

# References

- Abdullah, S.R.S. and Keenoy, T. (1995) 'Japanese Management Practices in the Malaysian Electronics Industry', *Journal of Management Studies*, 32(6): 747–66.
- Ackers, P. (2002) 'Reframing Employment Relations: The Case for Neo-pluralism', *Industrial Relations Journal*, 33(1): 2–19.
- Ackers, P., Marchington, M., Wilkinson, A. and Dundon, T. (2004) 'Partnership and Voice, with or without Trade Unions: Changing UK Management Approaches to Organizational Participation', in Stuart, M. and Martínez Lucio, M. (eds) *Partnership and Modernization in Employment Relations*, London: Routledge.
- Ackers, P. and Payne, J. (1998) 'British Trade Unions and Social Partnership: Rhetoric, Reality and Strategy', *The International Journal of Human Resource Management*, 9(3): 529–50.
- Ackroyd, S. and Procter, S. (1998) 'British Manufacturing Organisation and Workplace Industrial Relations: Some Attributes of the New Flexible Firm', *British Journal of Industrial Relations*, 36(2): 163–183.
- Adler, P. (1993) 'Time and Motion Regained', *Harvard Business Review*, January–February: 97–108.
- Allen, M. (2001) 'Stakeholding by Any Other Name: A Third Way Business Strategy', in Giddens, A. (ed.) *The Third Way Global Agendas?*, Cambridge: Polity.
- Almeida, B. (1997) 'Are Good Jobs Flying Away? U.S. Aircraft Engine Manufacturing and Sustainable Prosperity', Working Paper No. 206, The Jerome Levy Economics Institute of Bard College, New York.
- Anderson, R. (1994) 'Matrix Redux', *Business Horizons*, November–December: 6–10.
- Appelbaum, E. (2002) 'The Impact of New Forms of Work Organization on Workers', in Murray G., Bélanger J., Giles, A. and Lapointe, P.A. (eds), *Work and Employment Relations in the High-Performance Workplace*, London and New York: Continuum.
- Appelbaum, E., Bailey, T., Berg, P. and Kalleberg, A.L. (2000) *Manufacturing Advantage: Why High Performance Work Systems Pay Off*, Ithaca, New York: Cornell University Press.
- Appelbaum, E. and Berg, P. (1997) 'Work Reorganization and Flexibility in Job Design', in Lewin, D., Mitchell, D. and Zaidi, M. (eds) *The Human Resource Management Handbook*, Greenwich: JAI Press.
- Appelbaum, E. and Batt, R. (1994) *The New American Workplace: Transforming Work Systems in the United States*, Ithaca, New York: Cornell University/ILR Press.
- Armstrong, P. (1987) 'Engineers, Management and Trust', *Work, Employment and Society*, 1(4): 421–440.
- Ashton, D. and Sung, J. (2002) *Supporting Workplace Learning for High Performance Working*, ILO.
- Atkinson, J. (1984) 'Manpower Strategies for Flexible Organization', *Personnel Management*, August: 28–31.

- Bach, S. (2000) 'From Performance Appraisal to Performance Management', in Bach, S. and Sisson, K. (eds) *Personnel Management. A Comprehensive Guide to Theory and Practice*, Oxford: Blackwell. Third Edition.
- Bacon, N. and Blyton, P. (2003) 'The Impact of Teamwork on Skills: Employee Perceptions of Who Gains and Who Loses', *Human Resource Management Journal*, 13(2): 13–29.
- Bacon, N. and Storey, J. (2000) 'New Employee Relations Strategies in Britain: Towards Individualism or Partnership?', *British Journal of Industrial Relations*, 38(3): 407–427.
- Bacon, N., Blyton, P. and Morris, J. (1996) 'Among the Ashes: Trade Union Strategies in the UK and German Steel Industries', *British Journal of Industrial Relations*, 34(1): 25–50.
- Bacon, N. and Storey, J. (1996) 'Individualism and collectivism and the changing role of trade unions', in Ackers P., Smith C. and Smith P. (eds) *The New Workplace and Trade Unionism*, London: Routledge.
- Bain, G.S. and Price R. (1980) *Profiles of Union Growth*, Oxford: Blackwell.
- Barnett, C. (1986) *The Audit of War: The illusion & reality of Britain as a great nation*, London: Macmillan.
- Batstone, E., Boraston, I. and Frenkel, S. (1977) *Shop Stewards in Action*, Oxford: Blackwell.
- Batt, R. (2001) 'The Economics of Teams among Technicians', *British Journal of Industrial Relations*, 39(1): 1–24.
- Batt, R. and Appelbaum, E. (1995) 'Worker Participation in Diverse Settings: Does the Form Affect the Outcome, and If So, Who Benefits?', *British Journal of Industrial Relations*, 33(3): 353–378.
- Beaumont, P. and Harris, R. (2002) 'Examining White-collar Downsizing as a Cause of Change in the Psychological Contract', *Employee Relations*, 24(4): 378–388.
- Beck, T. (1974) *The Fine Tubes Strike*, London: Stage 1.
- Beckett, F. and Hencke, D. (2004) *The Blairs and Their Court*, London: Aurum Press.
- Beder, S. (2000) *Selling the Work Ethic. From Puritan Pulpit to Corporate PR*, London: Zed Books
- Bélanger, J., Giles, A. and Murray, G. (2002) 'Towards a New Production Model: Potentialities, Tensions and Contradictions', in Murray G., Bélanger J., Giles, A. and Lapointe, P.A. (eds), *Work and Employment Relations in the High-Performance Workplace*, London and New York: Continuum.
- Bélanger, P.R., Lapointe, P.A. and Lévesque, B. (2002) 'Workplace Innovation and the Role of Institutions', in Murray G., Bélanger J., Giles, A. and Lapointe, P.A. (eds), *Work and Employment Relations in the High-Performance Workplace*, London and New York: Continuum.
- Beynon, H. (1984) *Working for Ford*, Harmondsworth: Penguin Second Edition.
- Biewener, J. (1997) 'Downsizing and the New American Workplace: Rethinking the High Performance Paradigm', *Review of Radical Political Economics*, 29(4): 1–22.
- Black, S. and Lynch, L. (1999) 'What's Driving the New Economy: The Benefits of Workplace Innovation', *NBER Working Paper 7479*, National Bureau of Economic Research.
- Black, S. and Lynch, L. (2000) 'What's Driving the New Economy: The Benefits of Workplace Innovation', *National Bureau of Economic Research Working Paper 7479*, Revised Version: October.

- Black, S. and Lynch, L. (2001) 'How to Compete: The Impact of Workplace Practices and Information Technology on Productivity', *Review of Economics and Statistics*, 83(3): 434–445.
- Blackley, J., AUEW, Convenor Rolls-Royce (1975) 'Rolls-Royce New Pay Structure' in *Bristol Socialist*, July/August.
- Blyton, P. (1992) 'Flexible times? Recent Developments in Temporal Flexibility', *Industrial Relations Journal*, 23(1): 26–36.
- Boxall, P. and Purcell, J. (2003) *Strategy and Human Resource Management*, Basingstoke: Palgrave Macmillan.
- Braddon, D. (2000) *Exploding the Myth? The Peace Dividend, Regions and Market Adjustment*, Amsterdam: Harwood Academic Publishers.
- Bradley, H., Erickson, M., Stephenson, C. and Williams, S. (2000) *Myths at Work*, Cambridge: Polity Press.
- Braverman, H. (1974) *Labour and Monopoly Capital*, New York: Monthly Review Press.
- Bristol City Council, University of Bristol and CSEU (1989) *BaE In Bristol – What Future?*
- BSECCS (Bristol Siddley Engines Shop Stewards Combined Committee) (1969) *The Aircraft Industry and Workers' Control: A Discussion Document*.
- Bristol Survival Plan (1982) Rolls Royce Ltd.
- British Labour Statistics Year Books (1960–76) Department of Employment, HMSO.
- Broad, G. (1994) 'Japan in Britain: The Dynamics of Joint Consultation', *Industrial Relations Journal*, 25(1): 26–38.
- Brown, W. (1973) *Piecework Bargaining*, London: Heinemann.
- Brown, W. (1993) 'The Contraction of Collective Bargaining in Britain', *British Journal of Industrial Relations*, 31(2): 189–200.
- Brown, W. (2000) 'Putting Partnership into Practice in Britain', *British Journal of Industrial Relations*, 38(2): 299–316
- Brown, W. and Walsh, J. (1991) 'Pay Determination in Britain in the 1980s; the Anatomy of Decentralisation', *Oxford Review of Economic Policy*, 7(1): 41–59.
- Brown, P. and Lauder, H. (2001) *Capitalism and Social Progress. The Future of Society in a Global Economy*, Basingstoke: Palgrave.
- Bryson, A. (2000) *Have British Workers Lost their Voice, or Have they Gained a New One?* Policy Studies Institute Discussion Paper, No. 2.
- Bryson, A. (2003) *Employee Desire for Unionisation in Britain and its Implications for Union Organising*, Policy Studies Institute Discussion Paper, No. 12.
- Brzoska, M. (2001) 'The Future of Defence Production – Europe's Chances, Choices and Conduct', in Sefati, C., Brzoska, M., Hagelin, B., Goudie, I., Skons, E., Smit, W. and Weidacher, R. (eds) *The Restructuring of the European Defence Industry. Dynamics of Change*, European Commission, Directorate-General for Research, COST Action A10.
- Buchanan, D. (2000) 'An Eager and Enduring Embrace: The Ongoing Rediscovery of Teamworking as a Management Idea', in Procter, S. and Mueller, F. (eds) *Teamworking*, Basingstoke: Macmillan.
- Buchanan, J., Watson, I. and Briggs, C. (2004) 'Skill and the Renewal of Labour: The Classical Wage-Earner Model and Left Productivism in Australia', in Warhurst, C., Grugulis, I. and Keep, E. (eds) *The Skills That Matter*, Basingstoke: Palgrave Macmillan.

