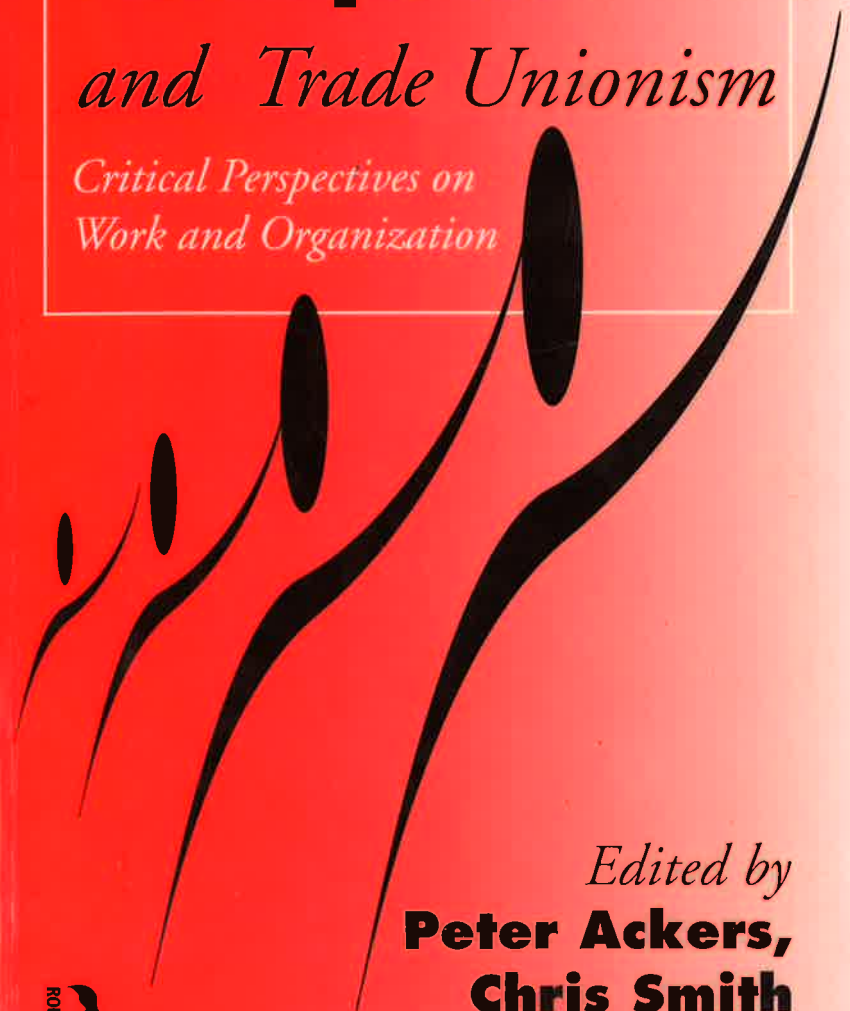


The New Workplace

and Trade Unionism

*Critical Perspectives on
Work and Organization*



Edited by

**Peter Ackers,
Chris Smith
and Paul Smith**

ROUTLEDGE



THE NEW WORKPLACE AND TRADE UNIONISM



Trade unions in Britain have experienced a major decline in membership over the past decade. From being important agents in British society, they are increasingly marginal to political action and work. Major legal and political constraints on their activity, changes in the nature of work and workers, and declining effectiveness have meant that they no longer occupy centre stage as they once did.

This book brings together authoritative accounts of the nature and meaning of trade unionism in the workplace today. It examines the beliefs and practices of union members in differing forms of employment, as well as analysing the non-union firm and the issues of collectivism and individualism in these settings. It critically engages with new management philosophies such as HRM, and new union ideas, such as partnership unionism.

Based on primary research into the new workplace in today's Britain, this book will be required reading for those wishing to obtain a critical understanding of collectivism in the workplace today. The future strategies of British trade unionism are also examined amid contradictory forces of exclusion, incorporation and renewal. The editors have gathered together contributions from leading academics who have systematically explored the nature of new industrial relations and new management philosophies and trade union responses.

Peter Ackers is Lecturer in Industrial Relations at Loughborough University. **Chris Smith** is Lecturer in Industrial Relations and Organisation Studies at Aston University. **Paul Smith** is Lecturer in Industrial Relations at Keele University.

date shown below.

CRITICAL PERSPECTIVES ON WORK
AND ORGANIZATION
General Editors: David Knights, Chris Smith, Paul
Thompson and Hugh Willmott

Since the appearance of Braverman's *Labor and Monopoly Capital*, the impact of labour process analysis has been debated in the fields of industrial sociology, organization theory, industrial relations, labour economics, politics and business studies. This series examines diverse aspects of the employment relationship across the range of productive and service industries. Some volumes explore further the established terrain of management control, the intensification of work, the deskilling of labour. Others are attentive to associated topics such as gender relations at work, new technology, workplace democracy and the international dimensions of the labour process.

