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BULLETIN BOLETIN

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At the 14th IIRA World Congress held in Lima, Peru in September 2006, Russell Lansbury began his term as IIRA President. Janice Bellace was nominated President-Elect on the same occasion.

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MESSAGE FROM THE SECRETARY

DEAR MEMBERS AND COLLEAGUES,

It is with great honour and pleasure that I start this endeavour as the new Secretary of the IIRA. It was good to see most of you at the 14th IIRA World Congress held in Lima last September, and to find out that there is a lot of enthusiasm around our Association. Keep on going!

I do not think to be original to say that we have in front of us new challenges. We need to further our academic research on employment and industrial relations issues, in close cooperation with our national associations, institutional members, study groups, and regional and world congresses. We also need to attract as many new members as possible.

At the World Congress in Lima, which was a highly successful and intellectually rewarding conference, several new things took place and I would like to report on them.

I am extremely pleased to inform you that Prof. Russell Lansbury is now the President of our Association. He has the honour of organising the 15th IIRA World Congress in Sydney (Australia) on 24-28 August 2009. At the same time, Prof. Janice Bellace has become our President-Elect. She will remain in this status until 2009 when she will move up as President. Prof Luis Aparicio-Valdez, after successfully organising the 14th World Congress, has now become our Past President. He will remain an Officer and a member of the Executive Committee until 2009.

Our former President Prof. Manfred Weiss, who has served in all three capacities, has now stepped down from the management of our Association. I take this opportunity to warmly thank him for his dedicated service to the IIRA during his tenure as Officer and member of the Executive Committee. I am sure, knowing a bit of Manfred's personality, that although he is no longer in the management of the Association, he will continue to exercise his positive influence and be supportive of our activities throughout the world. He will remain a friend and an intellectual mentor for most of us.

A word of thanks to Tayo Fashoyin who has served as Secretary of our Association for the last six years. Tayo has proved to be a very dedicated person and has contributed to the success achieved by our Association in the past years. In particular, I would like to mention his support and involvement in the publication of the book "*The Global Evolution of Industrial Relations. Events, Ideas and the IIRA*" by Prof. Bruce E. Kaufman that has proved to be a real success. On your behalf, I warmly thank Tayo for all his efforts and wish him good luck in his responsibilities in Harare.

I also wish to sincerely thank Prof. Linda Dickens, Prof. Carlo Dell' Aringa, Prof. Won-Duck Lee and Prof. Zvone Vodovnik, members of the IIRA Executive Committee who have all served the IIRA for the last six years, for their contributions. They were replaced by Prof. Lorenzo Bordogna of Italy, Dr. Lajos Héthy of Hungary, Dr. Jan-Erik Karlsen of Norway, Dr. Hyo-Soo Lee of Korea, Dr. Jorge Macrí of Argentina and Prof. Hoyt Noland Wheeler from the United States. A warm welcome to all of them! As you know, the Executive Committee of the IIRA is responsible for determining the programme and for managing the finances of the Association. A complete list of addresses of all EC members can be found on page 25 of this bulletin.

We have updated our web page, and you can now visit the web sites of the 6th IIRA Asian Regional Congress to be held in New Delhi (India) on 19-21 April 2007, the 8th IIRA European Regional Congress to be held in Manchester (UK) on 3-7 September 2006, and the 15th IIRA World Congress to be held in Sydney (Australia) on 24-28 August 2009. It's good to learn from the organisers, particularly those in New Delhi and Manchester, that they have reached an advanced stage in the organisation. I encourage you to attend these two important events. In addition, I would like to inform you that two more regional congresses will be organised in 2008, one in South Africa and the other in Argentina. More information on these congresses can be found in future issues of the bulletin.

Let me also take this opportunity to reiterate the importance of our Association and the role it has in networking and disseminating studies and research in the field of industrial and employment relations worldwide. The relevance of industrial relations as a field of study is as important today as ever. One can argue that several social programmes around the world today, such as the ILO's Decent Work Agenda, the World Bank's Poverty Reduction Strategy Papers (PRSPs), and the United Nations' Millennium Development Goals (MDGs), are mostly designed within the framework of industrial relations, with the purpose of promoting social progress. Evidence indicates that industrial relations are significantly contributing to the implementation and promotion of the ILO's Decent Work Agenda. This Agenda revolves around the science of industrial relations. Many similar social programmes are designed by taking into account the fundamental tenets of industrial relations, the protection of human rights, the elimination of human suffering and the promotion of social justice. As a result, industrial relations have always been at the core of social progress with a view to promoting industrial peace.

In addition, the practice of industrial relations has encouraged many countries in the world to ratify core ILO standards. For instance, the ILO Conventions concerning freedom of association and the right to collective bargaining are widely promoted by industrial relations actors. These actors have consequently promoted many other labour standards in the process of practising employment and industrial relations in their respective countries. Through industrial relations, employment conditions in many parts of the world will continue to improve. Needless to say, the practice of industrial relations brings together the key social partners who negotiate on key social and economic issues with a view to reaching consensus building among governments and workers' and employers' organizations.

We all know by now that our field of interest encompasses economics, law, sociology, political science, psychology, public administration, and human resources management. But we need to prove its validity everyday and make sure that all those who operate in the industrial relations field share a common vision. Let's all try to make an effort to further strengthen the quality of our research and to make sure that we – our Association – are at the forefront in contributing new ideas and solutions for the promotion of sound industrial relations throughout the world.

In conclusion, let me thank all of you for your cooperation and continuous participation in the various IIRA events. I am looking forward to very active and collaborative participation in the years to come. Let me take this opportunity to wish everyone a Merry Christmas and a very Happy New year.

Giuseppe Casale
IIRA Secretary

Important Notice:

Please note that due to the high costs involved, payment of subscription fees by cheque will NOT be accepted as of January 2007. Payments can be made by bank transfer, cash or by VISA or MasterCard credit cards. Details can be found on the invoices sent to all members at the beginning of the year and at the last page of each bulletin. Thank you for your understanding and cooperation.

14TH IIRA WORLD CONGRESS

LIMA, PERU

10-14 SEPTEMBER 2006

REPORT FROM IIRA PRESIDENT, RUSSELL LANSBURY

The World Congress was a resounding success. It was the first to be held in a South American country and set a new standard for both the scientific and social programs. More than 500 delegates attended, of whom more than half were from countries outside South America with delegates from more than 51 countries. Unfortunately, the World Congress and IIRA President, Professor Luis Aparicio-Valdez was unable to attend due to ill-health, but fortunately Professor German Ramirez-Gaston, the President of the Organising Committee, and his team did a superb job.

The Congress theme of '*Social Actors, Work Organisation and New Technologies in the 21st Century*' was highly relevant to many of the issues facing South America as well as the rest of the world. Professor Tom Kochan from MIT (and a former IIRA President) opened the Congress with an address on '*Restoring Dignity to Work in a Global Economy*', which you can find in this issue of the bulletin. In addition to papers in the five official 'tracks', there were eleven special seminars on topics such as '*New Issues in Public Sector Industrial Relations*' and '*Challenges of Human Resources Management in the New Work Relations – some South American Cases*'. There was also a Special Conference by Bruce Kaufman on paradigms and principles of work relations. It was a pleasure to celebrate together with the European Foundation their thirtieth anniversary during this congress.

Our Peruvian hosts provided some spectacular entertainment including a welcoming ceremony at the San Francisco Colonial Museum (which was constructed in the 17th century and comprises a network of underground galleries and catacombs). The Congress dinner was at the Peruvian archaeological museum. At both events delegates were treated to marvellous displays of Peruvian culture.

We are greatly indebted to the Universidad de Lima which provided excellent facilities for the Congress on its campus. We also thank Professor German Ramirez-Gaston, his colleagues and the Asociación Peruana de Relaciones de Trabajo (APERT) for their hard work in ensuring such a successful congress. We also wish our retiring President, Luis Aparicio-Valdez, a speedy and full recovery from his illness and look forward to the future success of industrial relations scholarship and practice in both Peru and South America.

This was the last World Congress in which Professor Tayo Fashoyin has been present as Secretary of the IIRA. We thank him for his years of dedication, during which the IIRA flourished, and wish him well for the future. We welcome Dr Giuseppe Casale who is the incoming Secretary and will certainly be a valuable addition to the leadership team.

We look forward to seeing you all at the next World Congress of the IIRA: Nos vemos en Sydney 2009!

Russell Lansbury
President

RESTORING DIGNITY TO WORK IN A GLOBAL ECONOMY

Opening speech by Thomas A. Kochan

I am honored and delighted to help open the 14th World Congress of the International Industrial Relations Association (IIRA) here in Lima, Peru. Seven years ago we gathered in Lima for the 3rd IIRA Regional Congress of the Americas. At that time Luis Aparicio-Valdez had the vision and goal of bringing a World Congress to Peru in the future. It is a great tribute to him that today his vision is being realized. So it is fitting that we dedicate this Congress to him and to the future of his beloved Peru.

It is also appropriate that we meet here in the heart of South America where we can observe first hand the challenges and opportunities facing our profession. Indeed, we come together at this moment in history confronted by severe crises in the world of work. Ever since his appointment as Director General of the ILO, Mr. Juan Somavia has been an articulate advocate for what he calls “decent work.” This is a laudable campaign designed to assure that all who work are afforded dignity, respect, and the ability to earn a fair and adequate living for themselves and their families. Yet, for the past decades the world of work has been moving in the wrong direction and, across the globe, people are beginning to recognize that something must change if the vision for decent work is to be realized.