- Buchanan, J., Briggs, C. and Evesson, J. (2002) *Renewing the Capacity for Skill Formation: the Challenge for Victorian Manufacturing*, A Report for the VLESC/MICC. Melbourne ([www.det.vic.gov.au/otte](http://www.det.vic.gov.au/otte)).
- Burchell, B. (2002) 'The Prevalence and Redistribution of Job Insecurity and Work Intensification', in Burchell, B., Lapido, D. and Wilkinson, F. (eds) *Job Insecurity and Work Intensification*, London: Routledge.
- Cappelli, P. and Neumark, D. (2001) 'Do "High-performance" Work Practices Improve Establishment Level Outcomes?', *Industrial and Labor Relations Review*, 54: 737–776.
- Carter, B. (1988) 'Trade Unionism and the New Middle Class: the Case of ASTMS', in Armstrong, P. Carter, B. Smith, C. and Nichols T. (eds) *White Collar Workers Trade Unions and Class*, London: Croom Helm.
- Carter, B. (1997) 'Adversity and Opportunity: Towards Union Renewal in MSF' *Capital and Class*, 61: 8–18.
- Chapman, H. (1991) *State Capitalism and Working Class Radicalism in the French Aircraft Industry*, Berkeley: University of California Press.
- Chaykowski, R. and Gunderson, M. (2002) 'North American Labour Policy Under a Transformed Economic and Workplace Environment', in Murray G., Bélanger J., Giles, A. and Lapointe, P.A. (eds) *Work and Employment Relations in the High-Performance Workplace*, London and New York: Continuum.
- CIPD (2004) Information and Consultation. From Compliance to Performance, Chartered Institute of Personnel and Development, February, [www.cipd.co.uk/subjects/empreltns](http://www.cipd.co.uk/subjects/empreltns).
- Clift, B. (2000) 'Third Way or Realisme de Gauche? The New Social Democracy in France', *Radical Philosophy*, May–June.
- Collins, H. (2001) 'Is there a Third Way in Labour Law?' in Giddens, A. (ed.) *The Third Way Global Agendas?* Cambridge: Polity.
- Collom, E. (2003) 'Two Classes and One Vision? Managers' and Workers' Attitudes Towards Workplace Democracy', *Work and Occupations*, 30(1): 62–96.
- Conley, H., Heery, E., Delbridge, R. and Stewart, P. (2001), 'Representing Fixed-Term Workers: The Anatomy of a Trade Union Campaign'. Paper presented at the Work, Employment and Society Conference, Nottingham University, 11th–13th September.
- Cook, N. (2002) 'US Push Provides Sudden Take-Off', *Financial Times Survey*, Aerospace, Monday, July 22.
- Cooper, C., Dewe, P. and O'Driscoll, M. (2001) *Organizational Stress. A Review and Critique of Theory, Research and Applications*, London: Sage.
- Corry, D. (2001) 'Labour's Industrial Policy. A break with the Past?' *New Economy*, 8(3): 127–133.
- Coupar, W. and Stevens, B. (1998) 'Towards a New Model of Partnership. Beyond the "HRM Versus Industrial Relations" Argument', in Sparrow, P. and Marchington, M. (eds) *Human Resource Management. The New Agenda*, London: FT Pitman Publishing.
- Cronin, J.E. (1979) *Industrial Conflict in Modern Britain*, London: Croom Helm.
- Croucher, R. (1982) *Engineers at War 1939–1945*, London: Merlin.
- Cully, M., Woodland, S., O'Reilly, A. and Dix, G. (1999) *Britain at Work*, London: Routledge.
- Cutcher-Gershenfeld, J., Nitta, M., Barrett, B., Belhedi, N., Chow, S-C, Ishino, S., Lee, T., Lin, S., Moore, W., Mothersell, M., Palthe, W., Ramanand, J.,

- Stolle, S., M. and Wheaton, A. (1998) *Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices*, New York: Oxford Business Press.
- Danford, A. (1998) 'Teamworking and Labour Regulation in the Autocomponents Industry', *Work, Employment and Society*, 12(3): 409–431.
- Danford, A. (1999) *Japanese Management Techniques and British Workers*, London: Routledge.
- Danford, A., Richardson, M. and Upchurch, M. (2003) *New Unions, New Workplaces: A Study of Union Resilience in the Restructured Workplace*, London: Routledge.
- Danford, A., Richardson, M., Stewart, P., Tailby, S. and Upchurch, M. (2004) 'Partnership, Mutuality and the High Performance Workplace: a Case Study of Union Strategy and Worker Experience in the Aircraft Industry', in Heery, E., Healy, G., Taylor, P. and Brown, W. (eds) *The Future of Worker Representation*, Basingstoke: Palgrave Macmillan.
- Danford, A., Richardson, M. and Upchurch, M. (2002a) "New Unionism", Organising and Partnership: A Comparative Analysis of Union Renewal Strategies in the Public Sector', *Capital and Class*, 76: 1–27.
- Danford, A., Richardson, M. and Upchurch, M. (2002b) 'Trade Union Strategy and Renewal: The Restructuring of Work and Work Relations in the UK Aerospace Industry', *Work Employment and Society* 16(2): 303–325.
- Darlington, R. (1994) *The Dynamics of Workplace Unionism. Shop Stewards' Organization in Three Merseyside Plants*, London: Continuum.
- Darr, A. (2000) 'Technical Labour in an Engineering Boutique: Interpretive Frameworks of Sales and R&D Engineers', *Work, Employment and Society*, 14(2): 205–220.
- Dawson, P. (1994) 'Total Quality Management', in Storey, J. (ed.) *New Wave Manufacturing Strategies*, Liverpool: Paul Chapman Publishing Ltd.
- Deery, S. and Walsh, J. (1999) 'The Decline of Collectivism? A Comparative Study of White-Collar Employees in Britain and Australia', *British Journal of Industrial Relations*, 37(2): 245–269.
- Delaney, J. and Huselid, M. (1996) 'The Impact of Human Resource Management Practices on Perceptions of Organizational Performance', *Academy of Management Journal*, 39(4): 949–969.
- Delbridge, R. (1998) *Life on the Line in Contemporary Manufacturing*, Oxford: Oxford University Press.
- Dench, S., Perryman, S. and Giles, L. (1998) *Employers' Perceptions of Key Skills*. IES Report 349, Sussex: Institute of Employment Studies.
- Department of Trade and Industry (2002) *High Performance Workplaces. The Role of Employee Involvement in the Modern Economy*, Discussion Paper, London: DTI, July.
- Department of Trade and Industry (2003) *High Performance Workplaces – Informing and Consulting Employees*, Consultation Document, London: DTI, July.
- Department of Trade and Industry (2004) *Achieving Best Practice in Your Business. Maximizing potential: High Performance Workplaces*, Department of Trade and Industry, www.dti.gov.uk.
- Done, K. and Nicoll, A. (2002) 'Industry Turns to Attack as its Best Defence', *Financial Times Survey*, Aerospace, Monday, July 22.

- Doogan, K. (2001) 'Insecurity and Long-term Employment', *Work, Employment and Society*, 15(3): 419–441.
- Dore, R. (2000), 'Will Global Capitalism be Anglo-Saxon Capitalism?', *New Left Review*, 6(Nov/Dec): 101–119.
- Dunne, P. and Macdonald, G. (2001) 'Procurement in the Post Cold War World: A Case Study of the UK', in Sefati, C., Brzoska, M., Hagelin, B., Goudie, I., Skons, E., Smit, W. and Weidacher, R. (eds) *The Restructuring of the European Defence Industry. Dynamics of Change*, European Commission, Directorate-General for Research, COST Action A10.
- Edgerton, D. (1991) *England and the Aeroplane; An Essay on a Militant and Technological Nation*, London: Macmillan.
- Edwards, P., Geary, J. and Sisson, K. (2002) 'New Forms of Work Organisation in the Workplace: Transformative, Exploitative, or Limited and Controlled?', in Murray G., Bélanger J., Giles, A. and Lapointe, P.A. (eds) *Work and Employment Relations in the High-Performance Workplace*, London and New York: Continuum.
- Edwards, P. and Scullion, H. (1982) 'The Local Organisation of a National Dispute: The British 1979 Engineering Strike', *Industrial Relations Journal*, 13, 57–63.
- Edwards, R. (1979) *Contested Terrain: The Transformation of Work in the Twentieth Century*, London: Heinemann.
- Employment Gazette (1980) Department of Employment, December 1980.
- Ezzy, D. (2001) 'A Simulacrum of Workplace Community: Individualism and Engineered Culture', *Sociology*, 35(3): 631–650.
- Fairbrother, P. (1996) 'Workplace Trade Unionism in the State Sector', in Ackers, P., Smith, C. and Smith, P. (eds) *The New Workplace and Trade Unionism*, London: Routledge.
- Fearon, P. (1979) 'Aircraft Manufacturing' in Buxton N.K. and Aldcroft D.H. (eds) *British Industry Between the Wars: Instability and Industrial Development 1919–39*, London: Scholar Press, 216–240.
- Ferrie, J. (2003) 'Privatization and Downsizing in the U.K. Public Sector: Labor Market Change, Job Insecurity, and Health', in Peterson, C. (ed.) *Work Stress. Studies of the Context, Content and Outcomes of Stress*, New York: Baywood Publishing Company Inc.
- Financial Times*, 8 & 11 September 1979; 3 August 1984; 2 October 1984.
- Findlay, P. and McKinlay, A. (2003) 'Organising in Electronics: Recruitment, Recognition and Representation – Shadow Shop Stewards in Scotland's "Silicon Glen"', in Gall, G. (ed.) *Union Organising. Campaigning for Trade Union Recognition*, London: Routledge.
- Findlay, P., McKinlay, A., Marks, A. and Thompson, P. (2002) 'Mutual Gain or Mutual Strain? Exploring Employee Attitudes to Partnership,' 20th Annual Labour Process Conference, University of Strathclyde, Glasgow, 2–4 April.
- Fishman, N. (1995a) *The British Communist Party and the Trade Unions, 1933–45*, Aldershot: Scholar Press.
- Fishman, N. (1995b) 'The Most Serious Crisis Since 1926: The Engineering and Shipbuilding Strikes of 1957' in Campbell, A., Fishman, N. and McIlroy, J. (eds) *British Trade Unions and Industrial Politics: Volume One The Post-war Compromise, 1945–64*, Aldershot: Ashgate, 242–268.

