



Centre for Employment Studies Research



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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 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 36 members who include doctoral students, early career researchers, established researchers and three visiting/emeritus professors. A majority are located in the Faculty of Business & 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 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 2011-12. It documents research outputs and the activities undertaken to disseminate CESR's research.

RESEARCH THEMES AND PROJECTS

Continuing and new research in 2011-12 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 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. Steve's project of constructing a socio-economic model of labour markets with which to re-orientate empirical research and policy has generated to date a paper in the Cambridge Journal of Economics and two further refereed journal articles are in draft. Steve continues to pioneer critical realism in the social sciences, through academic texts and journal contributions.

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

Nick Wilton won an award (£13k 2011-12) within UWE's Grants for Early Career Researchers (SPUR) scheme to explore perspectives on student employability, work placement utility and best practice in the employment of students. Drawing on 25 detailed interviews conducted with managers responsible for the recruitment or management of placement students in a wide range of organisational settings, the project investigates the process by which employers recruit, utilize and manage students employed on work placements. The purpose is to provide recommendations for higher education institutions on how best to prepare students for such placements, as well as to contribute 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. Key research questions addressed in the research include: to what extent do employers feel that placement students are work-ready and what skills do they consider to be requisite and scarce among both applicants and recruits? What do employers consider to be the role of higher education institutions in preparing graduates for employment both pre-placement and pre-graduation? What are employers' perceptions of placement 'value' both for the employing organization and employee? Drawing on discussion of informal and formal recruitment practices, how can the notion of employability be conceptualized in order to better prepare students for both placement and graduate employment?

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, who often exist as tokens in a male-dominated management structure. Sixty semi-structured interviews were completed over 2009-10, from the first level of senior management up to Board level, in public and private sector organisations in the UK, including financial services, research and development, construction, management consultancy and telecommunications. The interviews focused on four themes: (1) career histories, such as schooling, college, university, working history prior to joining the organisation and career pathways to current roles; (2) current career, including an exploration of career satisfaction, experience of the promotion process, support from role models, sponsors and networks, career challenges and strategies; (3) future career aspirations, including strategies for career progression, future challenges and experiences and perceptions of future career pathways; (4) work-life balance and how this is managed in the context of long hours working. The findings have been published in a book chapter and an article in *Gender, Work & Organization*. A book proposal is being prepared for submission to Palgrave Macmillan.

Female Part-time Managers: networks, career mobility and work-life balance.

With Jenny Tomlinson at Leeds University, Sue Durbin has explored a relatively under-researched area of women's work, namely part-time working at managerial level. The research is based on 30 semi-structured interviews over 2009-10 with female part-time managers, at all levels of management, and HR managers/directors, in a range of UK public and private sector organisations in industries including pharmaceuticals/cosmetics, marketing, PR, manufacturing, research and development and IT. It explores these part-time managers' careers while working full- and part-time, promotional prospects, mobility, experiences of networking and mentors and role models. 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. Findings have been published in two peer-reviewed articles, with a third under consideration and a fourth planned.

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 semi-structured interviews with nine male and nine female engineers and with a similar number at a public sector organisation engaged in scientific research. The project aims to compare the backgrounds and education of male and female scientists and engineers, during schooling and higher education, including identification of key individuals who supported or discouraged their aspirations to become scientists and engineers. The project also examines transitions into full-time professional careers, mapping each job change and exploring any barriers or challenges faced by the interviewees. Current careers are also explored, including aspirations for the future and perceived barriers to this. Interviews have been completed with scientists and are on-going (until the end of June) with engineers.

The management of demographic change: a study of employers' practices in three industry sectors in Germany

The repercussions of demographic change for firms include issues such as an incremental rise in the average age of the workforce, unequal inflows and outflows of labour and managing organisational skill levels. In Germany there has been legal protection from dismissal for older workers and related provisions in collective agreements, although also an 'early exit culture' supported by state financial support for early retirement. The latter has now been withdrawn. Hilary Drew's doctoral research examined the ways in which employing organisations in three industry sectors in Germany were affected by demographic change and also the measures deployed by companies to prepare for and counter these developments. It found employers were more proactive than many studies have suggested, often because they regarded provision for older workers to be part of their role as a responsible employer. They sought to accommodate older workers rather than offer 'early exit solutions'. However, there are issues of how their provision marries with other aspects of organisational change (de-layering and truncated career progression paths) and, in turn, employee motivation. Drew's follow-on research will focus on 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?

