

## Introduction

There is a strong and established research culture in Business and Management Studies at Westminster. Since 2001, we have consolidated and extended this culture across both of our key academic centres: the **Westminster Business School (WBS)**, established in 1997, and the **Policy Studies Institute (PSI)**, which became a wholly-owned subsidiary company of the University of Westminster in 1998. Westminster further incorporates the Harrow Business School (HBS), a teaching-oriented School where research is largely pedagogical in nature and designed to support the curriculum. Westminster is a research-informed institution which, uniquely among new universities, has four 'internationally renowned research centres' (*Sunday Times* 23.09.07). The University is also known for excellence in transferring knowledge into policy and practice. Our distinctive strategy – reflected in the University's mission to 'Educate for Professional Life' - is both to advance research to enhance practice, and to use experience from practice to stimulate new research. Such an approach is exemplified by Business and Management Studies at Westminster.

The University's burgeoning national and international reputation in this field is reflected in the growth of research funding at both WBS and PSI, which between 2001-2007 was over £4 million. Of this, the majority (approximately 85%) is from UK government and EU funding bodies, but a considerable amount also derives from the ESRC, EPSRC, charitable and private foundations. All of our staff share a common aim to contribute at the highest levels of academic debate, as well as to ensure that we provide evidence for policymakers and practitioners that is at the forefront of thinking.

Employment was recognised as a particularly strong area of our research in the feedback from RAE2001, and the major focus of this strength continues to be in three distinct fields, where we now have a considerable international profile:

- **Skills and Labour Markets:** PSI's results on the evaluation of 'Pathways to Work' were cited in the recent welfare reform Green Paper and our work on the Employment Retention and Advancement demonstration featured prominently in the recent Harker Review of 2006 and subsequent 'Working for Children' strategy published in 2007. WBS research on skills in construction also featured in the 2004 Barker Review of Housing Supply.
- **Diversity:** PSI has developed a series of national surveys of ethnic diversity in Britain over the last 25 years, while more recent studies by WBS staff have been key in shaping the Pan-European debate on gender and ethnic minority segregation.
- **Employment Relations:** PSI staff have been key to the development over the last two decades of the Workplace Employment Relations Survey as an internationally recognised gold standard of industrial relations research, and WBS are developing a key part of the evidence base on alternative dispute resolution for the Ministry of Justice.

Since 2001, the lessons learnt from the success of employment research have underpinned our approach to the development and nurturing of research across the rest of the subject area. This is particularly the case as regards our development of two largely new areas of research expertise in **Finance** and in **Information Systems**. These remain at an early stage of their growth but constitute a key part of our research strategy for the coming years.

## 1. Research Structure

1.1 The development of our research structure and culture since 2001 has emphasised (i) the organic development of our existing staff research profiles; (ii) the development of collaborative ventures with other academic institutions to share expertise and to continue to benchmark our own standards of research investigation; and (iii) a grounding of our research work in practice, whether this is through working with policymakers, businesses, or those supporting professional practice. The latter is also crucial to ensuring our long-term financial viability. Both PSI and WBS co-ordinate a lively programme of Research Centre days, where staff present an outline of their progress to their peers; regular research seminars, with visiting speakers; methodology sessions; and a Working Paper Series. In addition, PSI is also making a significant submission in UoA32, and there are important synergies between our work in business and management studies and the research concerning environmental studies that takes place within the Institute.

1.2 A key development since 2001 has been a restructuring and consolidation of already existing research groups to create new Centres that cut across disciplinary boundaries within both WBS and PSI, with renowned academics as Directors for each centre. This has partly been in response to a change in our external research markets, but also to the recognition that the larger clustering of employment researchers at both WBS and PSI are better able to provide the support to their members that comes from having a critical mass of researchers, sharing a common interest and understanding. Employment research at both WBS and PSI has thus been consolidated and is now focused within two new Centres: The Centre for Employment Research (WBS) and the Work and Social Policy Group (PSI). At WBS, two further successful groupings that have grown out of our restructuring are: The Centre for Business Information, Organisation and Process Management and The Centre for Finance and Financial Services. The structures and research of each of these Centres is detailed below.