- Freeman, R. and Medoff, J. (1984) *What Do Unions Do?* New York: Basic Books.
- Freeman, R., Kleiner, M. and Ostroff, C. (2000) 'The Anatomy of Employee Involvement and Its Effects on Firms and Workers', Working Paper No. 8050, National Bureau of Economic Research, Cambridge, Massachusetts.
- Freeman, R. and Rogers, J. (1999) *What Workers Want*, Ithaca and London: Cornell University Press.
- Friedman, A. (1977) *Industry and Labour. Class Struggle at Work and Monopoly Capitalism*, London: Macmillan.
- Frost, A.C. (2001) 'Reconceptualising Local Union Responses to Workplace Restructuring in North America', *British Journal of Industrial Relations*, 39(4): 539–564.
- Froud, J., Johal, S. and Williams, K. (2002) 'Financialization and the Coupon Pool', *Capital and Class*, 78: 119–151.
- Gall, G. (2003) 'Conclusion: Drawing Up a Balance Sheet', in Gall, G. (ed.) *Union Organising. Campaigning for Trade Union Recognition*, London: Routledge.
- Gallie, D., Felstead, A. and Green, F. (2001) 'Employer Policies and Organizational Commitment in Britain 1992–1997', *Journal of Management Studies*, 38(8): 1081–1101.
- Gallie, D., White, M., Cheng, Y. and Tomlinson, M. (1998) *Restructuring the Employment Relationship*, Oxford: Oxford University Press.
- Garrahan, P. and Stewart, P. (1992) *The Nissan Enigma: Flexibility at Work in a Local Economy*, London: Mansell.
- Geary, J. (2003) 'New Forms of Work Organization: Still Limited, Still Controlled, but Still Welcome?', in Edwards, P. (ed.) *Industrial Relations. Theory and Practice*, Oxford, Blackwell.
- Geary, J.F. and Roche, W. (2003) 'Workplace Partnership and the Displaced Activist Thesis', *Industrial Relations Journal*, 34(1): 32–51.
- Giles, A., Murray, G. and Bélanger, J. (2002) 'Introduction: Assessing the Prospects for the High Performance Workplace', in Murray, G., Bélanger, J., Giles, A. and Lapointe, P.A. (eds) *Work and Employment Relations in the High-Performance Workplace*, London and New York: Continuum.
- Godard, J. (2001), 'Beyond the High-Performance Paradigm? An Analysis of Variation in Canadian Managerial Perceptions of Reform Programme Effectiveness', *British Journal of Industrial Relations*, 39(1): 25–52.
- Godard, J. (2004) 'A Critical Assessment of the High-Performance Paradigm', *British Journal of Industrial Relations*, 42(2): 349–378.
- Gospel, H. and Pendleton, A. (2003) 'Finance, Corporate Governance and the Management of Labour: A Conceptual and Comparative Analysis', *British Journal of Industrial Relations*, 41(3): 557–582.
- Gow, D. (2004) 'Airbus Rejoices at Boeing's Defeat', *The Guardian*, Friday, January 16.
- Graham, L. (1993) 'Inside a Japanese Transplant. A Critical Perspective', *Work and Occupations*, 20(2): 147–173.
- Graham, L. (1995), *On the Line at Subaru-Isuzu: The Japanese Model and the American Worker*, Ithaca, New York: ILR Press.
- Gramsci, A. (1971) *Selections from the Prison Notebooks of Antonio Gramsci*, edited and translated by Quintin Hoare and Geoffrey Nowell Smith, New York: International Publishers.



- Green, F. (2001) 'It's Been A Hard Day's Night: The Concentration and Intensification of Work in Late Twentieth Century Britain', *British Journal of Industrial Relations*, 39(1): 53–80.
- Green, F. and Zanchi, L. (1997) 'Trends in the Training of Male and Female Workers in the United Kingdom', *British Journal of Industrial Relations*, 35(4): 635–645.
- Greene, A., Black, J. and Ackers, P. (2000) 'The Union Makes Us Strong? A Study of the Dynamics of Workplace Union Leadership at Two UK Manufacturing Plants', *British Journal of Industrial Relations*, 38(1): 75–93.
- Gregg, P., Knight, G. and Wadsworth, J. (2000) 'Heaven Knows I'm Miserable Now; Job Insecurity in the British Labour Market' in Heery, E. and Salmon, J. (eds) *The Insecure Workforce*, London: Routledge.
- Gregg, P. and Wadsworth, J. (1999) 'Job Tenure, 1975–1998', in Gregg, P. and Wadsworth, J. (eds) *The State of Working Britain*, Manchester: Manchester University Press.
- Grimshaw, D., Ward, K., Rubery, J. and Beynon, H. (2001) 'Organisations and the Transformation of the Internal Labour Market', *Work, Employment and Society*, 15(1): 25–54.
- Guest, D., Michie, J., Conway, N. and Sheehan, M. (2003) 'Human Resource Management and Corporate Performance in the UK', *British Journal of Industrial Relations*, 41(2): 291–314.
- Guest, D. and Peccei, R. (2001) 'Partnership at Work: Mutuality and the Balance of Advantage', *British Journal of Industrial Relations*, 39(2): 207–236.
- Harley, B. (1999) 'The Myth of Empowerment: Work Organization, Hierarchy and Employee Autonomy in Contemporary Australian Workplaces', *Work, Employment and Society*, 13(1): 41–66.
- Harley, B. (2001) 'Team Membership and the Experience of Work in Britain: An Analysis of the WERS98 Data', *Work, Employment and Society*, 14(4): 721–742.
- Haynes, P. and Allen, M. (2001) 'Partnership as Union Strategy: A Preliminary Evaluation', *Employee Relations*, 23(2): 164–187.
- Heery, E. (2002) 'Partnership versus Organising: Alternative Futures for British Trade Unionism', *Industrial Relations Journal*, 33(1): 20–35.
- Heery, E. (2004) 'Trade Unions and Industrial Relations', in Ackers, P. and Wilkinson, A. (eds) *Understanding Work and Employment. Industrial Relations in Transition*, Oxford: Oxford University Press.
- Heery, E., Conley, H., Delbridge, R. and Stewart, P. (2003) 'Agency Partners: Labour-Management Partnership in the Private Recruitment Industry', Paper presented to the 21st International Labour Process Conference, University of the West of England, 14th–16th April.
- Heery, E., Simms, M., Conley, H., Delbridge, R. and Stewart, P. (2002) 'Trade Unions and the Flexible Workforce: A Survey Analysis of Union Policy and Practice', Working Paper No. 22, ESRC Future of Work Programme.
- Higgs, P. (1969) 'The Convenor' in Fraser R. (ed.) *Work: Twenty Personal Accounts*, Harmondsworth: Penguin.
- Hill, S. and Wilkinson, A. (1995) 'In Search of TQM', *Employee Relations*, 17(3): 8–25.
- Hinton, J. (1969) 'Rank and File Militancy in the British Engineering Industry, 1914–1918, unpublished PhD, University of London, 390–394.
- Hinton, J. (1995) 'The Communist Party, Production and Britain's Post-war Settlement' in Andrews, G., Fishman, N. and Morgan, K. (eds) *Opening the*



- Books: Essays on the Social and Cultural: History of the British Communist Party*, London: Pluto Press, 160–176.
- Hobsbawm, E. (1981) *The Forward March of Labour Halted*, London: Verso.
- Hodson, R. (2001) *Dignity at Work*, Cambridge: Cambridge University Press.
- Hogg, M. and Abrams, D. (1988) *Social Identifications: A Social Psychology of Intergroup Relations and Group Processes*, London: Routledge.
- Hoque, K. and Kirkpatrick, I. (2003) 'Non-standard Employment in the Management and Professional Workforce: Training, Consultation and Gender Implications', *Work, Employment and Society*, 17(4): 667–689.
- Hudson, M. (2002) 'Flexibility and the Reorganization of Work', in Burchell, B., Lapidó, D. and Wilkinson, F. (eds) *Job Insecurity and Work Intensification*, London: Routledge.
- Huselid, M.A. (1995) 'The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance', *Academy of Management Journal*, 38: 655–672.
- Hyman, J. and Mason, B. (1995) *Managing Employee Involvement and Participation*, London: Sage.
- Hyman, R. (1975) *Industrial Relations: A Marxist Introduction*, Basingstoke: Macmillan.
- Hyman, R. (1997) 'Trade Unions and Interest Representation in the Context of Globalization', *Transfer*, 3: 515–533.
- Involvement and Participation Association (1997) *Towards Industrial Partnership*, London: IPA.
- Involvement and Participation Association (2002) *Towards the High Performance Workplace*. The IPA's response to the DTI's consultation paper. London: IPA.
- Keep, E. and Rainbird, H. (2003) 'Training' in Edwards, P. (ed.) *Industrial Relations*, Oxford: Blackwell. Second Edition.
- Keep, E. and Mayhew, K. (2001) 'Globalization, Models of Competitive Advantage and Skills', *SKOPE Working Paper No. 22*, University of Warwick.
- Keep, E. and Rainbird, H. (2000) 'Towards the Learning Organization?', in Bach, S. and Sisson, K. (eds) *Personnel Management. A Comprehensive Guide to Theory and Practice*, Oxford: Blackwell. Third Edition.
- Kelly, J. (1988) *Trade Unions and Socialist Politics*, London: Verso.
- Kelly, J. (1996) 'Union Militancy and Social Partnership', in Ackers, P., Smith, C. and Smith, P. (eds) *The New Workplace and Trade Unionism*, London: Routledge.
- Kelly, J. (1998) *Rethinking Industrial Relations. Mobilization, Collectivism and Long Waves*, London: Routledge.
- Kelly, J. (2004) 'Social Partnership Agreements in Britain: Labor Cooperation and Compliance', *Industrial Relations*, 43(1): 267–292.
- Kenney, M. and Florida, R. (1993) *Beyond Mass Production: The Japanese System and its Transfer to the U.S.*, Oxford: Oxford University Press.
- Kessler, I. (1994) 'Performance Pay', in Sisson, K. (ed.) *Personnel Management: A Comprehensive Guide to Theory and Practice in Britain*, Oxford: Blackwell. Second Edition.
- Kessler, I. (2000) 'Remuneration Systems', in Bach, S. and Sisson, K. (eds) *Personnel Management: A Comprehensive Guide to Theory and Practice in Britain*, Oxford: Blackwell. Third Edition.

