

### International Metalworkers' Federation

# ORGANISING NEW MEMBERS

# IN A

# **CENTRAL EUROPEAN CONTEXT**



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Report on the IMF Seminar held in Prague on October 20-21, 2005

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#### Foreword

Organising new members is a priority task of trade unions worldwide. It is a key factor of union building and imperative to sustain and expand collective action. It brings better wages and safer working conditions, and helps build unity and solidarity among workers. The adverse effects of globalisation on labour and the increasing attacks on workers' rights throughout the world make this task even more pressing today than ever before.

This is particularly the case in Central Europe where the profound political and economic upheavals following the collapse of the former Eastern bloc have led to a dramatic loss in union membership and a loss of influence at all levels. Taking proactive action and encouraging workers to organise is critical to reversing the decline in membership and to helping restore union clout and bargaining power.

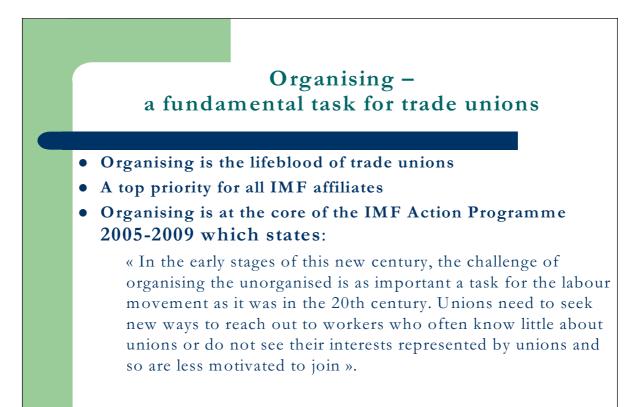
With a view to helping its affiliates in this region and supporting their organising efforts, the IMF conducted a seminar in Prague on October 20-21, 2005. The objectives were to:

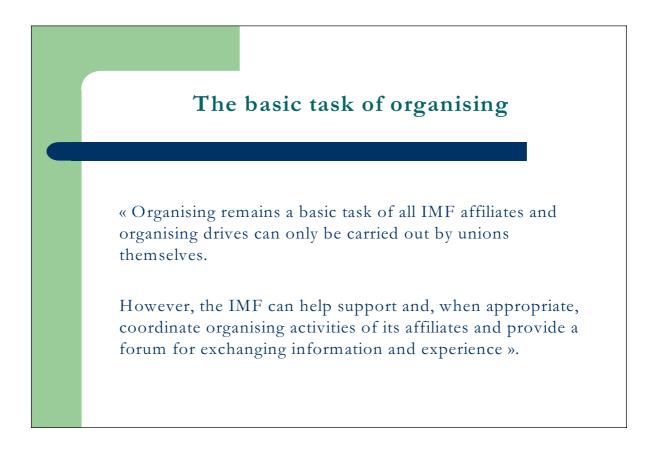
- Review membership development in each of the countries concerned, discuss organising policies and examine future prospects. As a contribution to the discussion, representatives from IMF affiliates in Europe and the USA were asked to make presentations on their union approach to recruiting new members while focussing on specific aspects/tools of their policy; and
- (ii) Beyond the exchange of information and experience, seek to give a new boost to organising and consider follow-up activities in the region.

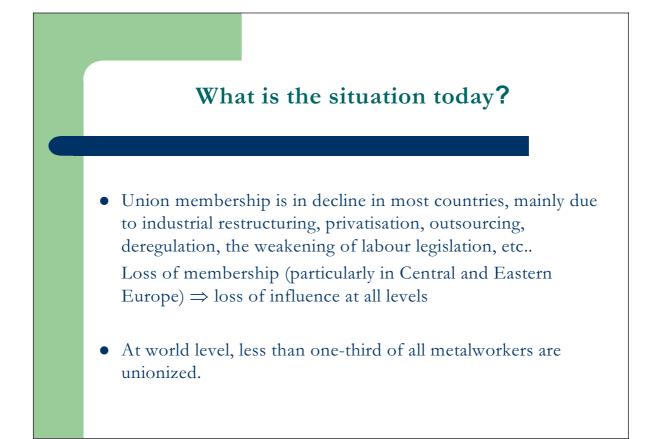
There is much room for organising in Central Europe all the more so as this region has become a key investment location for multinational corporations, particularly in the metal industry. In spite of the many obstacles unions are faced with, they have set themselves clear objectives and are determined to take up this challenge.