1.3 Bringing together both researchers and practitioners, the **Centre for Employment Research (CER)** has twenty-three WBS staff members, six staff on research-only contracts, and two Research Scholars. There is also a close working relationship between CER and Westminster's Department of Human Resource Management (HRM). The Centre includes staff researching employment issues from a wide variety of disciplines and has a particular focus on how this thinking in other disciplines impacts on the work of HR practitioners. This close relationship is one of the key factors that has helped WBS to retain its status as a *Chartered Institute of Personnel and Development (CIPD) Centre of Research Excellence*; one of only 10 CIPD

Centres of Excellence in the UK. In addition, the School hosts the British Universities Industrial Relations (BUIRA) seminars, which regularly bring together leading thinkers to consider issues of employee relations.

1.4 At WBS there has been a convergence of various strands of research that consider issues of diversity since 2001, allowing us to develop a distinctive multi-disciplinary approach. As Professor of European Industrial Relations, **Clarke** was Coordinator and British partner for the £500,000 project *Overcoming Marginalisation: Structural Obstacles and openings to integration in strongly segregated sectors* (2001-2003). This European Commission Framework 5 project examined gender and ethnic minority participation with international partners in Amsterdam, Copenhagen, Rome, Madrid and Osnabrück. In 2005, Clarke was further awarded £20,000 of funding for a project focusing on *Disability and labour market participation in ICT, health and construction in Norway, Britain and the Netherlands*. This work is being carried out at WBS in partnership with the Norwegian Work Research Institute (funded by Norwegian Research Council). In 2006 Clarke was also involved in a European Institute for Construction Labour Research (CLR) project for the European Commission that focused on *Undeclared Labour in Construction*. Other strands of this work within CER relate more closely to specific sectors, such as the *Diversity in Construction* project, intended to inform the Olympic and other developments, which was carried out in partnership with London Metropolitan University for the Greater London Authority.

1.5 Alongside her joint role as coordinator with **Clarke** for the Framework 5 project, and the extensions of this work for the Norwegian Research council, **Michielsens** leads a group of staff in CER (whose experience is mainly in practice) as part of the London First Diversity Practice Project, which studies six large multinational firms with headquarters in London, jointly employing over 160,000 employees, and focuses on an investigation of the Business Case for Diversity. This brings together many of the themes that Michielsens has been working on with both Clarke and **Urwin**, Director of CER and School Director of Research, whose consideration of diversity has grown out of his earlier work on age discrimination. Urwin's PhD thesis, *The Employment Prospects of Older Workers*, was awarded in 2002 as a Quintin Hogg Scholar at Westminster, and he acted as a member of the *Joseph Rowntree Advisory Group on Older Workers*, a group monitoring the project led by Smeaton and Lissenburgh at PSI between 2001 and 2002 (see below). In 2004 Urwin also produced *Age Matters* for the Department of Trade and Industry; a study that represents a Baseline reference for future evaluation of the impact of subsequent age legislation.

1.6 Since 2001 there has been further branching out to consider wider issues of diversity, including a £130,000 project for the Department of Constitutional Affairs (now the Ministry of Justice), using microeconomic techniques alongside more qualitative forms of investigation, so as to consider the impact of judicial mediation in employment tribunals that arise due to issues of discrimination. The work of **Connolly** also exemplifies the rich, multi-disciplinary nature of our research at CER into diversity issues; his work focuses on discrimination law, and (beyond those outputs listed in RA2) he

has recently published a casebook (2004), and comparative text (2006), in this area.

