

Concise Encyclopedia of Industrial Relations

with Bibliography

ARTHUR MARSH

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MARSH

Gower

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Preface

This *Concise Encyclopedia* originated in 1973 as the *Dictionary of Industrial Relations*. For the present version the text has been completely revised, up-dated, enlarged and reset. The number of entries has been increased by almost one-fifth and the number of references to books and articles to almost 1,200.

The notion of compiling a work of this kind was conceived more than ten years ago when I was engaged in research for the Donovan Royal Commission on Trade Unions and Employers' Associations. Evidence submitted to the Commission seemed to provide a wealth of information which could readily be used as a basis for a book of reference. The very existence of the Commission suggested a growing importance of industrial relations in the life of the nation which has been confirmed by the ill-fated Industrial Relations Act and its more traditional successors the Trade Union and Labour Relations Act 1974 and the Employment Protection Act 1975 with their attendant legislation covering so many aspects of industrial practice.

The plan and method of the *Encyclopedia* do not differ materially from those of its predecessor. Finding one's way about in industrial relations demands a knowledge of terms, expressions, practices and institutions. New terms are being coined day by day, trade unions and employers' associations and their joint bodies change their names at less frequent intervals. This volume embodies them as they might be found to exist in the late Spring of 1978. Reissues of the *Encyclopedia* will attempt to bring them up-to-date from time to time.

Each entry contains cross-references in **bold type** and each includes, wherever possible, a written source from which the term or expression or institution involved can be illustrated, its origin examined and its meaning and significance further investigated. The coverage of books and articles is not intended to be comprehensive, but it will be found to be a useful guide and a source from which other information can often be obtained. The sources used are those which are likely to be the most readily available to the reader. Alas! there are all too few specialised collections on industrial relations in this country. Those interested in developing such might do worse than take this volume as their basis if they wish to relate principally to Britain or the United Kingdom. International entries have been included from the United States of America, from the Federal Republic of Germany, from France, Sweden and elsewhere, only when these appear to have a direct relation to the British scene.

The *Encyclopedia* owes a debt of gratitude to those, too numerous

to mention, who have so freely given the information on which it is based. As Dr Johnson implied in a compilation infinitely more distinguished, what can be said of a lexicographer other than that he is 'a writer of dictionaries, a harmless drudge'? The habit of reading helps, insatiable curiosity is useful and devoted assistance essential. In this latter requirement the burden of the day has rested with Jess, my wife, who so carefully ordered the material, and with Jenni Atkinson, whose patience in checking references seems, happily, to be inexhaustible. Faults and omissions are my own. Like the worthy Doctor I must plead, if found in error, one excuse only — 'Ignorance, pure ignorance'.

St Edmund Hall,
Oxford.
September 1978

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AAOCST. Amalgamated Association of Operative Cotton Spinners and Twiners; see **Spinners and Twiners, Amalgamated Association of Operative Cotton.**

ABS. Association of Broadcasting Staff; see **Broadcasting Staff, Association of.**

ABT. Association of Building Technicians; see **Building Technicians, Association of.**

ABSENCE; also **absence from work** and **absenteeism.** The failure of workers to report for work. Terms susceptible to many different definitions involving, *inter alia*, problems of defining **lateness** (q.v.). The British Institute of Management (*Absence from Work: Recording and Analysis*, BIM, 1955) defines **absence** as 'lost time, whatever the cause or reason given, of over one-hour's duration' (thus limiting lateness to absence of less than one hour); and **absenteeism** as 'the kind of absence which a reasonable person, having regard to all the existing circumstances, may regard as avoidable'. Difficulties of definition and measurement also lie in distinguishing different reasons for absence and the degree of responsibility to be attributed to the absentee. Hence it can, as in the BIM definition above, be assumed to include substantially any failure to attend work; others think it proper to exclude certain agreed or inevitable absences, e.g. holidays, **sickness absence** or **absences** with reasons given, or may make other conditions designed to separate voluntary from involuntary absence, or avoidable from unavoidable absence. Frederick J. Gaudet, *Solving the Problems of Employees' Absence*, American Management Association, Research Study 57, 1963, lists 41 formulae for measuring absence, including the **Blue Monday Index** (q.v.). Concern over absenteeism became acute during the 1939-45 War, and employers in Britain frequently express concern that it is rising, especially it is alleged as a result of current levels of social security benefits. In 1970 a Confederation of British Industry study (*Absenteeism*, CBI, 1970) concluded that benefits might have a significant effect at the lower end of the wage scale, but that employers might be wise to diagnose and treat their own individual factory problems; see also: Hilde Behrend, *Absence under Full Employment*, University of Birmingham, 1951, R.B. Buzzard, 'Attend-

ance and Absence in Industry; the Nature of Evidence', *British Journal of Sociology*, Vol. 5, No. 3, 1954; J.P.W. Hughes, 'Sickness Absence Recording in Industry', *British Journal of Industrial Medicine*, Vol. 9, No. 4, 1952 and L.J. Handy, 'Absenteeism and Attendance in the British Coalmining Industry', *British Journal of Industrial Relations*, Vol. 6, No. 1, March 1968, pp. 27-50, and R.M. Jones, *Absenteeism in Britain*, Manpower Papers No. 4, HMSO, 1971.

ABSENCE FROM WORK; see **absence.**

ABSENTEEISM. Persistent or intermittent absence conforming to a pattern suggesting either that absence was avoidable (see **absence** above), or more frequently, that it constituted behaviour lacking in appreciation of the work situation, patriotic duty, etc.

ABUSIVE DISMISSAL. The termination of a contract of employment by an employer in circumstances which are lawful, but in which dismissal may be socially unwarranted or for which insufficient reasons have been adduced. Some legal systems make dismissals unlawful, even when the provisions as to notice have been complied with, if an abuse of managerial power is involved; see C.D. Drake, *Labour Law*, Sweet and Maxwell, 1973, 2nd ed. The Industrial Relations Act 1971 introduced the concept of abusive dismissal into English law by providing legal redress for **unfair dismissal** (q.v.) in circumstances not previously covered by the concept of **wrongful dismissal**.

ACAS. Advisory, Conciliation and Arbitration Service (q.v.).