In the United States, my home country, we are facing a loss of confidence in our economy and in our employment relationships. Two thirds of American believe the country is going in the wrong direction and worry that the next generation will not be able to achieve the standard of living they experienced growing up. This majority view reflects that stark fact that despite strong productivity growth, wages of the majority of American workers have either declined or remained flat for many years, families have increased the number of hours devoted to the paid labor force, and the workers across the occupational spectrum now worry about losing their jobs to corporate restructurings, off-shoring or outsourcing of work.¹

But the problems in the U.S. pale in comparison to the scope and dimension of the challenges facing workers and families in the developing world. Here in the heart of Latin America, despite growing exports, poverty has not been reduced and living standards have not improved for nearly two decades, in large part because productivity has not advanced. Across the globe, again despite a decade of economic growth, inequality in income and opportunity have increased. The 1990s was a decade in which many countries, at the urging or insistence of the International Monetary Fund or other financial institutions, took steps to increase labor market “flexibility,” reduce trade barriers, and promote export oriented strategies. Yet, worker welfare has not improved. Somehow, those who work have not benefited from the fruits of their labor.²

The Director-General of the ILO, Mr. Juan Somavia, put the task before us best in a recent speech:

“The world needs to devote as much political energy and focus to eliminating the decent work deficit as it has to reducing budget deficits.”³

The Director-General went on to warn his audience that people around the world are getting restless and frustrated with the lack of leadership and commitment to creating decent work. He pointed out that there is a strong and direct correlation between the percentage of workers in Latin American countries excluded from the formal employment sector and support for authoritarian regimes.⁴

¹ Thomas A. Kochan, *Restoring the American Dream: A Working Families’ Agenda for America*. MIT Press, 2005.

² Report of the Director General of the ILO, *Decent Work in the Americas: An Agenda for the Hemisphere, 2006-15*. Geneva: ILO, 2006.

³ Juan Somavia, Opening Speech to the 14th Asian Regional Meeting of the ILO, Busan, Korea, August 29, 2006.

⁴ *Decent Work in the Americas*, pp. 3-4.

Similar words of warning about the consequences of growing inequality and the failure of working and living standards to improve, even in the face of economic growth, have come from leading economists such as the Chairman and former Chairman of the U.S. Federal Reserve Bank and from former chief economist of the World Bank, Joseph Stiglitz. So as we gather here today there is growing consensus, voiced from all corners of society from the most disadvantaged in Latin America to those leading the world's most powerful financial institutions, that the basic social contract at work has broken down. At a macro level the social contract implied that economic growth and productivity improvements would be broadly shared, leading to a gradual improvement in real earnings and living standards. At the micro-employment relationship level it implied that hard work and loyalty to one's employer should be rewarded with dignity, fair treatment, an opportunity to use and expand one's skills, fair rewards, and improved job and financial security for working families.

Our task then as members of the IIRA is to identify and articulate how to reverse direction and restore work to its appropriate status in economic, social, and political affairs in our countries and in the international economy. To do so, however, will require updating our thinking and practices about work and employment relations. In my brief remarks, I would like to simply highlight some of the new ways of thinking we need to bring to our work that I hope will be addressed in the debates and dialogue that follow in the various sessions of this Congress.

EDUCATION AND PRODUCTIVE EMPLOYMENT

It is fitting that one of the tracks of this Congress will be devoted to the issue of education and its role in productive employment. Indeed, education is the essential building block for productive employment today, as it has been throughout the history of the modern world.

The focus on education must begin early in life. Today one in seven (14%) of the world's children age 5-17 are engaged in child labor. Getting our children out of the workplace and into school is therefore our first imperative. The ILO reports that progress is being made in reducing this number and that elimination of child labor is a real possibility within a decade, if our societies' and international financial institutions are willing to make the investments necessary to do so. The ILO estimates it will cost over \$760 billion US dollars, but the benefits may be as high as six times this amount (\$4 trillion).⁵ This should be the number one priority for the World Bank, given its stated commitment to reducing poverty. It would be hard to imagine a better investment.

Elimination of child labor cannot be done in isolation. It needs to be integrated with education and family policies so that children can stay in school without fear that their families will starve. Family policies that support early childhood education, child care and adequate housing are the labor market policies needed to take children out of the workplace and put them in school where they need to be if they are to move out of poverty as adults. Getting all our children into school and encouraging them to complete their education are absolute essentials for achieving the vision of decent work for the next generation. The fastest growing jobs in this region and around the world are those requiring high levels of education. Moreover, the *mix* of skills is also changing. We must prepare young people to work in the knowledge-driven economy they will enter. To function effectively in today's knowledge-driven workplace requires a mix of technical, analytic, and behavioral skills needed to take advantage of modern technology and to work in teams to solve problems and communicate effectively. Thus we need to reform *how* we teach our children so that they are equipped with the skills for the 21st century economy.

The most important thing we can teach young people today is a taste for continuing to learn. Life-long learning is a necessity in a world of rapid technological and organizational change. Yet few economies have adapted their institutions to facilitate life-long learning. Individual firms lack both the incentives and the resources to ensure that workers keep their general skills up-to-date so that they can compete for jobs in the external labor market if and when they are required to do so. A coordinated effort on the part of labor and other worker advocate organizations, technical schools and colleges, and industry associations, and government will be needed to meet this challenge. Indeed, I believe this is one of the key roles unions and professional associations could play in the future.

⁵ "The End of Child Labour: Within Reach," Geneva: ILO, 2006.

SOCIAL PROTECTIONS AT WORK

Another track at this Congress will focus on policies of social protection at work. This is especially fitting given that we are meeting here in Latin America where over half of the labor force is working in the informal sector without the basic wage, safety, social insurance, voice, and other protections that we associate with decent work. The groups most directly exposed to the perils of informal work are women, migrants or recent immigrants, and again children and young workers entering the labor market. While efforts to strengthen enforcement of basic social protections need to continue, they need to be complemented with support for the emerging religious, women's, ethnic, and immigrant groups and other NGOs that are providing critical educational and other services to their peers in the informal sector. These groups are growing in importance as labor market actors, primarily because unions and governments have not been able to reach or protect these workers. NGOs have played a major role in mobilizing support for workers in the extended supply chains of major multinational corporations by gaining support from the media, consumers, students, and labor unions. In the U.S., ethnic communities are banding together to support recent immigrants and help them find employment opportunities, housing, and access to social and financial services. Our efforts need to be focused on building sustainable coalitions across new and old advocacy groups. Labor unions have a special obligation to respect and fight for the rights of these groups to have a voice at work and in society. Understanding the growing role of these organizations and linking them to other labor market advocacy groups are part of the task of a modern labor movement. Indeed, these groups may become a very important part of the labor movements in our countries in the years ahead.

HUMAN RESOURCE MANAGEMENT AND THE NEW LABOR RELATIONS

Track 2 of the Congress will take up themes that have been central to the IIRA ever since its founding, namely, the role of human resource management and labor-management relations. The last forty years have been a cycle of rising expectations and promise followed by slow atrophy in the role of human resources and labor relations. The Association was formed at the pinnacle of collective bargaining and labor relations. Those managing the labor relations function were among the most senior and most influential executives in their firms; labor union leaders were among the most influential political forces in their societies, and; those who mediated, arbitrated, and studied labor relations were among the most respected and sought after public servants in our societies.

All this has changed. Today most advanced societies outside of Northern Europe are experiencing declining labor movements and shrinking coverage and impact from collective bargaining. Most politicians are wary of embracing labor as an ally in their political campaigns or government policies. A similar rise and decline in the role of human resource management professionals has been observed in corporations in the U.S. and in some other parts of the world. As unions declined throughout the 1970s and 1980s human resource managers emerged as their potential substitute by following a strategy of seeking to align their interests with those of senior line executives. While some leading firms continue to afford human resource executives a significant role and influence in strategic affairs, the vast majority do not. So the main task we face in this area is to restore respect and confidence in both our labor relations and human resource management professionals and practices.

We have a great deal of evidence available to build on in doing so. The past two decades of research on workplace practices have shown that the most productive, high quality, and rewarding employment relationships are those that invest significantly in employment and training, employ work systems that encourage teamwork, problem solving, and coordination, and that promote high trust and partnerships among workers, supervisors, labor leaders, and executives. These high performance-partnership based organizations can indeed serve as models for the future but it will take determined efforts from our research community, labor leaders, and government policy makers to support these types of employment practices and models.⁶ All of us should be serious students of these processes so we can help to adapt and fit them to the specific cultural, technical, and institutional settings we encounter in our work.

⁶ For a recent summary of the status of this approach to work in America see James O'Toole and Edward Lawler, *The New American Workplace*, Palgrave, 2006.

SOCIAL DIALOGUE AND GLOBAL AFFAIRS

Our Association was founded nearly forty years ago to promote the study and improvement of employment relationships across the globe. At that time, the vision in the minds of our founders was that the ideal employment relationship was one structured by negotiations among three collective actors: employers, labor representatives, and government. The same three actors serve as the pillars of the International Labour Organization, the longstanding partner of the IIRA. Ever since its founding, the ILO has promoted dialogue among these three social actors.