- Kessler, I., Undy, R. and Heron, P. (2004) 'Employee Perspectives on Communication and Consultation: Findings from a Cross-national Survey', *International Journal of Human Resource Management*, 15(3): 512–532.
- Knell, J. (1999) 'Partnership at Work', Employment Relations Research Series 7, DTI/Industrial Society.
- Kochan, T. and Osterman, P. (1994) *The Mutual Gains Enterprise*, Boston, Massachusetts: Harvard Business School Press.
- Konzelmann, S. and Forrant, R. (2003) 'Creative Work Systems in Destructive Markets', in Burchell, B., Deakin, S., Michie, J. and Rubery, J. (eds) *Systems of Production. Markets, Organisations and Performance*, London: Routledge.
- Kuhnert, K. and Vance, R. (1992) 'Job Insecurity and Moderators of the Relation Between Job Insecurity and Employee Adjustment', in Quick, J., Murphy, L. and Hurrell, J. (eds) *Stress and Well-being at Work*, Washington DC: American Psychological Association.
- Labour Research Department (2003) 'Ask the Staff if You Want Productivity', *Labour Research* 92(11): 12–13.
- Labour Research Department (2004) 'Employers Increase Workplace Consultation with Unions', *Workplace Report*, Labour Research Department, May, 14: 15–17.
- Legge, K. (1995) *Human Resource Management: Rhetoric and Realities*, Basingstoke: Macmillan.
- Levitas, R. (1998) *The Inclusive Society? Social Exclusion and New Labour*, Basingstoke: Macmillan.
- Lewchuk, W., Stewart, P. and Yates, C. (2001) 'Quality of Working Life in the Automobile Industry: A Canada-UK Comparative Study', *New Technology, Work and Employment*, 16(2): 72–87.
- Lewchuk, W. and Roberston, D. (1997) 'Production Without Empowerment: Work Re-organization from the Perspective of Motor Vehicle Workers', *Capital and Class*, 63: 37–65.
- Lincoln, J. and Kalleberg, A. (1990) *Culture, Control and Commitment: A Study of Work, Work Organization and Work Attitudes in the United States and Japan*, Cambridge: Cambridge University Press.
- Lloyd, C. (2001) 'What Do Employee Councils Do? The Impact of Non-union Forms of Representation on Trade Union Organisation', *Industrial Relations Journal*, 32(4): 313–327.
- Lloyd, C. and Payne, J. (2004) 'The Political Economy of Skill: A Theoretical Approach to Developing a High Skills Strategy in the UK' in Warhurst, C., Grugulis, I. and Keep, E. (eds) *The Skills That Matter*, Basingstoke: Palgrave Macmillan.
- Lloyd, C. and Newell, H. (2000) 'Selling Teams to the Salesforce: Teamworking in the UK Pharmaceutical Industry', in Procter, S. and Mueller, F. (eds) *Teamworking*, Basingstoke: Macmillan.
- Lovering, J. (1986) *Bristol Economy: Key Sector Studies, Aerospace, Working Paper 56*, University of Bristol, School for Advanced Urban Studies.
- Lovering, J. (1998a) 'Opening Pandora's Box: De Facto Industrial Policy and the British Defence Industry', in Delbridge, R. and Lowe, J. (eds) *Manufacturing In Transition*, London: Routledge.
- Lovering, J. (1998b) 'Labour and the Defence Industries: Allies in "Globalization"', *Capital and Class*, 65: 9–20.

- Lovering, J. (1990) 'Military Expenditure and the Restructuring of Capitalism: the Military Industry in Britain', *Cambridge Journal of Economics*, 14: 453–467.
- Lovering, J. (1991) 'The British Defence Industry in the 1990s: A Labour Market Perspective', *Industrial Relations Journal*, 22(2): 105–119.
- Lovering, J. (2001) 'The "Transatlantic Factor" in the Restructuring of the European Defence Industry', in Sefati, C., Brzoska, M., Hagelin, B., Goudie, I., Skons, E., Smit, W. and Weidacher, R. (eds) *The Restructuring of the European Defence Industry. Dynamics of Change*, European Commission, Directorate-General for Research, COST Action A10.
- Lupton, T. and Gowler, D. (1972) 'Selecting a Wage Payment System' in Lupton, T. (ed.) *Payment Systems*, Harmondsworth: Penguin: 239–277.
- Macdonald, W. (2003a) 'Workload and Workplace Stress', in Peterson, C. (ed.) *Work Stress. Studies of the Context, Content and Outcomes of Stress*, New York: Baywood Publishing Company Inc.
- Macdonald, W. (2003b) 'Work Demands and Stress in Repetitive Blue-Collar Work', in Peterson, C. (ed.) *Work Stress. Studies of the Context, Content and Outcomes of Stress*, New York: Baywood Publishing Company Inc.
- Marchington, M. (2000) 'Teamworking and Employee Involvement: Terminology, Evaluation and Context', in Procter, S. and Mueller, F. (eds) *Teamworking*, Basingstoke: Macmillan.
- Marchington, M. and Wilkinson, A. (2003) 'Direct Participation', in Bach, S. and Sisson, K. (eds) *Personnel Management: A Comprehensive Guide to Theory & Practice*, Oxford: Blackwell. Third edition.
- Marchington, M., Goodman, J., Wilkinson, A. and Ackers, P. (1992) *New Developments in Employee Involvement*, ED Research Series No. 2, Employment Department, Sheffield, May.
- Marsden, D. and Richardson, R. (1994) 'Performing for Pay? The Effects of "Merit Pay" on Motivation in a Public Service', *British Journal of Industrial Relations*, 32(2): 243–263.
- Martínez Lucio, M. and Stuart, M. (2002a) 'Assessing Partnership: the Prospects for, and Challenges of, Modernisation', *Employee Relations*, 23(3): 252–261.
- Martínez Lucio, M. and Stuart, M. (2002b) 'Assessing the Principles of Partnership: Workplace Trade Union Representatives' Attitudes and Experiences', *Employee Relations*, 23(3): 305–320.
- Martínez Lucio, M., Jenkins, S. and Noon, M. (2000) 'Management Strategy, Union Identity and Oppositionalism: Teamwork in the Royal Mail', in Procter, S. and Mueller, F. (eds) *Teamworking*, Basingstoke: Macmillan.
- McAdam, D. (1998) 'Micromobilization Contexts and Recruitment to Activism', *International Social Movement Research*, 1: 125–54.
- McGovern, P. (1996) 'Trust, Discretion and Responsibility: The Division of Technical Labour', *Work, Employment and Society*, 10(1): 85–103.
- McGovern, P. (1998) *HRM, Technical Workers and the Multinational Corporation*, London: Routledge.
- McIlroy, J. (1998) 'The Enduring Alliance? Trade Unions and the Making of New Labour 1994–97', *British Journal of Industrial Relations*, 36(4): 537–564.
- Meiksins, P. and Smith, C. (1993) 'Organizing Engineering Work. A Comparative Analysis', *Work and Occupations*, 20(2): 123–146.
- Meil, P. (2004) 'Spanning the Distance: Geographically Distributed Work and Quality of Work Life', Paper presented to the 22nd International Labour