1.7 **Urwin** and **Di Pietro** have together developed a strong group of quantitative economists at CER whose focus is on evaluation of the role that skills and education play in labour markets. As part of this development, **Page** joined as an early-career researcher in 2006 and has since been awarded his PhD from the University of Paris 1, having also studied at the ENSAE (National School of Statistics and Economic Management) and held Fellowships at Brown, Duke, and Cirano, Montréal. **Shepherd** also joined in 2006 as Professor of Economics and Director of the Westminster MBA programme, having previously held Visiting Professorships at the Brisbane Graduate School of Business and the University of California. He was also a Visiting Senior Fellow at the University of Melbourne. His most recent work uses macroeconomic methods to analyse the nature of the business cycle, with a focus on the factors affecting regional employment performance. This development of a quantitative strand of research has added to an existing group who have been contributing to the skills debate for over 15 years, using more qualitative methodologies. For instance, **Clarke's** book, *Vocational Education: International Approaches, Developments and Systems* (Routledge 2007), continues her extensive research on skills and vocational training. Clarke is further involved in a prestigious joint project with Kings College London, sponsored by the Nuffield Foundation: *Cross-national equivalence of vocational skills and qualifications*. This began in March 2006 and is intended to feed into the development of the European Qualifications Framework and the current 14-19 Nuffield Review (total £115,000), with research partners at: CINOP (Dutch Centre for the Innovation of VET and Adult Education), the Netherlands; LESR-CNRS, Aix-en-Provence, France; and BIBB (Bundesinstitut für Berufsbildung), Bonn, Germany. The work is being carried out with **Brockman**, who joined WBS on a research-only contract in 2005.

1.8 **The Work and Social Policy Group (WSPG)** is based in PSI, which has for many years been exploring and evaluating the roles and actions of trade unions and management (more recently HRM) in workplace employment relations, considering incentive and performance issues, work-place representation, communication and employee 'voice'. Research inspired initially by Santosh Mukerjee, including one study that determined the successful flat-rate policy to control runaway inflation in the mid-1970s, culminated in the first national study of Workplace Industrial Relations (WIRS). Since the mid-1990s **Bryson**, who is now a Research Director at PSI, has been continuing our important contribution to the development of the WERS (PSI remains a sponsor of the series along with the ESRC, DTI and ACAS), in his role as a member of the Research Team designing and analyzing the 1998 and 2004 Workplace Employment Relations Surveys. Over the last five years Bryson's employment relations projects have been funded by the Economic and Social Research Council, the Norwegian Research Council, the European Commission, the Leverhulme Trust, the Nuffield Foundation, the TUC, the Royal Society of Arts, the Department of Trade and Industry, and the Manpower Corporation.

1.9 The ESRC-funded projects under the Future of Work programme at PSI have been co-directed by **White** (with Professor Stephen Hill, then at the LSE), and involved total funding (including a contribution from the Work Foundation) of approximately £485,000. The employer survey was completed in 2002 and has become an essential part of the evidence-base in this area, providing new findings on workplace flexibility, new technology, the spatial organization of work, the control and surveillance of employees, and the changing role of trade unions. The employee survey ('Working in Britain'), for which fieldwork was completed in 2001, was designed to address important issues in contractual theories of the employment relationship that have come to the fore in both economics and sociology. White has continued to work with collaborators on these themes both at Westminster and at the LSE, Nuffield College, and Royal Holloway, broadening previous research on work-life balance to link it with theories of effort-reward bargaining and intra-family negotiation.

1.10 PSI's studies of unemployment, benefits and work incentives throughout the 1990s helped to overturn conventional thinking on the use of in-work benefits and opened the way for tax credits to become one of the main pillars of welfare-to-work. Subsequent evaluations of New Deal and other active labour market programmes have provided a large part of the evidence base now underpinning work-based welfare policy. In his current role as a Research Director, **Dorsett** is presently leading the evaluation of *Pathways to Work* for the DWP, a high-profile intervention aimed at enabling the move into employment among claimants of incapacity benefits. The results produced to date have been influential in the decision to roll out nationally, and findings of the impact analysis, produced in collaboration with **Haile** (who joined PSI from WBS in 2006), are cited in the recent 2007 DWP Welfare Reform Green Paper: *In Work, Better Off: Next Steps to Full Employment*. He is also leading the quantitative evaluation of the labour market effects of mandating full New Deal participation for those aged over 50. In 2006 Dorsett also visited MDRC in New York (created in 1974 by the Ford Foundation) for four months to work on the evaluation of the UK Employment Retention and Advancement demonstration. This is an intervention intended to represent the next step in welfare-to-work as policy-makers look beyond trying to encourage job entry and focus rather on sustainability and progression within employment. Dorsett was the lead author on the resulting year 1 report, the findings of which feature prominently in the Harker Review *Delivering on Child poverty: What Would it Take?* carried out for the DWP in 2006 and the subsequent DWP *Working for Children* strategy published in 2007. He is currently working on the year 2 report. More generally, since 2001 the group of staff at PSI using advanced quantitative evaluation techniques have had a central role in creating the evidence-base for the UK Government's Active Labour Market Policies.