Yet today, as we gather here in the heart of Latin America, we see a very different picture of how work is structured, what roles are being played by labor, management, government, and the increasing array of newer groups and forces that influence the nature and outcomes of work. Our challenge, therefore is to face the new world of work as we find it today in the developing and more highly developed economies, in the informal and formal sectors of employment, for women as well as for men, and in relationships where workers have the benefit of formal representatives and those who do not.

We also must recognize that new quasi-government forces now dominate the international scene in competing with the ILO. Today, the world of work is shaped in profound ways by the doctrines of the International Monetary Fund and its regional counterparts, by the rules enforced at the World Trade Organization, and by the mobile capital that flows across international boundaries through a loosely coupled global financial network.⁷ We need to bring these institutions and their leaders into a full-fledged dialogue over the future of work in our societies. It is time to put labor and workforce issues directly on the agenda of trade negotiations. We must insist on embedding the simple principles that the benefits of more open trade must be broadly shared within and across the trading partners and that fundamental human rights and labor standards must be enforced as a condition of signing new agreements. Likewise, the conditions attached to loans or other interventions of international financial institutions need to take into account the accumulated knowledge we have of how to build positive labor market institutions. The evidence of past interventions should now be sufficient to convince even sceptics that standard demands for more labor market flexibility will detract from not advance the goal of economic adjustment and sustainable growth unless accompanied by strategies for building the modern labor market institutions adapted to the needs of today's workforce and economy.

Finally, as we open this World Congress on the fifth anniversary of the tragic terrorist attacks of September 11, 2001 we are reminded of the need to recommit to one of the basic values that binds our Association together, namely our determination to work together across our national cultures, traditions, and boundaries to resolve differences peacefully in pursuit of our common goals of improving efficiency and equity at work and democracy and justice in our societies. Today more than ever the world cries out for leaders who espouse these values and demonstrate their power. Perhaps by leading by example in our domain of work and employment relations we can help build a foundation of peace, shared prosperity, security, and justice throughout the world in the days ahead.

In summary, today's world of work requires that we broaden the base of who is involved in our dialogues over the future work and employment relations and that we become more creative and expansive in the audiences we seek to reach. It is time for those of us in this profession to become more vocal and more public in advocating for restoring dignity to work and ensuring decent work for the next generation.

This Congress is an ideal venue for taking up these challenges.

⁷ For a good analysis of the role of these international financial institutions and the impacts of their strategies and actions see Joseph Stiglitz, *Making Globalization Work*, Norton, 2006.

THE STATE OF THE IIRA

Closing report by Tayo Fashoyin

We are just about to bring to a close what is clearly a stimulating and rewarding intellectual debate on the themes of the 14th World Congress of our Association, along with motivating discussions in the study groups and special seminars. Given this experience, it is my belief that the 14th World Congress has been a huge success. Before I get into the business of our Association over the past three years, it is just proper that I thank, on your behalf, our colleagues in the Asociacion Peruana de Relaciones de Trabajo (APERT) who have spent energy, time and effort to organize this congress. We owe a tremendous gratitude to our outgoing President, Professor Aparicio-Valdez, under whose guidance the organizing committee has worked. I can personally attest to the fact that Luis devoted considerable energy to this congress, and the result is evident in the fine organization and depth of our debates during the past four days. As we have all heard, Luis is presently recuperating from ill health, and we all wish him and his family a quick and full recovery.

As for the Organizing Committee, I acknowledge with thanks our deepest gratitude to Professor German Ramirez-Gaston, Chair of the Organizing Committee, Professor Paloma Martinez-Hague, and Secretary of the Committee, both of who have worked tirelessly and with dedication, with a team of international scholars, including Professors Anil Verma, Maria Cook, Russell Lansbury, Hector Lucena, Graciela Bensusan and Denis Sulmont. They have all worked hard during the past 3 years to assure the good and quality papers that we have gone through in the scientific sessions, and we thank them most sincerely for their energy and dedication in carrying out their tasks. We also appreciate all the exciting social events that have made our meeting here in Lima so enjoyable. Please join me in giving them a hand of appreciation.

Our appreciation to all those who have contributed to the technical sessions, through their participation as paper writers, rapporteurs, discussants and chairpersons, as well as those responsible for the study groups and special seminars that are a good complement to the main themes of our this Congress. I acknowledge with thanks, the dedication of the support staff, as I do of interpreters who have facilitated our understanding of the debates with admirable professionalism.

In common with all our Congresses, this one has afforded all of us another opportunity to renew professional and social ties, and establish new ones here in Lima. I expect that with such topical issues as its themes, this Congress will have a lasting impact on the way we see industrial relations and the labour market processes.

Turning now to the activities of our Association during the past 3 years, our membership recruitment is as aggressive as ever. Since our meeting in Berlin, we have welcomed 3 new full members of the IIRA. Among these is the Indonesia Industrial Relations Association, whose application for full membership was approved by the Executive Committee on Monday. On your behalf, I welcome the Indonesia association and its leadership to the IIRA. During the period the IIRA collaborated with the ILO and our members in Kenya, Mauritius, Uganda and Ecuador to establish national associations in those countries. The processes of affiliation with the IIRA are in progress. I should also like to inform you that, only last week our colleagues in Sao Paulo in Brazil organized a highly stimulating international seminar at which the idea of setting up a Brazilian association was favourably discussed. We expect that, in the not too distant future, we will have a national association in Brazil, and I want to thank Professor Helio Zylberstajn, Professor Ana Virginia Gomes and Dr Lauro Moretto for their initiative in this regard. Also, we are reliably informed that the inauguration of a Chinese association might take place later this year. Given these developments, I am happy that to-date, we have 46 national associations, with a possible addition of two more, in various parts of the world.

Clearly, it is in the institutional membership category that we have experienced the most dramatic increase over the past few years. Since our last Congress, we have welcomed 12 institutional members, bringing the total of institutional members to 77. We have also welcomed nearly 100 individual members during the same period, while we have weaned this category of dormant members. As a result of this exercise our individual membership today

stands at over 1000 active members. I invite all Congress participants who are not members to take up membership application form before leaving the Congress. At the same time I would like to use this medium to remind members who have not done so to pay up their membership fees.

Our programme of planned future meetings for the next three years has now been determined. Let me start by reminding you that the 15th World Congress of our Association will take in Sydney, Australia, during 24-28 August 2009 under the leadership of our President, Professor Russell Lansbury. As you have been informed here during the past few days, the theme of the congress is The New World of Work, Organizations and Employment. Before we go to Sydney, the 6th Asian Congress is scheduled to hold in New Delhi, India during 19-21 April 2007, while the 8th European Congress will hold in Manchester, U.K. during 3-7 September of the same year. Also on Monday, the Executive Committee accepted the proposals from the Asociación de Relaciones Del Trabajo de la Republica Argentina (ARTRA) and the Industrial Relations Association of South Africa (IRASA) to organize regional congresses respectively in Africa and the Americas in 2008.

Most of our 20 Study Groups are active, in fact 12 of them have held meetings concurrently with other congress activities during the past two days. I am happy to report that several of our study groups, and indeed individual members are working closely with ILO's departments and units. The Officers and Executive Committee are monitoring the activities of the study groups, and would encourage inactive study groups to wind-up or re-focus their work so as to energize them for active engagements. I should like to wish all of the groups continued success in their work and to thank all the coordinators for the time and effort they devote to running the study groups.

At the Berlin Congress I informed you of the progress on the IIRA sponsored publication on industrial relations, the role of the IIRA. It is my pleasure to announce that the book titled: *The global evolution of industrial relations: Events, ideas and the IIRA* by Bruce Kaufman was published by the ILO in 2004. As many of you must have read, the book has received favourable reviews in scholarly journals, and was presented to the Governing Body of the ILO in November of 2004. You may wish to know that in less than one year of publication, a reprint was made. The book is being re-printed in whole or in part in India, Japan, China and Cyprus. I encourage every participant to order for a personal copy.

Also I am pleased to report that we are making progress on the decision of the Executive Committee to launch a Publication Series. The editorial board, under the chairmanship of Professor Anil Verma, comprises Professor Linda Dickens and myself, has issued a call for proposals a few days ago, and I urge you to consider this publishing avenue.

Apart from these, the Secretariat is regularly upgrading the quality of its services to members. I encourage members and non-members to visit the IIRA web site (www.ilo.org/iira) for the latest information about the work of the Association, the Executive Committee, membership and forthcoming meetings. In it you will find the newly published directory of industrial relations institutes and centres. You can also let us hear from you if you have any view on the various entries in the web page. Also, you will no doubt have noticed the important change in the presentation of our popular IIRA Bulletin. Once again, I invite all members to send to the Secretariat important information on personal achievements, forthcoming conferences, on-going research and other information worthy of sharing with members. The Secretariat welcomes short articles, such as summaries of research findings, conference proceedings, or reflections on topical and contemporary industrial relations issues, for publication in the Bulletin.

These changes reflect our determination to provide you with prompt and efficient service. Please let us have your feedback and suggestions for improvement. I cannot end this report without mentioning that the credit for this goes to our Administrative Officer, Johanna Boixader to whom I am personally grateful for her expertise and dedication.

