

Contents

<i>List of figures</i>	ix
<i>List of tables</i>	x
<i>Foreword</i>	xiv
<i>Acknowledgements</i>	xvii
<i>Conventions used in tables and text</i>	xviii
1 Introduction	1
<i>The essential features of the WIRS design</i>	3
<i>Elements of the survey series employed in this volume</i>	4
WIRS time series 1980–98	4
The 1998 WERS panel survey	6
Workplaces leaving the survey population between 1990 and 1998	8
Workplaces that joined the survey population between 1990 and 1998	9
<i>The changing landscape, 1980–98</i>	10
The political, legal and social contexts	10
The economic and labour market context	12
<i>The nature of our analyses and contents of the book</i>	14
The nature of our analyses	14
The contents of the book	16
2 The dynamic context of workplace employment relations	17
<i>Industry and ownership</i>	18
Changes in ownership within the private and public sectors	23
<i>Size of workforce</i>	25
Patterns of growth and decline amongst individual workplaces	26
Changes in the relationship between size and industry	27
<i>Location within larger organizations</i>	30
<i>Internationalization</i>	32
<i>Age and relocation</i>	34
<i>Changes in technology</i>	37
<i>Changes in the composition of the workforce</i>	38

Women's employment	39
Employment of ethnic minorities	42
Non-standard employment	43
Part-time work	44
Short fixed-term contracts	46
Temporary workers from employment agencies	47
Freelance workers, homeworkers and outworkers	47
<i>Summary and conclusions</i>	49

3 The management of employee relations 50

Who manages employee relations? 51

A growth in the number of specialists 52 The rise of human resource managers 53

The emergence of a profession? 56

The qualifications of employee relations managers 56 The job tenure and experience of employee relations managers 57 Time spent on employee relations 58

The gender issue: women managing employee relations 59

A changing role for employee relations managers? 61

The responsibilities of ER specialists and other employee relations managers 61 Managers of information 65 External sources of advice for employee relations managers (including employers' association membership) 72

The status and influence of employee relations managers 76

A seat on the board? 76 The nature and extent of workplace autonomy 77

Conclusions 80

4 Have employees lost their voice? 83

Union presence 84

Union membership density 86

Union density in the private sector 90 Union density in the public sector 94

Trade union recognition 95

Changes in recognition, 1990–98 103

Other channels for collective employee voice 108

Consultative committees 108 Higher-level consultative committees 113 Workplace representatives 114 Health and safety representation 116

Direct communication methods 117

Regular meetings between senior management and the workforce 118 Problem-solving groups 119 Briefing groups 120 The durability of direct communication arrangements 120

An overall view of employee voice 121

Union versus non-union voice 121 Representative versus direct

participation 126	Voice and employees' perceptions of management responsiveness and fairness 128	
<i>Conclusions</i>	135	
5 Union recognition: a 'hollow shell'?		138
<i>Workplace union density</i>	139	
Panel analysis 144	Management support for unions 145	
<i>The nature of union representation</i>	152	
The number of union representatives at the workplace	154	
<i>Procedural involvement and the appointment of committee representatives</i>	156	
Union agreement to procedures and union representation of workers 156	Union involvement in the appointment of committee representatives 157	
<i>Collective bargaining</i>	159	
The coverage of collective bargaining in unionized workplaces	159	
Panel analysis of collective-bargaining coverage 163	The scope of collective bargaining 167	
<i>Limits on management's ability to organize work</i>	173	
<i>Industrial action</i>	177	
<i>Conclusions</i>	179	
6 Pay determination and reward systems		184
<i>The overall pattern of pay determination</i>	185	
Private sector manufacturing and extraction 187	Private sector services 190	Public sector 193
<i>The overall coverage of collective bargaining</i>	196	
<i>Multi-unionism and bargaining structure</i>	199	
Multi-unionism 199	Bargaining structure 203	Influences on the size of pay settlements 205
<i>Payment systems</i>	211	
Incentive pay 212	Profit-related pay schemes 213	
Share-ownership schemes	216	
<i>The dispersion of pay within workplaces</i>	218	
<i>Conclusions</i>	220	
7 Verdict and prospect		223
<i>The changing context of employment relations</i>	224	
<i>The nature of employee relations management</i>	225	
<i>Decentralization and workplace autonomy</i>	226	
<i>Joint regulation of the employment relationship</i>	227	
<i>Sources of change</i>	230	
<i>A transformation – but to what?</i>	234	