1.11 PSI's work on diversity and ethnicity, which intersects with that of CER detailed above, dates back to extensions of the Race Relations Act, and since 1980 they have provided the main series of evaluations of the effects of the extension of maternity and paternity leave and pay, providing key evidence on women's experiences between family and paid work. The two most recent

surveys in this series were conducted by PSI teams in 2002 and in 2005. **Lissenburgh** worked with colleagues in WSPG on the DWP Report, *Maternity and Paternity Rights in Britain 2002: Survey of Parents*, and **Smeaton** worked on the *Maternity and Paternity Rights and Benefits: Survey of Parents 2005*, which became a DTI Employment Relations Research Series. Smeaton has also been involved in the design and analysis of a number of recent influential surveys including Working in Britain 2000 and Change in Employment Practices Survey 2002. Most recently, she managed, devised and analysed an employer survey for the Equal Opportunities Commission, which was designed to assess transformations in working practices in British workplaces that would accommodate diversity. Age diversity has been a key research interest, in particular the individual and employer related circumstances associated with prolonging labour market participation among older workers. This research has been funded by the DTI and the JRF. Within the WSPG, related work has also been carried out on work-life balance, resulting from two major collaborative projects (with the LSE) funded under the ESRC's Future of Work research programme. **Ray's** two main areas of research are the reconciliation of employment and family life and changing race and ethnic identities in contemporary Britain. At PSI, she has been involved in a government-funded qualitative investigation of ethnic minority experiences of welfare to work programmes as well as research on lone parents' experiences of moving into work, work retention and progression at work. **Taylor** is a qualitative researcher whose research into questions concerning how voluntary work, informal economic activity, and other forms of non-standard work, can be incorporated into existing theoretical frameworks has made a vital contribution to our studies of new conceptual understandings of work at PSI. Her research on the experiences of work for socially excluded groups, such as refugees, has also consolidated our specific research focus on issues of diversity. This is also true of **Haile's** work on ethnic and gender differences, which has led to the award of £53,000 from the ESRC for a project on Workplace Diversity and Employee Wellbeing in Britain, based on the *Workplace Employment Relations Survey*.

1.12 In **The Centre for Finance and Financial Services (CFFS)**, **Gough**, who is Head of the Department of Finance and Business Law, has been working to promote her work on pensions, receiving ESRC funding (£45,000) to investigate the HR incentives of pension systems. She has also worked on a grant from the British Academy (£7,500) to investigate the impact of ethnic minorities' low membership of occupational pension schemes on their actual retirement age and income post retirement. She has secured significant funds from Goldman Sachs to work on a Knowledge Transfer Project (2006-2008), and on a seminar series on Pensions, under the Pensions Investment Academy at WBS; delivered for trustees of leading companies and our own students. Based in the same Centre, **Nowman's** research covers the econometric estimation and forecasting of interest rate models and underpins his teaching at postgraduate level in Quantitative Finance. Other staff have secured funding from major accountancy professional bodies like CIMA, and CFFS hosted the South East Accounting Group Annual Conference of the BAA (2007). There has also been significant investment in this area in the form of the Financial Markets Suite, using the Bloomberg platform of 20

terminals to provide a modern teaching environment that combines finance theory with practice (£300,000). Such work is also complimented by that of **Tyler**, whose research focuses on financial services business markets, as well as on e-commerce in the developing world.