ACCESSION RATE; see **labour turnover.**

ACCIDENT. Commonly defined as an event without apparent cause, an unintentional act, resulting in injury or mishap; among those investigating or seeking to reduce industrial or other accidents, defined as involving more than uncontrollable chance: 'an unplanned event, being the result of some non-adjustive act on the part of the individual [which] may or may not result in injury', A.G. Arbous and J.E. Kerrich 'Accident Statistics and the Concept of Accident Proneness', *Biometrics*, Vol. 7, No. 4, 1951, p. 340; an event involving indications, many or fewer, that it is 'accidental', e.g. expectedness or unexpec-

tedness, avoidability or unavoidability, intention or unintention etc. (see E.A. Suchman, 'On Accident Behaviour', in *Behavioural Approaches to Accident Research*, Association for the Aid of Crippled Children, New York, 1961 and 'A Conceptual Analysis of the Accident Phenomenon', *Social Problems*, Vol. 8, No. 3, 1961, p. 241). Among the available definitions some exclude and some include industrial diseases, e.g. dermatitis, pneumoconiosis, asbestosis, scrotal cancer etc., the latter therefore tacitly accepting the familiar association of 'health and safety' and the problem of duration, i.e. that such diseases may originally have been caused by exposures which, like those involved in cuts and bruises, may have been 'accidental'. For a study of the available statistics on both these subjects; see P.J. Shipp and A.S. Sutton, *A Study of the Statistics relating to Safety and Health at Work*, Committee on Safety and Health at Work, Research Paper, HMSO, 1972. The most influential theory in accident research has been that of **accident proneness**, i.e. the theory that some people are more liable to accidents than others due to innate personal characteristics (see, for example, C.A. Drake 'Accident Proneness: a hypothesis', *Character and Personality*, Vol. 8, 1942, W.L. Cresswell and P. Froggatt, *The Causation of Bus Driver Accidents*, OUP, 1963 and M.S. Shulzinger, 'A Closer Look at Accident Proneness', *National Safety News*, Vol. 69, No. 6, 1954), but other theories lay emphasis on adjustment and stress, unconscious motivation and situations (see A.R. Hale and M. Hale, *A Review of the Industrial Accident Research Literature*, Committee on Safety and Health at Work Research Paper, HMSO, 1972); also **Robens Report** (*Committee on Safety and Health at Work*, 1971-72, Cmd. 5034, July 1972), **notifiable accident**, and International Labour Office, *Encyclopaedia of Occupational Health and Safety*, ILO, Geneva, 2 vols, 1972; also **Health and Safety at Work Act 1974**.

ACCIDENT BENEFIT; see **sickness and accident benefit**, **injury benefit**.

ACCIDENT BOOK. A book required to be kept by every owner (being an employer) of any mine or quarry, or of any premises to which the Factories Act 1961 applies and every employer of ten or more persons on the same premises under the Social Security (Claims and Payments) Regulations 1975, S.I. 1975, No. 560. The

order requires that the particulars of any accident, and the name, address and occupation of injured persons and other details shall be entered, and the book preserved for three years after the last entry is made; see also **notifiable accident**.

ACCIDENT PRONENESS; see **accident**.

ACROSS-THE-BOARD INCREASE; see **across-the-board settlement**.

ACROSS-THE-BOARD SETTLEMENT. A settlement on wages or conditions of work affecting all workers involved in the bargaining unit concerned in the agreement; hence **across-the-board increase**, an increase in pay giving a fixed and common monetary or percentage increase to all workers, as distinct from a **tapered increase**, **stepped increase** or **pro-rata increase** (q.v.). **Across-the-board increases** giving the same monetary increase to all grades have the effect of maintaining **differentials**; percentage increases widen them. Attempts at wage structuring within an industry or plant sometimes seek to adjust the effects of such increases to give special attention to some groups rather than to others, e.g. to lower paid workers; see for example, **Engineering Package Deal Agreements**, and **low pay**.

ACTION CENTRED LEADERSHIP. An approach to leadership training associated with the name of John Adair of the Industrial Society and derived from military practice. It lays emphasis on the positive responsibilities of the leader towards the needs of his subordinates, dividing these into three overlapping groups: 'task needs' (the need to achieve results by establishing clear tasks and objectives); 'group maintenance needs' (the need to achieve cohesion by setting appropriate standards, e.g. of quality and safety); and 'individual needs' (the need to meet the requirements of the individuals in respect of training, lines of authority, grievance handling, etc.).

ACTION RESEARCH. A type of applied research. Definitions of action research differ, though all include the notion that although it may use scientific method as far as possible, it is not primarily concerned to establish theoretical propositions or scientific principles, these being subordinate to more immediate and practical considerations of social change. This may be expressed more or less neutrally,

and more or less narrowly, e.g. Michael Argyle (*The Scientific Study of Social Behaviour*, Methuen, 1957, p. 13) '... any investigation in which social change is the prior object and the discovery of scientific results a subordinate one'; Social Science Research Council, 1970, 'Research commissioned to monitor and evaluate the operations of specifically implemented policy schemes so as to enable policy makers and administrators to assess the effectiveness of such schemes'; more broadly, Duncan Mitchell, *A Dictionary of Sociology*, Routledge and Kegan Paul, 1968, '... investigation of a kind oriented to the ends of altering and improving a social situation or helping people in need'; and Wendell L. French and Cecil H. Bell, *Organisation Development*, Prentice-Hall, 1973, pp. 84-95, research attempting to 'bring together in a single Co-operative Venture the skills and resources of both men of science and action; see **organisation research**.

ACTIVITY RATE, sometimes known as **participation rate**, the percentage of the total population in a given age group which is in the **working population** (q.v.); or sometimes the proportion of the civilian employees including registered unemployed (e.g. in National Economic Development Council, *Conditions Favourable to Faster Growth*, HMSO, 1963, p. 15). Most recent activity rates for Great Britain and projections to 1986 are given in 'New projections of future labour force', *Department of Employment Gazette*, June 1977, pp. 587-92. These suggest that the activity rates of males and non-married females will be much the same in 1986 as in 1976 but that those for all females will rise from 46.3 per cent to 48.0 per cent. The National Economic Development Council, op. cit., has noted that low activity rates may, to some extent, be regarded as an indication of **concealed unemployment**.