Our relationship with the ILO is as strong as ever. In fact, anyone who has read Bruce Kaufman's book will appreciate the well-suited relationship between the ILO and the IIRA. The ILO's Decent Work Agenda has contributed to the enrichment of the themes of our congresses, while the Office has also contributed enormous

material support to the functioning and upkeep of the IIRA Secretariat. When the Officers met with the ILO Director General, Mr Juan Somavia in February 2001, he emphasized the bond between our two organizations and encouraged the IIRA to contribute to defining the ILO's Decent Work concept as a global agenda for improving the conditions in the world of work. Just on Monday, we listened to Professor Tom Kochan's brilliant reflection on the global goal to achieve employment for all under conditions of freedom, dignity and partnership among the stakeholders. I believe we are all delighted that our individual and collective roles in the IIRA are contributing to this global challenge.

Our finances are good. We have managed to achieve cost effectiveness, despite increasing demands on our services to our membership. In this respect, we are thankful to the ILO for providing financial and institutional support for our Association over the years. However, our receipts from the Office is declining, not because of any fundamental change in our collaboration, but because the ILO's services are taking more and more of its resources. This makes its inevitable for the IIRA to develop creative and sustainable ways to address the shortfalls that may arise from ILO support.

Now, permit me to turn to management issues. As you have heard, Professor Aparicio-Valdez' presidency which began in Berlin in September 2003 will terminate at the end of this Congress. I believe I express the view of all of you that we have been greatly honoured to have had a distinguished leader in the person of Professor Aparicio-Valdez as our President during the past 3 years. Let me on your behalf thank Luis for his leadership, and to wish him good health, long life and prosperity.

Professor Manfred Weiss, our Past President during the past 3 years is retiring, and I want on your behalf to thank him for his dedication and commitment to our Association. As Secretary, it has been a pleasure for me to work closely with him during the past six year, and I have no doubt that the IIRA will continue to benefit from his rich experience during the coming years.

Our new President, Professor Russell Lansbury for the coming 3 years is known to most of us as a respected scholar and dedicated member of our Association. During the past three years I have worked closely with him in the Officers group and on the Executive Committee. Mr President I thank you for your unwavering support for our work in the Secretariat. I have been impressed by your dedication to organizing the 15th World Congress, and I am confident that the next congress in Sydney in 2009 will be a memorable event of our Association. We all wish great success.

On behalf of all of us, I welcome our new President Elect, Professor Janice Bellace to the team. Janice is well known to us; until this election she served on the Executive Committee. I congratulate you on your election and assure you of the support of the Secretariat in the planning for the activities of the Association during your presidency.

Let me on behalf of all us thank the members of the Executive Committee who have devoted their time to the service of our Association during the past 3 years. We are particularly thankful to those who are now retiring: Professor Linda Dickens, Professor Janice Bellace, Professor Carlo Dell' Aringa, Professor Zvone Vodovnik and Dr Won Duck Lee. Each of them has contributed immensely to the work of the Association. While wishing them well, I hope they will continue to offer helpful services to our Association. At the same time I would like to welcome those members who have been elected to the Committee earlier this week, in the persons of Professor Lorenzo Bordogna of Italy, Professor Hoyt Wheeler of the United States, Professor Jorge Macri of Argentina, Professor Lajos Hethy of Hungary, Professor Hyo Soo Lee of Korea and Professor Erik Karlsen of Norway. The Officers and the Secretariat will have much pleasure in working with all of you in the future.

Our Association is 40 years old next month. During these four decades, the IIRA has contributed to the 'internationalization' of industrial relations, essentially fulfilling its mandate to promote industrial relations as a field of study and practice through research, conferences and seminars, and the establishment of national associations. As Bruce Kaufman demonstrates in his path-breaking book, the IIRA has through these means contributed to the globalization of industrial relations.

As we look into the next decade and beyond, our Association to take stock of the past 40 years, and evolve a strategy for taking our field to the next decade and beyond. We need to explore a common understanding of the conceptual orientation of our field as inclusive as possible. Incidentally, on Monday the Executive Committee decided to hold special sessions at the European and Asian Regional Congresses next year, where issues such as these may be discussed.

Now allow me close this address on a personal note. As many of you will recall, I was elected to the post of IIRA Secretary in Tokyo in June of 2000, and re-elected in Berlin in September 2003. I want to thank the IIRA Council for electing me to this post, and the Officers and members of the Executive Committee for their support which I found most indispensable in carrying out the functions of my office as IIRA Secretary. I am particularly grateful to my colleagues Officers, our outgoing President Luis Aparicio-Valdez, outgoing Past President Manfred Weiss and incoming President Russell Lansbury, all of whom have collaborated with me in the running of the Association. I should not fail to acknowledge the enormous support of Johanna Boixader, my Administrative Assistant, for her creativity and the enormous innovation she has introduced since joining the Secretariat. Colleagues, ladies and gentlemen, let us give all of them a hand of applause for their dedication to our Association.

As my present term as IIRA Secretary comes to an end, I am stepping down in order for me to devote my full time to the challenges of my current role as Director of the ILO Sub-Regional Office for Southern Africa. In this regard, I am pleased to inform you that following the nomination of my successor by ILO Director-General, the Council on Monday elected Dr Giuseppe Casale as the next IIRA Secretary. Giuseppe is Chief of the Social Dialogue, Labour Law and Labour Administration Branch at the ILO Headquarters, and is not new to our Association, himself having been a member for many years. I trust you will extend to him the same support you have given me over the past years. Colleagues, Ladies and Gentlemen, it is my pleasure to introduce to you Dr Giuseppe Casale.

Finally, let me once again thank you all for your contribution to the work of the IIRA, its national and institutional members, and I trust you will continue to avail the Association your generous support in the coming years. I wish everyone a safe journey to your next destination.

Thank you.



Tayo Fashoyin and Thomas Kochan



From left to right: Carlo Dell' Aringa, Lorenzo Bordogna, Vankata Ratnam and Giuseppe Casale

REPORTS FROM IIRA FELLOWSHIPS

Ms. Rachel Zibelu Banda, Malawi

INTRODUCTION

The IIRA 14th World Congress was my first experience of a gathering of industrial relations players from around the globe and it was amazing. It was the first time that I had ever attended anything that brought together people from around the world. Representing my country and the sight of my national flag among all the big states and nations was the first thing that caught my eye. For a moment I thought they could not possibly have remembered Malawi, but there was my flag just like at the Olympics! It was a proud moment for me and the warm heart of Africa.

The low and high of the opening ceremony was the message that one of the key players in setting up the venue for the Congress and who had worked tirelessly for the success of the Congress was in fact ill and could not physically participate with us. This was President of the IIRA, Luis Aparicio Valdez. It was however comforting to learn that he was improving and that he was on his way to full recovery.

SOCIAL ACTIVITIES

The attendance to the Congress was impressive for someone who was attending for the first time. Many participants praised the choice of the venue because of its historical and tourist attractions. Unfortunately this also in my view contributed to the low turn up during the last days as some delegates had used the opportunity of the Congress to site-see and therefore missed sessions. The people of Lima were very nice and helpful. It is a safe place and reasonably affordable. The social highlight of the Congress was the coincidence with Mick Jagger's tour in the city. I caught a glimpse of his red shirt as I was riding by in a Congress bus while he was giving (I think) a press conference in a hotel lobby!

THE PROGRAMME

The programme was properly coordinated ensuring that as many topics and issues were covered as possible within the four days assigned for the Congress. The plenary sessions were characterized in the first two days with full capacity and the public system and visual aids helped the message to get through to everyone in the packed, magnificent and highly technologically advanced hall of University of Lima.

It was however only in two of the five plenary sessions that delegates were able to make comments on the presentations and only briefly. The plenary sessions were not interactive and participatory. It would have been more interesting if adequate time was allocated in each plenary session to allow for feedback from the delegates. The advantage of plenary sessions is that this is the only part of the Congress that the whole congregation is seated together to share and learn from one another. Another advantage is that it allows the distinguished presenters a chance to get delegates' reactions. It is a suggestion that in future Congresses time should be allocated for interactive participation during plenary sessions. This will not only make plenary interesting but will challenge and empower presenters with delegates' input on their submissions.

NEW SOCIAL ACTORS

It was interesting to note that the IIRA World Congress acknowledged and welcomed new actors in the field like members of non governmental organizations (NGO's), women, political parties and faith based organizations just to mention a few. This is in clear contrast with the views expressed at the IIRA African 4th Congress in Mauritius last November. Industrial Relations is a multi-disciplinary field with cross-cutting application. It affects the socio-economic and cultural spheres of life and in a globalised world with free labour movement and liberalized labour market, one can not help but acknowledge the interest generated in NGO, bodies, women and other players to take part and contribute to fair industrial relations that promote socio-economic development. This is especially crucial in countries where governments do not rate labour as a major portfolio and downplay its role. In these States, one would appreciate the role of NGO's, faith based communities and political parties in influencing change of attitude and drawing attention of governments to the need for developing industrial relations in their respective countries.

ROLE PLAYERS

Presentation of the new female president elect of the IIRA 2006-2009 was received with gratitude. It is a move towards the right direction. It was a bit disheartening to note that key roles of chairpersons, rapporteurs and presenters during plenary sessions were dominated by male and even among the male, there were only three black Africans all of whom happened to have an association with ILO, either as employees or external collaborators. It is hoped that these key roles will be opened up to women and other minority groups so that there is equal participation at that level and thereby conforming to equality principles. (Some positive discrimination would be in order). It was noted during the special conference by Bruce Kaufman on "The Industrial Relations Paradigm and Its Core Principles" that most of the men now in IIRA were older (grey) as compared to the female members most of whom were young. It is a sign of change and the IIRA should seize the opportunity to empower and encourage these young women and some men as they hold the future of IIRA and industrial relations in general.