1.13 In the **Centre for Business Information, Organisation and Process Management (BIOPoM)**, **Hlupic** has set up an interdisciplinary international network of experts, with more than 100 members from all over the world. The research base within BIOPoM is growing steadily under Hlupic's leadership and the Centre is active in supporting a variety of international research collaborations, having hosted a successful international conference and 28 workshops since its launch in October 2005. **Li** also contributes to this cluster as Senior Lecturer in Business Information Management, and has been engaged in important research at WBS since 2001 concerning internet-based systems for strategic decision-making. Two Knowledge Transfer Partnerships (>£100,000) have been awarded to BIOPoM staff by the DTI. Funding was also obtained (£26,000) for the EU project MATURE - Supporting Employers in Recruiting and Selecting Mature Aged Persons (Leonardo Da Vinci Programme), for which **Healy** has carried out key research (see RA2).

## 2. Staffing Policy

2.1 The rationalisation of research groupings detailed above has been accompanied by the introduction of a number of new support structures applicable to all staff. These processes are overseen by a School Research Committee chaired by the WBS Director of Research and including the Director of PSI. All staff in Business and Management at Westminster are able to outline their developmental needs within an appraisal system, as well as to outline the skills that they could provide in response to the developmental needs of others. Whilst PSI and WBS operate separate systems of support and development, there is now a contract for mentoring services (£12,500), which underpins a sharing of research skills between the two.

2.2 At WBS all research-active staff are eligible for additional research time in their timetable and fixed-term research appointments, both of which are awarded through an annual process of competitive bidding. Once a year all staff are invited to make individual or group bids, which are developed in discussions with the Director of the relevant Research Centre before consideration by the School Research Committee. Awards can constitute up to one half of a staff members contract time and in 2007 such awards across WBS amounted to the equivalent of £350,000. The competitive nature of the bids rewards performance and supports staff who continue to develop an international track record of high quality peer-reviewed research. The criteria for award also seeks, however, to give particular reward to staff who are just starting out on their research careers, as well as to encourage collaborative work with more senior colleagues around shared research agendas. **Page, Haile, Brockmann** and **Di Pietro** have all previously had support for their contract costs from this fund. This underpins two elements that are essential to ensuring that we continue to be an institution that contributes the

researchers of tomorrow. Firstly, it explicitly rewards the setting up of mentoring relationships and supports their development. Secondly, it allows clusters of staff to take a more long-term view of the development of those on research-only contracts, in contrast to the often-disruptive process of having to continually secure concurrent external funding to retain talented staff. Thus, for example, **Clarke** and **Urwin** worked with **Di Pietro** and **Michielsens** to develop long-term programmes of work, when they first joined us as relatively junior researchers, and now all four staff are working with more recent recruits, such as **Duran-Palma**.

2.3 At PSI the commitment to only employ staff on permanent contracts leads to a similarly long-term approach to planning and development, with mentoring identified as a continuing issue in a recent review and further processes put in place to promote this. In addition, PSI places strong emphasis on collaborations. Visiting Fellowships have involved eminent scholars from overseas such as James Riccio (MDRC), Jeffrey Smith (University of Michigan), Michael Lechner (University of St. Gallen) and Lorenzo Cappellari (Università Cattolica, Milan); a policy that is essential for keeping abreast of evaluation ideas and econometric methods.

2.4 Like all institutions, we have seen the departure of some staff since 2001. Within CER, Colin Hales moved on to a Professorship at the University of Surrey and Doug West took up a Professorship at Birmingham University. At PSI, Dave Wilkinson left the WSPG to join the National Institute of Economic and Social Research in 2006. The University has ensured that such staff members have been replaced, and we have been supported in our efforts to recruit both the best senior and early-career staff in our key research areas. **Nowman** joined WBS in 2003 and is Professor of Finance and Director of the Centre for Finance and Financial Services, having worked in Quantitative Research at First National Bank of Chicago in London and as an Economist at Barclays Bank and the Bank of England. He is one of the world's leading authorities on continuous time macroeconomic modelling of the UK economy. He developed, together with Rex Bergstrom and Cliff Wymer, the first second order continuous time macroeconomic model of the UK which is now well known in the literature as the BNW model. **Di Pietro** joined WBS in 2001 on a research-only contract to work with Urwin, and is now a Senior Lecturer in the School. **Taylor** came to PSI in 2002. **Ray** also joined PSI in 2004 as a Research Fellow, and has contributed to expand our research profile in work centred on the intersections of gender and race in shaping inequalities and identities. **Shepherd** was appointed in 2006 and has played the lead role in launching our new MBA programme. **Ghobadian** joined in 2007 and is expected to make a major contribution to the future development of our PhD programme. **Duran-Palma** was a further early career appointment in 2007 as a lecturer in the Department of HRM.