Technical appendix*The Workplace Industrial Relations Survey series* 237*The 1980–98 time series* 238

Sampling frames and samples 238 Questionnaire development and fieldwork 241 Fieldwork outcomes 242 Coding and editing of the data 243 Weighting the data 244 Sampling errors 244

The 1990–98 panel survey 248

Sampling frame and sample 248 Questionnaire development and fieldwork 248 Fieldwork outcomes 249 Coding and editing of the data 250 Weighting the data 251 Sampling errors 252

The 1990 dataset of 'leavers' 252

Sample selection 253 Sampling errors 254

The 1998 dataset of 'joiners' 254

Sample selection 254 Sampling errors 255

Accessing the data used in this volume 255*Notes*

256

Bibliography

272

Index

278

Figures

1.1	Elements of the survey series employed in our analysis	5
1.2	Panel survey, leavers and joiners data structure	8
1.3	Gross domestic product, inflation and unemployment over the WIRS series	13
2.1	Representation of women among managerial positions, 1984 to 1998	41
3.1	Formal qualifications in personnel management, 1980 to 1998	56
3.2	Representation of the personnel function on the board of directors of the organization, by broad industry within the private sector, 1980 to 1998	76
4.1	Health and safety representation, 1980 to 1998	117
6.1	Mean number of recognized unions by number of unions present, 1990 and 1998	202

Tables

2.1	Industry and ownership, 1980 to 1998	19–20
2.2	Distribution of all workplaces by size and sector, 1980 to 1998	29
2.3	Incidence of head offices, branch establishments and independent establishments, 1980 to 1998	30
2.4	Foreign ownership by industry within the private sector, 1980 and 1998	33
2.5	Age of establishment, 1980 to 1998	35
2.6	Composition of the workforce, 1980 to 1998	40
3.1	Job titles of workplace employee relations managers, 1980 to 1998	52
3.2	Time spent on employee relations matters, 1984 to 1998	58
3.3	Job responsibilities of employee relations managers, 1984 to 1998	61
3.4	Job responsibilities of personnel and human resource managers in 1998	63
3.5	Job responsibilities of employee relations managers, by broad sector, 1984 to 1998	64
3.6	Information collected by management, 1990 and 1998	66
3.7	Information collected by management in continuing establishments, 1990 and 1998	68
3.8	Provision of information by management to employees or their representatives, 1990 and 1998	69
3.9	External sources of advice for employee relations managers, 1980, 1990 and 1998	73
3.10	Workplace involvement in decision-making among continuing establishments, 1990 and 1998	79
4.1	Union presence by broad sector and by workplace female proportion, 1980 to 1998	85
4.2	Aggregate union membership density in relation to workplace characteristics, 1980 to 1998	87–8
4.3	Changes in workplace union density in continuing private sector workplaces, 1990 to 1998	91

4.4	Managers' explanations for changes in workplace union density in continuing workplaces, 1990 to 1998	93
4.5	Trade union recognition, by broad sector, 1980 to 1998	96
4.6	Trade union recognition in the private sector, 1980 to 1998, by industry and other workplace and organization characteristics	98-9
4.7	Logit analysis of trade union recognition in the private sector, 1980, 1984 and 1998	102
4.8	Logit analysis of trade union recognition in the private sector, 1990 and 1998	104
4.9	Trade union recognition in continuing workplaces, leavers and joiners, 1990 and 1998, by sector and part-time employment	107
4.10	Incidence of workplace joint consultative committees, by broad sector and union recognition, 1980 to 1998	109
4.11	Incidence of on-site representatives, by type of union presence, 1980 and 1998	115
4.12	Direct communication methods, 1984 to 1998	118
4.13	Summary of union and non-union voice arrangements, 1984 to 1998	122
4.14	Summary of union and non-union voice arrangements in continuing workplaces, leavers and joiners, 1990 and 1998	125
4.15	Summary of indirect and direct voice arrangements, 1984 to 1998	127
4.16	Type of voice arrangement and employees' perceptions of management's responsiveness and fairness, 1998	130
4.17	Number and type of voice arrangements and employees' perceptions of management's responsiveness and fairness, 1998	133
5.1	Workplace union membership density in workplaces with recognized unions, 1980 to 1998	140
5.2	Mean workplace union membership density in workplaces with recognized unions, 1980 to 1998	142-3
5.3	Comparison of union density in workplaces with recognized unions, using cross-section and panel data, 1990 and 1998	145
5.4	Incidence of the closed shop and management endorsement of union membership in workplaces with recognized unions, by broad sector, 1980 to 1998	147
5.5	Workplace union density by union membership arrangements in workplaces with recognized unions, 1984 to 1998	149
5.6	Presence of union representatives in workplaces with recognized unions, 1980 to 1998	153
5.7	Number of union representatives on site in workplaces with recognized unions, 1990 and 1998	155
5.8	Proportion of employees covered by collective bargaining in workplaces with recognized unions, 1984 to 1998	160