INDUSTRIAL RELATIONS ON THE DECLINE?

There is fear that industrial relations is declining according to the presentation cited above by Prof. Kaufman. Several factors were raised for this scenario. For example, some universities and institutions are closing down their industrial relations departments for lack of patronage and interest among prospective students. However, he analyzed a number of theories that show that industrial relations is a living field and that it will survive. The prophets of doom had predicted that IR would be extinct by now, but the contrary is true. It is in the interests of the IIRA and its membership and the ILO to find innovations that will arouse the lost interest in industrial relations and make it big on the market. For instance, IR should not be dependent on active trade unions or trade disputes. It should be considered as part and parcel of democracy. It was pointed out at the special conference that 'competitive labour markets without balance, fairness, social protection, macro economic guidance of IR and the visible hand of the State will seriously under-perform in efficiency, equity and human welfare. Real life capitalism must have IR to survive and prosper'.

CONCLUSION

The 14th World Congress was an eye opener for me, coming from a new democracy and with very low industrial relations profile. It was encouraging to learn how far IIRA has come to this date and its role in activating the practice of IR in many countries. I hope that the IIRA continues to strive to reach out to all and spread the message of the important role that IR plays in a global world that of enhancing industrial harmony and economic development through sound industrial relations practices.

Mr. Dev Raj Adhikari, Nepal

SOCIAL ACTORS, WORK ORGANISATION AND NEW TECHNOLOGIES IN THE 21ST CENTURY

The Peruvian Industrial Relations Association (APERT) organized the World IIRA Congress at the capital city of Peru, Lima also known as the "City of Kings." It was the first Latin American country to host such a World Congress. The Congress was participated in by 51 countries from highly developed to least developed economies including Nepal. It was well organized from start to finish under the great leadership of Luis Aparicio Valdez, IIRA President. Prof. Valdez was however unable to attend the Congress as he was sick. Despite his absence, the Organizing Committee made it a grand success.

Discussions revolved around various trends and issues related to the development of markets, globalization, new technology, complexity of investment and non-formal work structure. The main focus though was on social dialogue, economic development, human resource management and development at the organizational and national levels, social protection and the impact of regional trade to workers. It had five themes, to wit:

- Social Dialogue, Economic Freedom and Industrial Relations
- Human Resource Management and the New Labor Relations
- Productive Employment and Education
- Policies of Social Protection
- Integration and Free Trade in the Americas: How Much Trade or Quality of Life

Twenty-three (23) papers were presented in the plenary sessions with 5 reports from track rapporteurs. Eight (8) workshops were held; 60 poster papers presented; and 11 special seminars were conducted.

Logistical arrangements for the participants such as hotel, commuting shuttles, city tour and coffee breaks were really excellent. Simultaneous interpretations in English and in Spanish made it easier for the participants to understand the subject matters discussed. The English speaking Congress facilitators were customer-oriented. The organizers were even helpful particularly in arranging my taxi to visit some of the places including the national museum of Peru and downtown. Security measures were in place making everyone feel safe and confident.

The Congress formally started with the welcome remarks by the Chair of the Organizing Committee, Prof. German Ramirez and a reading of the message from Prof. Valdez. Key persons were seated at the dais during the opening ceremony that included Prof. Thomas Kochan, Prof. Tayo Fashoyin, Prof. German Ramirez-Gaston and Prof. Anil Verma. The flags of the 51 participating countries including Nepal formed part of the backdrop of the stage. Truly, the opening ceremony depicted an international scenario.

The Keynote was delivered by Prof. Thomas Kochan of MIT Institute for Work and Employment Relations, USA. Remembering September 11, the day of the terrorist attack in the USA, Prof. Kochan welcomed all the participants and offered prayers for the immediate recovery of Prof. Valdez. He dedicated the Congress to Prof. Aparicio-Valdez, citing the latter's immense contributions in the field of the industrial relations movement especially in South America.

Prof. Kochan outlined some major challenges in the industrial relations profession in this age of globalization, technological upheaval and newer ways of working. He emphasized the need to improve the quality of education; and the institutional development for life-long learning. Also on the need to promote decent work considering that almost 50 percent of the workers are now in the informal sector. He called for more social dialogue, active participation of new actors in the industrial relations system, and the valuing of lifelong learning and education.

A welcome reception at the Convento de San Francisco Colonial Museum followed. It was really nice to meet old and new friends drinking the traditional liquor named Kusco. The Traditional Peruvian dance inspired by the local band was indeed culturally amazing. Everyone enjoyed the party-mood.

The first plenary session held on September 12 was aptly themed as "Social Dialogue, Economic Freedom and Industrial Relations". Three papers were presented under track 1 chaired by President Maria Lorena Cook of the Cornell University, USA. The focus of the papers was on the development of social dialogue, the inclusion and partnership as main approaches in promoting decent work and increasing efficiency. Both employers and employees have to share the benefits and risks through proper partnership. Papers in the session also stressed on the regulating roles of the government and the interest of employers for the success of social dialogue, economic freedom and industrial relations. In Track 2, five papers were presented on the theme "Human Resource Management and the New Labor Relations". The session was chaired by Prof. Russell Lansbury from the University of Sydney, Australia. The main focus of the papers was on HRM practices and firm performance. One of the papers presented by Prof. Cooke et al concluded that the work systems which encouraged the development of knowledge-based capacities and trust between employers and employees positively affect employee outcomes and attitudes, in turn influencing organizational performance.

After the Plenary session I attended a workshop under Track 2 entitled: "New Labour Relations and HRM in the Global Economy". Very interesting papers were discussed and the participants had a chance to react. I am impressed by the one presented by Jaap Pauwe from the Erasmus University Rotterdam, Netherlands. He showed a model of HRM practices that would lead to the increase in organizational performance. The model is useful for future research.

My paper dubbed: "Human Resource Management and Industrial Relations" was not presented on September 12 because of technical problems. It was however presented during the research presentation session. Few participants came to listen for my presentation. My case was the same as the research presentation sessions where there were only few attendees.

On September 13 I attended the plenary session themed "Productive Employment and Education," chaired by Prof. Tayo Fashoyin. This plenary session was composed of five invited papers. Prof. Rene Ofreneo of University of Philippines who was the rapporteur of this plenary session provided an excellent summary of the papers showing how productive employment and education are interrelated. He said "...the various papers ... raised policy issues and concerns at the community, national and regional/global levels in the broad areas of education, training and overall human development, as societies at varying stages of development try to cope with the employment challenges under globalization." Prof. Anil Verma and Prof. Sara Mann did a brilliant job of presenting and testing hypothetical relations between lower-wage workers and learning. This paper provided new theoretical framework for future researches. I find other papers especially the one presented by Prof. Lei Delsen tackling human capital very enlightening. Track 4 Session of the same day was chaired by Prof. Manfred Weiss of Johann Wolfgang Goethe University, Germany with the theme "Policies and Social Protection". Of the 5 papers invited, only 3 papers were presented. One of the papers that interested me was the one presented by Prof. Marius Olivier and Prof. Evance Kalula. Both discussed the need to develop modalities of an integrated social protection policy framework minimizing the differences and inequities between developed and developing countries. They believe that social security or protection as it currently exists in many developing countries is grossly inadequate. The authors asserted that the modalities for an integrated social protection policy is related to economic development and is likewise responsible for the demands of a globalizing world. Prof. Shin Yamada of Meiji Gakuin University presented a new and global model of social security though implementation of his model is difficult to do.

On the final day of the Congress (September 14) I joined the Plenary Session on "Integration and Free Trade in the Americas: How much Trade or Quality of Life?" The Session was chaired by Hector Lucena of Universidad de Carabobo Venezuela. Four papers were invited for presentation. Ana Virginia Moreira Gomes of Santos Catholic University, Brazil presented a very exciting paper on "Trade and Labor: the Social Dimension of Mercosur". The paper analyzed proposals that integrate labor rights in spaces of economic content, examining the common market of the South-Mercosur as a model of integration. She raised some questions in her paper relating to free trade and working conditions of labor. Her thesis was that when worse working conditions lead to an expansion of free trade it is nothing but more social dumping.

The closing ceremony was indeed fabulous with around 300 participants in attendance. On the dias were Linda Dickens, Jenice Bellace, Rusell Lansbury, German Ramirez-Gaston, Manfred Weiss, Tayo Fashoyin and Venkata Ratnam. Thanking all participants, German Ramirez mentioned the need to strengthen social dialogue. Manfred Weiss informed all participants about the improving health condition of the Luis Aparicio Valdez. Everyone prayed for his prompt recovery. Prof. Weiss declared himself retiring from the IIRA but he vowed to continue to assist the IIRA in the future. He also commended the outgoing Secretary General of IIRA Prof. Tayo Fashoyin for all his contributions.

This was my first visit to Latin America and I truly had a pleasant experience particularly in Peru. The Congress was successful. People involved in organizing the event were helpful and friendly. I felt proud to represent my country in this Congress especially when I saw my flag hanging in the stage. On the way back home I visited San Francisco and the Philippines. In the Philippines I lectured on "Designing Training Curriculum" a seminar organized by the School of Labour and Industrial Relations, University of the Philippines.