ACTIVITY SAMPLING. A work study technique in which a large number of instantaneous observations are made over a period of time of a group of machines, processes or workers. Each observation records what is happening at that instant and the percentage of observations recorded for a particular activity or delay is a measure of the percentage of the time during which that activity occurs (British Standards Institution, *Glossary of Terms Used in Work Study*, BS 3138, 1969, No. 31007). Also known as **ratio-delay study**,

random observation method, **observation ratio study**, **snap-reading method** and **work sampling**. Also rated **activity sampling**, an extension of activity sampling in which a rating is applied to each work element so that the work content may be established in addition to the proportion of time occupied by other activities and delays; see International Labour Office, *Introduction to Work Study*, 1969, Ch. 21, and B.L.Hansen, *Work Sampling for Modern Management*, Prentice-Hall, 1960.

ACTORS' EQUITY ASSOCIATION, BRITISH (EQUITY). A trade union for actors formed by leading members of the profession in December 1929 following the collapse of two previous organisations, the Actors' Association and the Stage Guild. Equity has based its policy upon the **Equity Shop Clause** and the **Costing Agreement**, the former requiring the employer to accept that 'the Artist shall be required to work only with members of the British Actors' Equity Association', and the latter (the first of which came into operation in the West End in 1964 and extended since to films, ITV, the provincial theatre etc.) designed to establish control over newcomers to the business. The union absorbed the Variety Artists' Federation in 1966. Address: 8 Harley Street, London W1N 2AB. Tel: 01-636 6367. *TUC Affiliated Membership*, 1977: 24,263.

ACTSS. Association of Clerical, Technical and Supervisory Staffs; see **Transport and General Workers' Union**.

ACTT. Association of Cinematograph, Television and Allied Technicians; see **Cinematograph, Television and Allied Technicians, Association of**.

ADDED HOURS. The notional numbers of additional hours worked as a result of payment for overtime at premium rates, e.g. six hours overtime at time-and-one-half attracts pay for nine hours, three of them 'added hours'.

ADDED VALUE. A measure of productivity expressed in financial terms; the extent to which the saleable value of raw materials can be enhanced by the manufacturing process, as in the following formula: $AV = a - b \pm c$; where AV = Added Value, a = value of sales, b = value of productive materials and c = changes in the level of finished stocks and work-in-progress.

ress. The concept is used in such payment schemes as the **Rucker Plan** (q.v.).

ADDITIONAL DAYS. A term used in the engineering industry and introduced in 1965 to distinguish between Bank and other paid holidays and the two additional days' paid holiday provided for in the terms of the agreement of 22 December 1964. Additional days are, under the agreement, to be arranged by mutual consent according to the practice of each district, carry no premium payment for work done on them, and are not subject to qualifying conditions; see **qualifying days**, *Engineering Handbook of National Agreements*, 2.41.

ADMINISTRATION OF ESTATES (SMALL PAYMENTS) ACT 1965; see nomination procedure.

ADMINISTRATIVE MANAGEMENT, INSTITUTE OF (IAM) formerly the Office Management Association and the Institute of Office Management. An organisation claiming to be the only British organisation specialising in problems of management in the office and the study of office organisation and practice. It had divisions dealing with **O and M** (q.v.), with Electronic Data Processing and with Office Supervisors, and is notable for its contributions on the grading of office work and for its **Clerical Salaries Analysis**, first undertaken in 1942 and repeated since on alternative years. Address: Ironstore House, 205 High Street, Beckenham, Kent. Tel: 01-658 0171.

ADMINISTRATIVE, TECHNICAL AND CLERICAL STAFF or ATC employees. A group of staff workers for purposes of remuneration in the public sector, and especially in local government. For the purposes of earnings surveys in the public and private sectors (see **earnings**) defined by the Department of Employment as including managers, superintendents and works' foremen; research, experimental, development, technical and design employees (other than operatives); draughtsmen and tracers; and office (including works' office) employees and salesmen and representatives, but excluding directors paid by fee, working proprietors and managers remunerated predominantly by a share of profits.

ADMISSION TO A TRADE UNION; see membership of a trade union.

ADVERSARY SITUATION; see negotiation.

ADVERSARY TRADE UNIONS. Defined by J. Bergman, O. Jacobi and W. Müller-Jentsch (*Gewerkschaften in der Bundesrepublik*, Frankfurt am Main, 1975) as those which attempt to realise their objectives by immediate wage demands and strategies, ignore the needs of the national economy and make demands based upon market conditions and their own current strength; contrasted with 'co-operative trade unions' which try to protect the interests of their members by tailoring both wage demands and strategy to the state and the economy and the needs of growth; see also **negotiation**.

ADVISORY COMMITTEE ON WOMEN'S EMPLOYMENT; see Women's Employment, Advisory Committee on.

ADVISORY, CONCILIATION AND ARBITRATION SERVICE (ACAS). An agency established by Royal Warrant on 2 September 1974 and made statutory under s. 1 of the **Employment Protection Act 1975** on 1 January 1976. The Service is charged with the general duty of promoting the improvement of industrial relations (and in particular the extension of collective bargaining) and with the reform of collective bargaining machinery. It is operated by a Council consisting of a Chairman and nine members, three of whom are independent, three representatives of employer and three representatives of trade unions. The work of ACAS falls broadly into five areas, none of them wholly new, but now for the first time brought together into a single agency independent of ministerial control. First, the Service carries on the **conciliation, mediation and arbitration** functions previously exercised in collective disputes by the Department of Employment, leaving only **Courts of Inquiry** under the Industrial Courts Act 1919 as the formal province of the Secretary of State for Employment, and adding to these functions the former **Industrial Arbitration Board** under the title **Central Arbitration Committee** (q.v. also **collective conciliation**). Second, it assumes the role of **individual conciliation** in cases of alleged **unfair dismissal** (q.v.), on equal pay complaints by individuals under the **Equal Pay Act 1970**, on complaints of **discrimination** under the **Sex Discrimination Act 1975** (s. 64) and the **Race Relations Act 1976** (s. 55) and, from 1 June 1976, issues arising from the

Employment Protection Act: payment during medical suspension, maternity leave and trade union membership and activities, time off in the event of redundancy to look for work or arrange training, and written statements of reasons for dismissal. Third, ACAS has taken over the short-term advisory work previously done by the Manpower and Productivity Service between 1969 and 1972 and subsequently by the Conciliation and Advisory Service and the longer term inquiry functions originally developed by the Commission on Industrial Relations established as a result of the Donovan Royal Commission on Trade Unions and Employers' Associations 1965-1968, and now disbanded. Finally, and most controversially, the Service is responsible, under ss. 11-16 of the Employment Protection Act (see Section 11 Reference) for handling recognition references lodged by independent trade unions, first by conciliation, then by inquiry and subsequently by discussions with the parties and by final report. The Service's collective conciliation and arbitration has greatly increased since 1974 and it is also responsible for Codes of Practice in industrial relations (q.v.); see also ACAS, *Annual Report 1976*. Address: Cleland House, Page Street, London SW1P 4ND. Tel: 01-222 4383.