LABOUR IN TRANSITION
The Labour Process in East Europe and China
Edited by Chris Smith and Paul Thompson

SKILL AND CONSENT
Contemporary Studies in the Labour Process
Edited by Andrew Sturdy, David Knights and Hugh Willmott

GLOBAL JAPANIZATION?
Transnational Transformation of the Labour Process
Edited by Tony Elger and Chris Smith

RESISTANCE AND POWER IN ORGANIZATIONS
Edited by John Jermier, David Knights and Walter Nord

MAKING QUALITY CRITICAL
Critical Perspectives on Work and Organization
Edited by Adrian Wilkinson and Hugh Willmott

THE NEW
WORKPLACE AND
TRADE UNIONISM

*Edited by Peter Ackers,
Chris Smith and Paul Smith*



London and New York

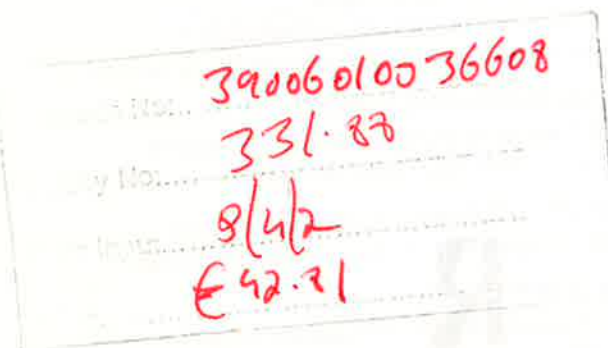
First published 1996
by Routledge
11 New Fetter Lane, London EC4P 4EF
Simultaneously published in the USA and Canada
by Routledge
29 West 35th Street, New York, NY 10001
© 1996 Peter Ackers, Chris Smith and Paul Smith
Typeset in Garamond by LaserScript, Mitcham, Surrey
Printed and bound in Great Britain by
Clays Ltd, St Ives plc

All rights reserved. No part of this book may be reprinted or reproduced or utilized in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage and retrieval system, without permission in writing from the publishers.

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

Library of Congress Cataloguing in Publication Data
A catalogue record for this book has been requested

ISBN 0-415-11676-7 (hbk)
ISBN 0-415-11677-5 (pbk)



CONTENTS

NATIONAL COLLEGE
OF IRELAND
LIBRARY

<i>List of figures</i>	vii
<i>List of tables</i>	viii
<i>List of contributors</i>	ix
<i>List of abbreviations</i>	xii

1 AGAINST ALL ODDS? BRITISH TRADE UNIONS IN THE NEW WORKPLACE <i>Peter Ackers, Chris Smith and Paul Smith</i>	1
2 INDIVIDUALISM AND COLLECTIVISM AND THE CHANGING ROLE OF TRADE UNIONS <i>Nick Bacon and John Storey</i>	41
3 UNION MILITANCY AND SOCIAL PARTNERSHIP <i>John Kelly</i>	77
4 WORKPLACE TRADE UNIONISM IN THE STATE SECTOR <i>Peter Fairbrother</i>	110
5 EMPOWERMENT VERSUS INTENSIFICATION: UNION PERSPECTIVES OF CHANGE AT THE WORKPLACE <i>Jeremy Waddington and Colin Whitston</i>	149
6 'TEAM WORK' ON THE ASSEMBLY LINE: CONTRADICTION AND THE DYNAMICS OF UNION RESILIENCE <i>Anna Pollert</i>	178
7 THE DIFFERENT EXPERIENCE OF TRADE UNIONISM IN TWO JAPANESE TRANSPLANTS <i>Carol Stephenson</i>	210

CONTENTS

8 ORGANISING THE UNORGANISED: 'RACE', POOR WORK AND TRADE UNIONS <i>John Wrench and Satnam Virdee</i>	240
9 POWER, SURVEILLANCE AND RESISTANCE: INSIDE THE 'FACTORY OF THE FUTURE' <i>Alan McKinlay and Phil Taylor</i>	279
10 INSIDE THE NON-UNION FIRM <i>Ian McLoughlin</i>	301
<i>Index</i>	324

FIGURES

2.1 Summary figure showing main findings on trade union responses	46
2.2 A ladder of trade union co-operation with HRM	48
2.3 Explaining the trade union response to management strategies	68
5.1 The proportion of active union members reporting selected management practices affecting significant numbers of the members they represent now and three years before	156
5.2 The growth of pay determination issues by sector	161
5.3 The growth and coverage of selected pay determination practices by sector	163
5.4 The growth of work organisation practices by sector	165
5.5 The growth and coverage of selected work organisation practices by sector	167
5.6 Individual membership grievances pursued by active union members	170
5.7 Sectoral differences in individual membership grievances pursued by active members	172
10.1 A typology of management styles	307

TABLES

3.1 Components of union militancy and moderation	80
3.2 New-style agreements 1988-94 by union	86
3.3 Union success rate in recognition cases handled by ACAS 1976-93	88
3.4 Mining union membership 1986-92	93
4.1 Two social services departments compared	118
8.1 Composition of cleaning branch: ethnicity and gender	252
8.2 The relationship between trade unions and minority ethnic workers	264
10.1 The case study firms	309
10.2 Union membership and propensity to join a union	313