- Process Conference, Amsterdam Institute for Advanced Labour Studies, University of Amsterdam, 5–7 April.
- Meyer, J and Allen, N. (1997) *Commitment in the Workplace. Theory, Research and Application*, London: Sage.
- Michie, J. and Sheehan, M. (2003) 'Labour "Flexibility" – Securing Management's Right to Manage Badly?', in Burchell, B., Deakin, S., Michie, J. and Rubery, J. (eds) *Systems of Production. Markets, Organisations and Performance*, London: Routledge.
- Milton W.P., Rolls-Royce Production Engineering Manager (1 and 8 July 1975), correspondence to TASS shop steward.
- Morgan, K. and Sayer A. (1988), 'A "Modern" Industry in a "Mature" Region: the Remaking of Management-Labour Relations', in Massey, D. and Allen, J. (eds) *Uneven Development*, London: Hodder and Stoughton.
- Mort, M. (2001) *Building the Trident Network. A Study of the Enrollment of People, Knowledge and Machines*, Cambridge, Massachusetts: MIT Press.
- Mowday, R., Porter, L. and Steers, R. (1982) *Organizational Linkages: The Psychology of Commitment, Absenteeism, and Turnover*, San Diego, CA: Academic Press.
- Müller-Jentsch, W. (1988) 'Industrial Relations Theory and Trade Union Strategy', *International Journal of Comparative Labour Law and Industrial Relations*, 4.
- Murphy, L. and Pepper, L. (2003) 'Effects of Organizational Downsizing on Worker Stress and Health in the United States', in Peterson, C. (ed.) *Work Stress. Studies of the Context, Content and Outcomes of Stress*, New York: Baywood Publishing Company Inc.
- Nichols, T. (1986) *The British Worker Question. A New Look at Workers and Productivity in Manufacturing*, London: Routledge and Kegan Paul.
- Nichols, T. and Beynon, H. (1977) *Living with Capitalism: Class Relations and the Modern Factory*, London: Routledge and Kegan Paul.
- Nicoll, A. (2001) 'Overcapacity Remains a Problem', *Financial Times Survey*, Aerospace, Monday June 18.
- Nolan, J., Wichert, I. and Burchell, B. (2000) 'Job Insecurity, Psychological Well-being and Family Life', in Heery, E. and Salmon, J. (eds) *The Insecure Workforce*, London: Routledge.
- Oliver, N. and Wilkinson, B. (1992), *The Japanization of British Industry*, Oxford: Blackwell. Second Edition.
- Oliver, N., Jones, D., Delbridge, R. and Lowe, J. (1994) 'Worldwide Manufacturing Competitiveness Study', The Second Lean Enterprise Report, Andersen Consulting.
- Osterman, P. (2000) 'Work Reorganization in an Era of Restructuring: Trends in Diffusion and Effects on Employee Welfare', *Industrial and Labor Relations Review*, 53(2): 179–197.
- Osterman, P., Kochan, T., Locke, R. and Piore, M. (2001) *Working in America. A Blueprint for the New Labor Market*, Cambridge, Mass.: MIT Press.
- Oxenbridge, S. and Brown, W. (2002) 'The Two Faces of Partnership? An Assessment of Partnership and Co-operative Employer/Trade Union Relationships', *Employee Relations*, 24(3): 262–276.
- Oxenbridge, S. and Brown, W. (2004a) 'A Poisoned Chalice? Trade Union Representatives in Partnership and Co-operative Employer-Union

- Relationships', in Healy, G., Heery, E., Taylor, P. and Brown, W. (eds) *The Future of Worker Representation*, Basingstoke: Palgrave Macmillan.
- Oxenbridge, S. and Brown, W. (2004b) 'Achieving a New Equilibrium? The Stability of Cooperative Employer-Union Relationships', *Industrial Relations Journal* 35(5): 388–402.
- Parks, S. (1995) 'Improving Workplace Performance: Historical and Theoretical Contexts', *Monthly Labor Review*, May: 118(5): 18–28.
- Parkside Bulletin (Rolls-Royce) Issue 108, Oct. 1982, Modern Records Centre (MRC), MSS 390/4/1/89.
- Parkside Bulletin (Rolls-Royce) Issue 53, Sept/Oct 1974, MRC, MSS 390/4/1/44.
- Parkside Bulletin (Rolls-Royce) Issue 58, Feb/March 1975, MRC, MSS 390/4/1/48.
- Parkside Bulletin (Rolls-Royce) Issue 59, March/April 1975, MRC, MSS 390/4/1/49.
- Parkside Bulletin (Rolls-Royce) Issue 60, April/May 1975, MRC, MSS 390/4/1/50.
- Patterson, M., West, M., Lawthom, R. and Nickell, S. (1998) *The Impact of People Management Practices on Business Performance*, London: CIPD.
- Peterson, C. (2003) 'Workplace Changes in Australia and their Effects on Stress', in Peterson, C. (ed.) *Work Stress. Studies of the Context, Content and Outcomes of Stress*, New York: Baywood Publishing Company Inc.
- Pike, A. (2001) 'Corporate Retreat and the Abandonment of Host Economies in the Era of "Globalization" of Capital: The Case of Manufacturing Co in the North East Region of England', *Capital and Class*, 74: 31–59
- Plowden Report (1965) *Report of the Committee of Inquiry into the Aircraft Industry*, Cmnd 2853, HMSO.
- Price, R. (1986) *Labour in British Society*, London: Croom Helm.
- Procter, S. and Mueller, F. (2000) 'Teamworking: Strategy, Structure, Systems and Culture', in Procter, S. and Mueller, F. (eds) *Teamworking*, Basingstoke: Macmillan.
- Procter, S., Rowlinson, M., McArdle, L., Hassard, J. and Forrester, P. (1994) 'Flexibility, Politics and Strategy: in Defence of the Model of the Flexible Firm', *Work, Employment and Society*, 8(2): 221–242.
- Pugh, P. (2001) *The Magic of a Name: The Rolls-Royce Story, Part Two: The Power behind the Jets, 1945–1987*, Cambridge: Icon Books.
- Purcell, J. (1995) 'The End of Institutional Industrial Relations', *Political Quarterly* 64: 6–23.
- Ramsay, H. (1977) 'Cycles of Control: Worker Participation in Sociological and Historical perspective', *Sociology*, 11: 481–506.
- Ramsay, H. (1997) 'Involvement, Empowerment and Commitment' in Towers, B. (ed.) *The Handbook of Human Resource Management*, Oxford: Blackwell.
- Ramsay, H., Scolarios, D. and Harley, B. (2000) 'Employees and High-Performance Work Systems: Testing inside the Black Box', *British Journal of Industrial Relations*, 38(4): 501–531.
- Randle, K. (1996) 'The White-coated Worker: Professional Autonomy in a Period of Change', *Work, Employment and Society*, 10(4): 737–753.
- Richardson, M. (2000) *Trade Unionism and Industrial Conflict in Bristol: An Historical Study*, Employment Studies Research Unit, University of the West of England.
- Richardson, M., Tailby, S., Danford, A., Stewart, P. and Upchurch, M. (2005) 'Best Value and Workplace Partnership in Local Government' *Personnel Review*, 34(6).

- Rinehart, J., Huxley, C. and Robertson, D. (1997) *Just Another Car Factory? Lean Production and its Discontents*, Ithaca and London: ILR Press.
- Robinson, P. (1999) 'Explaining the Relationship between Flexible Employment and Labour Market Regulation', in Felstead, A. and Jewson, N. (eds) *Global Trends in Flexible Labour*, Basingstoke: Macmillan.
- Rolls-Royce Negotiating Committee (December 1969), MRC, MSS 390/1/1/2.
- Rolls-Royce Negotiating Committee (July 1970), MRC, MSS 390/1/1/3.
- Rooney, A. (1968) 'The Aircraft Industry' in K. Coates (ed.) *Can the Workers Run Industry?* The Institute for Workers' Control: Spere Books.
- Rothschild, J. (2000) 'Creating a Just and Democratic Workplace: More Engagement, Less Hierarchy', *Contemporary Sociology*, 29(1): 195–213.
- SBAC (2000) *UK Aerospace Statistics 1999*, London: Society of British Aerospace Companies.
- Seidl, M. and Kleiner, B. (1999) 'Downsizing in the Aerospace Industry', *Aircraft Engineering and Aerospace Technology: An International Journal*, 71(6): 546–549.
- Sisson, K. (1999) 'The "New" European Social Model: The End of the Search for an Orthodoxy or Another False Dawn?', *Employee Relations*, 21(5): 445–462.
- Sisson, K. and Marginson, P. (2003) 'Management: Systems, Structures and Strategy', in Edwards, P. (ed.) *Industrial Relations*, Oxford: Blackwell. Second Edition.
- Sisson, K. and Storey, J. (2000) *The Realities of Human Resource Management. Managing the Employment Relationship*, Buckingham: Open University Press.
- Smart, T., Browder, S. and Dawley, H. (1996) 'Defying the Law of Gravity', *Business Week*, April 8th: 78–80.
- Smith, C. (1987) *Technical Workers: Class, Labour and Trade Unionism*, Basingstoke: Macmillan.
- Smith, C. (1991) 'Engineers and the Labour Process' in Smith, C., Knights, D. and Willmott, H. (eds) *Whitecollar Work: The Non-Manual Labour Process*, London: Macmillan.
- Smith C. and Whalley P. (1996) 'Engineers in Britain: A Study in Persistence' in Meiskins, P. and Smith, C. (eds) *Engineering Labour*, London: Verso.
- Smith, P. (2001) *Unionization and Union Leadership. The Road Haulage Industry*, London: Continuum.
- Smith, P. and Morton, G. (1993) 'Union Exclusion and the Decollectivization of Industrial Relations in Britain', *British Journal of Industrial Relations*, 31(1): 97–114.
- Smith, P. and Morton, G. (2001) 'New Labour's Reform of Britain's Employment Law: The Devil is not only in the Detail but in the Values and Policy Too', *British Journal of Industrial Relations*, 39(1): 119–38.
- Smith, P. and Morton, G. (2004) 'Seven Years' New Labour: Management Prerogative and Workers' Rights,' Paper presented to the WES04 Work, Employment and Society Conference, UMIST, Manchester, 1–3 September.
- Snape, E., Wilkinson, A., Marchington, M., and Redman, T. (1995) 'Managing Human Resources for TQM: Possibilities and Pitfalls', *Employee Relations*, 17(3): 42–51.
- Steijn, B. (2001) 'Work Systems, Quality of Working Life and Attitudes of Workers: An Empirical Study Towards the Effects of Team and Non-team-work', *New Technology, Work and Employment*, 16(3): 191–203.