AEF. Amalgamated Union of Engineering and Foundry Workers; see **Engineering and Foundry Workers, Amalgamated Union of**.

AEU; see **Amalgamated Engineering Union**.

AFL (or AF of L); see **American Federation of Labor**.

AFL-CIO; see **American Federation of Labor-Congress of Industrial Organisations**.

AFTERNOON SHIFT or backshift. The second shift in a three shift or continuous shift system, falling in the afternoon, and followed by the night shift, third shift, or graveyard or lobster shift.

AGENCY SHOP. A provision of a collective agreement originating in the United States and designed to eliminate free-riders (q.v.), non-union members in a bargaining unit being required to pay the union a sum equal to the union's fees and dues as a condition of remaining in employment. The US Supreme Court, in the case of

Retail Clerks, Local 1625 v. Schermerhorn No. 368, June 1963, decided that the agency shop was legal under Section 8(a)(3) of the Taft-Hartley Act, but that it was within the authority of states to outlaw it under Section 14(b). The agency shop has not traditionally been a British practice, although there have been instances in which it has been informally agreed between trade unions and management that to deal with the free-rider situation non-members should donate the equivalent of union dues to agreed charitable purposes. In making pre-entire closed shop agreements and arrangements void, and in establishing the legal right of individuals not to be members of trade unions or organisations of workers (see closed shop), the Industrial Relations Act 1971 (s. 11) provided that employers and registered trade unions might make agency shop agreements (if necessary after a successful ballot conducted by the Commission on Industrial Relations). These provisions were repeated in the Trade Union and Labour Relations Act 1974 (q.v.).

AGENCY SHOP AGREEMENT; see **agency shop**.

AGGRO. Action in industrial relations designed by one party to put pressure on the other; trouble thought by one party in collective bargaining to have been engineered or stirred up by the other to obtain a negotiating advantage; abbreviation of 'aggravation'.

AGRICULTURAL AND ALLIED WORKERS, NATIONAL UNION OF (NUAAW). A trade union for agricultural workers taking its present title as a result of a decision of 1968 and in recognition of its interests in industries ancillary to agriculture. The union was founded by George Edwards as the Eastern Counties Agricultural Labourers' and Small Holders' Union in 1906 and followed many unsuccessful attempts to form permanent organisations for agricultural workers, including Joseph Arch's National Agricultural Labourers' Union founded in 1872, none of which survived. It changed its name to the National Agricultural Labourers' and Rural Workers' Union in 1909 and to National Union of Agricultural Workers in 1920; see Reg Groves, *Sharpen the Sickle!*, The Porcupine Press, 1949, Address: Headland House, 308 Gray's Inn Road, London WC1X 8DS. Tel: 01-278

7801. *TUC Affiliated Membership, 1977*: 85,000.

AGRICULTURAL WAGES ACT 1948. An Act currently in force which consolidated without amendment, previous legislation on the subject of agricultural wages in England and Wales. A Wages Board to fix a minimum wage in agriculture was first established under the Corn Production Act 1917. This remained until 1921, when the Corn Production Act was repealed, and was replaced in 1924 by an Agricultural Wages (Regulation) Act which set up County Wages Committees and an Agricultural Wages Board for England and Wales. From 1924 to 1940 the former fixed the minimum rates of wages, overtime rates etc., and the latter acted in an advisory capacity and made the necessary Orders. During the war the Wages Board became responsible for fixing a national minimum wage and county committees settled county rates, the transfer of wage fixing machinery from the counties to the Agricultural Wages Board being made permanent in 1947. These arrangements, and that of the Agricultural (Miscellaneous Provisions) Act 1944, which empowered the Board to fix a time rate basis for piecework and to apply the Holidays With Pay Act 1938 to farmworkers included in it, were incorporated in the 1948 Act. Subsequently the definition of 'London' in the Act has been altered (London Government Order 1965, s. 3(12)), the Board empowered to introduce a sick pay scheme for agricultural workers (Agricultural Act 1967, s. 67), and the Minister empowered to extend the function of agricultural wages committees to deal with matters arising from a wages structure in the industry (Agricultural (Miscellaneous Provisions) Act 1968, s. 46). A new wage structure in which premium rates are applied for certain qualifications, skill and positions of responsibility came into force in May 1972. There are forty-six County Agricultural Wages Committees, and the Agricultural Wages Board consists of five independent members appointed by the Minister of Agriculture, Fisheries and Food, eight members nominated by the National Farmers' Union, and eight representatives of workers (five NUAAW and three TGWU).

AGRICULTURAL WAGES BOARD; see Agricultural Wages Act 1948.

AGRICULTURAL WAGES (SCOTLAND) ACT 1949. An Act similar to the

Agricultural Wages Act 1948 and applying to Scotland.

AGSRO. Association of Government Supervisors and Radio Officers; see Government Supervisors and Radio Officers, Association of.

ALDINGTON-JONES REPORT. The report of the Joint Special Committee on the Ports' Industry under the joint chairmanship of the Rt Hon. The Lord Aldington and Mr J.L. Jones, General Secretary of the Transport and General Workers' Union. An interim report was published on 25 July 1972, two further statements on 15 August 1972 and 7 November 1973 and a final report in April 1974. The Committee was established by the National Joint Council of the Port Transport Industry in May 1972 to deal with the dockworker employment situation which had arisen as a result of the run-down of the ports and developments in container handling facilities. The Committee initially abolished the **Temporarily Unattached Register**, i.e. the pool of dockworkers for whom there was no regular work and began a Special Voluntary Severance scheme of limited duration. It then attempted to secure job opportunities for registered dockworkers and to minimise the risk of a further imbalance between numbers of dockworkers and work available. The original issue gave rise to a number of cases of blacking of container ports by dockers, with consequent action by the Industrial Court on complaints from container and transport firms; see Heaton Transport (St Helen's) Ltd v. Transport and General Workers' Union; see also decasualisation, Dock Labour Scheme, National Modernisation Committee.