This report contains all the presentations made during the seminar. Given the different historical, social and legislative backgrounds, there is no pattern of organizing that could simply be copied from one union to the next. Neither is there a magic formula for success in organising. Nevertheless, sharing information and experience on organising tools and strategies has been useful to unions in their union building efforts. A case in point is using the website for organising, an issue which attracted a lot of interest at the seminar and will be considered as a subject for follow-up.

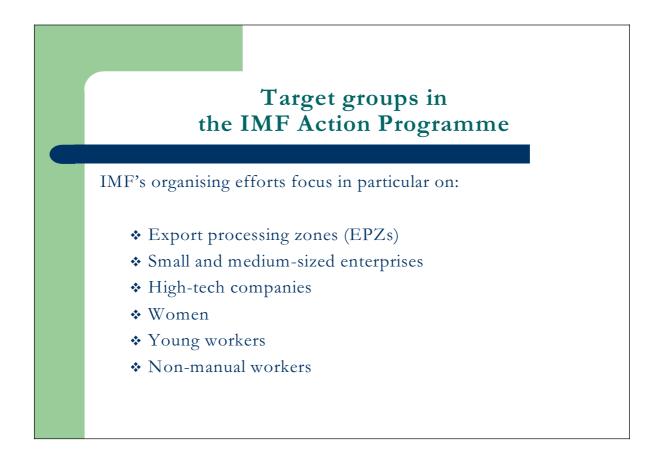
#### **Organising and the IMF Action Programme Anne-Marie Mureau – IMF Head Office**









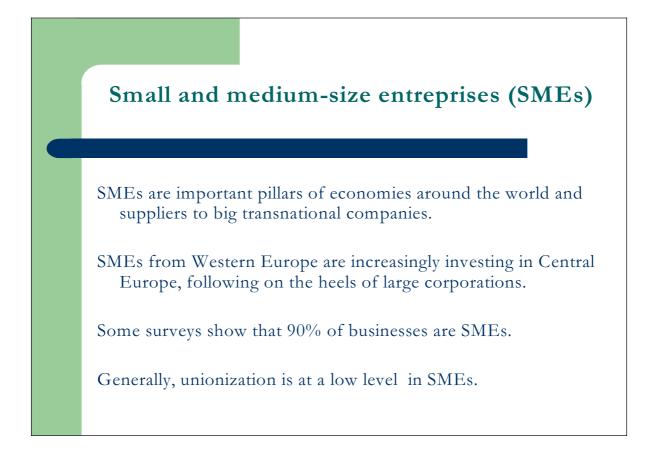




EPZs have become one of the major features of the labour market in many developing countries. With globalisation, the rate at which zones are being formed is accelerating.

EPZs are spearheading the race to the bottom and the hunt for ever-cheaper labour.

EPZs undermine the most basic workers' rights. Exploitation is a daily reality.