- Basset, P. (1986) *Strike Free: New Industrial Relations in Britain*, London: Macmillan.
- Basset, P. and Cave, A. (1993) 'All for One: The Future of the Unions', *Fabian Society Pamphlet*, No. 559, London: Fabian Society.
- Beaumont, P. B. (1986) 'Industrial Relations Policies in High Tech Firms', *New Technology, Work and Employment* 1, 2: 152-9.
- Beaumont, P. B. and Harris, R. I. D. (1988) 'High Technology Industries and Non-union Establishments in Britain', *Relations Industrielles* 43, 4: 829-46.
- Beaumont, P. B. and Harris, R. I. D. (1989) 'The North-South Divide in Britain: The Case of Trade Union Recognition', *Oxford Bulletin of Economics and Statistics* 51, 4: 413-28.
- Blair, T. (1994) 'No Favours. Unions '94: Campaigning for the Future, Special Supplement', *New Statesman and Society*, 18 November: 33-4.
- Bird, D. and Corcoran, L. (1994) 'Trade Union Membership and Density in 1994', *Employment Gazette*, June: 189-96.
- Brewster, C. and Larson, H. (1992) 'Human Resource Management in Europe: Evidence from Ten Countries', *International Journal of Human Resource Management* 3, 3, December: 409-34.
- Brown, W. (1993) 'The Contraction of Collective Bargaining in Britain', *British Journal of Industrial Relations* 3, 2: 189-200.
- Butchart, R. L. (1987) 'A New Definition of the High Technology Industries', *Economic Trends* No. 400, February: 82-8.
- Cave, A. (1994) *Managing Change in the Workplace: New Approaches to Employee Relations*, London: Coopers & Lybrand/Kogan Page.
- Dunn, S. (1993) 'From Donovan to . . . Wherever', *British Journal of Industrial Relations* 31, 2: 169-87.
- Findlay, P. (1993) 'Union Recognition and Non-unionism: Shifting Fortunes in the Electronics Industry in Scotland', *Industrial Relations Journal* 24, 1: 28-43.
- Gallie, D. (1989) 'Trade Union Allegiance and Decline in British Urban Labour Markets', ESRC Social Change and Economic Life Initiative Working Paper 9, Oxford: Nuffield College.
- Goss, D. (1991) *Small Business and Society*, London: Routledge.
- Guest, D. (1987) 'Human Resource Management and Industrial Relations', *Journal of Management Studies* 24, 5: 503-21.
- Guest, D. (1989) 'Human Resource Management: Its Implications for Industrial Relations and Trade Unions', in J. Storey (ed.), *New Perspectives on Human Resource Management*, London: Routledge.
- Guest, D. (1995) 'Human Resource Management, Trade Unions and Industrial Relations', in J. Storey (ed.), *Human Resource Management: A Critical Text*, London: Routledge.
- Hartley, J. F. (1992) 'Trade Union Membership and Joining', in J. F. Hartley and G. M. Stephenson (eds), *Employment Relations: The Psychology of Influence and the Control of Work*, Oxford: Blackwell.
- Keenoy, T. (1990) 'HRM: A Case of the Wolf in Sheep's Clothing?', *Personnel Review*, 19, 2: 3-9.
- Kessler, S. and Bayliss, F. (1992) *Contemporary British Industrial Relations*, London: Macmillan.

- Kochan, T. A. (1980) *Collective Bargaining and Industrial Relations*, Homewood Ill.: Richard D. Irwin.
- Kochan, T. A., Katz, H. C. and McKersie, R. B. (1986) *The Transformation of American Industrial Relations*, New York: Basic Books.
- Legge, K. (1989) 'Human Resource Management: A Critical Analysis', in J. Storey (ed.), *New Perspectives on Human Resource Management*, London: Routledge.
- McLoughlin, I. P. (1984) 'Engineering Their Future: Recent Changes in the Organisation of British Professional Engineers', *Industrial Relations Journal* 15, 4: 64-73.
- McLoughlin, I. P. and Gourlay, S. N. (1994) *Enterprise Without Unions: Industrial Relations in the Non-Union Firm*, Buckingham: Open University Press.
- Marchington, M. and Parker, P. (1990) *Changing Patterns of Employee Relations*, London: Harvester Wheatsheaf.
- Mason, B., and Bain, P. (1991) 'Trade Union Recruitment Strategies: Facing the 1990s', *Industrial Relations Journal* 22, 1: 36-45.
- Millward, N., Stevens, M., Smart, D. and Hawes, W. R. (1992) *Workplace Industrial Relations in Transition*, Aldershot: Dartmouth Press.
- Morgan, K. and Sayer, A. (1988) *Microcircuits of Capital: 'Sunrise' Industries and Economic Development*, Cambridge: Polity Press.
- Purcell, J. (1987) 'Mapping Management Styles in Employee Relations', *Journal of Management Studies* 23, 2: 205-23.
- Purcell, J. and Ahlstrand, B. (1994) *Human Resource Management in the Multi-divisional Company*, Oxford: Oxford University Press.
- Purcell, J. and Sisson, K. (1983) 'Strategies and Practice in the Management of Industrial Relations', in G. S. Bain (ed.), *Industrial Relations in Britain*, Oxford: Blackwell.
- Sisson, K. (1993) 'In Search of HRM', *British Journal of Industrial Relations* 31, 2: 201-10.
- Sproull, A. and MacInnes, J. (1989) 'Union Recognition, Single Union Agreements and Employment Change in Scottish Electronics', *Industrial Relations Journal* 20, 1: 33-46.
- Storey, J. (1992) *Developments in the Management of Human Resources*, Oxford: Blackwell.
- Storey, J. and Sisson, K. (1993) *Managing Human Resources and Industrial Relations*, Buckingham: Open University Press.
- TUC (1988) *Meeting the Challenge*, First Report of the Special Review Body, London: Trades Union Congress.
- TUC (1989) *Organising for the 1990s*, Second Report of the Special Review Body, London: Trades Union Congress.
- TUC (1993) Minutes of Evidence to the Employment Committee hearing on 'The Future of Trade Unions', London: HMSO.
- Whitston, C. and Waddington, J. (1994) 'Why Join a Union?', *New Statesman and Society*, 18 November: 36-8.
- Willman, P., Morris, T. and Aston, B. (1993) *Union Business: Trade Union Organisation and Financial Reform in the Thatcher Years*, Cambridge: Cambridge University Press.