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). Page's research provided clear quantitative and qualitative evidence of economic exclusion. 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 wellbeing, 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 organizations to develop in support of workplace health strategies.

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 (the Public Bodies Act 2011). Andy Danford and Stephanie Tailby's research aims to identify: how the interplay of economic and social relations that favoured AWB regulation in the twentieth century developed to favour AWB abolition currently; the approaches in pay determination that are likely to emerge in the wake of the Board, 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 from January 2012 – sponsored by Unite the Union – is the basis for an ESRC funding application, in collaboration with Prof Nigel Curry, Director of the Countryside and Community Research Institute (CCRI).

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. In many workplaces they manage staff working remotely, from a base outside the office or at a client's premises. Hutchinson et al.'s research also 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); the skills, behaviours and environments that make FLMs effective.

Newcomer Engagement

Following on from her doctoral research on newcomer socialization 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?

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 Mrozowski, 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 effectiveness of staff consultation procedures.

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's doctoral research began to fill this gap: it used multiple methods and measures to explore the incidence and correlates of different manifestations of generativity in 41 men aged 45 to 55, and to assess generativity's utility as a construct which can illuminate this period. In follow on work and publications with John Arnold (Loughborough University) Clark has focused on growth, generativity and well-being among men in mid-to-late career. He asks: what kinds of generativity, and how much of them, are evident, and in what contexts? How do they relate to each other? And what is the relationship of generativity to men's adjustment to work and career in mid-life?

Economic insecurity in transition: a primary commodities perspective.

In this project Artoms Ivlevs studies the individual and household level determinants of economic insecurity in post-socialist countries. Exploring subjective, backward- and forward-looking measures of economic insecurity, the paper focuses on 1) the perceptions of affordability of primary commodities (food, clothing, medication and housing) in the past 12 months; and 2) worries about their consumption in the future. Empirical analysis is based on data from the UNDP/UNICEF Social Inclusion Survey, administered in 2009 in six transition economies (15,901 interviews). The ordered probit analysis suggests that low affordability of primary commodities and high worries about their future consumption are experienced by rural residents, people with poor health and households headed by females, less-educated and unemployed persons. In addition, low affordability is reported by people with low incomes and non-Russian ethnic minorities, while high affordability is reported by remittance receivers. Worries about primary commodities are more prevalent among 'younger' households, big city dwellers and people receiving remittances. Finally, people who have experienced lower affordability of primary commodities in the recent past report higher worries about their consumption in the future.

Employee representation and voice

Trade unions and gender equality in the workplace: case-based evidence from the UK.

Previous research indicates that trade unions can play an important role in advancing gender equality but that progress so far has been relatively limited (Hoque and Noon 2004; Walsh 2007; Heery 2006; Bewly and

Fernie 2003). Isabel Tavora uses qualitative interviews among union reps, union officials and equality officers in six large UK trade unions to investigate the specific strategies pursued by unions to translate equal opportunities policies into practices. Funded by an award within UWE's Grants for Early Career Researcher (SPUR) scheme (£13 k 2010-11), her study examines how gender equality is articulated into the bargaining agenda and explores the difficulties faced by unions in achieving better gender equality outcomes in substantive matters such as pay and career advancement. Preliminary analysis reveals a wide variation in the commitment, approaches and strategies employed by trade unions to pursue equality, which can partly explain the modest evidence of union engagement and/or effectiveness in promoting equal pay and equal opportunities in employment. It highlights the under-researched issue of the tensions created by the equality agenda: firstly because acknowledging the disadvantage of certain groups of workers compared to others and drawing attention to the differences between different groups of union members is at odds with the traditional strategy of building union strength upon members' common collective interests and identity; secondly (or consequently) because a commitment to correct inequalities in practice involves not only improving the employment conditions of the disadvantaged group but it also may imply the worsening of the conditions of another group of workers. Due to (public sector) employers' resistance to equalization through lifting the pay of female-dominated jobs to the level of male-dominated jobs, achieving greater gender pay equality has often required a decrease of men's pay. This creates internal tensions and dilemmas for trade unions, namely, how to promote gender equality without creating internal divisions or alienating male members. With women now representing almost half the UK workforce, the success of union revitalisation strategies will depend to a great extent on how trade unions handle these tensions and resolve these dilemmas.