ALIENATION. A concept central to Marxist thought and since developed by other writers, especially Robert Blauner (*Alienation and Freedom*, University of Chicago Press, 1964). Marx regarded alienation as a characteristic of capitalist society which denied the worker a meaningful and creative existence by making work (by contrast with leisure) a deprivation, by imposing it upon him, and by conditioning him to labour for others. (Karl Marx, *Selected Writings In Sociology and Social Philosophy*, ed. Bottomore and Rubel, Penguin, 1970). Other writers including non-Marxists have used the concept to summarise the supposed effects of industrialisation on the worker, whether through capitalism, large scale organisa-

tion, bureaucracy, or other causes, by estranging him from his work. Blauner (op. cit.) distinguishes four dimensions of alienation: powerlessness, meaninglessness, isolation, and self-estrangement, and considers it to exist (p. 15), 'when workers are unable to control their immediate work processes, to develop a sense of purpose and function which connects their jobs with the overall organisation of production, to belong to integrated industrial communities, and when they fail to become involved in the activity of work as a mode of personal expression'; see also *trust relations*, and Frank Johnson (ed.), *Alienation, Concept, Term and Meanings*, Seminar Press, 1973.

ALL-CARD JOB; see *card*.

ALL-IN CONTRIBUTION or **all-purpose contribution**. A contribution made by a trade union member to his union, usually weekly, which entitles him to all the services provided; contrasted with the situation in which the member pays a basic contribution and additional payments for additional services or benefits. Alternatively, a contribution to a trade union which is paid inclusive of political levy; (see *political fund*), sometimes known as a 'combined' or 'standard' contribution. The Trade Union Act 1913, s. 6, allows for both a separate levy for the political fund or for an all-in arrangement, provided that in the latter case contracting-out members are relieved of payment by one method or another; see M.A. Hickling *Citrine's Trade Union Law*, Stevens, 1967 p. 450 et seq.

ALL-IN RATE. An hourly time rate paid within an establishment which includes items which, in other establishments, might be shown separately, e.g. various **make-up payments**, **merit pay**; the hourly equivalent of an **upstanding wage**. The object of an all-in rate is often to ensure that overtime premia and holiday pay are made on the basis of take-home pay rather than on a much lower basic rate.

ALL-OR-NONE EMBARGO. An **embargo** in which workers refuse to work overtime unless this is offered to a whole department or section: Shipbuilding Employers' Federation, *Evidence to the Royal Commission on Trade Unions and Employers' Associations*. WE/311, Appx E, p. 3.

ALLOWABLE LATENESS; see *lateness*.

ALLOWANCES. (1) Payments made in addition to basic rates of wages or salary to compensate the worker for exceptional conditions or for out-of-pocket expenses considered legitimately to be involved in his day-to-day work or to occur from time to time, e.g. **height money**, **dirty money**, **stagger allowance** (see *stagger*), **shift allowance**, **outworking allowance**, **travelling time**, **lodging allowance**, **clothing allowance**, **tool allowance** etc.

(2) (work study). Time added to the **basic time** for a job, task or operation to compensate for fatigue, personal requirements, unavoidable delays etc., **basic time** plus allowances being commonly known as **allowed time** or **standard time** (q.v.). Examples are: **relaxation allowances**, **changeover allowances**, **interference allowances**, etc.; see International Labour Office, *Introduction to Work Study*, revised edition, 1969, p. 317 et seq., and for criticisms of the application of allowances, R. Marriott, *Incentive Payment Systems*, Staples Press, 3rd (revised) edition, 1968, p. 111 et seq., and H. Pornschiegel and R. Birkwald, *Handbuch der Erhebungszeitermittlung*, Cologne, Bund-Verlag, 1968. The British Standards Institution, *Glossary of Terms Used in Work Study*, BS 3138, 1969, lists nine allowances: relaxation, excess work, contingency, changeover, interference, policy, learner, unoccupied time, and bonus increment.

ALLOWED TIME or **standard time**. The total time in which a job should be completed at **standard performance**, inclusive of allowances for fatigue, rest, personal needs and contingencies. Hence, in the engineering industry, sometimes thought of as **floor-to-floor time** (i.e. the time allowed to do the job, assessed by work measurement or demonstration), plus such additions. Alternatively, 'allowed time' is sometimes used to describe the time for allowances added to basic time to arrive at **standard time**.

ALL-PURPOSE CONTRIBUTION; see *all-in contribution*.

ALL-UNION SHOP. An establishment or shop in which all employees are trade union members; more commonly referred to as a **closed shop** or **100 per cent shop**.

ALTERNATE STANDARD. A **standard time** for alternative method due to changes in tools, equipment or machinery; EPA, *Glossary of Work Study Terms*.

ALTERNATING SHIFT. Usually employed to describe a shift arrangement in which the employee works alternatively for weekly or for longer periods on day-shift and nightshift but sometimes also to shift systems in which he alternates every two or three days; see **three shift system**.

AMALGAMATED ASSOCIATION OF BEAMERS, TWISTERS AND DRAWERS (HAND AND MACHINE); see *Beamers, Twistors and Drawers (Hand and Machine)*, Amalgamated Association of.

AMALGAMATED ASSOCIATION OF FELT HAT TRIMMERS AND WOOL FORMERS; see *Felt Hat Trimmers and Wool Formers*, Amalgamated Association of.

AMALGAMATED ASSOCIATION OF OPERATIVE COTTON SPINNERS AND TWINERS (AAOCST); see *Spinners and Twiners*, Amalgamated Association of Operative.