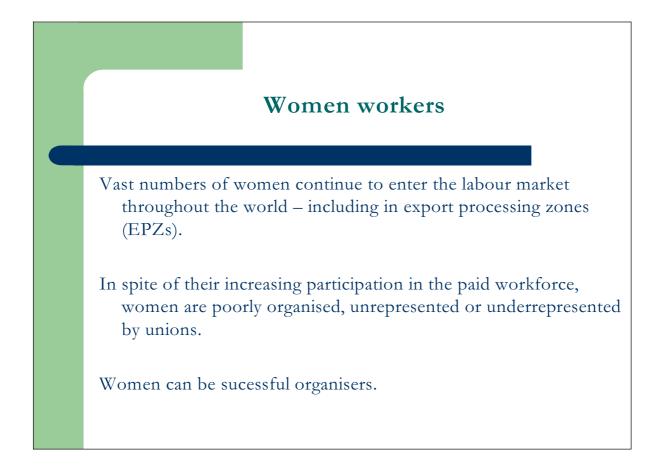


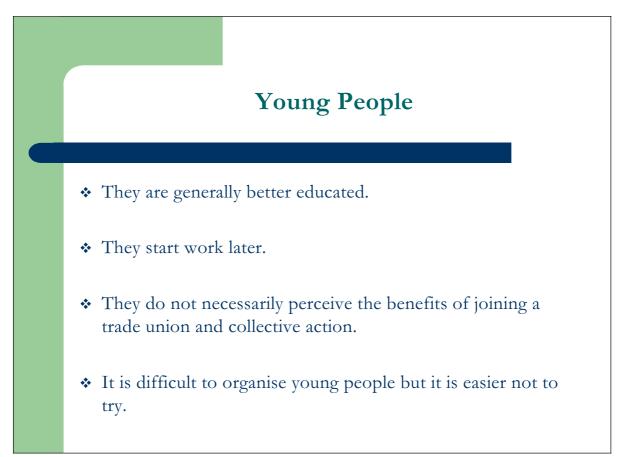
## High Tech companies

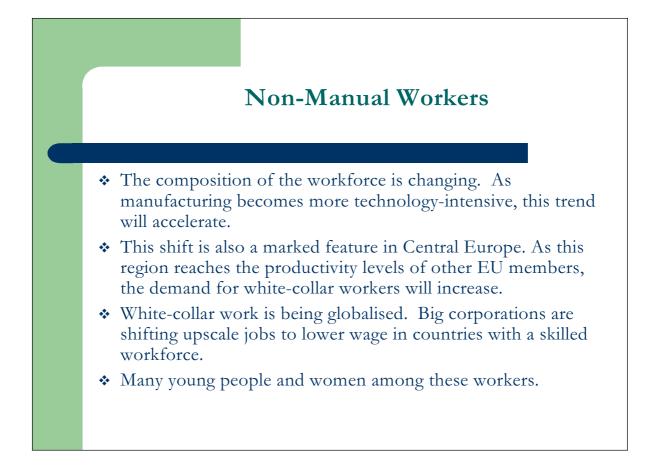
They are growing fast

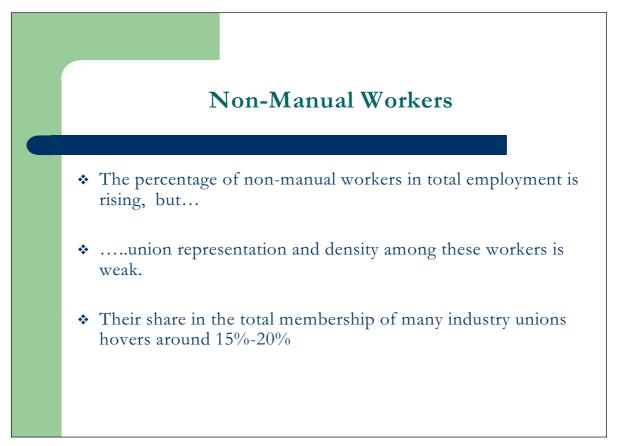
They have a fairly young and flexible workforce

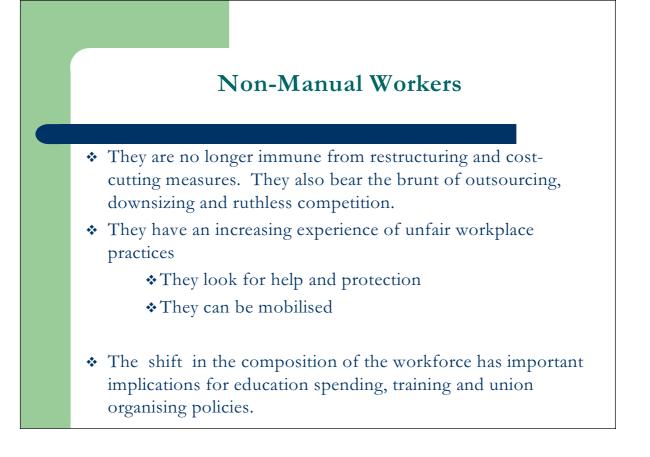
They have a low degree of union organisation













 IMF's organising projects in developing countries Some examples:

- **♦** India
- \* Peru
- \* Mexico
- Indonesia
- International Framework Agreements (IFAs) a tool for organising. Their purpose is to secure the capacity of trade unions to confront the power of transnational corporations.