- Stewart, P., Lewchuk, W., Yates, C., Saruta, M. and Danford, A. (2004) 'Patterns of Labour Control and the Erosion of Labour Standards. Towards an International Study of the Quality of Working Life in the Automobile Industry (Canada, Japan and the UK)', in Charron, E. and Stewart, P. (eds) *Work and Employment Relations in the Automobile Industry*, Basingstoke: Palgrave Macmillan.
- Stewart, P. and Wass, V. (1998) 'From "Embrace and Change" to "Engage and Change": Trade Union Renewal and the New Management Strategies in the UK Automotive Industry?', *New Technology, Work and Employment* 13(2): 77–93.
- Stewart, P. and Garrahan, P. (1995) 'Employee Responses to New Management Techniques in the Auto Industry', *Work, Employment and Society*, 9(13): 517–536.
- Stuart, M. and Martínez Lucio, M. (2002) 'Social Partnership and the Mutual Gains Organisation: Remaking Involvement and Trust at the British Workplace', *Economic and Industrial Democracy*, 23 (2): 177–200.
- Stuart, M. and Martínez Lucio, M. (2005) 'Partnership and Modernisation in Employment Relations. An Introduction', in Stuart, M. and Martínez Lucio, M. (eds) *Partnership and Modernisation in Employment Relations*, London: Routledge.
- Supiot, A. (2001) *Beyond Employment. Changes in Work and the Future of Labour Law in Europe*, Oxford: Oxford University Press.
- Tailby, S., Richardson, M., Stewart, P., Danford, A. and Upchurch, M. (2004), 'Partnership at Work and Worker Participation: An NHS Case Study', *Industrial Relations Journal*, 35(3): 365–388.
- Tailby, S. and Winchester, D. (2000) 'Management and Trade Unions: Towards Social Partnership?' in Bach, S. and Sisson, K. (eds) *Personnel Management*, Oxford: Blackwell.
- TASS (1986) Representative Council Conference Report, Bournemouth.
- TASS (1987) Representative Council Conference Report, Bournemouth.
- TASS *News and Journal*, April 1984.
- Taylor, P. and Bain, P. (2003) 'Call Center Organising in Adversity', in Gall, G. (ed.) *Union Organising. Campaigning for Trade Union Recognition*, London: Routledge.
- Taylor P. and Ramsay, H. (1998) 'Unions, Partnership and HRM: Sleeping with the Enemy?', *International Journal of Employment Studies*, 6(2): 115–143.
- Taylor, R. (2003) *Social Democratic Trade Unionism. An Agenda for Action*, Catalyst Working Paper, London: Catalyst.
- Terry, M. (2002) 'Employee Representation: Shop Stewards and the New Legal Framework', in Edwards, P. (ed.) *Industrial Relations: Theory and Practice*, Oxford: Blackwell, Second Edition.
- Terry, M. (2003a) 'Can "Partnership" Reverse the Decline of British Trade Unions?', *Work, Employment and Society*, 17(3): 459–472.
- Terry, M. (2003b) 'Partnership and the Future of Trade Unions in the UK', *Economic and Industrial Democracy*, 24(4): 485–507.
- Thompson, M. (2002) *High Performance Work Organization in UK Aerospace. The SBAC Human Capital Audit 2002*. Report compiled for the Society of British Aerospace Companies, London and Oxford: SBAC and Templeton College, University of Oxford.



- Thompson, P. (2003) 'Disconnected Capitalism: or Why Employers Can't Keep Their Side of the Bargain', *Work, Employment and Society*, 17(2): 359–378.
- Townley, B. (1989) 'Employee Communications Programmes', in Sisson, K. (ed.) *Personnel Management in Britain*, London: Blackwell.
- Townley, B. (1994) 'Communicating with Employees', in Sisson, K. (ed.) *Personnel Management. A Comprehensive Guide to Theory and Practice in Britain*, Oxford: Blackwell.
- Townley, B. (2003) 'Performance Appraisal and the Emergence of Management', *Journal of Management Studies*, 3(2): 221–238.
- Trades Union Congress (1999) *Partners for Progress: New Unionism at the Workplace*, London: TUC.
- Trades Union Congress (2000) *Partnership. A Boost to Business*, London: TUC.
- Trades Union Congress (2001) *Partnership in Depth*, TUC Partnership Institute, [www.tuc.org.uk/pi/partnership.ht](http://www.tuc.org.uk/pi/partnership.ht)
- Trades Union Congress (2002) *The Law at Work. TUC Submission on the Government's Discussion Document, High Performance Workplaces*, Trades Union Congress, November.
- Trades Union Congress (2003a) *High Performance Workplaces*, Report, <http://www.tuc.org.uk/economy/tuc-6995-f0.cfm>.
- Trade Union Congress (2003b) *Welsh TUC Response to the DTI Discussion Document*, Report, <http://www.tuc.org.uk/law/tuc-7361-f0.cfm>.
- UNIDO (2002) *International Yearbook of Industrial Statistics 2002*, United Nations Industrial Development Organization, Cheltenham: Edward Elgar.
- Upchurch, M. and Danford, A. (2001) 'Industrial Restructuring, Globalization and the Trade Union Response: a Study of MSF in the South West of England', *New Technology, Work and Employment*, 16:100–17.
- Upchurch, M., Mathers, A. and Taylor, G. (2004a) 'Opening Up Civil Society: A New Strategy for UK Unions?', *Labour Movements in the Twenty First Century Conference*, Sheffield University, 1–4 July, 2004.
- Upchurch, M., Richardson, M., Tailby, S., Danford, A. and Stewart, P. (2004b) 'EU Social Policy and Non-Union Forms of Employee Representation: A Case Study from UK Finance', Paper presented to the 7th European Congress of the International Industrial Relations Association, Lisbon, 7–11 September.
- Waddington, J. (2003) 'What do Representatives Think of the Practices of European Works Councils? Views from Six Countries', *European Journal of Industrial Relations*, 9(3): 303–325.
- Wagner, J. (1994) 'Participation's Effects on Performance and Satisfaction: A Reconsideration of Research Evidence', *Academy of Management Review*, 19(2): 312–330.
- Wainwright, H. and Elliott, D. (1982) *The Lucas Plan. A New Trade Unionism in the Making?*, London: Allison and Busby.
- Walton, R. (1985) 'From Control to Commitment in the Workplace', *Harvard Business Review*, 63(2): 77–84.
- Walton, R., Cutcher-Gershenfeld, J. and McKersie, R. (1994) *Strategic Negotiations: A Theory of Change in Labour-Management Relations*, Cambridge: Harvard Business School Press.
- Watson, T. and Rosborough, J. (2000) 'Teamworking and the Management of Flexibility: Local and Social – Structural Tensions in High Performance Work

- Design Initiatives', in Procter, S. and Mueller, F. (eds) *Teamworking*, Basingstoke: Macmillan.
- Webb, T. (1998) *The Armour-Plated Ostrich. The Hidden Costs of Britain's Addiction to the Arms Business*, London: Comerford and Miller.
- Western Daily Press*, 28 July 1984.
- Westwood, A. (2004) 'Skills that Matter and Shortages that Don't', in Warhurst, C., Grugulis, I. and Keep, E. (eds) *The Skills That Matter*, Basingstoke: Palgrave Macmillan.
- Whalley, P. (1986) *The Social Production of Technical Work*, Basingstoke: Macmillan.
- White, M., Hill, S., McGovern, P., Mills, C. and Smeaton, D. (2003) "'High-performance" Management Practices, Working Hours and Work-Life Balance', *British Journal of Industrial Relations*, 41(2): 175–195.
- Whitfield, R. (1979) 'The Labour Movement in Bristol 1910–1939', unpublished MLitt thesis, University of Bristol.
- Whitston, C., Roe, A. and Jefferys, S. (1999) 'Job Regulation and the Managerial Challenge to Trade Unions: Evidence from Two Membership Surveys', *Industrial Relations Journal*, 30(5): 482–498.
- Wichert, I. (2002) 'Job Insecurity and Work Intensification: the Effects on Health and Well-being', in Burchell, B., Lapido, D. and Wilkinson, F. (eds) *Job Insecurity and Work Intensification*, London: Routledge.
- Wilkinson, B., Morris, J. and Munday, M. (1995) 'The Iron Fist in the Velvet Glove: Management and Organisation in Japanese Manufacturing Transplants in Wales', *Journal of Management Studies*, 32(6): 819–830.
- Wilkinson, F. and White, M. (1994) 'Product-Market Pressures and Employers' Responses', in Rubery, J. and Wilkinson, F. (eds) *Employer Strategy and the Labour Market*, Oxford: Oxford University Press.
- Williams, K. (2000) 'From Shareholder Value to Present-day Capitalism', *Economy and Society*, 29(1): 1–12.
- Womack, J.P., Jones, D.T. and Roos, D. (1990), *The Machine that Changed the World: The Triumph of Lean Production*, New York: Rawson Macmillan.
- Wood, S. (1999) 'Getting the Measure of the Transformed High-Performance Organisation', *British Journal of Industrial Relations*, 37(3): 391–417.
- Wood, S. and de Menezes, L. (1998) 'High Commitment Management in the UK: Evidence from the Workplace Industrial Relations Survey, and Employers' Manpower and Skills Practices Survey', *Human Relations*, 51(4): 485–515.
- Yates, C. (1998), 'Defining the Fault Lines: New Divisions in the Working Class', *Capital and Class*, 66 (Autumn): 119–149.
- Yates, C., Lewchuk, W. and Stewart, P. (2001) 'Empowerment as a Trojan Horse: New Systems of Work Organization in the North American Automobile Industry', *Economic and Industrial Democracy*, 22(4): 517–542.
- Zweig, F. (1951) *Productivity and Trade Unions*, Oxford: Blackwell.