INDEX

ACAS 56, 88, 90
adversarial trade unionism 8, 77,
79, 81, 305: *see also* militant
unionism
advice provided by trade unions
56-9, 315, 317
AEEU 10, 66, 179, 211, 218-20,
225, 226
AEU 21, 61, 63, 67, 86, 96, 101
agreements: interpretation of as
grievance 169, 170, 171, 172,
174
annualised hours 15, 51
appraisals 54, 112, 117, 123, 153,
156, 157, 161, 162-4, 223, 233
apprenticeships 1
arbitration agreements 11, 77, 86
Asda 14
Association of Professional
Ambulance Personnel 85
Association of University and
College Lecturers 93
Australia 4, 5

ballots for industrial action 20,
241
banks 60, 67, 89
'beauty contests' 10, 27
Belgium 2
Benefits Agency: management
structure of 120-2; union
organisation in 129-33, 134
BIFU 41, 64, 71, 92
boilermakers 12

bonuses 153, 156, 157, 161
brownfield sites 10, 65
BT 13, 88, 90
Burnsall dispute 258 *ff*
business cycles 6
business unionism 26

Cadbury 10, 24, 44, 60, 61-2,
66-7, 91
capitalism: ambivalent role of
unions within 3; change as
characteristic of 7; worker
consent to working within
system 212-13
car industry 22-3, 25, 26, 84,
272-3: *see also* Nissan; Rover
Cassidy, David 41
casual workers 14, 195
Catholic unions 2
CBI 42, 90
CEGB 50
change in the workplace:
elements of 151; existing
procedures and 151; generally
6 *ff*; piecemeal nature of 151,
154; trade unionists' view 155
ff; unionised workplaces,
incidence at 24, 90-1, 151, 154,
178, 303
civil service: Benefits Agency case
study 120-2; Benefits Agency
unions 129-33; collective
organisation in 110; conditions
of work and employment 110;

decentralisation of
management 110, 115, 120,
122, 129-30, 132, 136;
management practice 122-3;
managerial employer, as 110;
organisation of unions *see* state
sector; Whitley system of con-
sultation 123-4, 129, 130, 131,
132; work reorganisation 123
cleaning workers: organisation of
246, 249 *ff*
clerical workers 13, 22-3
closed shop 17
coal industry 2, 20, 23, 26, 84,
214: *see also* NUM
COHSE: membership decline 87;
merger to form Unison 53,
138-9
collective bargaining: battle cry,
as 4; CBI on 90; dangers of
dependence on 51;
disappearance of 77; employer
hostility to 89-90; HRM and 24,
303 *ff*; oil industry, in 50, 89;
questioning 66-7; removal of
supports for 18, 19, 240-1;
revision of agenda 58-9
collectivism: company 59;
fracturing of 43; individualism
and 41 *ff*, 303; 'new' 59;
realigning company and union
collectivism 63-6, 71-2
Commission for Racial Equality
246
commitment strategies 151-2
communication strategies 58, 91
Communist unions 2
community care: implications for
trade unionism 118-20
company councils 11, 66, 67, 81,
85, 96, 219-20, 276, 306, 311
company unions 27
competitiveness 149, 151
complaints against employers 56
compulsory competitive tendering
15, 112, 116
Coneygre Foundry dispute 257
Conservative government policies
4, 5, 17 *ff*, 42, 149, 214, 240-1

construction industry 14
consultation: committees 81, 85,
92; generally 67; local
government, in 117;
negotiation and 62-3;
rejuvenation of 64; Whitley
system 123-4; whole
work-force, of 67
contempt, unions' liability for 20
contracting out 13, 14
contract of employment:
deregulation of 18, 241;
individual 22, 56, 57-8, 59;
non-performance 20
contract workers 14
Co-op Bank 60, 67
cotton industry 23
CPSA: Benefits Agency and
130-3, 134; relationship with
NUCPS 139-40
craft societies 22
crisis of British labour movement
4-5

damages: unions' liability to pay 19
decentralisation: civil service, in
see civil service; generally 15;
local government, in *see* local
government; state sector, in *see*
state sector
definition of trade union 1
Department of Social Services: *see*
Benefits Agency
derecognition of trade unions 22,
25, 82, 83, 88-9, 90, 91, 96,
199, 309, 310, 311, 319
deregulation of labour markets
13, 19, 98
Directives, EU 19-20
discipline: grievance, as 169, 170,
171, 172; teamworking and
280, 288-90, 291-6
discrimination against union
members 22
dockers' unions 89
draughtsmen 12

economic conditions and trade
unions 6

- Edmonds, John 41, 55, 60, 66, 70, 78, 87, 248
 Edwardes, Michael 23, 24, 84
 EETPU: coherent policy of 79, 81; generally 63, 84, 93, 311; moderate union, as 82, 101; National Power and 50, 54, 56, 58; new-style agreements 77, 86
 electricity industry 15, 50, 54, 56, 58
 electronics industry 285
 emergence of trade unions 3
 employee involvement (EI) 5, 9, 19, 25, 45, 55, 69, 149, 150
 Employment Act 1980 17
 employment law: changes to 17 *ff*
 Employment Protection Act 1974 253
 Employment Protection Act 1975 18
 empowerment: advent of 5; intensification, versus 149 *ff*; teamworking and 152, 283 *ff*
 enterprise confinement 21
 enterprise culture 5, 26
 equal opportunities: common interest, as 97, 98; racism and 244; TUC and 245-6; union action on 243, 245-6
 Equal Pay for Work of Equal Value Regulations 1983 20
 ethnic diversity of labour force 5
 ethnic minorities: *see* minority ethnic workers
 European Union legislation: UK legislation and 19-20
 Fair Wages Act 253
 Feather, Vic 245
 feminisation of labour force 5, 14
 Fire Brigades Union 92
 flexibility 7-8, 11, 13-17, 151, 152-3, 156, 157, 158, 210, 213, 217, 218, 222, 223, 225, 227-8, 233
 food manufacturing industry 180 *ff*
 fordism 7, 8, 119, 122, 185
 Ford UK 26, 44, 53-4, 64-6
 Foucault, M: power/knowledge and discipline, on 280 *ff*
 France 2, 8
 franchisees 14
 freelance workers 14
 free market policies 4, 5, 18, 214, 240-1
 gas industry 15
 gender division: alteration of 285; production work and 187-9
 General Motors 25
 Germany: flexibility and 7, 8; multinationals in UK 9; national scope of unions 4; Northern European model, as part of 2; teamworking in 16; works councils 66, 85
 GMB: generally 26, 41, 49, 55, 58, 59, 63, 179, 199, 227; new agenda 70, 78, 85, 97, 150, 184; new-style agreements 86; sweat-shop workers, organisation of 258-9, 260 *ff*
 GMWU 10
 government of trade unions: model rules for 19; statutory regulation of 19, 21
 grading issues: grievance, as 169, 170, 171, 172, 174, 294-6
 greenfield sites 10, 21, 216, 222, 279 *ff*
 grievances of union members 150-1, 168-74
 health and safety: grievance, as 169, 170, 171, 172, 173; issue of common interest, as 78, 85, 97-8, 150
 health services 44, 53, 110, 164
 Heathrow Airport: cleaning workers at 249 *ff*
 Hewlett Packard 9, 24, 192
 high technology sector 32, 302, 306, 308 *ff*
 Hobsbawm, Eric 4, 5
 Holland 2
 homeworkers 12, 246
 House of Commons Employment