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 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. The study focuses on two industry sectors dominated by small firms: horse-racing and veterinary practice. It uses focus groups and semi-structured interviews to explore employee experiences of work and problem resolution, together with questionnaire surveys among larger sample populations of workers in each of the industry sectors studied.

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

Tony Fenley and Stella Warren are examining the evolution of the Acas Code of Practice on Discipline, from its inception in 1977 to its most recent modification in 2010. Their overall aim is to understand how the Code, as a reflection of public policy, has shaped and influenced the conduct of the employment relationship within the workplace. Their study examines the extent to which the new Code influences the management of discipline within the workplace and its potential impact on the prevention of conflict within the employment relationship when managers are contemplating disciplinary action. An online questionnaire survey among HR managers (graduates from UWE's part-time MA HRM programme) was used to assess: the changes organisations had made as a result of the new Code; whether employers had adopted or rejected alternative dispute resolution mechanisms; and whether the new '25 per cent adjustment rule' had any material impact. The survey indicated an acknowledgement among respondents that the new Code has encouraged a more integrative approach in addressing and resolving workplace issues. The findings are to be interrogated further through a series of face-to-face interviews with HR managers.

Impact of the UK Information and Consultation of Employees (ICE) Regulations

Sue Hutchinson has collaborated as part of the Warwick University led research team (Mark Hall, John Purcell, Mike Terry) engaged in this longitudinal study of the impact of the ICE regulations that was funded over five years to 2010 by the Department of Business, Innovation and Skills (BIS), Acas and the Cipd. The project has generated a series of reports in the BIS (formerly DBERR) research papers series, conference papers and publications. In 2011-12 a paper deriving from the project and the evidence from the 25 organisations studied was accepted for publication in the British Journal of Industrial Relations. It documents the different trajectories of I&C among the organisations studied.

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; British Academy funded study, Employee Development and Participation in High Performance Workplaces; and EU ESEMK funded study of the Learning High Performance Work Organisation). In addition he has completed a series of historical studies of labour organising published in academic journals and in the book published by Palgrave Macmillan that he edited with Peter Nicholls: *A Business and Labour History of Britain: Case Studies of Britain in the Nineteenth and Twentieth Centuries* (2011). These include white-collar labour organising in a Bristol based printing and packaging company in the 1960s, and the Bliss Tweed Mill recognition strike of 1913-14.

Labour representation in cotton textiles production in Ahmedabad, Gujarat

Stephanie Tailby with Liz Rideal (Slade School of Fine Art, UCL) won a British Academy small grant (£6000 September 2011 – February 2012) for work towards an inter-disciplinary historical and contemporary analysis of cotton manufacture in Ahmedabad, Gujarat, India, focusing on production technologies, product design and markets. 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 Labor History journal article 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*).

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.

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. An employee questionnaire survey is to be conducted at each of the participating colleges.

Partnership and public service 'modernisation': the case of the English NHS

Following on from the public service organisational case studies within CESR's ESRC *Future of Work* funded investigation of 'prospects for workplace partnership' in the UK, Stephanie Tailby examined the influence health care trade unions attained in policy formulation through participation in the Social Partnership Forum at national level in the English NHS. The work has been developed to contribute to a special issue of the *Relations Industrielles: Industrial Relations* journal, comparing public sector employment and employment relations restructuring in four Anglophone OECD countries (Australia, Canada and the USA in addition to the UK).

Psychological contract, trust and the employment relationship in times of crisis: a review of the Greek NHS

In this investigation Vlasios Sarantinos considers the impact of the financial crisis for four occupational groups within the Greek NHS. The aim is to evaluate the impact of the sharp financial cutbacks and budgetary restrictions on the psychological contract and employees' trust in management. Equally the research considers the configuration of employment relations in public healthcare which is relatively highly unionised and the implications.

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 & 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. For example, Lin Lovell this year presented her research on *The Activities of Two UK Edwardian Women's Movements* in CESR's 'internal seminar' series.