# Index

- ACTSS, 18, 152
- administrative staff, 18, 34, 49, 61, 73, 160, 180–1, 185, 186, 193, 195, 205, 209, 212
- aerospace industry
  - aero-engines, 22, 50, 60
  - aircraft, 21–6, 30, 32, 33, 35, 36, 38
  - airframes, 22
  - civil aviation, 49, 50, 51, 60, 62, 74
  - competitive markets, 51, 63, 74, 138, 164
  - competitive tendering, 48, 138
  - concentration, 47, 48
  - 'cost-plus' contracts, 47, 53
  - customer power, 50, 51
  - decentralization, 48
  - defence, 17, 48, 49, 50, 51, 60, 62, 74, 138
  - economy, 47
  - employees' qualifications, 47
  - industrial relations, 21–42, 47, 48
  - joint ventures and mergers, 44, 48, 62
  - labour rationalization, 44, 46, 47, 48, 49, 60, 61–4, 145
  - licensed production, 62–3
  - management, 21–42, 48
  - privatization, 35, 48
  - recession, 48, 49, 62
  - restructuring, 46–9, 62, 75
  - safety, 59
  - skill concentration, 46
  - state policy, 47–50
  - USA, 47, 48, 49
- agency workers, *see* temporary labour
- Air Ministry, 22
- Airbus Industrie, 49
- Aircraft and Shipbuilding Industries Act, 39
- Aircraft Shop Stewards National Council (ASSNC), 22, 23
- Airframes*, workforce profile and research design, 17–19
- Amalgamated Engineering Union (AEU), 22, 23, 35
- AMICUS-AEEU, 18, 142, 147
- AMICUS-MSF, 18, 19, 142, 152, 160, 165, 166
- APEX, 18, 160
- appraisal systems, 58, 200–1, 208–16, 221
  - graduates and technical staff, 208, 209–11
  - manual workers, 209, 211, 212–16, 221
  - temporary workers, 219
  - women workers, 218
- armed services, 21
- arms conversion, 39, 40
- ASTMS, 161
- autonomy
  - employees, 4, 70, 75, 76–7, 82, 88, 97–9, 105–6, 230, 236, 239
  - occupational class, 97–9
- Benn, Tony, 19, 26, 30, 37, 38
- Blair, Tony, 1, 10
- Blue Circle, 161
- Boeing, 49, 83, 84
- Bristol Aeroplane Company, 25
- Bristol Siddeley, 36
- British Aerospace (BAe), 29, 32, 33, 35
- British Aircraft Corporation (BAC), 27, 28, 29, 31, 38, 39
- British and Colonial Aerospace Company, 21
- Broad Left (TASS), 161
- Bush, George, 49
- cellular manufacturing, 79
  - at *Airframes*, 79–86
  - at *JetCo*, 86–9, 103–5
- collective bargaining, 35, 43, 47, 48, 101–2, 105, 142, 148–9, 153, 155, 187, 226, 238

- commitment, 167
    - employees, 3, 5, 10–12, 64–9, 167, 170–1, 173, 228–30
    - managers, 11
    - partnership, 136, 139, 170, 228–30
  - communication with employees, 3, 4, 168, 169–82, 234–5
    - manual workers, 172–5
    - practices used at *Airframes* and *JetCo*, 171
    - technical staff, 175–6
    - see also* consultation
  - Communist Party, 23, 25, 161
  - competitive strategy
    - 'high road', 44, 46, 232
    - 'low road', 44, 46
  - conciliation and arbitration, 22
  - Confederation of British Industry (CBI), 39
  - Confederation of Shipbuilding and Engineering Unions (CSEU), 24
  - constitutional militancy, 23
  - consultation, 3, 4, 11, 142–4, 154, 168, 177–8, 182–7, 197, 234–5
  - continuous improvement groups, 4, 6, 7, 76, 77–8, 79, 86–7, 90–3, 99, 106, 115–17, 121, 148, 236
  - control
    - appraisals, 200–1, 208–16
    - bureaucratic, 43–4, 58–9
    - continuous improvement, 90–1, 115–17
    - design costs, 50, 51, 52, 54
    - employee communication, 170, 173–5, 176
    - employee views, 66–9
    - ex-armed services labour, 83–6, 99–101, 174–5, 239
    - financial, 45, 46, 54–6, 59–61, 67, 74, 83, 106, 138, 228, 232, 236
    - labour costs, 5, 45–6, 49, 56, 60–1, 81–2, 87, 138, 228, 232, 236 and differentials, 27
    - performance related pay, 201–2, 224
    - production, 79–81, 86–7
    - production costs, 52, 54
    - work study, 26
    - see also* appraisal systems
  - corporate governance, 45, 52–4, 58–60, 74, 138–42, 228
  - customer power, 50, 51
  - decentralization
    - aerospace industry, 48
    - business units, 43, 45, 46, 53, 60–1, 74, 76, 86, 113–14, 118–19, 138
    - collective bargaining, 43, 101–2
    - divisionalization, 43, 45, 48
    - matrix structure, 54, 59–60, 74, 86
  - defence spending, 33, 40
  - design process
    - matrix structure, 54, 113–14, 118–19
    - rationalization, 51
    - re-organization, 53–4
    - see also* teamworking
  - discretionary effort, 4, 11, 76, 105–6, 167, 235–6
  - downsizing, 5, 34, 46, 48, 55–6, 61–2, 68, 70, 74, 144, 156, 232
  - effort rates, 94–5, 122–4
  - job losses, 33, 35, 40, 145, 151–2, 156
  - trade union strategy, 62, 144, 145, 151–2, 156–7, 166
  - see also* redundancies
- Dowty, 32, 36
- employee voice, 11–12, 138, 167–98
    - see also*, communication with employees, consultation, participation of employees
  - employment security
    - see* job security
  - empowerment, 4, 17, 45, 84, 92, 169–70, 199, 236
  - Electrical, Electronic, Telecommunications and Plumbing Union (EETPU), 29, 31, 35
  - Engineering and Allied Trades Shop Stewards National Council (E&ATSSNC), 23
  - Engineering Employers' Federation (EEF), 21, 22, 23, 24, 32, 35
  - Fiat, 35
  - Fine Tubes, 30, 32

- Fishman, Nina, 23
- flexibility
- job rotation, 81–2, 88–9
  - labour, 33, 54, 56, 80–1, 84–6, 87–9, 94–5, 111–15, 118–20, 123–4, 125, 148, 153, 224, 228
  - management, 53
  - matrix structure, 54, 59–60, 74, 86, 113–14, 118–19
  - multi-skilling, 45, 89, 103, 111–15, 118–20, 200
  - multi-tasking, 45, 81–2, 88–9, 106, 111–15, 118–20, 200, 228, 230
  - new flexible firm, 45–6, 52–8, 58–64, 74–5, 106, 222, 228
  - numerical, 55–8, 228
  - see also* downsizing, outsourcing, sub-contract labour, temporary labour
- gang workers, 27
- Germany, 2–3, 23
- Gill, Ken, 30, 34
- globalization, 2, 3, 43, 44, 49, 51, 62–3
- Government policy (*see also*, aerospace industry)
- 1971 Industrial Relations Bill, 30
  - high performance workplace, 4
  - modernization, 1–3, 11, 136
  - neo-liberalism, 49
  - post-war, 47
  - regulation, 22
  - state ownership, 37
  - war production, 23
- grading schemes, 58, 204, 221
- graduate staff, 18, 53, 61, 72, 109–11, 111–13, 116–17, 121, 123–9, 130–2, 133–5, 203, 204, 205, 209, 210, 212, 222, 239
- Hawker Aircraft Company, 22
- Heath, Edward, 37
- Heseltine, Michael, 35
- high performance workplace, 3–6, 8–10, 59, 69, 72, 76–135, 170, 189, 198, 199, 202, 221–2, 223–39
- high performance work systems (HPWS), 3–6, 20, 42, 44, 224, 235
- downsizing, 46, 232, 234
  - manual workers, 76–107
  - new flexible firm, 45
  - technical workers, 108–35
  - worker resistance, 99–105, 130–4, 238–9
  - see also* autonomy, communication with employees, consultation, employee voice, partnership, participation, skills, training
- Hobsbawm, Eric, 29
- human resource management (HRM), 48, 169, 176, 210, 224, 233
- industrial democracy, 24, 36, 37, 38, 39, 139, 141, 167, 176–82
- workers' committees, 21
  - workers' control, 32, 36, 39
  - workers' councils, 36
- industrial disputes, 21, 23, 24, 25, 28, 30, 31, 32, 33, 34, 36, 61, 63, 140
- 39-hour week, 33
  - demonstrations, 32, 40
  - overtime bans, 30, 36, 99–100, 102, 140
  - picketing, 32, 34
  - sit-ins (occupations) 31, 32, 34
  - solidarity action, 30, 32
  - strikes, 21, 22, 23, 24, 25, 30, 31, 32, 34, 35, 102, 140
- industrial relations, 21, 22, 24, 35, 36, 41
- Industrial Relations Bill, 30
- insecurity, 11, 68, 70–3, 77, 101, 145–6
- age and service, 71
  - class differences, 72–3
  - continuous improvement, 90–1
  - direct participation, 174
  - partnership, 188–9, 232
  - role of management, 72
  - see also* job security
- integrated project teams, 115–17, 121–22
- International Monetary Fund (IMF), 39
- Italy, 35