5.9	Percentage of employees covered by collective bargaining in workplaces with recognized unions, cross-section and panel results, 1990 and 1998	164
5.10	Scope of bargaining in continuing workplaces with recognized unions, 1990 and 1998	168
5.11	Links between negotiation, consultation and information over staffing levels in continuing workplaces with recognized unions, 1990 and 1998	172
5.12	Limits on management's ability to organize work in continuing workplaces with recognized unions, 1990 and 1998	174
5.13	Union-related constraints on management's ability to organize work in continuing workplaces with recognized unions, by broad sector, 1990 and 1998	175
5.14	Industrial action in workplaces with recognized unions, 1980 to 1998	178
5.15	Index of union strength within workplaces with recognized unions, 1984 to 1998	181
5.16	Summary of evidence for the 'hollow shell' hypothesis	183
6.1	Locus of decision-making within main type of pay determination, 1984 to 1998	186
6.2	Locus of decision-making within main type of pay determination in private sector manufacturing, 1984 to 1998	188
6.3	Locus of decision-making within main type of pay determination in private sector services, 1984 to 1998	191
6.4	Locus of decision-making within main type of pay determination in the public sector, 1984 to 1998	194
6.5	Overall collective-bargaining coverage, by broad sector and union recognition, 1984 to 1998	197
6.6	Numbers of unions present at workplaces, by main type of pay determination, 1990 and 1998	200
6.7	Incidence of single-bargaining units within workplaces where collective bargaining was dominant, by sector and number of recognized unions, 1990 and 1998	203
6.8	Factors influencing the size of most recent pay settlements for the largest bargaining units where collective bargaining was dominant, 1984 and 1990	206
6.9	Factors influencing the size of most recent pay settlements for the largest settlement units where collective bargaining was not dominant, 1984 and 1990, private sector only	207
6.10	Factors influencing the size of most recent pay settlements for the largest bargaining units in panel cases where collective bargaining was dominant, 1990 and 1998	209

6.11	Factors influencing the size of most recent pay settlements for the largest settlement units in panel cases where collective bargaining was not dominant in both 1990 and 1998, private sector only	210
6.12	Factors influencing the size of most recent pay settlements for bargaining units existing in both 1990 and 1998, private sector only	211
6.13	The incidence of profit sharing and employee share ownership in industry and commerce, 1984 to 1998, by workplace and enterprise characteristics	214
6.14	Pay dispersion of full-time employees in panel workplaces, 1990 and 1998	219
A1	Sampling fractions and numbers of units drawn for the selected cross-section samples, 1980, 1984, 1990 and 1998	240
A2	Fieldwork timetable for main cross-section survey, 1980, 1984, 1990 and 1998	242
A3	Summary of fieldwork response for cross-section samples, 1980, 1984, 1990 and 1998	243
A4	Standard errors of differences between two estimates arising from the 1980, 1984 and 1990 surveys	246
A5	Standard errors of differences between two estimates arising from the 1998 survey and any one of the 1980, 1984 or 1990 surveys	247
A6	Approximate standard errors for various percentages for the difference between estimates from the 1990 panel observation and the 1998 panel observation	253
A7	Approximate standard errors for the sample of 'leavers' and the sample of 'joiners'	254