- Committee: enquiry into 'The Future of Trade Unions' 42, 57, 66, 71, 72
 human resource management (HRM): advent of 5; anti-union implications of, 78; bypassing of unions and 90-2; collectivism and 24, 303 *ff*; companies' ability to deliver 45; cooperation by unions 46, 47, 48, 59 *ff*; 69, 303; cynical attitude of unions towards 45; defensive opposition to 49-50; employee reactions to 212-3, 217-8, 22-6, 234-5, 279-80; failure of, waiting for 50; Foucault and 280 *ff*; high technology sector, in 308 *ff*; importance of 24; individualism and *see* individualism; jointist approach to 24, 25; managerial authority and 285-6; managers' ability to deliver 45-6; marginalisation of unions and 90-2; negotiation of issues in traditional manner 50-1; non-union workplace, in 302-8; participation in controlled by unions 55-6; 'power neutral' 55; relabelling, as 24, 25; response of unions to 27, 41 *ff*; 78, 90-1; Rover and 45, 69; selective adoption of by unions 54-5; 'soft' aspects of 54, 281; 'strategic' 305, 307-8, 309; strategic engagement with 60-3; strategic integration of policies 302-3, 305-6, 307-8; 'traditional' 304-5, 307, 308-9; union influence on 91; unionised firms, concentration in 24, 90-1, 151, 154, 178, 303; unitarist nature of 303; United States, in 24, 154, 303; US multinationals in UK and 9, 24
 IBM 9, 24, 192, 283
 ICI 63
 Ikeda Hoover: AEEU, agreement with 218, 225; company council 226; flexibility 225, 227-8, 233; generally 215-7; JIT 210, 216-7, 230, 232, 234, 235; Kaizen meetings 226; management style 230-1, 234; quality control 225, 226, 230-1, 233; recruitment difficulties 227; research into 211-12; shop stewards at 225-6, 228-9; stoppages 232-3; teamworking 225; time and motion study 231-3; trade union base 211, 225-6 *ff*; women workers 227-8, 229-30, 235; worker consent 225-6, 234-5
 illegal workers 246-7
 immigration 243-4
 Imperial Typewriters dispute 257, 263
 incentive pay 153, 157-8
 Indian Workers Association 255, 256, 258, 261, 262-3, 267, 268, 269-70, 271-2
 individualism: collective solution as response to 52; collectivism and 41 *ff*; 303 *ff*; collectivism writ small, as 54; controlling participation as response to 55-6; drift towards in union strategies 43, 52; pay systems and 153; potential but manageable threat, as 53-4; promotion of individual concepts as response to 54-5; purpose of 153; responses of unions to 51 *ff*; restructuring of unions and 53, 54, 56-9; state sector, in 112-13, 122; workplace change, as element of 151, 153
 individual rights for employees 70-1
 industrial action: *see also* strikes: liability in law for, unions' 20; moderate/militant attitudes towards 81; postal ballots 20; restrictions on 17, 18, 19, 20;

secondary 17, 241, 259, 260, 261, 272; sectionalisation of 5; socially disruptive 5; union strategy, as 1; what constitutes 20

industrial pragmatism 3

Industrial Relations Act 1971 23

information technology: impact of 12-13; union use of 13

Institute of Directors 72

intensification: empowerment versus 149 *ff*;

InterCity 44, 60

Involvement and Participation Association (IPA): consultative document 41, 67

Italy 2

Japan: corporate trade union practices 7; employment practices 7; multinationals established in UK 9-12, 95, 96, 210 *ff*; production methodologies 7; teamworking in 16, 190

job evaluation 154, 156, 157, 160-2, 163, 164

job satisfaction 59, 70, 313-5, 316

job security *see* security of employment

jointism *see* partnership trade unionism

Jordan, Bill 41, 61, 66

just-in-time (JIT): generally 11, 285; Ikeda Hoover, at *see* Ikeda Hoover; Nissan, at *see* Nissan

Kaizen meetings 219, 220, 223, 226, 231, 233-4

key stewards 124

key-timers 14

Kodak 192

labour-capital partnership 78

Labour Party: declining vote of 4; partner of trade union movement, as 114

Labour unions 2

laissez-faire economic policies 4, 22

lean production 8, 49, 61, 68

legal advice 56, 59, 315, 317

legal framework 5, 17-22, 240-1

Lever Brothers 51, 67

local bargaining 53, 65, 111, 124, 135-6

local government: bargaining relationships 110; centralisation of control 117; community care legislation 118-20; decentralisation of management 110, 115, 117-20, 122, 133; key stewards 124; management practice 122-3; managerial model of 117; manual workers 124; organisation of unions *see* state sector; performance related pay 89, 112, 116, 117, 123; personal appraisal 112, 117, 123; social services departments case studies 117-20; social services unions 125-9; Whitley system of consultation 123-4; work reorganisation 117-20, 123