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 demonization 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 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: *Feminization 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 feminization 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' head-quarters (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.

RESEARCH TRAINING

The University organizes 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: for example, that held earlier this year (11 January 2012) on 'getting published'. 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 2011-12 are listed at Appendix C. As summarised in Table 1, a total of 20 articles were published or accepted for publication in the year in 15 different refereed journals (in the economics, organizational theory, gender & work and public management fields in addition to HRM, industrial relations, and work sociology journals).

Table1. Publications and other public output 2011-12

Books edited	1	Conference papers	12
Chapters in books	5	CESR Review articles	13
Refereed journal articles	20	Commissioned reports	2

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 is also a member. Sue Durbin, Steve Fleetwood and Vlasios Sarantinos are editorial board members for *Gender, Work & Organization*, *Capital & Class* and the *International Business Research* respectively.

CESR collaborated with Hazel Conley and Geraldine Healey (Queen Mary's, University of London) and Sian Moore (Leeds University) to host a one-day conference at The Women's Library in London last November (25/11/2011) in celebration of the important academic contribution of leading sociologists Harriet Bradley and Anna Pollert who 'retired' in 2011.

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 (that is, allows a more journalistic and accessible style). The *CESR Review* is published online and currently edited by Steve Fleetwood. 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 and sometimes 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 organizations (the Ministry of Defence, the Meteorological Office, Bristol City Council, North Bristol NHS Trust and Royal United Hospitals, Bath). CESR research sometimes has been instigated or commissioned by employing organisations: for example, the MoD's interest in Hutchinson's line manager research, Sue Durbin's involvement in the Met Office Women's Network Committee. 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.

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. In addition he has undertaken consultancy projects for Severn Deanery (change management training); Lidl (management training); North Bristol NHS Trust (change management and evidence based assessment); and South Gloucestershire Council (change management, social marketing and leadership).

CESR members have led workshops at the South TUC's Annual Conference: this year Isabel Tavora presented her research on *Trade unions and gender equality in the workplace* and Mike Richardson led a workshop on his historical study of the Bliss Tweed Mill union recognition strike.

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.

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). The research centre has been fortunate to recruit Dr Sian Moore (currently at Leeds University) from a high calibre field of applicants for the HRM/Employment Studies Professorial vacancy that was advertised earlier this year. Over the summer there will be need to plan how the current division of leadership responsibilities is developed to meet Sian's aspirations and to make effective use of her considerable research expertise.

To be continued >>>.

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

Dr Jenny Chen	
Dr Mike Clark	
Prof Andy Danford	Joint CESR Director
Hilary Drew	
Dr Sue Durbin	
Tony Fenley	
Prof Steve Fleetwood	<i>CESR Review</i> Editor
Dr Cath Fletcher	Faculty of Arts, Creative Industries & Education
Sue Hutchinson	Associate Head of Department HRM
Dr Thor Indridason	
Dr Artoms Ivlevs	FBL Accounting, Economics & Finance
Lin Lovell	
Deborah Kinnear	
Dr Margaret Page	Leadership & Management, Business & Management
Dr Stella Maille	Sociology & Criminology, Health & Applied Sciences
Graeme Mather	
Dr Andy Mathers	Sociology & Criminology, Health & Applied Sciences
Dr Janet Miller	
Jane Moore	
Dr John Neugebauer	
Dr Peter Nicholls	
Dominic Page	
Dr Mike Richardson	
Vlasios Sarantinos	
Prof Stephanie Tailby	Joint CESR Director
Dr Isabel Tavora	
Dr Graham Taylor	Sociology & Criminology, Health & Applied Sciences
Stella Warren	HRM & Social Marketing, Business & Management
Dr Nick Wilton	
Frances Winch	Department of Law, Faculty of Business & Law

PhD Students

Robert Byford
Ganess Dirpal
Mahwish Khan

Visiting Professors

Prof Stephen Ackroyd
Prof Anna Pollert
Prof Theo Nichols

Appendix B: Doctoral Research Students 2011-12

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?