### 3. Research Students

3.1 Research students at WBS are able to draw upon a variety of resources in addition to that academic support which is provided by their supervisors. There is a fully resourced room available on our Marylebone Campus in

central London, with dedicated office space for Research students, and all students have access to financial support for conference and seminar attendance. Last year we provided over £25,000 in support for fieldwork and additional equipment costs for research students. Since 2001, WBS has strengthened its monitoring and training of PhD students through the development of an annual monitoring system, incorporating regular supervision logs and a viva voce examination for the MPhil/PhD transferral stage, as well as a comprehensive postgraduate research methods programme. Our PhD students are further encouraged to present their research findings as part of the WBS staff seminar programme.

3.2 Since 2001 we have sought to re-focus our body of PhD students towards those areas where we have a critical mass of academic staff with a strong research profile and combined experience of successful research degree supervision. This is also another factor driving our consolidation of research into cross-disciplinary clusters. As a result, we have taken steps to institute a more clearly focused and rigorous admissions process within WBS. After an inevitable drop in numbers in 2001-2003, we are now beginning to see the signs of progression. Our future strategy is outlined in the final section.

#### **4. Research Strategy**

4.1 Since 2001 we have developed several shared administrative structures at Westminster linking together WBS and PSI, with, for instance, the Director of PSI sitting on the WBS School Research Committee, and both PSI and WBS staff regularly serving on the others' appointments panels and presenting at the corresponding seminar series. PSI and WBS have also made joint submissions in the past, including the DTI Age submission and ESRC TLRP submission, and joint academic papers have come out of this work (see RA2). However, we wish to extend and formalise such collaborations further. We have identified three key ways in which a closer working relationship between PSI and WBS can take forward this agenda:

- As mentioned in 2.1, WBS and PSI now have a £12,500 contract in place to support mentoring relationships across the two institutions. As part of this we hope to engage PSI staff in PhD supervision to a greater extent, helping to boost the strength and variety of supervisory teams.
- PSI and WBS have strengths in certain areas of funding that are useful complements; thus the CER at WBS has a particularly strong profile in Europe while PSI have committed to expand their funding base outside of the UK. As a first step in facilitating a widening of research funding streams, PSI and WBS made a joint consortium bid to the EU on the *Business Case for Diversity* (approx. £1 million). It is envisaged that this partnership working will be expanded to facilitate entry to new avenues of funding.
- We are presently developing a scheme for PSI/WBS staff to have the status of visiting scholars across the two groups.

Looking beyond our established strength in employment research, we are well placed to take forward the general thrust of the government's response to Leitch, which sees Universities engaging more with practitioner groups. In this sense, any closer working between WBS and PSI can also better utilise the depth of practitioner expertise of many WBS staff who are not included in this RAE submission, and of PSI staff who are solely policy-oriented, as well as of colleagues in Business at Harrow.

4.2 PSI have developed a very close working relationship with the DWP as part of a Framework Agreement and WBS staff have made submissions to join similar Framework Agreements, for instance with the Ministry of Justice (jointly with the School of Law at Westminster). The aim is for both institutions to develop more of these arrangements. We are also aware that there remains significant scope for improvement in the PhD programme at WBS and the present WBS Director of Research is well placed to tackle this, as he was previously the Quintin Hogg Scholar. As School Director of Research, **Urwin** is now taking forward the next stage of this programme of implementation with **Ghobadian** (appointed 2007), who has a wealth of experience, obtained when he was responsible for the PhD programme at Middlesex and more recently as Academic Dean at Henley Management College.