Lyons, Roger 57

MacGregor, Ian 24

macho management 15, 23, 25, 26

magazine publishing 89

management: attitudes of as grievance 169-71, 172, 173; 'benevolent autocracy', as 306, 307, 309-10; concepts 5; co-operation, desire for 149, 150; goodwill as key to union survival 96; hostility to collective bargaining 89-90; hostility to unionism 88-9, 98-9; macho 15, 23, 25, 26; militant 82, 88-9, 98-9; new agenda of 23-4; 'opportunistic' 307, 310-12; teamworking and 285-6; training 46-7, 97; union influence on 3; unions and 22 *ff*

Mansfield Hosiery dispute 257

manual workers: class differences 139; declining weight of 4-5

manufacturing 7, 9, 43, 180 *ff*; 214, 215, 248, 272-3, 275

market testing 112, 116

Mars 9

meaning of trade unionism: **Japanese systems** and 11; **national differences** and 2

membership of trade unions: business cycles and 6; **categories of worker** and 2; **decline** in 2, 6, 7, 44, 83, 215; **employment conditions** and 2; **employment rates** and 6; **full-time workers** and 6; **high technology sector**, in 301, 302, 308-9, 311, 312-19; **militancy** and 92-3; **minority ethnic workers** 241, 244, 246, 265, 267; **moderate unionism** and 86-7; **national differences** and 2; **part-time workers** and 6, 7; **propensity to join union** 32-3, 312-9; **strength, as indication** of 2; **structural changes** undermining 7; **women** 242-3

mergers of trade unions 53, 135, 138-9

merit pay 153

microelectronics industry 285, 292, 293

migrant labour: union responses to 243-4

militant employers 82, 88-9, 98-9

Militant Tendency 130, 131

militant trade unionism: case for 87 *ff*; **contradictions** between elements of 81; **definition** of 79; **different forms** of 82; **dimensions** of 79-80, 82, 101; **employer hostility** to unions and 88-9; **feasibility** of 99-100; **fragility** of 84-5; **growth rates** 92-4; **HRM** and 90-2; **interaction** with environment and 81; **marginalisation** of unions and 90-2, 99; **membership mobilisation** as strategy of 80, 99; **payoff to strikes** and 94-5; **pragmatism** and 100; **single channel** of representation, **insistence** on 81; **stability** of 81

Mills, Leif 41, 64, 71

miners' strike of 1984 20, 26, 84

minimum pay 21

minority ethnic workers: 'black separatism' 267-70; **cleaning workers** 246, 249 *ff*; **community-based groups**, 255-6, 257-8, 259, 260 *ff*; 271-2, 273; **generally** 240, 241; **groups external to the union** 267-70; **quotas** 244; **race and class perspective** 267-70; **racism** and 243-4, 255, 257, 258, 265; **recruitment problems** 246-7, 273-4; **self-organisation** 265-6, 273; **special policies** for 243, 245-6, 254-5, 256-7, 265, 273; **sweat-shop workers** 246-7, 258 *ff*; **TGWU** and 247-8; **TUC** and 245-6; **union members** and 265-6; **union membership** 241, 244, 246, 265, 267; **women** 242-3

moderate trade unionism: **balance** of power and 83; **benefits** of 85-6; **case for** 83 *ff*; **common interest issues** and 78, 85; **competitive pressures** and 83; **consequences** of 95-6; **different forms** of 82; **dimensions** of 79-80, 82, 101; **fragility** of 96; **growth** of 86-7; **influence** of 85-6; **interaction** with environment and 81; **non-bargaining channels**, support for 81; **peaceful dispute settlement**, preference for 81; **resources** reliant on 80-1; **stability** of 81; **survival** of unions dependent on 77

Monks, John 56, 60-1, 93, 150

Morris, Bill 247, 250

Motorola 9, 292

MSF 26, 57, 92, 150

multinationals: **establishment** in UK 9-12, 95, 96, 210 *ff*, 279 *ff*

multiskilling 15, 16, 152, 153, 156, 157, 158, 164, 165, 168-9, 185

Murdoch, Rupert 24

- NALGO: membership gains 94; merger to form Unison 53, 135, 138-9; organisation in social services 125-9; self-organisation of minority ethnic workers 266
- National Association of Port Employers 21
- national differences 2, 8-9
- National Economic Development Council: abolition of 19
- National Front 245
- National Power 44, 50, 54
- National Union of Seamen 244
- negotiation: consultation and 62-3 networks 284
- new realism 5, 26, 28, 77
- News International 21, 89
- NHS Trusts 44, 53
- Nicholson, Sir Bryan 41
- night work 187
- Nissan: AEEU, agreement with 218-20; appraisals 223, 233; code of social conduct 223-5; company councils 96, 219-20; establishment of plant 214-5; financial incentives 223, 233; flexibility 210, 217, 218, 222, 223; Ikeda Hoover UK and see Ikeda Hoover UK; JIT 210, 216-7, 232, 234, 235, 236; job creation 215; Kaizen meetings 219, 220, 223, 231, 233-4; prestige attached to working for 221, 222; quality control 218, 222-3, 230-1, 233; research into 211-12; security of employment 221-2, 235; selection of workforce 222; shop stewards at 218, 219, 225; suppliers 215, 216-7; team leaders 219; teamworking 218, 219, 220, 222-3; temporary workers 11; union membership 10, 96, 218-19; women workers 229-30; worker consent 212-3, 217-8, 222-5, 234-5; worker self perception 221
- non-adversarial trade unionism 11
- non-standard workers 14
- Northern European model 2, 4
- no-strike agreements 11, 26, 78, 84, 87
- NUCPS: Benefits Agency and 130-3, 134; collectivism and individualism, on 72; relationship with CPSA 139-40
- NUM 20, 26, 79, 82, 84, 87, 93, 101
- NUPE: merger to form Unison 53, 135, 138-9; organisation in social services 126-9
- NUT 87
- occupational divisions 2
- occupational sectionalism 3
- oil industry 50, 89
- overtime bans 1
- panoptic organisation 280-3, 298-9
- partnership trade unionism 8, 15, 60 *ff.*, 71-2, 83 *ff.*, 150
- part-time workers: campaigns to win 27; employers' reasons for using 14; membership of unions and 6, 7, 246; minority ethnic workers 246
- pay: bonuses *see* bonuses; grievance, as 170, 171, 172, 173; incentive 153, 157-8; individualism and 153; merit 153; minimum 21; peer review committees setting 290; performance related *see* performance related pay; results, by *see* payment by results; teamworking and 191-2
- payment by results 153, 154, 156, 157, 161, 163
- peer review 280, 290-7
- performance-related pay 50, 89, 112, 116, 117, 123, 153, 156, 157, 160, 161, 162-4
- peripheral workforce 13-14, 27, 57