Appendix C: CESR Publications 2011-12

Books Edited

Richardson, M. and Nicholls, P. (2011) *A Business and Labour History of Britain: Case studies of Britain in the Nineteenth and Twentieth Centuries*. Basingstoke: Palgrave Macmillan

Chapters in Books

Carter, B, Danford, A, Howcroft, D., Richardson, H., Smith, A. and Taylor, P. (2011) 'The degradation of work: lean production in the UK civil service', in Berg, E. (ed.) *Changes and New Directions in Human Services. Selected Conference Proceedings of the 14th International Research Centre Conference*, Lulea, Sweden. Lulea University Institute of Technology.

Durbin, S. (2011) 'Knowledge Creation, Call Centres and Gender: a critical perspective', in Krings, B.J. (ed.) *Changes of Work in Knowledge-based Societies*. Berlin: Edition Sigma

Refereed Journal Articles

Chen, J. and Eldridge, D (2011) 'The missing link in newcomer adjustment: The role of perceived organizational support and leader-member exchange', *International Journal of Organizational Analysis*, 19:1, 71-88

Carter, B, Danford, A, Howcroft, D., Richardson, H., Smith, A. and Taylor, P. (2011) "All they lack is a Chain": Lean and the New Performance Management in the British Civil Service', *New Technology, Work and Employment*, 26:2

Carter, B, Danford, A, Howcroft, D., Richardson, H., Smith, A. and Taylor, P. (2011) 'Lean and mean in the Civil Service: the Case of Processing in HM Revenue and Customs', *Public Money and Management*, 31:2, 115-123

Durbin, S. (2011) 'Creating Knowledge Through Networks: a gender perspective', *Gender, Work and Organization*, 18:1, 90-112

Fleetwood, S. (2011) 'Sketching a Socio-Economic Model of Labour Markets', *Cambridge Journal of Economics*, 35:1, 15-38

Hall, M., Hutchinson, S., Purcell, J. and Terry, M. (2011) 'Promoting effective consultation? Assessing the impact of the ICE Regulations', *British Journal of Industrial Relations*

Richardson, M. (2011) 'Beyond Blue-Collar: Organizing White-Collar Workers in a Printing and Packaging Company in the 1960s', *Historical Studies in Industrial Relations*, no. 27/28, 111-134

Tailby, S. and Pollert, A. (2011) 'Non-unionised young workers and organising the unorganised', *Economic and Industrial Democracy*, 32:3, 499-522

Tailby, S., Pollert, A., Warren, S., Danford, A. and Wilton, N. (2011) 'Under-funded and over-whelmed: the voluntary sector as worker representation in Britain's individualised industrial relations system', *Industrial Relations Journal*, 42:3, 273-292

Tavora, I. (2012) 'Understanding the high rates of employment among low-educated women in Portugal: a comparatively oriented case study', *Gender, Work & Organization*, 19:2, 93-118

Taylor, G., Mathers, A. and Upchurch, M. (2011) 'Beyond the chains that bind: The political crisis of unions in Western Europe'. *Labor History*, 52:3, 287-305

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

Wilton, N. (2011) 'Do employability skills really matter in the graduate labour market: the case of business and management graduates', *Work, Employment & Society*, 25:1, 85-100

Conference Papers

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'. Paper presented to the 30th *International Labour Process Conference*, Stockholm University, 27-29 March.

Chen, J. and Campbell, M. (2012) 'The role of proactive information acquisition and helping behaviour on newcomer integration', accepted in the Annual Conference of the British Academy of Management (BAM), September, Cardiff

Clark, M. and Arnold, J. (2011) 'Running the second-last lap of the race: a multi-method analysis of growth, generativity and well-being amongst men in mid/late career', *European Association of Work and Industrial Psychologists, Age Cohorts in the Workplace sub-theme*, Rovertto, Italy, November

Danford, A. (2012) "'All they lack is a chain". The reorganisation of work in the public sector and its impact on employee well-being'. *Social Science in the City*, Bristol, March 1.

Danford, A., Durbin, S. and Richardson, M. (2012) "'About as useful as a chocolate teapot". The limitations of workplace partnership in the UK's high skill sector'. Paper presented to 30th *International Labour Process Conference*, Stockholm University, 27-29 March.

Durbin, S. (2012) ***** Gender, Work and Organization 7th International Interdisciplinary Conference, June

Karanika-Murray, M., Weyman, A. and Danford, A. (2011) 'Well-being at work: what does it mean and for whom?' Paper to be presented at the biennial *European Association of Work & Organisational Psychology* conference, Maastricht, the Netherlands, 25-8 May.