During my five-day visit I met with friends including Prof. Thomas Kochan (MIT), Prof. Russell Lansbury (University of Sydney), Prof. Tayo Fashoyin (ILO), Prof. Anil Verma (University of Toronto, Canda), Prof. C.P. Thakur (IRA, India), Rene Ofreneo (UP, Philippines), Prof. Manfred Weiss ((JWGU, Germany), Prof. Cristo Van Wyk (NWU, South Africa), Prof. Haris C. Jain (McMaster University, Canada), Prof. Venkata Ratnam (IMS, India), and many others. Johanna Boixader-de Vries of IIRA Secretariat, ILO invited us for a reception party where I met new friends.

Finally, I offer my sincere gratitude and prayer for the prompt recovery of the President Luis. Also, I would like to thank the Organising Committee for inviting me. I would like to acknowledge my sincere thanks to Prof. Tayo Fashoyin and Johanna Boixader-de Vries of IIRA Secretariat, ILO for their financial support. I would also like to extend my thanks to Prof. Virgel C. Binghay for inviting me to lecture in his seminar at the University of the Philippines.



Rachel Zibelu Banda in the company of Jaohanna Boixader – de Vries of the IIRA Secretariat,



Thomas Kochan and Mr. Dev Raj Adhikari

THE 6TH IIRA ASIAN REGIONAL CONGRESS

THE CHANGING GLOBAL LABOUR MARKET

Challenges and Opportunities for Asia

Rapid changes in technology, globalization and the reorganization of business internationally have affected the global labour market. Within Asia, the initial impact of the changes in the labour market scene is likely to be mixed. Some countries like China and India are poised for sustained growth over the next decade or two. However the opportunities for many other countries are different.

Several Asian countries need to focus on basic education and skills training. Also they need credible systems of compensation and social safety nets for those who are adversely affected by economic restructuring. They need to blend efficiency with equity, providing decent work for all so that globalization becomes fair. Civil society needs to intervene and reprioritise development goals so that economic growth becomes the means to human progress and wellbeing.

The 6th IIRA Asian Regional Congress will discuss these issues in separate tracks. Special workshops are planned to focus attention on general trends in employment, particularly in select sectors. The pre-Congress Seminar will deliberate on the relative competitiveness of China and India with special reference to concerns about labour, employment and industrial relations.

Sub Themes

1. Balancing Decent Work with Competitiveness
2. Education and Skill Training
3. Social Safety Nets
4. Trade Unions and Civil Society

Parallel Tracks: Sectoral Presentations

During the Congress parallel technical sessions will be held to focus on the experiences of labour and employment relations in the following specific sectors of the knowledge economy:

- Research and Development
- IT in Engineering and Design
- IT and IT enabled services
- Outsourcing – BPOs to KPOs

<u>Congress Fees (in US\$)</u>	<u>Up to 31 Dec 2006</u>	<u>1 Jan to 31 Mar 2007</u>	<u>From April 2007</u>
IIRA Members	220	250	275
Non-Members	250	275	300
Students	60	70	80
Accompanying Persons	60	60	60

THE 6TH IIRA ASIAN REGIONAL CONGRESS
HOTEL ASHOKA, NEW DELHI, INDIA, 19-21 APRIL 2007
THE CHANGING GLOBAL LABOUR MARKET
CHALLENGES AND OPPORTUNITIES FOR ASIA

Date/Time	Activity		
18 April 2007 09.00	Registration at International Management Institute Campus, New Delhi*		
09.00	Visits to Workplaces or Select Historic Sites		
19 April 2007 08.00 to 15.00	Registration at Congress Venue: Hotel Ashoka		
10.00	Pre-Congress: Dimensions of Relative Competitiveness: India and China		
14.00 hrs	Buffet Lunch		
15.30 to 17.00	Inauguration: Inaugural Address: Professor Russel Lansbury, University of Sydney, Australia Key-Note Address: Professor Thomas A Kochan, MIT Sloan School of Management, Boston, USA		
18.00	Panel: 40 years of IIRA Speakers include past and present Presidents including President-Elect		
19.30	Dinner		
20 April 2007 09.00	Plenary 1: Balancing Decent Work with Competitiveness		
10.30	Tea		
11.00	Plenary 2: Education and Skills Training		
12.30	Lunch		
13.30	Concurrent Session 1: Balancing Decent Work with Competitiveness	Sectoral Focus: Employment Relations in R&D	Special Seminar: Dialogue and Governance. Session Chair: Dr G Casale, ILO, Geneva
15.00	Tea		
15.30 to 17.00	Concurrent Session 2: Education and Training	Sectoral Focus: IT in Engineering and Design – Implications for IR	Special Seminar: Economy and Labour Administration. Session Chair: Mr A Sivananthiran, ILO, Geneva
21 April 2007 08.30	Plenary 3: Social Safety Nets		
10.00	Tea		
10.30	Plenary 4: Trade Unions and Civil Society		
12.00	Lunch		
13.00	Concurrent Session 3: Social Safety Nets	Sectoral Focus: Employment Relations in IT and IT enabled Services	Special Seminar: HR Practices in Globally Oriented Domestic Companies in Emerging Economies Session Chair: Dr Anil Verma, University of Toronto, Canada
14.15	Tea		
14.45 to 16.00	Concurrent Session 4: Trade Unions and Civil Society	Sectoral Focus: Employment Relations in BPOs/KPOs	Special Seminar: Preferential Policies and Affirmative Action: Quotas or Goals/Time Tables. Session Chair: Dr Harish C Jain, McMaster University, Canada
16.15	Concluding Session: Address by Dr Gerry Rodgers, International Institute for Labour Studies, ILO, Geneva		

* Registration on 18th April 2007 and departures for visits to workplaces will be from the International Management Institute Campus, New Delhi.

All the events during 19-21 April 2007 will be at Hotel Ashoka, New Delhi, India.

www.iira-india.org/

THE 8TH IIRA EUROPEAN REGIONAL CONGRESS

THE DYNAMICS OF EUROPEAN EMPLOYMENT RELATIONS

MANCHESTER, UNITED KINGDOM

3 – 6 September 2007

Dear Colleagues,

You are invited to participate in the **8th European Congress** of the International Industrial Relations Association, to be held in the UK in September 2007. We are looking forward to hosting a stimulating and engaging Congress in the country where, in the 1890s, Sidney and Beatrice Webb laid the intellectual foundation for the field of industrial relations.

Officers of the British Universities Industrial Relations Association (BUIRA) - one of the founders of the IIRA - are working together with scholars from a number of leading UK universities in organizing the 2007 Congress addressing the theme: **the Dynamics of European Employment Relations**.

BUIRA had its genesis in a meeting held in 1950 in Manchester, England, and it is to that exciting city that we return for the Congress.

The Congress, from 3rd – 6th September 2007, will provide the opportunity:

- to present and hear papers on the four major themes in plenary and workshop sessions;
- to offer and to participate in special seminars;
- to attend invited symposia;
- to take part in study groups

There will also be interactive poster sessions and sessions dedicated to new and doctoral researchers.

There will be ample occasions for social interaction with receptions hosted in historic and cultural venues. Pre-Congress visits to local enterprises can be made on 3rd September. A programme will be provided for accompanying persons.

Registration will open in January 2007.

We are honoured to host the Congress and look forward to extending a warm welcome to participants from the rest of Europe and beyond.

TRACKS

Track 1: Restructuring work: new approaches to pay and working time

Changes towards more flexible and individualised systems of pay and working time are reshaping work and the employment relationship. Employer strategies are prominent in implementing these changes but the underlying factors driving the direction and pace of change are not yet clear. Are new pay and working time systems required by new forms of work organisation- including high performance work systems? Is the pressure to change work

systems to be found in new production and consumption paradigms or should we seek explanation in the changing balance of power in employment relations and the wider political system? Is change motivated by a need to adapt to- or perhaps to take advantage of- a more diversified and gender-mixed workforce? What role is public policy playing in promoting change in the employment relationship? Is it possible to develop new forms of collective regulation that allow for more individualised arrangements? This theme invites contributions that explore these relationships. Issues to be considered include: the factors driving employer action and trade union responses / initiatives at a national, sectoral or organisational level; the changing relationships between work organisation, organisational / workplace practices and individualised and collective regulatory systems; the impact of equal pay or work-life balance initiatives on workplace practices and collective regulatory systems; trade-offs and complementarities between equity and efficiency in the development of new pay and working time systems; the distributional effects of new developments; the implications of change for national models of employment relations; and the equity and efficiency effects of public policy in the field of wages, pensions and working time.

Track 2: Voice at Work: New Challenges, New Forms

It is widely believed that we are at a point of transition in the system of worker representation. On the one hand, the world of work is changing and a new set of worker interests require expression, voice. On the other, established institutions of worker representation, trade unions and works councils are declining and there is a need for renewal. The purpose of this conference track is to address these two sides to the contemporary crisis of worker representation. With regard to the first issue, we want to examine the implications for voice at work of four challenges: changes in workforce composition, including feminisation, migration and the rise of atypical work; changes in work organisation, including the diffusion of high performance practices and the rise of the networked organisation; the internationalisation of economic activity and the challenge of cross-border worker representation; and the juridification of the employment relationship. With regard to the second issue, the track will address two broad questions. The first is the scope for trade unions to undergo an effective process of revitalisation, whether through merger, the expansion of union services, organisational change or the rediscovery of the social movement origins of trade unionism. The second is the significance and effectiveness of non-traditional voice mechanisms – new forms of statutory participation, employer-sponsored involvement and single-issue identity and advocacy organisations that target the world of work. The relationship of these non-traditional institutions to trade unions and works councils is an absolutely critical issue. In a new phase of multiple channels of worker voice will coalition or competition define the future?