AMALGAMATED ENGINEERING UNION (AEU). A trade union which amalgamated with the **Amalgamated Union of Foundry Workers (AUFW)** in January 1968 to form the **Amalgamated Union of Engineering and Foundry Workers (AEF)** and which has, since April 1970, made up the Engineering Section of the **Amalgamated Union of Engineering Workers (AUEW)**. The Amalgamated Society of Engineers (1851), which became the AEU on amalgamation with nine other societies in 1920, was the prototype and most successful product of the **New Unionism (or New Model Unionism)** of the mid-nineteenth century. Its reputation during this period was generally that of an aristocratic, conservative and wealthy association of time-served craftsmen, as much concerned with **friendly benefits** as with wages and conditions. In the last decade of the century AEU members such as John Burns and Tom Mann, leaders of the Great Dock Strike of 1889, were also concerned to develop trade unionism among the unskilled, and the first decade of the twentieth century witnessed a struggle between the Society's Delegate Meeting and the Executive over decisions to open the ranks of the union to semi-skilled workers and to make the Executive more responsible to the rank and file. The subsequent growth of the union, from 88,000 members of 1900 to 460,000 in 1920 was principally the result of the first world

war and relaxation of membership qualifications, and the highly democratic constitution of the union also dates from this period. A women's section was instituted in 1943. The union showed a tendency to right wing labour leadership after the second world war, but in the years preceding the 1968 amalgamation with the AUFW a reaction had appeared. In 1967 it had rather more than 1.1 million members and was the second largest trade union in Britain; see J.B. Jefferys, *The Story of the Engineers*, Lawrence and Wishart, 1945 and E.P. 1971 and *Trade Unions and the Contemporary Scene* (Evidence to the Royal Commission on Trade Unions and Employers' Associations), AEU, November 1965.

AMALGAMATED SOCIETY OF BOILERMAKERS, SHIPWRIGHTS, BLACKSMITHS AND STRUCTURAL WORKERS (ASB); see *Boilermakers, Shipwrights, Blacksmiths and Structural Workers*, Amalgamated Society of.

AMALGAMATED SOCIETY OF JOURNEYMEN FELT HATTERS AND ALLIED WORKERS; see *Felt Hatters and Allied Workers*, Amalgamated Society of Journeymen.

AMALGAMATED SOCIETY OF LACE MAKERS AND TEXTILE WORKERS; see *Lace Makers and Textile Workers*, Amalgamated Society of.

AMALGAMATED SOCIETY OF TEXTILE WORKERS AND KINDRED TRADES (ASTWKT); see *Textile Workers and Kindred Trades*, Amalgamated Society of.

AMALGAMATED SOCIETY OF WIRE DRAWERS AND KINDRED TRADES; see *Wire Drawers and Kindred Trades*, Amalgamated Society of.

AMALGAMATED SOCIETY OF WOODCUTTING MACHINISTS (ASWM); see *Woodcutting Machinists*, Amalgamated Society of.

AMALGAMATED SOCIETY OF WOODWORKERS (ASW); see *Woodworkers*, Amalgamated Society of.

AMALGAMATED TEXTILE WAREHOUSE OPERATIVES; see *Textile Warehouse Operatives* Amalgamated.

AMALGAMATED TEXTILE WORK-

ERS' UNION (ATWU); see **Textile Workers' Union Amalgamated.**

AMALGAMATED TRANSPORT AND GENERAL WORKERS' UNION (ATGWU); see **Transport and General Workers' Union, Amalgamated.**

AMALGAMATED UNION OF ASPHALT WORKERS (AUAW); see **Asphalt Workers, Amalgamated Union of.**

AMALGAMATED UNION OF BUILDING TRADE WORKERS OF GREAT BRITAIN AND IRELAND (AUBTW); see **Building Trade Workers of Great Britain and Ireland, Amalgamated Union of.**

AMALGAMATED UNION OF ENGINEERING AND FOUNDRY WORKERS (AEF); see **Engineering and Foundry Workers, Amalgamated Union of.**

AMALGAMATED UNION OF ENGINEERING WORKERS; see **Engineering Workers, Amalgamated Union of.**

AMALGAMATED UNION OF FOUNDRY WORKERS; see **Foundry Workers, Amalgamated Union of.**

AMALGAMATED WEAVERS' ASSOCIATION (AWA); see **Weavers' Association, Amalgamated.**

AMALGAMATION. The merging of trade unions. Periodic moves towards amalgamation have always been characteristic of British trade unionism. Such a move became especially strong in the 1880s, mostly in order to reduce trade union rivalry. This tendency was reinforced in the second decade of the twentieth century by the development of ideas of **industrial unionism** (q.v.); see Sidney and Beatrice Webb, *History of Trade Unionism*, 1666-1920, 1919 ed. p. 546 *et seq.* The first world war stimulated some major amalgamations, especially the **Amalgamated Engineering Union** (an amalgamation of ten unions in 1920), the **Transport and General Workers' Union** (an amalgamation of eighteen unions in 1921) and the **National Union of General and Municipal Workers** (an amalgamation of four unions in 1924). Until 1917 the law demanded that each union amalgamating should secure a two-thirds majority of

the entire membership (**Trade Union Act Amendment Act 1876**, s.12). The **Trade Union (Amalgamation) Act 1917** eased these requirements in order to encourage amalgamations. A vote of 50 per cent of the members of each union was required, and a 20 per cent majority of those voting. These conditions proved too stringent in practice. While maintaining the Act as one method of merger, a second method known as **transfer of engagements** (q.v.) was added in the **Societies (Miscellaneous Provisions) Act 1940** for cases in which one union was content simply to be absorbed by another, and in the **Trade Union (Amalgamations, etc.) Act 1964**, both methods were further simplified by amending the 1917 Act provisions to allow amalgamation on a simple majority of the votes recorded in each union, and transfer of engagements on a simple majority of votes of the transferor union only (see M.A. Hickling, *Citrine's Trade Union Law*, Stevens, 1967, p. 456 *et seq.*, and Cyril Grunfeld, *Modern Trade Union Law*, Sweet and Maxwell, 1970, Chapter 13). Since 1927, the Trades Union Congress, in default of the practicability of any general plan for structural change among unions, has encouraged amalgamations within industrial groupings and, especially since the report to the 1964 Congress, met with considerable success (TUC, *Trade Union Structure and Closer Unity*, Final Report, 1947 and *Trade Unionism — Evidence to the Royal Commission on Trade Unions and Employers' Associations*, 1966, p. 158 *et seq.*).