Miller, J. (2012) 'Speak up, we can't hear you', *International Labour Process Conference*, March

Miller, J. (2012) 'Grievance resolution in the small firm', *Eurasian Business and Economics Society*, May.

Tailby, S. and Rideal, L. (2011) 'Manchester and Ahmedabad: from internationalization to globalization, or where did cotton manufacture go and why?', *World Cotton Research Conference*, Mumbai, 7-11 November

Tavora, I. (2012) 'Trade unions promoting equality in the workplace: trends, progress and challenges'. *South West TUC Annual Conference*, Croyde Bay, April

Wilton, N. (2012) 'Maximising the value of work placements for undergraduate students: An employers' perspective', paper presented to *Association of Business Schools Teaching and Learning Conference*, Manchester, April

Seminar presentations

Danford, A. (2011) Lean management, the restructuring of work in the public sector and implications for employee well-being: the case of HMRC, University of Exeter, December

Durbin, S. (2011) Knowledge workers and careers: a case study of senior female scientists in the UK public sector, Royal Holloway, University of London

Durbin, S. and Conley, H. (Queen Mary's, University of London) (2011) Gender and Intersectionality: Exploring Theory and Practice. CESR Seminar Series, UWE, 4 November

Fleetwood, S. (2011) Gender inequality in work. Keynote paper. Debating Women: past & present. University of Madeira, Portugal, June

Hutchinson, S. (2011) Front line managers and HR delivery. Cipd Standards Conference.

Miller, J. (2012) Employee Voice. Address to the Regional CPD meeting of the British Veterinary Nursing Association, 12 January

Research Reports

Durbin, S. (2011) Survey of Meteorological Office Women's Network. Report to the Met

Hutchinson, S. and Tailby, S. (2011) Front-line managers and the effective delivery of people management. Report on research commissioned by the MoD,

Forthcoming Publications

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 & Society*

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) 'Nothing gets done and no one knows why': PCS and the workplace control of Lean in Revenue and Customs', *Industrial Relations Journal*

Fleetwood, S. (2012) 'Law and Tendencies', *Capital and Class*

Fleetwood, S. (2013) 'Bhaskar and Critical Realism'. In Adler, P., Du Gay, P., Morgan, G. and Reed, M. *The Oxford Handbook of Sociology, Social Theory and Organization Studies: Contemporary Currents*. Oxford: Oxford University Press

Sarantinos, V. (2012) 'The Ethics of Managing HR in MNCs'. *Advances in Ecopolitics*, Emerald.

Taillby, S. (2012) 'Employee Representation'. In Bach, S. (ed.) *Managing Human Resources*. London: Wiley (5th ed.).

Tavora, I. (2012) 'The southern European social model: Familialism, labour market segmentation and the high rates of female employment in Portugal', *Journal of European Social Policy*, 22:1, 63-76

Tavora, I. and Rubery, J. 'Female employment, labour market institutions and gender culture in Portugal', *European Journal of Employment Relations*.

Wilton, N. (2012) 'The impact of work placements on skills development and labour market outcomes for business and management graduates', *Studies in Higher Education*.

Appendix D: CESR Review: 2011-12 Issues

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.

July 2011

Andy Danford

The dynamics of employee voice in the UK's high skill sector

Jenny Chen

Newcomer Information Acquisition: Evidence from two studies in China

Kim Mather (UWE) and Roger Seifert (University of Wolverhampton)

Front Line Emergency Services: skill mix and task allocation

Dave Evans and Dominic Page

(How) Can we measure wellbeing at work?