4.3 We are well placed to take a central role in developing the evidence-base that will be needed by policymakers, businesses and the bodies supporting professional practice over the next five years. However, whilst we expect the total market for policy research to continue to grow faster than the rate of economic growth, the levels of funding across the areas of research that we focus upon are likely to be subject to variability. In addition, we are aware that research will become increasingly global with the best researchers working internationally, often in partnership with other institutes. Therefore, we aim to build on our areas of specialism that are likely to gain an increasing policy spotlight and also further expand and diversify our funding base, particularly outside the UK. Thus, in a post-Leitch world we are well positioned to provide the multi-disciplinary support that is required in the area of Skills and see this as a particular area for expansion. We can utilise our reputation as central players in the *Welfare to Work* debates to expand our funding base and network of partners outside of the UK. Similarly, the Diversity and WLB agendas are growing features of policy debate at an international (particularly EU) level.

## 5. Esteem Indicators

### Centre for Employment Research

Researchers in the CER take an active role in various forms of academic research committee and organisational work, both within the UK and internationally. Examples include: **Clarke** is a member of the Presidium, European Institute for Construction Labour Research, Brussels; an executive committee member of BUIRA (British Universities Industrial Relations Association); member of the EPSRC Engineering Research Panel; and

member of the QCA Apprenticeship Forum (2006). **Brockmann** and **Clarke** are also members of the Nuffield Review of 14-19 Education & Training and Review Core Groups respectively. **Connolly** is a member of the Discrimination Law Association, the British Association of Canadian Studies-Legal Studies Group, and the American Academy of Legal Studies in Business. **Ghobadian's** numerous committee roles include: elected member of the Directors of Research Network; member of the ESRC MPL Virtual College; and elected member of the BAM Council. He was also an elected member of ABS's Executive Committee, until 2003, and Chair of their Research Steering Committee. **Stanworth** was Director-General of the Small Business Research Trust, until 2003, and is also Honorary Secretary of the Labour Party's Labour, Finance and Industry Group. **Urwin** was a member of the Joseph Rowntree Advisory Group on older workers, 2001-2002. **Clarke** was also a Scientific Committee member, for both the Journées Internationales de Sociologie du Travail (JIST) conference, London Metropolitan University, 2007, and the 2006 International Construction History conference, University of Cambridge. **Ghobadian** was Chair of the BAM Conference Sub-committee, 2002- 2003.

Staff in CER have been invited to give papers and presentations at numerous conferences and seminars around the world, as well as to give expert evidence to various government bodies. For example: **Clarke** gave expert evidence to both the House of Commons, Trade and Industry Committee, UK Construction Industry Inquiry (May 2007), and House of Lords Select Committee on Economic Affairs, Employment and Training Opportunities for Low-Skilled Young People (December 2006). She was also an invited expert to the European Works Council, Training Committee, Lyonnais des Eaux. **Di Pietro** gave an invited keynote address at the *Transitions from University to Work* conference in Rome (2006), and was an invited expert at the World Bank conference on *Young People in Central and Eastern Asia*. One of his papers was also cited as evidence in the Italian White Paper on Schools (September 2007). **Urwin** was an invited expert to the Employment Market Analysis and Research Forum, Department of Trade and Industry, 2007. He also delivers 'Econometrics for Policy Support' for the Government Economic Service and the Ministry of Justice Methodology workshops.

CER's scholarly recognition is further reflected in the number of invitations staff receive to take up Visiting Fellowships at other institutions. **Duran-Palma** and **Page**, two of our early career researchers, were, respectively, awarded a Visiting Doctoral Fellowship at the Institute for the Study of the Americas (2005) and a Scholarship at Duke University (2007). **Shepherd** was appointed Honorary Senior Research Fellow at the Melbourne Institute of Applied Economic and Social Research, University of Melbourne (2007), and Visiting Professor at the Brisbane Graduate School of Business (2005). **Ghobadian** is Academic Dean and Professor of Organisational Performance, Henley Management College. Further indications of esteem include consideration for academic prizes. For example: **Michielsens** was a Finalist for the Erasmus Prize of the European Commission (2001), while **Clarke** was winner of the best non-US article in the *Labor History Journal* (2005). Both