AMERICAN FEDERATION OF LABOR (AFL). A national organisation in the United States originally established in 1881 as a federation of craft unions (the Federation of Organised Trade and Labor Unions of the United States of America and Canada) and taking the title American Federation of Labor in 1886. The AFL, which merged with the **Congress of Industrial Organisations (CIO)** in 1955 to form the **American Federation of Labor-Congress of Industrial Organisations (AFL-CIO)**, was particularly associated with the name of Samuel Gompers who held the office of President from 1886 to his death in 1952, when he was succeeded by George Meany. At the time of the merger, the AFL claimed 10,200,000 dues paying members and comprised 110 national and international unions with 45,000 local unions and 900 local trade and federal labor unions of 165,000 members directly affiliated with AFL; see

L.L. Lorwin, *The American Federation of Labor*, Brookings Institution, Washington, 1933; Philip Taft, *The AF of L from the Death of Gompers to the Merger*, Harper, 1959; J.O. Morris, *The Conflict within the AFL: A Study of Craft versus Industrial Unionism, 1891-1938*, Cornell University Studies in Industrial and Labor Relations, Vol. X, 1958.

AMERICAN FEDERATION OF LABOR-CONGRESS OF INDUSTRIAL ORGANISATIONS (AFL-CIO). The organisation resulting from the merger of the American Federation of Labor and the Congress of Industrial Organisations, neither party being willing either to adopt a new title or abandon its own; see A.J. Goldberg, *AFL-CIO: Labor United*, McGraw-Hill, 1956, and John Hutchinson, *The Constitution and Government of the AFL-CIO*, University of California, Berkeley, 1959, and 'The Constitution and Government of the AFL-CIO,' *California Law Review*, December 1968.

AMU. Associated Metalworkers' Union, see *Metalworkers' Union, Associated*.

AMULREE REPORT. The report of the Committee on *Holidays with Pay* (Cmd. 5724, 6 April 1938), under the chairmanship of The Rt Hon. Lord Amulree. The Committee found that out of a total of 18½ million employed workpeople, approximately 10¼ million were not provided with paid holidays. It recommended that all industries without paid holiday agreements giving at least one week's holiday with pay should conclude such an agreement, that *Trade Boards*, County Agricultural Wage Committees and other statutory minimum wage bodies should be empowered to consider and determine the matter, and that an annual holiday with pay statute should not be introduced until the Parliamentary Session 1940-41 in order to encourage voluntary acceptance of the HWP principle. The second recommendation was incorporated into the *Holidays with Pay Act 1938*; see G.C. Cameron 'The Growth of Holidays with Pay in Britain', in G.L. Reid and D.J. Robertson (eds.) *Fringe Benefits, Labour Costs and Social Security*, George Allen and Unwin, 1965, Ch. 10.

ANALOGUE. An outside job, post or grade, specified in a survey of the *Civil Service Pay Research Unit* (q.v.), with which a grade within the Civil Service can be com-

pared; see Geoffrey Walker, *Pay Research in the Civil Service*, National and Local Government Officers' Association, TUE 6, 1968.

ANALYTICAL ESTIMATING. A work measurement technique, being a development of estimating, whereby the time required to carry out elements of a job at a defined level of performance is estimated from knowledge and practical experience of the elements concerned (BS 3138, 1969, No. 31004). It is claimed to be particularly useful for non-repetitive work on which it has not been possible for basic times to be synthesised for all the elements concerned. R.M. Currie (*Work Study*, Pitman, 4th ed. 1977 and *The Measurement of Work*, British Institute of Management, 1965) describes it as involving elements of longer duration than those used for timing or rating, on which an estimator with knowledge of the job puts a standard time at 100 rating. The ILO (*Introduction to Work Study*, 1969) notes that 'there are practical problems in its application which make it unsafe for use by inexperienced work study men' and Currie advises the development of a data bank of estimates, and the use of synthetic data wherever possible in supplementation.

ANDREW v. NATIONAL UNION OF PUBLIC EMPLOYEES. *The Times*, 9 July 1955. A case in which an injunction was awarded against the *National Union of Public Employees* restraining it from expelling seven new members on the grounds that they had been poached or recruited from another union contrary to the principles of the *Bridlington Agreement* (q.v.). The effect of the case, along with that of *Spring v. National Amalgamated Stevedores and Dockers* (q.v.) was to challenge the view that if a union submitted itself to an agreement contained in the rules of the *Trades Union Congress*, such an agreement would be binding by implication on the members of that union. As a result, the TUC asked unions to include in their rules the provision that 'Notwithstanding anything in these rules, the Executive Committee may by giving six weeks' notice in writing terminate the membership of any member if necessary in order to comply with a decision of the Disputes Committee of the Trades Union Congress'. Most affiliated unions have followed this advice; see also *Bridlington Agreement*.

ANNUAL HOLIDAYS; see *holidays with pay*.

ANNUAL IMPROVEMENT FACTOR.

A term which came into prominence in the United States following an agreement between the General Motors Corporation and the Union of Automobile Workers in 1948, which provided for an annual increase in pay during the life of the agreement designed to enable the workers to share the benefits arising from increased productivity. Cost of living adjustments were also provided for in the contract; see Frederick H. Harbison, 'The General Motors-United Auto Workers Agreement of 1950', *Journal of Political Economy*, October 1950.

ANOMIE. A concept originally developed by the French sociologist Emile Durkheim to describe a condition of breakdown of society arising from 'an acute disjunction between cultural norms and goals and the socially structured capacities of members of the group to act in accordance with them'; see R.K. Merton, *Social Theory and Social Structure*, Collier Macmillan, 1968. Sometimes also used to describe the effect on the individual of such a normless and disorderly social situation (see, for example, K. Young, *Personality and Problems of Adjustment*, Appleton-Century-Crofts, New York, 1952), Alan Fox and Allan Flanders ('The Reform of Industrial Relations, Donovan to Durkheim', *British Journal of Industrial Relations*, Vol. VII, No. 2, July 1969, pp. 151-80) have used the term to summarise the normlessness or lack of social regulation in collective bargaining in Britain identified in the Report of the Donovan Royal Commission on Trade Unions and Employers' Associations, 1965-1968, Cmnd. 3623, June 1968, see *Donovan Commission*.

ANTI-PIRATING AGREEMENTS.