Patricia Leighton (IPag Business School, France)

Neither fish nor fowl: the professional self-employed and the need for a better regulatory framework

Stephanie Tailby

Public sector employment relations

In conversation with Brendan Barber, TUC General Secretary

John Neugebauer

In conversation with Roger Mosey, BBC Director, Olympics



Appendix E: CESR Seminars

2007/8	
31.10.07	<i>Polish workers in the North: trade union engagement</i> , Ian Fitzgerald, Sustainable Cities Research Institute, Northumbria University
28.11.07	<i>Murphyism in Oxfordshire: Bliss Tweed Mill Strike 1913-14, causes conduct and consequences</i> , Mike Richardson, CESR
05.12.07	<i>10 years of the Organising Academy: Purpose, policy and practice</i> , Melanie Simms, IRRU University of Warwick
23.01.08	<i>Exploring multi-discrimination: age as a factor defining older women's experience of labour market participation in the UK</i> , Sian Moore, Working Lives Research Institute, London Metropolitan University
06.02.08	<i>Struggles over time: flexibility and diversity in contemporary workplaces</i> , Harriet Bradley, Department of Sociology, University of Bristol
20.02.08	<i>"Breaking up is hard to do": the role of the NTT union in the 15-year divestiture debate over Japan's national telecommunications carrier</i> , Ian Gow, Bristol Business School
2008/9	
05.11.08	<i>The sex and colour of dust. Gender and race in the history of silicosis in Britain and South Africa 1890s-1940s</i> , Jo Melling, Exeter University
26.11.08	<i>'Unorganised Workers: Individualised Industrial Relations and Grievances at Work'</i> , Anna Pollert, CESR
04.02.08	<i>Science as vocation? State modernisation and its impact on climatology scientists in the UK</i> , Andy Danford, CESR
04.03.08	<i>Smoke, mirrors and magic numbers: Immigration controls and low wage labour</i> , Bridget Anderson, Centre for Migration Policy and Society (COMPAS), Oxford University
18.03.08	<i>Information and consultation in practice: results from a longitudinal research project</i> , Mark Hall, Sue Hutchinson*, John Purcell and Mike Terry, Warwick University and *CESR
01.04.08	<i>Burden on business - or promoter of performance? Regulation and the small enterprise.</i> , John Kitching, Small Business Research Centre, Kingston University, London
2009/10	
30.10.09	<i>A case study of the formation of a white-collar print union chapel in a large print and packaging company in the 1960s, and the subsequent struggle for union recognition</i> , Mike Richardson, Visiting Research Fellow, CESR
04.12.09	<i>Trade Union Mergers: Good or Bad for Unions?</i> Roger Undy, Emeritus Reader and Emeritus Fellow Saïd Business School, University of Oxford
26.02.10	<i>Teachers, Workforce Remodelling and the Challenge to Labour Process Analysis</i> , Robert Carter, Professor in Organisational Change Management, De Monfort University
30.04.10	<i>New Capitalism? The Transformation of Work</i> , Kevin Doogan, Jean Monnet Professor of European Studies; Senior Lecturer in Employment Policy, School for Policy Studies, Bristol University
28.05.10	<i>High rates of female employment in Portugal: a challenge for the hypothesis of a southern European employment model?</i> Dr Isabel Tavora, CESR
2010/11	
20.10.10	<i>White collar work and the return of Taylorism: A case study analysis of the imposition of Lean in the UK civil service</i> , Professor Andy Danford, CESR
27.01.11	BUIRA Public Sector Study Group: Under the Knife: What Future for Public Services? With presentations from: Stephanie Tailby, CESR, Anne Munro, Napier University & Nigel Costley, South West TUC
02.02.11	<i>Women and the reworking of work in both America and Britain during the late 19th and early 20th Centuries</i> , Professor Sheila Rowbotham, University of Manchester
09.03.11	<i>Employment Rights: Reflections on the survey evidence</i> , Emeritus Professor Theo Nichols, Cardiff University & Visiting Professor, CESR
16.03.11	<i>Neither fish nor fowl! The professional self employed who are not SMEs and not employees: Finding a better legal, fiscal and other framework</i> , Professor Pat Leighton, University of Glamorgan
04.05.11	<i>The emergence of 'social' in mental health policy. What are the consequences for welfare reform?</i> Dom Page, CESR
24.05.11	<i>New forms for a new labor movement: Migrant worker organizing and worker centers in the US</i> , Janice Fine, Assistant Professor in the School of Management and Labor Relations, Rutgers University, New Jersey, USA
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, University of the West of England, 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
TBA	<i>Tarts and dinosaurs: Knowledge workers in public and private higher education in France and Britain</i> , Dr Cath Fletcher, CESR
	<i>Quitting behaviour in good (and bad) workplaces</i> , Professor Don Webber, Faculty of Business & Law