**Clarke** and **Urwin** have also made a number of invited appearances on BBC radio and television since 2001.

### **Work and Social Policy Group**

Academic editorial and committee work by staff in WSPG is various. **Bryson** is Editor of the *British Journal of Industrial Relations*, while **White** sits on the Editorial Board of *Work, Employment and Society*. **Taylor** has acted as a referee for both *Aging and Society* and the Association of American Geographers, and **Haile** (an early career researcher) for *Education Economics*. **Dorsett** is a member of the Institute for Fiscal Studies (Joseph Rowntree Foundation-funded) advisory group, 'Can governments reduce poverty and improve work incentives?'. **Taylor** was also invited in 2002 to sit on a JRF advisory group for a research project on volunteering and older people. **White** has been a member of the Social Statistics Committee, Royal Statistical Society (2000-2003). **Ray** was organiser for the ESRC-funded seminar series 'Work, Life and Time in the New Economy', at the LSE and University of Manchester, 2002-2004.

Staff at PSI are frequently sought out to give expert advice to various government bodies. For example: **Bryson** is a member of the expert panel of the Sector Skills Agency, and a member of the *Workplace Employment Relations Survey* Steering Committee and Research Team. **Dorsett** leads an international research consortium evaluating all phases of the introduction of Pathways to Work. **Ray** was asked to present results of a Qualitative Evaluation of the Lone Parent Pilots to the DWP Lone Parent Evaluation Steering Group in November 2006. Further invitations include: **Ray** was an invited speaker at the CRONEM seminar series in October 2007; **White** was an invited discussant at both a workshop on the 'Work-life balance', at the Anglo-German Foundation for the Study of Industrial Society, Berlin (June 2004), and a research conference of the European Economic Commission, Poverty Programme, Brussels (October 2003). The research findings of **White's** ESRC projects were also reported in the national press on twenty occasions during the year 2001-2002.

Our staff's recognition by other academic institutions is reflected in a number of invitations to our senior researchers to take up visiting appointments. **Bryson** was Wertheim Fellow at the Harvard Law School and National Bureau of Economic Research (2005-2006), and Manpower Research Fellow at the Centre for Economic Performance, running the Manpower Human Resources Data Lab, in 2006. He was also Research Associate at the CEP, working on the Future of Unions Programme, and funded by the Leverhulme Foundation, between 2001 and 2006. Our international profile is further reflected in **White's** appointment as PhD examiner for a doctorate in the University of Sydney Department of Economics (2003). **White** was also elected Associate Member of Nuffield College Oxford (honorary), and awarded an OBE by the British Government for services to labour market policy.

## Centre for Finance and Financial Services

In the CFFS, both **Gough** and **Nowman** were members of the Organizing Committee for the South East Accounting Group Annual Conference of the BAA in 2007. **Tyler** was invited keynote speaker at the Academy of Marketing Doctoral Colloquium, Kingston University, 2007. She is also an Editorial Advisory Board Member for the *Journal of Services Marketing* and has acted as a Reviewer for the ESRC. **Nowman** has been a referee for journals including *Econometric Theory*, *Journal of Empirical Finance*, and *Journal of Economic Dynamics and Control*, while **Tyler** has acted as referee for Pearson/Prentice-Hall, Houghton-Mifflin, and John Wiley publishers. She is also a Fellow of both the Royal Society of Arts and the Higher Education Academy.

## Centre for Business Information, Organisation and Process Management

**Hlupic** was appointed Visiting Associate Professor at the Technical University Delft, in the Faculty of Technology, Policy and Management (She also obtained 7500 Euros for research visits from TU Delft's Fund for Prominent International Visitors.) She has acted as an advisor for projects supported by the Croatian, German and Thai governments. **Li** is a member of the Editorial Board for the *Journal of Modelling in Management*, and **Hlupic** for *International Journal of Simulation and Process Modelling*, *International Journal of Simulation Modelling*, and *International Journal of Simulation Systems Science and Technology*. The latter is also Associate Editor for *SIMULATION: Transactions of the Society for Modelling and Simulation International*. **Hlupic** is further a Fellow of the British Computer Society, Operational Research Society and the Institute for Continuing Professional Development; Co-Chairman of the Academic Advisory Board of the Behavioral Coaching Institute; and received a Highly Commended Author Award, Literati Club Awards for Excellence 2001, MCB University Press.