Agreements between employers, usually in the form of an unwritten code, prohibiting aggressive recruitment tactics and in some cases restraining the hiring of labour by one firm from the workers of another; **no-poaching agreements**. Such agreements are said to be common in the United States of America, but less common in Britain. D.I. Mackay, D. Boddy, J. Brack, J.A. Diack and N. Jones, *Labour Markets under Different Employment Conditions*, George Allen and Unwin, 1971, pp. 88-9. The prevention of **enticement of labour** has, however, been a traditional concern

of employers' associations; see also *form of inquiry*.

ANTI-SWEATING LEAGUE; see *sweating*.

APAC. Association of Patternmakers and Allied Craftsmen; see *Patternmakers and Allied Craftsmen, Association of*.

APEX. Association of Professional, Executive, Clerical and Computer Staff; see *Professional, Executive, Clerical and Computer Staff, Association of* (formerly Clerical and Administrative Workers' Union).

APPEALS PROCEDURE. Usually employed to describe a procedure for dealing with workers' grievances (see *grievance*). Appeals procedures appear, in general, to be comparable with *grievance procedures*, but there are those who would claim them to have special features. At Glacier Metal, for example, it has been thought of as a judicial mechanism within an executive system; see Wilfred Brown, *Exploration in Management*, Heinemann, 1960, Chapter XVIII and *Organisation*, Heinemann 1971, Ch. 20. The concept of appeal is used in a similar sense by the *Code of Practice, Disciplinary Practice and Procedures in Employment*, para. 16 as a desirable final stage in an individual grievance procedure.

APPREHENDED DISPUTE. A dispute or difference between workers or a trade union or trade unions and an employer or employers, of which notice has been given or received, e.g. 'If agreement is not achieved (after consultation between the parties) the workers may give notice of an apprehended dispute, in which case the management will not operate the proposed change for seven working days' (*Procedure — Manual Workers 1922*, II(1)(b): engineering industry). The expression seems to have originated in the *Conciliation Act 1896*, s. 2(1): 'Where a difference exists or is apprehended between an employer or any class of employers and workmen ...', and was reiterated in the *Industrial Courts Act 1919*, s. 2(1): 'Any trade dispute as defined in this Act, whether existing or apprehended, may be reported to the Minister by or on behalf of either of the parties to the dispute ...'. The distinction being made here is between a situation in which the parties are already joined in combat (an 'existing dispute'), and one in which

they have exhausted available procedures between themselves, but have not yet embarked upon industrial action.

APPRENTICE; see **apprenticeship** and **indentured apprentice**.

APPRENTICESHIP. Defined by the Ministry of Labour (*Glossary of Training Terms*, HMSO, 1967) as 'any system by which an employer undertakes by contract, written or implied, to employ a young person and to train him or have him trained systematically for a trade or occupation for a period, the duration of which has been fixed in advance and in the course of which the **apprentice** agrees to work in the employer's service'; hence a **craft apprentice**, an apprentice who is being taught a craft or trade (e.g. in the electricity supply industry one of the following; mechanical fitter, electrical fitter, electrician, meter mechanic, instrument mechanic, joiner and linesman, or in engineering as fitters, turners, instrument makers, patternmakers, moulders, coremakers, etc.); **student apprentice**, an apprentice generally possessing superior qualifications on entry and following a course of study up to degree level or its equivalent; **graduate apprentice**, an apprentice undertaking training after obtaining a degree, etc. The tendency in recent years, and especially since the **Industrial Training Act 1964**, has been for apprentice-type training to grow generally, for craft apprenticeships to shorten (usually from five to four years), and for other types of apprenticeships (sometimes under that title and sometimes as traineeships, etc.) to increase in numbers. Training methods have also changed, e.g. in engineering, towards **module training**, i.e. towards building up the skill and knowledge of individuals as needed in packages or modules based on skills or groups of skills, and away from on-the-job training to a combination of this and off-the-job training with day or block release for further educational studies; see also **Carr Report**. **Contracts of apprenticeship** provide for an undertaking from the master to teach the apprentice and for the apprentice to obey his master and learn his trade. In the absence of express agreement or a wage regulation order, apprentices subject to contracts are not entitled to wages, though these are commonly provided for in collective agreements, and the employer has limited powers to dismiss an apprentice unless such powers are written into the agreement; see Olga Aikin and Judith

Reid, *Labour Law 1, Employment, Welfare and Safety at Work*, Penguin Education, 1971, and B.A. Hepple and Paul O'Higgins, *Employment Law*, Sweet and Maxwell, 1976; see also Gertrude Williams, *Recruitment to Skilled Trades*, Routledge and Kegan Paul, 1957, Kate Liepmann, *Apprenticeship*, Routledge and Kegan Paul, 1960, Gertrude Williams, *Apprenticeship in Europe*, Chapman and Hall, 1963, John Wellens, *The Training Revolution*, Evans Bros, 1963; see also **indentured apprentice**.

APPROVED CLOSED SHOP. A form of closed shop, permitted by the **Industrial Relations Act 1971** (now repealed) in which a worker was required to be a member of a **registered trade union** as a term of contract of his employment. The object of this provision of the Act was to allow the protection of a closed shop to unions which might otherwise find effective organisation, and collective bargaining beyond their capacity. The status no longer exists.

APT. Association of Polytechnic Teachers; see **Polytechnic Teachers, Association of**.

ARBEITSGERICHT; see **labour courts**.

ARBETSDOMSTOLEN; see **labour courts**.

ARBITER; see **arbitration**.

ARBITRABLE GRIEVANCE; see **grievance**.

ARBITRATION. A procedure under which a neutral third party, an **arbitrator**, or in Scotland an **arbitrer** (also known as an **umpire**, **referee** etc.), hears both the trade union and the employer side in a **dispute** or a **difference**, and issues an award binding upon them voluntarily (hence **voluntary arbitration**) or compulsorily (hence **compulsory arbitration**), a procedure contrasted with **conciliation** or **mediation** (q.v.), in which the conciliator or mediator attempts to persuade the parties to settle the issue themselves. The meaning of arbitration seems now to have stabilised; in the last century it was sometimes used to mean **collective bargaining**, e.g. by A.J. Mundella: 'It is well to define what we mean by arbitration. The sense in which we use the word is that of an arrangement for open and friendly bargaining in which masters and men meet and talk over their