom: a gender analysis of the careers of male and female engineers. Report prepared for Airbus, Bristol
- Durbin, S.** (2013). A Gender Analysis of the Careers of Male and Female Scientists. Report prepared for the Meteorological Office, Exeter
- Durbin, S.** and Tomlinson, J. (2012). Female Part-time Managers: careers, networking and work-life balance. Report prepared for female managers employed in public and private sector organisations across the UK.
- Hall, T. and **Lopes, A.** (2013). 'A Living Wage at UEL? Report on the working conditions of the cleaning staff'.
- Hutchinson, S.** (2013). 'Front Line Managers and the effective implementation of people management' - a report for DAS Legal.
- Moore, S., Wright, T.** and Conley, H. (2012). 'Addressing discrimination in the workplace on multiple grounds – the experience of trade union Equality Reps', *Acas Research Reports 2/12*.
- Bessa, I., Ford, C., **Moore, S.** and Stuart, M. (2013). The National Minimum Wage, earnings and hours in the domiciliary care sector, report for the Low Pay Commission.

Forthcoming Publications

- Carter, B., **Danford, A.** Howcroft, D. Richardson, H. Smith, A. and Taylor, P. (2013). 'Taxing times: lean working and the creation of (in)efficiencies in HMRC', *Public Administration*.
- Carter, B., **Danford, A.,** Howcroft, D. Richardson, H. Smith, A. and Taylor, P. (2013). 'Occupational ill-health and absence management under the lean regime in the UK Civil Service.' *Work, Employment and Society*.
- Durbin, S.** (2014). *Women Who Succeeded: strangers in paradise?* Palgrave Macmillan
- Durbin, S.** and Tomlinson, J. (2013). 'Female Part-time Managers: careers, mentors and role models', *Gender, Work and Organization*.
- Hutchinson, S.** (2013). *Performance Management: Theory and Practice*. London: CIPD.
- Hutchinson, S.** (2013). 'Flexibility, Commitment and Motivation', in *Strategic HRM*, Routledge.
- Hutchinson, S.** (2013). 'HRM strategy and communication' in *Meeting the challenges of HRM: A Communication Perspective*, Routledge USA
- Ivlevs, A.** (2013). 'Economic insecurity in transition: a primary commodities perspective', *Review of Income and Wealth*.
- Ivlevs, A.** (2013). 'Minorities on the move? Assessing post-enlargement emigration intentions of Latvia's Russian speaking minority', *Annals of Regional Science*

- Hall, T. and **Lopes**, A. (2013). 'Cleaning Up: The Living Wage campaign at the University of East London'. *Journal of Industrial Relations*.
- Mather**, G. (2013). 'Managing Underperformance' in Hutchinson, S. (Ed.) *Performance Management: Theory and Practice*. London: CIPD.
- Milner, S. and **Mathers**, A. (2013). Membership, influence and Voice: A discussion of trade union renewal in the French context. *Industrial Relations Journal*
- Miller**, J. (2013). 'They should have sorted it out in 1975: the Newmarket Stable Lads' Strike', *Historical Studies in Industrial Relations*.
- Moore**, S. (2013) 'Gender and the labour process in industrialisation in the Bradford Worsteds Industry' *Historical Studies in Industrial Relations*.
- Neugebauer**, J. (2013). 'Learning and Development' in Hutchinson, S. (Ed.) *Performance Management: Theory and Practice*, London: CIPD.
- Neugebauer**, J. (2013). 'Global Diversity', in Rees, G. and Smith, P. (Eds.) *Strategic Human Resource Management: An International Perspective* SAGE

Appendix D: CESR Review: 2012-13 Issues

January 2013

Susan **Durbin**: It's a boy's thing really isn't it? The factors affecting career choices amongst male and female engineers

Sian **Moore**: Ten years of statutory recognition– A changed landscape for UK industrial relations?

Hilary **Drew**: Managing ageing workforces: Empirical evidence from Germany

Stephanie **Tailby**: An introduction to Social Enterprise and Public Sector Restructuring

Stephanie **Tailby**: In conversation with Penny Brown, Chief Executive, North Somerset Community Partnership

John **Neugebauer**: In conversation with the Very Reverend Dean Vivienne Faull, First Woman Dean of York Minster

July 2012

Nick **Wilton**: What constitutes employability in the eyes of the employer?

Vlasios **Sarantinos**: Greece: The economic crisis and the brain drain

Dr Hilary **Drew**: Demographic changes: Conflict in Germany

Dr Isabel Tavora: Trade unions and gender equality in the workplace: Case-based evidence from the UK

Lin **Lovell**: The British Suffragette Movement: The history of feminist thought Part I: The development of wide-ranging and conceptual feminist frameworks

Anthony **Fenley**: The employment relationship and public policy: From Donovan to Beecroft – parody and tragedy after 45 years?

John **Neugebauer**: In conversation with Lord Geoffrey Dear

January 2012

Andy **Danford**: Lean management, the restructuring of work in the public sector and implications for employee well-being

Janet **Miller**: Can you hear us now? Voice mechanisms in the racing industry

Dave Evans and Dominic **Page**: Somali refugees, mental health and employability in the south west: exploring the barriers to inclusion

Lin **Lovell**: The British Suffragette Movement: overcoming patriarchy and class

Hilary **Drew**: Flexible working in Germany

Dr John **Neugebauer**: In conversation with Justine Nola, Deputy Programme Director, Disaster Management Team, Tearfund, Afghanistan

Dr Thor **Indridason**: Book review. **Richardson**, M and **Nicholls**, P. (2011) A Business and Labour History of Britain: Case studies of Britain in the nineteenth and twentieth centuries. Palgrave Macmillan.



Appendix E: CESR Seminars 2011-2013

2011/12	
28.11.11	<i>A comparison of the activities of two UK Edwardian women's movements</i> , Lin Lovell, CESR
04.11.11	<i>Gender and Intersectionality: Exploring Theory and Practice</i> , Dr Sue Durbin, CESR, Bristol & Dr Hazel Conley, Queen Mary University of London
17.02.12	<i>Subjectivity and the labour process debate: Some close readings</i> , Emeritus Professor Peter Armstrong, University of Leicester
09.03.12	<i>Socialists, New Unionists and New Women in the Bristol Strike Wave of 1889-1890</i> , Dr Mike Richardson, CESR
25.05.12	<i>It's resistance all the way and it comes from below: A study of management control and worker resistance in an FE context</i> , Dr Kim Mather, Keele University
2012/13	
05.10.12	<i>Forced Labour: (De)constructing the boundaries of a future research agenda</i> , Dr Sam Scott, Exeter University
07.12.12	<i>Shifting terrains of social conflict: Some implications for labour</i> , Hilary Wainwright, Fellow of Transnational Institute
22.01.13	<i>Changing the subject: A bottom-up account of Occupy Wall Street in New York City</i> , Professor Ruth Milkman, City University, New York
08.02.13	<i>'There is never enough time' Decision making processes in small companies</i> , Dr Jo Angouri & Frederike Vendura, UWE
08.03.13	<i>Industrial Relations history reconsidered? Some thoughts on Professor Kaufman's recent historiography</i> , Dr Horen Voskeritsian, CESR
12.04.13	<i>Managing performance in the UK public sector: A case study of further education</i> , Graeme Mather, CESR