

Post Office Horizon IT Inquiry

Dated: 23.8.22

Summary of Trade Union Career

1. **From 1970-1972**, I was the Assistant Research Officer at the National Union of Seamen (NUS). I wrote most of the union's magazine, press releases, pamphlets and, in particular, the papers associated with the union's involvement with the Industrial Relations Act. It was here that I first worked closely on trade union management issues as the secretary to the NUS Rules Revision Committee in 1972.
2. **From 1972-1974**, I was a Research Associate at the SSRC Industrial Relations Research Unit at Warwick University. I was part of a four person team that wrote 'Industrial Relations and the Limits of Law, published in 1975. While researching the book, I first studied the comparative governance of trade unions, and in completing dozens of interviews with unions, employers, employer associations, staff associations began to understand the varied mosaic of UK industrial relations structures at a time of great change.
3. **From 1974-1993**, I worked for the Electrical Electronic, Telecommunication and Plumbing Union (EETPU), later known as the Amalgamated Engineering and Electrical Union (AEEU). I started as a Research Officer (engineering) and went on to be the National Officer for Education. Later, I was the National Officer primarily responsible for Communications and by 1993 was Head of the General Secretary's Office.
4. During those 19 years at the EETPU/AEEU, I became a trade union manager of different functions and resources. As a Research Officer, I wrote the EETPU's 1975 evidence to the Bullock Committee of Inquiry into Industrial Democracy, giving me a lifelong interest in employee involvement. While the National Officer for Education, I ran two residential trade union training centres, including the first one to introduce practical vocational education alongside trade union studies. (This was to lead to later involvement at Council level with the BTEC Council, London East TEC and London East LSC.
5. **From 1992-1993**, I organised the EETPU input into the post-merger processes that created the AEEU. This was vital experience, as the merger then was the

largest in union history, and involved reviewing, changing and re-stating the practical management of cultural change within the trade union context.

6. **From 1993-1997**, I was a Lecturer in Industrial Relations/Human Resource Management at Cranfield School of Management, Cranfield University. It was at Cranfield that I developed with Professor Chris Brewster a unit for the management of trade unions. We ran programmes that reformed the TUC, assisted the merger processes in Unison, the Communications Workers Union, the Public Services, Tax and Commerce union, and developed change programmes for the Independent Union of Halifax Staffs, Transport and General Workers Union, the Graphical Paper and Media Union and the National Association of Teachers in Further and Higher Education. I wrote a report that analysed possibilities for change within the regional management of National Union of Teachers.
7. Following my setting up the Barclays Bank European Works Council, I wrote an assessment of merger possibilities for the unions in the finance sector. Much of my Cranfield work involved the same issues but for unions in Sweden, Denmark, Italy, Hungary, Belgium and the Slovak Republic.
8. It was at Cranfield that I continued work on employers' perceptions and needs in IR/HRM. I contributed to Institute of Directors seminars for Securicor, spoke for Merrill Lynch, ran sessions at Ashridge, GEC Dunchurch and many others. Much of this work went into designing 'partnership' agreements, assisting with the United Utilities, Scottish Power and Tesco agreements, work that I continued on my return to the AEEU in January 1997 in the role of National Development Officer.
9. **From 1997-2004**, I worked closely at the AEEU with the general secretary and others in the leadership of the union at a transformational time for unions, largely stimulated by the new government in 1997. In 1998, I was a member of the design and implementation team for the University for Industry and later sat on the Cabinet Office PIU inquiry into Workforce Development. I ran the union's communications function, writing and editing union publications of all sorts, while writing myself for a variety of industrial relations publications, including a regular column in Personnel Today between 1999 and 2002.
10. Within the AEEU, I rose to a senior role in the union, National Secretary. My main focus was achieving new recognition agreements, developing the partnership agenda with employers, managing the union's interest in lifelong learning and designing the huge merger between the AEEU and

Manufacturing, Science, Finance (MSF), to form Amicus, a trade union merger that came to fruition in 2001.

11. **From 1997-2002**, I wrote and helped deliver many of the AEEU/ Amicus trade union recognition agreements in companies such Honda, Virgin Atlantic, Tibbet and Britten, Mastercare and Exide Batteries. During the same period, I led the AEEU/Amicus work in designing and implementing partnership agreements with companies such as Scottish Power, Perkins Engines, Cummins Engines, British Bakeries, Allied Distillers, David Brown, DARA and DML. While working directly on trade union education issues (including vocational education) I once again managed the union's two residential colleges and taught shop stewards and full time officers, and some joint HRM/IR courses with employers. I had been a member of the BTEC National Council in the 1980s. During 1997-2004, I was asked to take part in the management of lifelong learning issues beyond my union remit, and so I accepted invitations to become a member of the London East and National Training and Enterprise Councils, and later, the London East Learning and Skills Council. I also became Vice-Chair of governors at Ruskin College, Oxford, and was a member of the design and implementation team for the University for Industry and the Cabinet office Performance and Innovation Unit's study on workforce development, a subject on which I worked in America with the American Federation of Labour/Congress of Industrial Organisations.