Track 3: Regulating employment: towards multi-level governance

The regulation of industrial relations across Europe is increasingly assuming a multi-level character. This multi-level framework reflects a combination of developments, including: the elaboration of a European-level tier of regulation in addition to existing regulation in the EU's member states, a development which has increasingly extended beyond the economy-wide level to sector and company levels; the additional appearance of global forms of regulation in some sectors and companies; the growing importance in many EU member states of regional and territorial levels as a source of regulation; 'organised decentralisation' within national collective bargaining systems, in which scope for negotiation at company and workplace levels within frameworks agreed by the actors at inter-sector and sector levels has progressively been enhanced; and the simultaneous re-emergence of national level concertation. These developments have been accompanied by changes in the nature of legal regulation (at both EU and national levels), changes in the kind of regulation invoked by collective agreements, the extension and deepening of social dialogue and the arrival of new regulatory mechanisms (co-ordination, target-setting, benchmarking and peer review). A pronounced shift from 'harder' to 'softer' forms of regulation has become evident. What are the implications of this shift? What are the rationales for, and effects on policy and practice of, regulatory innovations at the different levels? How do the different regulatory levels in a multi-level framework interact? What is the relationship between 'hard' and 'soft' forms of regulation, and how effective are 'reflexive' governance mechanisms?

Track 4: Public Sector Restructuring: Between State and Market

Public sector employment relations have come under increased scrutiny as governments aim to enhance competitiveness. Pressures towards economic integration have encouraged governments to prioritize liberalization and marketization. Demographic as well economic pressures have spurred social welfare reform. The process of welfare state restructuring has not been uniform, reflecting variations in state traditions. Identifying how common themes of competitiveness and efficiency are articulated in particular national and sectoral contexts remains a key concern. The track examines the changing institutional and regulatory context for the public sector and the consequences for employers, trade unions, the workforce and citizens of these reforms. To what extent are fiscal pressures and concerns about quality of service provision encouraging governments to erode the 'model employer' and 'employer of last resort' traditions? Have employment relations practices moved closer to those prevailing in the private sector? Structural reforms are altering patterns of joint regulation at enterprise, sectoral and national levels. How far are reforms associated with the 'new public management' compatible with attempts by governments to foster social pacts, even in countries with little tradition of tripartism? Do these state sponsored reforms result in new patterns of governance and accountability at enterprise level that enhance user and employee voice or exclude them? To what extent have employers fostered the growth of direct participation, new forms of work organisation and systems of performance management and how have trade unions responded?

REGISTRATION

Registration will open in January 2007, prior to which the fees will be announced.

There will be reduced fees for certain categories of delegates.

Some bursaries to cover fees and accommodation will be available to facilitate attendance by doctoral students and new researchers from central and eastern European countries who are presenting papers or posters at the congress. Details of how to apply will be posted later.

The registration fee will include access to all conference activities, conference materials and refreshments (including lunch) during the conference.

Delegates will be offered the opportunity to book accommodation at the time of registration. There will be a wide choice across the price range, from good quality student rooms, through economy hotel to 5 star luxury. All the accommodation offered will be within walking distance of the conference venue.

ACADEMIC PROGRAMME

We aim to provide an engaging and stimulating programme to maximise inclusive scholarly interaction and lively, informed debate.

The formal Congress activities begin on Tuesday 4th September, preceded by a Welcome Reception on Monday evening. The Congress will close lunchtime on Friday 7th September.

Workshops for presenting papers within the four tracks will be scheduled for each day of the Congress and there will be timetabled sessions for interactive poster displays.

There will be Plenary sessions each day with presentations by distinguished academics, including Lorenzo Bordogna, Simon Deakin, Francois Eyraud, Ida Regalia, Lowell Turner.

Senior practitioners and representatives of the European social partners will discuss the Future of Employment Relations in Europe during a round table plenary.

A special session on issues in cross-national comparative research will be timetabled early in the Congress for doctoral students and new researchers. This will be convened by Richard Hyman, with contribution from Evelyne Leonard.

A number of invited symposia will take place during the congress, where cross national groups of contributors will address a theme of common and contemporary interest. There will also be special seminars, proposed by delegates. The organisers will consider proposals for special seminars linked to track themes after January 2007.

Meetings of IIRA study groups during the Congress will be arranged in conjunction with study group convenors. These are open to all.

A number of organisations and publishers will have exhibition stands at the congress and various Lunchtime Events will take place.

BUIRA (British Universities Industrial Relations Association) will hold its Annual meeting during the congress and a number of dedicated BUIRA sessions will take place, open to congress delegates.

Congress Secretariat

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IIRA EXECUTIVE COMMITTEE 2006 - 2009

The Executive Committee (EC) is limited to a maximum of 15 persons, including ex officio, the President, his/her immediate predecessor, the President-elect and the Secretary of the IIRA. It is responsible for determining the programme and for managing the finances of the Association. Its term of office is 3 years and members can be re-elected for a further 3 year period.

Prof. Linda Dickens (UK), Prof. Zvone Vodovnik (Slovenia), Prof. Carlo Dell'Aringa (Italy) and Prof. Janice Bellace (USA) served the EC for 2 terms and had to be replaced. All other members were unanimously re-elected.

It was decided, exceptionally, during the IIRA Council meeting held on the occasion of the 14th World Congress in Lima, Peru that the number of EC members for the period 2006-2009 would be 16 in total, with the understanding that in 2009 during the 15th World Congress in Sydney, Australia the total number of EC members would be brought back to a total of 15.

The members that were newly elected in Lima are Prof. Lorenzo Bordogna of Italy, Dr. Lajos Hethy of Hungary, Dr. Jan Erik Karlsen of Norway, Dr. Jorge Macri of Argentina, Prof. Hoyt Noland Wheeler of the United States, and Dr. Hyo-Soo Lee of Korea. Prof. Janice Bellace was elected President-Elect and Dr. Giuseppe Casale was elected Secretary of the IIRA. The composition of the IIRA Executive Committee for the period 2006-2009 is thus as follows:

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NEWS FROM IIRA MEMBERS

PROF. HYO-SOO LEE

New President of the Korea Industrial Relations Association

Professor Hyo-Soo Lee has taken office as President of the KIRA (Korea Industrial Relations Association) since July 1, 2006. He is a professor of the economics and employment relations at Yeungnam University, Korea. As one of the most distinguished scholars in the field of labor economics and employment relations in Korea, he served as President of the KLEA (Korean Labour Economics Association) from January 2004 to February 2006.

He currently serves as commissioner in the Presidential Committee on Job Strategy, Korea and also as commissioner in the Presidential Committee on Government Innovation & Decentralization, Korea. Prof. Lee is also a member of the Minimum Wage Council and of the consultative committee for the Minister of the Ministry of Labor, Korea. He was inaugurated as President of the EHRD Forum (the Employment and Human Resource Development Forum), Daegu-Gyeongbuk Province, Korea on May 11, 2006. He is the chairperson of the Daegu-Gyeongbuk RHRD Council.

He was the chairperson of the Scientific Committee of the IIRA 5th Asian Regional Congress held in June 2004. He is a member of the IIRA and was elected to the IIRA Executive Committee for the period 2006 - 2009.

Indonesian Industrial Relations Association

We welcome the Indonesian Industrial Relations Association (AHII) as Full Member of the IIRA. The AHII was established in 2002. Mr. Sutanto Suwanto is the Secretary General of the Association and he can be contacted at

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IIRA STUDY GROUPS

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Study Group on Industrial relations as a field and industrial relations theory

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Study Group 2

Study Group on Gender and Industrial Relations

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Study Group 3

Study Group on Equality in pay and employment

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Study Group on Workers' Participation

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Study Group 5

Study Group on Studies in the European Social Model

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Study Group on Public Policy and Industrial Relations

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Study Group 9

Study Group on Pay Systems

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Study Group 10

Study Group on Flexible work patterns

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Study Group 11

Study Group on Future of Trade Unionism

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Study Group on The theory and practice of negotiations

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Study Group on Human Resource Management

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Study Group 15

Study Group on Research methods in industrial relations

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Study Group 17**Study Group on the Comparative Industrial Relations and Teaching Society (CIRRTS)****Coordinators:**

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Study Group 20**Study Group on Industrial relations in countries in transition from centrally-planned to market economies****Coordinator:**

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OTHER CONGRESSES

8TH INTERNATIONAL WORK CONGRESS ON WORK INJURY PREVENTION, REHABILITATION AND COMPENSATION

CENTRE FOR INTERNATIONAL AND COMPARATIVE LABOUR AND SOCIAL SECURITY LAW (CICLASS)

Law Faculty, University of Johannesburg

The 8th International Work Congress on Work Injury Prevention, Rehabilitation and Compensation is to be held in South Africa in the first semester of 2008. The congress is organised by the Centre for International and Comparative labour and Social Security Law (CICLASS), University of Johannesburg, in collaboration with the International Steering Committee of the Work Congress.