- picketing 17, 21, 259, 260, 261, 272
- Pilkingtons 10
- P & O 21
- policy of unions: categorisation of 79
- political framework 17-22
- political orientations of unions 2, 68
- politics of trade unionism 114
- postal ballots 20
- post-fordism 7, 122, 213, 233
- pragmatic unionism 79
- printing industry 12, 24, 89
- privatisation 7, 15, 112, 116
- Proctor and Gamble 192
- production regimes: union regime and 8-9
- productivity 78, 83, 85, 98, 150, 152, 285
- Professional Association of Teachers 85, 87
- profit sharing 24
- psychologisation of work 281
- public opinion: reliance on 82
- public sector: *see* state sector
- purpose of trade unions 1
- quality circles: claustrophobic effect of 282; generally 11, 24, 151, 152, 171, 182, 190, 200, 204; incidence of 156, 157, 165, 166, 167; mixed response to 27; Royal Mail, at 49, 55-6, 90
- racism 243-4, 245-6, 250, 255, 257, 258, 263, 265, 267, 268, 269
- railway unions 93
- RCN 82, 87, 92
- recognition of trade unions: 83, 84-5, 199, 317-8
- recruitment campaigns 27, 318-9
- reformism 3
- religion and trade unions 2
- remote workers 12
- representation rights for non-union members 42, 71
- restructuring of trade unions: deterrent to individualism, as 53; individual member, towards, 54, 56-9
- retail sector 2, 14
- Rothmans 192
- Rover 45, 69, 85-6, 150
- Rowntree Nestlé 61-2
- Royal Mail 44, 49, 55-6, 62, 90
- Sainsbury, David 41
- Scandinavia 2, 4, 5
- school teachers 82, 84
- secondary industrial action 17, 241, 259, 260, 261, 272
- security of employment 3, 6, 59, 63, 64, 70, 85, 95, 213, 221-2, 302, 315
- self-employment 7
- sequestration of union funds 20, 260, 261
- service industries 7, 43, 248-9, 272, 273, 275
- services provided to individual members 56-9
- Sex Discrimination Act 1986 187
- Shah, Eddie 24
- shift work 15, 187, 194-5
- shop stewards: generally 25, 82, 91, 95, 96; Ikeda Hoover, at 225-6, 228-9; Nissan, at 218, 219, 225; teamworking and 16, 179, 183, 191, 192, 195, 196, 198, 202-205, 206
- single union agreements: generally 21, 26, 27, 41, 66, 95, 152, 305; incidence of 156, 157, 158-9, 164, 165, 166, 167; Japanese companies, with 10, 61, 77, 86, 218; membership density and 10, 86, 218-9
- Social Chapter 4, 19, 42
- Social Democratic unions 2
- Socialist unions 2
- social partnership: *see* partnership trade unionism
- social services: reorganisation 117-20; unions 125-9
- Southall Trade Union and Employment Advisory Service 255
- Southern European model 2, 3
- Spain 2
- staff associations 123