- Japanese management practices, 6–7, 9, 86
- Japanese transplant managers, 59
- Japanization School, 6–7, 78
- JetCo*, workforce profile and research design, 17–19
- job satisfaction, 4, 5, 12, 64–74, 224
- job security, 10–11, 41, 46, 57, 72–3, 89, 138, 143, 145–6, 226, 230, 231–2, 239
- employment security, 226, 231–2
- see also* insecurity
- Joint Production Committees, 23, 24, 143
- Joint Site Committees, 142–4, 183
- employee evaluation, 183–7
- trade unions, 183
- Joint Strike Fighter Programme, 49
- joint venture at *Airframes*, 53, 56, 176–8
- just-in-time (JIT), 6, 7, 44, 48, 79, 80–1, 83, 87, 88
- kaizen
- see* continuous improvement groups
- Keith, Sir Kenneth, 37
- labour intensification, 4, 17, 23, 27, 29, 200, 233–4
- manual workers, 77, 78, 93–6, 233–4
- technical workers, 114, 120, 122–9, 234
- women workers, 125–6
- see also* stress
- labour markets
- engineering, 26, 239
- high performance workplace, 45
- manual workers, 64
- rural, 66, 100, 145–6
- Labour Party
- ‘New Labour’, 1–3, 14, 15, 161
- ‘Old Labour’, 159
- labour productivity, 5, 23, 34, 44, 53, 81, 91, 164
- labour standards, 15, 16–17, 101–5, 137, 230, 237, 239
- lean production, 7–9, 44, 48, 59, 77
- lock-outs, 22
- loyalty, of employees, 65–8
- Lucas Aerospace, 39
- Lucas Plan, 39
- Lyons, Roger, 161
- McDonaldization, 92
- management
- accountability, 45, 46, 53–5, 58–61
- commitment to workers, 68–9
- cost-control, 45, 46, 53–5
- culture, 48, 49, 52–5, 58–61, 68
- employee participation, 179–81
- ‘fast-track’, 59
- flexibility, 52
- HRM, 48, 58
- partnership, 138–42, 164–5
- paternalism, 52
- training, 203, 204, 205
- manual workers, 18, 25, 26, 28, 30, 32, 34, 37, 61, 64, 65, 69–70, 73, 76–107, 172–5, 180–1, 185–6, 187–90, 193, 195, 203–8
- Matra Marconi, 36
- measured day work (MDW), 26, 29
- ‘men in black’, 85–6
- militancy, 22, 30, 32, 35, 42, 238
- see also* industrial disputes, workers (resistance)
- Ministry of Defence (MOD), 51
- mobilization, 32, 101–5, 130–2, 149, 154, 238–9
- MSF for Labour, 161
- mutual gain, 4, 11, 45, 72, 137, 223, 224, 232
- see also* partnership
- mutuality, 11, 12, 29, 139, 170, 225, 234
- National Shop Stewards Council, 23
- Nationalization, 29, 32, 35, 36, 38, 39
- networking, of suppliers, 44, 62
- New Propeller*, 22, 23
- new realism, 35
- organizational restructuring, 43–4, 51–5, 58–64, 138
- aerospace, 46–9
- partnership, 139–42, 144, 164

- outsourcing, 44, 46, 48, 55, 56, 61–3, 72, 75, 87, 160, 178, 228
- participation
- employees, 4, 23, 39, 44, 77–8, 82–3, 90–3, 98, 105–6, 141, 165, 167–98, 223, 224, 226, 234–5
  - direct, 169–76
  - indirect, 182–95
  - trade unions, 140, 141–4, 150–4, 163, 165, 168–9
  - workplace democracy, 176–82
- partnership, 10–17, 100, 101, 136–66, 223–39
- AMICUS-MSF agreement at *JetCo*, 162
- as process, 140–2, 165, 196
- confidential information, 154–5, 159–60, 234–5
- conflict of interests, 224, 225, 226, 228–39
- direct employee participation, 167, 169–82
- ‘distancing’ of union activists, 149–52, 159, 188
- downsizing, 151–2, 166
- employees’ interests, 187–8, 190–1, 197–8, 223–39
- employees’ views, 167–98, 231, 232
- employers, 12–13, 15–16, 138–42, 164–5, 230–1, 237
- ideology, 137, 139, 164, 165, 189, 198, 231, 237
- indirect employee participation, 182–95
- individualism, 215, 221
- inter-union divisions, 155, 164, 165–6
- intra-union divisions, 150–1, 166
- job insecurity, 188–90, 226
- joint consultation, 182–3
- line managers, 150–1, 163, 166
- New Labour, 2, 14, 15, 161
- Rhenish model, 2–3
- senior managers, 138–42, 152–3, 162, 163, 164–5
- skill development and training, 199–208, 216–20, 221–2, 226
- TUC’s six principles, 10–11, 137, 138, 224, 227–36
- union influence, 192–5, 238
- union legitimacy, 14
- union revitalization, 12–17, 138, 165, 236–9
- union strategy, 144–66, 230–2, 234–5, 237–9
- pay, 4
- collective bargaining, 148–9, 155
  - performance related pay, 201–2, 212–6, 221
  - piecework, 24, 26–8, 202
  - rate-fixers, 26, 28
- plant closures, 40
- production process, 76–108
- rationalization, 39, 51
  - see also* teamworking, cellular working
- profitability, of plants, 50, 51, 74
- quality control, 50,
- quality of working life (QWL), 8, 11, 16, 44, 54, 70, 77, 93–9, 106, 122–9, 138, 232–4
- rearmament, 22, 49
- recession, 33, 36, 40
- recruitment of managers, 59
- redundancies, 36, 39, 40, 46, 61–3, 68, 70, 75, 151–2, 156
- research and development (R&D) 46, 53
- Rolls-Royce, 24, 27, 28, 30, 31, 32, 33, 34, 35, 36, 37, 38
- Rumsfeld, Donald, 49
- sectionalism, 29, 32
- Sikorsky, 35
- skill, 73, 74, 79–83, 87–9, 94–5, 199
- audit, 40
  - computers, 203
  - dependence on, 22
  - development of, 45, 199
  - high skill, 4, 46, 48, 63, 66, 138, 221, 224, 233
  - low skill, 44
  - engineering, scarcity of, 55, 73
  - social capital, 170, 199



skill – *continued*

strike over skill dilution, 23  
*see also* flexibility  
 Smiths Industries, 32, 35, 36  
 Social Contract, 31  
 social democracy, 33  
 social identity theory, 25  
 socially useful production, 39  
 Socialist Workers Party, 159  
 stakeholderism, 167, 224, 234  
 stress  
   effort intensification, 96–7, 234  
   employee control, 97–9, 234  
   job insecurity, 97–9  
   manual workers, 95–9, 233–4  
   technical workers, 126–9, 234  
   women workers, 125–6  
 strikes  
   *see* industrial disputes  
 sub-contract labour, 46, 55–8, 148,  
   202, 219–20  
   trade union strategy, 57–8  
 ‘systems fit’, 167–8, 187  
 ‘systems integration’, 62  
 TASS, 30, 31, 33, 34, 35, 161  
 teamworking, 4, 6, 17, 36, 44, 48,  
   76–7, 236  
   production teams, 53, 81–6, 87–9,  
     103–5  
   technical staff, 113–22  
   *see also* cellular manufacturing  
 team briefings, 169, 171–6  
 technical staff, 18, 49, 61, 62, 73,  
   108–35, 175–6, 180–1, 185–7,  
   190–2, 193,  
   195, 205, 209, 212  
 technological change, 3, 21, 43, 48,  
   52, 77, 203  
   new technology agreement, 34  
 temporary labour, 56–8, 75, 181–2,  
   202, 216, 219–20, 221, 228, 232,  
   233  
   trade union strategy, 57–8  
 TGWU, 18, 147  
 Thatcher, Margaret  
   1979 Conservative government, 32  
   New Right policies, 33  
   Westland affair, 35

total quality management (TQM),  
   78, 90  
   *see also* continuous improvement  
   groups, kaizen  
 trade unions, 2–3, 10–11, 21–42, 48,  
   99–105, 142–66, 230–1  
 activists, 22, 33, 35, 39, 137,  
   147–64, 166  
 activist victimization, 48, 103, 145,  
   156  
 communications, 154–5, 159–60  
 convenors, 147–8, 152–3, 159, 161  
 job control, 15, 16–17, 101–5, 137,  
   151–2, 153  
 Joint Site Committees, 183  
 outsourcing, 63  
 partnership, 12–17, 101, 144–66,  
   187–98, 225  
 rank and file, 21, 23, 33, 35, 36, 38,  
   39, 40, 101–5, 149–50, 187–95,  
   231  
 rank and file leadership, 137,  
   147–9, 154–5, 159–60, 161–2,  
   165–6, 188, 238  
 shop stewards, 22, 24, 25, 26, 27,  
   28, 29, 30, 37, 38, 39, 99–100,  
   101–5, 142–66  
 temporary labour, 57–8  
 worker redundancy, 61–3  
 training, 199–200, 203–8, 221–2, 226,  
   233  
 appraisals, 208, 209  
 distribution across occupations,  
   202, 203–8, 221, 233  
 employment security, 226  
 formal, 199, 200, 204, 205, 207,  
   221  
 graduates and managers, 203, 205,  
   206, 209, 221, 222, 233  
 informal, 199, 200, 207  
 manual workers, 203–8, 209, 221,  
   233  
 temporary staff, 202, 216, 219–20,  
   221, 233  
 women, 202, 216, 217–18, 220,  
   221, 233  
 trust  
   managers, 54, 61, 68–9, 92, 139,  
   140, 158–9

- workers, 4, 5, 12, 68, 69, 71, 75, 105–6, 176, 224
- trade unions, 149, 159–60, 165, 225, 230
- TUC, 1, 3, 4, 10–11, 23, 31, 39, 137, 138, 224, 227–36
- unemployment, 22
- USA, 3, 4–5, 23, 83
- value stream mapping, 86–7, 90, 91
- wage drift, 29
- wage struggles, 32
- wages militancy, 29
- war
  - Falklands war, 33
  - First World War, 21, 22
  - Second World War, 23, 143
  - war bonus, 21
  - ‘war on terror’, 49
- Westland Helicopters, 27, 32, 34
- White, Sir George, 21
- winter of discontent, 32,
- workers
  - craft tradition, 82, 88, 108–9, 236
  - discontent, 61–2, 63–4, 68–9, 75, 89, 92–3, 99–105, 106–7, 208–16, 228–36, 239
  - ex-armed services, 52, 84–6, 100–1, 174–5, 239
  - qualifications, 18, 46, 53, 109, 200, 204
  - resistance, 61, 63, 99–105, 130–4, 139, 165, 216, 238–9
  - see also* administrative staff, graduate staff, labour markets, manual workers, technical staff, sub-contract, labour temporary labour
- women workers, 34, 125–6, 202, 216–20, 221, 233
- working hours, 94–5, 122–3
- work–life balance, 5
- works councils, 142–4, 183, 186
  - see also* Joint Site Committees
- York Memorandum, 22