The envisaged Work Congress, as was the case with previous Work Congresses, has a unique mission.

First, the conference is concerned with:

- the prevention of workplace injuries and diseases;
- the rehabilitation and reemployment of disabled workers; and
- compensation, including the cash and medical benefits, provided to workers who are disabled by workplace injuries and diseases. In particular, the conference is interested in the relationships among prevention, rehabilitation, and compensation.

Second, the conference is multidisciplinary, including medicine, law, economics, epidemiology, sociology, disability studies, and any other discipline concerned with prevention, rehabilitation, and compensation of workplace injuries and diseases. The conference is an opportunity to share information on innovative approaches to issues of prevention, rehabilitation and compensation of work related injury and illness including both descriptive and evaluative studies.

Third, the conference is multinational. The conference is interested in studies of particular jurisdictions and especially in studies involving multiple countries or sub-national political divisions (such as provinces or states).

Fourth, the conference is interested in including participants from practitioners, policy makers, and academics, and in building bridges among these groups in the quest for improved prevention, rehabilitation, and compensation of workplace injuries and diseases. It is envisaged that the Congress could attract between 500-600 participants.

Seven previous Work Congresses were successfully held, including one in Adelaide and Toronto. The 7th Work Congress was held in Hong Kong in June 2006. No previous Congress was held in Africa.

The 8th Work Congress in South Africa will consist of three-day sessions: keynote and/or plenary sessions in the morning and some workshops to be held in parallel sessions in the afternoon.

Enquiries can be directed to: Ms. Gugu Khumalo, Secretary, Centre for International and comparative Labour and Social Security Law (CICLASS), University of Johannesburg, P.O. Box 254, Auckland Park, 2006 South Africa. E-mail: gkhumalo@uj.ac.za

6TH INTERNATIONAL CONFERENCE OF THE ACADEMY OF HRD (ASIA CHAPTER)

"HRD IN ASIA: DEVELOPING TALENTS FOR ORGANIZATIONS & NATIONS"

November 3–5, 2007 (Pre-conference Workshops: 2-3/11/ 2007)

Venue:

Peking University, Beijing, China (Zhengda International Conference Center)
(Special room rates available for conference attendees)

Conference Hosts:

Research Center of HRD& M, Peking University

Paper/Proposal Submission Dates:

Manuscripts submission deadline: May 15, 2007
 Authors notified of decisions and rework status: June 18-20, 2007.
 Camera-ready deadline for all submissions: July 20, 2007

Conference Registration Fees:

	AHRD Member	Non-AHRD Member
• Regular Registration:	USD 150 (Early fee*)/ USD 185	USD 200 (Early fee)/ USD 235
• Full-time Student Rate:	USD75 (Early fee)/ USD 110	USD 75 (Early fee)/ USD 110

Pre-Conference Workshop Registration Fees:

	AHRD Member	Non-AHRD Member
November 2/3 (Full-day workshops):	USD 55	USD 110
November 2/3 (Half-day workshops):	USD 35	USD 70

To Know more about AHRD, please visit www.ahrd.org

Secretariat of the 6th Asian HRD Conference, Peking University
 E-mail: zhxlin@pku.edu.cn,
 Website: <http://www.pkuhr.com>

PUBLICATIONS

IIRA PUBLICATION SERIES

CALL FOR BOOK PROPOSALS

As announced in the last bulletin, the IIRA is pleased to begin publishing a book series with the theme of international and comparative industrial relations. The term, industrial relations, will be interpreted broadly to include all aspects of labour policy, labour market analysis, labour relations and collective bargaining, human resource management, and work- and workplace-related topics. Books in this series will be co-published by the IIRA and a major publisher of books in the social sciences. This series will be edited by a three-member editorial board: Anil Verma (Chair), Linda Dickens and Tayo Fashoyin.

Proposals are invited from IIRA members on any aspect of industrial relations with a comparative and/or international focus. There is no specific deadline as proposals will be received at any time. Proposals should elaborate on the following: brief description of the themes of the book, its significant contributions to knowledge, its relationship to similar other books, names and institutional affiliations of the authors/editors/contributors, brief curriculum vitae (half-page or less each) of all contributors, and a proposed time-table for completion of the manuscript.

Proposals can be sent by e-mail to any of the three editors or the IIRA Secretariat. Further details and guidelines will be posted in due course on the IIRA website.

INVITACIÓN A PRESENTAR PROPUESTAS PARA LIBROS

Como anunciáramos en nuestro último boletín, la AIRT (IIRA) iniciará la publicación de una serie de libros dentro del tema de la “Las relaciones industriales comparativas e internacionales”. El término, relaciones industriales, será interpretado ampliamente para cubrir todos los aspectos de políticas laborales, análisis de mercados laborales, relaciones laborales y negociación colectiva, gestión de recursos humanos y temas relacionados al trabajo y al lugar del trabajo. Los libros de esta serie serán co-publicados por la AIRT (IIRA) y una casa editorial importante dentro del campo de las ciencias sociales. Esta serie será editada por los tres miembros del Comité Editorial: Anil Verma (Coordinador), Linda Dickens y Tayo Fashoyin.

Invitamos a los miembros de la AIRT (IIRA) a enviar sus propuestas sobre cualquier aspecto de las relaciones industriales con un enfoque comparativo y/o internacional. No hay un límite específico de tiempo para las propuestas, éstas serán recibidas en cualquier momento. Las propuestas deben incluir lo siguiente: breve descripción de los temas del libro, contribuciones significativas al desarrollo del conocimiento del campo de trabajo, relación con libros similares, nombres y afiliaciones a instituciones de autores/editores/contribuyentes, breve curriculum vitae de todos los contribuyentes (media página o menos de cada uno), y propuesta de cronograma para finalizar el manuscrito.

Las propuestas pueden ser enviadas por correo electrónico a cualquiera de los 3 editores o a la Secretaría de la AIRT (IIRA). Se indicaran mayores detalles y guías en la página web de la AIRT (IIRA): www.ilo.org/iira

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TRADE UNIONS AND WORKPLACE DEMOCRACY IN AFRICA

GÉRARD KESTER

\$124.95/£65.00

Can democracy only survive if it is participatory? Is participatory democracy a prerequisite for sustainable development? Are trade unions the most appropriate body through which such aims can be implemented?

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Information

Affiliation: Gérard Kester, Formerly Institute of Social Studies, The Netherlands

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THE ESSENCE OF SOCIAL DIALOGUE IN (SOUTH EAST)

A PRIMARY COMPARATIVE LEGAL SURVEY

MARC RIGAUX AND JAN ROMBOUITS (EDS.)

The *Essence of Social Dialogue* contains the “proceedings of the first seminar held by the European Platform on Social Dialogue (EPOS)

EPOS is a joint venture between various Western European universities belonging to the European Working Group on Labour Law, the Belgian Federal Public Service Labour and Social Dialogue, and several universities and labour ministry officials from Eastern Europe and Turkey. The International Labour Organisation's Sub-Regional Office in Budapest was also involved in the realisation of the network's first activities.

EPOS seeks to observe the evolution of regulations on social dialogue within the network. In addition to providing a comprehensive overview of the various national legal systems, the book contains a comparative study on “collective bargaining at enterprise level”.

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The International Industrial Relations Association (IIRA) was established in 1966. Its founding members were the British Universities Industrial Relations Association, the Industrial Relations Research Association (USA), the International Institute for Labour Studies (Geneva, Switzerland) and the Japan Institute of Labour. Its seat is in Geneva, Switzerland. The Association was established in response to a growing need to develop and exchange knowledge on industrial relations at the international level, providing the academic and the practitioner with a forum for discussion and research.

The aims of the IIRA are of a purely scientific character, without regard to political, philosophic or religious considerations. The Association does not endorse opinions on policy questions.

The general purpose of the IIRA is to promote the study of industrial relations throughout the world in the several relevant academic disciplines, by such means as: encouraging the establishment and development of national associations of industrial relations specialists; facilitating the spread of information about significant developments in research and education in the field of industrial relations; organising worldwide and regional Congresses and publishing their proceedings; promoting internationally planned research, by such means as organising study groups on particular topics. There are three types of members: full member, institutional associate member, individual associate member.

Membership

Full membership is open to national or regional (i.e. a group of countries in the same geographical area) industrial relations associations, the primary purpose of which is the advancement of knowledge and research in the industrial relations field and national or regional committees where such associations do not exist. The annual dues for full members are as follows:

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The Council of the IIRA is composed of the representatives of the full members of the IIRA; each national association has one vote. The Council elects the President and the IIRA Secretary, as well as members of the IIRA Executive Committee. The Council meets at least once every three years, normally on the occasion of the IIRA World Congress, and gives the Executive Committee such general guidance or instructions as it deems appropriate.

The Executive Committee is limited to a maximum of 15 persons, including ex officio the President, his/her immediate predecessor, the President-elect and the Secretary of the IIRA. It is responsible for determining the programme and managing the finances of the Association. Its term of office is 3 years and members can be re-elected for a further 3 year period.

In between the meetings of the Executive Committee, *the Officers* (President, President-Elect, Past-President and Secretary) meet in order to guide the Secretariat on issues of importance.

DEADLINE FOR SUBMISSION OF CONTRIBUTIONS TO THE NEXT BULLETIN: 31 MARCH 2007!