

Partnership and the High Performance Workplace

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Partnership and the High Performance Workplace

Work and Employment Relations in the
Aerospace Industry

Andy Danford, Mike Richardson, Paul Stewart,
Stephanie Tailby and Martin Upchurch

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List of Abbreviations

ACTSS	Association of Clerical and Technical Staff Section
AEU	Amalgamated Engineering Union
AEEU	Amalgamated Engineering and Electrical Union
AMICUS-AEEU	AEEU Section of the AMICUS
AMICUS-MSF	MSF Section of the AMICUS
APEX	Association of Professional Executive, Clerical and Computer Staff
ASSNC	Aircraft Shop Stewards National Council
ASTMS	Association of Scientific, Technical and Managerial Staffs
BAC	British Aircraft Corporation
BaE	British Aerospace
BFDJC	Better Future for Defence Jobs Committee
BSECSSC	Bristol Siddeley Engines National Combined Shop Stewards Committee
CAD	Computer-Aided Design
CBI	Confederation of British Industry
CIPD	Chartered Institute of Personnel and Development
CSEU	Confederation of Shipbuilding and Engineering Unions
DTI	Department of Trade and Industry
E&ATSSNC	Engineering and Allied Trades Shop Stewards National Council
EEF	Engineering Employers' Federation
EETPU	Electrical, Electronic, Telecommunications and Plumbing Union
ESRC	Economic and Social Research Council
GMB-APEX	The APEX section of the General Municipal and Boilermakers' Union
HNC	Higher National Certificate
HND	Higher National Diploma
HPW	High Performance Workplace
HPWS	High Performance Workplace Systems

HR	Human Resources
HRM	Human Resource Management
IPA	Involvement and Participation Association
IPT	Integrated Project Team
JIT	Just-in-Time
JPC	Joint Production Committee
JSC	Joint Site Committee
MDW	Measured Day Work
MOD	Ministry of Defence
MOT	Ministry of Transport
MD	Managing Director
MRP	Materials Requirements Planning
MSF	Manufacturing, Science and Finance Union
NVQ	National Vocational Qualifications
PDR	Personal Development Review
PRP	Performance Related Pay
QWL	Quality of Working Life
R&D	Research and Development
RAF	Royal Air Force
ROCC	Raising Our Company's Competitiveness
SBAC	Society of British Aerospace Companies
TASS	Technical, Administrative and Supervisory Section (Union)
TGWU	Transport and General Workers Union
TQM	Total Quality Management
TUC	Trades Union Congress
UNIDO	United Nations Industrial Development Organization
WERS	Workplace Employee Relations Survey

Foreword

The changing nature of employment relations internationally is one of the key issues of contemporary debate. Developments in the UK have centred on the possibilities for partnership in the workplace to better transform the performance of organisations in private industry and public organisations.

This new research monograph, the seventh in the Palgrave ESRC Future of Work Series, examines the implications of the attempts by employers and employees to establish new working patterns, modes of communication and forms of participation and partnership in the aircraft industry – one of the United Kingdom's strategic sectors.

Advances in productivity in UK industries features very high on the Government's agenda, but have the implications for change in employment relations featured significantly in contemporary analysis and debate? The present UK government has espoused the concept of partnership between employees, but has it put in place the institutional mechanisms to achieve the effective modes of consultation, negotiation and regulation?

This study, produced by a notable team of researchers at the University of the West of England, addresses these questions head on. It illuminates the dynamics and effects of new human resource management practices, examines the responses, collectively and individually, of employees to these new practices, and sheds light on class and gender relations in the workplace that are too often neglected in studies of manufacturing. It is an important book that will significantly advance the contemporary debate about employment relations and the possibilities for new forms of partnership in the workplace. It is a major contribution to the analysis of the future of work.

Peter Nolan

Notes on the Authors

Andy Danford is Professor of Employment Relations at the University of the West of England, Bristol. He has published widely in the areas of trade union renewal and critical studies of lean production in the aerospace and automotive sectors. He is the author of *Japanese Management Techniques and British Workers* and co-author of *New Unions, New Workplaces*.

Mike Richardson is a Senior Researcher in Industrial Relations at the University of the West of England. His research interests include labour history. His recently published articles include 'Leadership and Mobilization: SOGAT in the 1986–87 News International Dispute'. He is also co-author of *New Unions, New Workplaces*.

Paul Stewart is Professor of the Sociology of Work and Employment at the University of the West of England. He has published widely in the areas of employment relations and labour processes in the automotive industry and the new lean politics of partnership at work. He is editor of *Employment, Trade Union Renewal and Future of Work* in the ESRC Future of Work series.

Stephanie Tailby is Reader in Employment Relations at the University of the West of England. Her recent research focuses on partnership at work in the UK, and contingent employment in European healthcare and financial services.

Martin Upchurch is Professor of International Employment Relations at Middlesex University Business School. His research interests include trade union strategies and comparative industrial relations. He is the co-author of *New Unions, New Workplaces*.