- staffing levels: grievance, as 169, 170, 171, 172, 173
- state sector: bargaining 111, 123-4, 134-6; boundaries of redrawn 116; centralisation of control 116, 117; centralised unions 110, 112, 114, 125, 129, 130, 133, 138, 140-3; consensus and 123-4; decentralisation of management 110, 111, 112-13, 115, 116, 117-20, 122; hierarchical unions 110, 112, 114, 124, 125, 126-7, 135, 138, 140-3; inadequacy of unions 110; individualism and 112-13, 122; internal markets 116; local bargaining 111, 124, 135-6; local trade unionism 111; management structures 111, 112-13, 116; national bargaining 111, 116, 123-4, 135-6; organisation of unions 110, 112, 114, 123 *ff*; 134, 136-7, 140-1; participatory unionism 111, 112, 113-14, 133, 135-6, 138, 140-3; pay determination 160-4; pre-1979 6, 22; restructuring 110, 111, 115 *ff*; union leadership, role of 111-12, 124; union renewal 111-12, 114-15, 133 *ff*; 140-3; Whitley system of consultation 123-4, 129; work organisation 164-7; workplace unionism 110, 124, 141
- stewards: key 124; local government unions, in 125-9; shop see shop stewards
- strategies of trade unions 1, 8, 26-7; 41 *ff*
- strikes: abandonment of 77; decline in 78, 87; moderate unionism and 84; no-strike agreements 11, 26, 78, 84, 87; payoff to 94-5; union strategy, as 1; wages and 84
- sub-contracting 272-3
- surveillance 12, 279 *ff*
- sweat-shop workers 246-7, 258 *ff*
- Sweden: multinationals in UK 9; Northern European model, as part of 2; teamworking in 16
- task flexibility 152, 153, 156, 157, 158, 164-6, 168-9, 185
- TASS 26
- Taylorism 3, 9, 180, 217, 233, 281, 285
- team briefing 24
- teamworking: case studies 178 *ff*, 279 *ff*; casualisation and 195; competition amongst teams 183-4, 199, 204, 223; craft workers, limits among 185; cross-team transfers 189; discipline and 280, 288-90, 291-6, 298; financial accountability of teams 183, 190-1, 198-9; gender division and 187-9; generally, 13, 15-17, 45, 51, 59, 69, 151, 152; growth of 156, 157, 158, 164, 165, 166, 167; introduction of 181-4; Japan, in 16, 190; management intervention in 289, 294-5, 298; middle management view 194-6; pay structure 191-2; peer review and 280, 290-7; production, taking precedence over 287-8; production workers and 185-6; senior management view 192-4; shift work and 194-5; shop stewards and 16, 179, 183, 191, 192, 195, 196, 198, 202-4, 205, 206; social processes of 286 *ff*; surveillance and 283 *ff*; Sweden, in 16, 190; team leaders 182-3, 190, 191, 196-9, 200, 202, 219; team reviews 183, 190; technology and 186; tensions of 185 *ff*; trade unionism, perceptions of, and 201-2; trade union view 202-4; training and 191-2, 200-1; union strategy 184; workers' view 199-202
- technology: adaptability of unions to 22; agreements 12; attitudes to 12-13; high technology

- sector see high technology
- sector; new, impact of 12-13; teamworking and 186; union use of 13
- teleworkers 12
- temporary workers 11, 14, 43, 95, 195, 288-9, 294
- TGWU: cleaning workers, organisation of 249 *ff*; constraints on 99-100; generally 26, 50, 63, 66-7, 78, 89, 247; House of Commons enquiry, submission to 71; lean production and 49, 61, 68; local pragmatism 27; minority ethnic members and 247-8; new-style agreements 86; sweat-shop workers, organisation of 247
- tort immunity of trade unions 17, 20, 21, 22, 241
- Toshiba 77
- TQM 5, 60, 159, 193, 285
- trade dispute: narrower definition of 19
- Trade Union and Labour Relations Acts 1974/6 17
- Trade Union Reform and Employee Rights Act 1993 19, 20, 21-2, 42, 90, 241
- training: issue of common interest, as 78, 85, 97, 150; management 46-7, 97; teamworking and 191-2, 200-1
- Transfer of Undertakings (Protection of Employment) Regulations 1981 19, 20
- transnational companies 284
- TUC: HRM Task Group 42; minority ethnic workers and 245-6; partnership, advocacy of 72, 77, 78, 87, 90, 91, 150; representation-at-work task group 42; response to change 26, 27, 72, 77, 78; technology agreements, support for 12
- Tuffin, Allan 41, 78
- UCATT 63, 94
- UCW 27, 41, 49, 55-6, 62-3, 78, 85, 97, 150
- 'undocumented workers' 253
- unemployment 6, 7, 214, 240
- unfair dismissal 18, 22
- Unilever 44
- Union of Democratic Mineworkers 85, 93
- UNISON 53, 87, 138-9
- United States: employment practices 7; historical hostility towards unions 8; individualistic approach in 4; Japanese car transplants in 11, 290; management concepts 5; multinationals established in UK 9, 279 *ff*; production methodologies 7; teamworking in 16
- unorganised workers 240 *ff*
- USDAW 45, 64
- utility companies 90
- virtual office 12
- voluntarist tradition 4
- Wages Councils 14
- Whitleyism 123-4, 129, 130, 131, 132
- 'Winter of Discontent' 17
- women: assembly line, on 285; cleaning workers 246, 249 *ff*; employment of 5, 14, 21, 98, 180, 242-3, 285; Ikeda Hoover, at 227-8, 229-30, 235; interests of 132-3, 242; minority ethnic 240, 242-3, 271-2; production work and 187-9
- Woolf Rubber Company strike 257, 258
- workgroups 285-6
- working time flexibility 97, 98, 152, 153, 156, 157, 158, 164, 165
- workload: grievance, as 169, 170, 171, 172, 173
- work organisation 63, 97, 98, 158-9, 164-7, 285
- Works Council Directive 19
- works councils 66, 81, 85, 87, 181
- work study 154, 156, 157, 161, 162, 163, 193
- work to rule 1

WHAT IS THE FUTURE OF BRITISH TRADE UNIONISM?

This edited collection of essays on the 'new workplace' reflects the major changes which have affected the position of British trade unions over the past decade.

It brings together two important themes – new management practices and trade unionism – normally weakly linked in theory but in reality highly connected. By starting from the premise that effective trade unions are essential to the wages, conditions and democratic rights of working people, the book goes on to show how employers have sought to minimize the impact of unions upon work organization and employment relations.

The editors have gathered together some of the leading writers on workplace industrial relations who present research which crosses a number of discipline boundaries. The contributors take different positions within the debate on the influence of unions in the new workplace, and the text is therefore particularly suitable for both postgraduate and undergraduate teaching.

Peter Ackers is Lecturer in Industrial Relations at Loughborough University Business School. **Chris Smith** is Lecturer in Industrial Relations and Organization Studies at Aston Business School. **Paul Smith** is Lecturer in Industrial Relations at Keele University.

Industrial Relations/Organizational Behaviour/Industrial Sociology/Management



11 New Fetter Lane
London EC4P 4EE
29 West 35th Street
New York NY 10001
Printed in Great Britain

ISBN 0-415-11677-5



9 780415 116770