Internation	al Framowarls Agroomants
Internation	al Framework Agreements

ENTERPRISE	WORKFORCE	COUNTRY	SECTOR
•Merloni/Indesit	20,000	Italy	electronics
•Volkswagen	325,000	Germany	auto
•DaimlerChrysler	372,500	Germany	auto
•Rheinmetall	26,000	Germany	defence/
			auto/Electr.
•GEA	14,000	Germany	engineering
•Leoni	18,000	Germany	electronics/auto
•SKF	39,000	Sweden	ball-bearing

Internati	ional Framew	ork Agreet	ments
Internati		on ngicei	incinto
ENTERPRISE	WORKFORCE	COUNTRY	SECTOR
•Bosch	225,900	Germany	auto/electro
•Prym	4,000	Germany	engineering
•Renault	131,000	France	auto
•BMW	106,000	Germany	auto
•EADS	110,000	Netherlands	aerospace
•Röchling	8,000	Germany	Auto/electr
•Arcelor	95,000	Luxembourg	steel

Sub	sidiaries i	in Central	Europe	I
Czech Rep.	Hungary	Poland	Slovakia	Sloven
• VW/Skoda	• Audi/VW	• Merloni	• VW	• Bosch
• Bosch	• Bosch	• VW	• Bosch	• Renau
• GEA	• Leoni	• Bosch	• Leoni	
• Prym		• SKF		
• Rheinmetall		• Leoni		
• Arcelor		Röchling		
		• Prym		
		• Arcelor		

# Recruiting new members: trends, problems and prospects Jaromír Endlicher - OS KOVO, Czech Republic



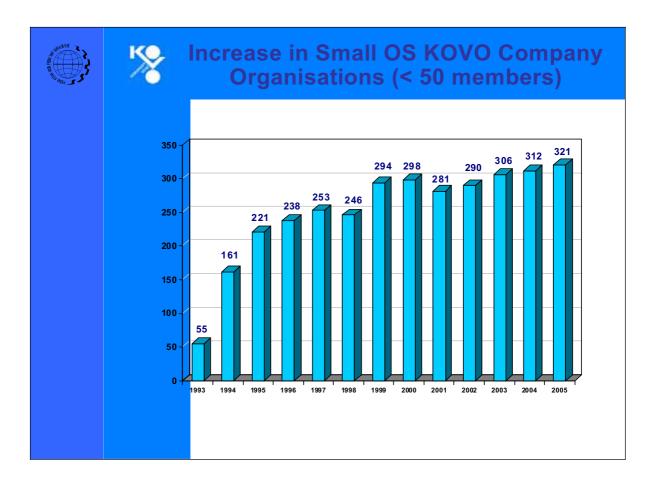
# Main reasons for changes in membership (men/women)

#### Companies splitting-up

- Privatisation
- Changes in production programmes
- Interruption of production programmes

#### Resulting in:

- Split-up of big companies
- Split-up of big OS KOVO Company organisations
- Creation of small organisations in small companies
- Increased number of small OS KOVO Company organisations

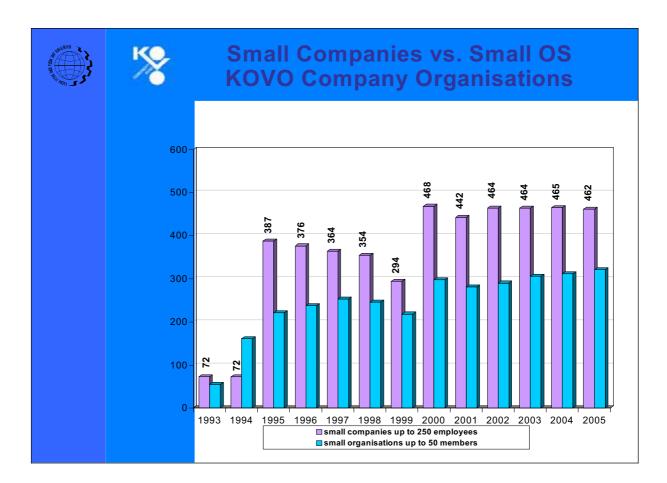


### Recruiting New Members Programme

#### Regional OS KOVO Office involvement

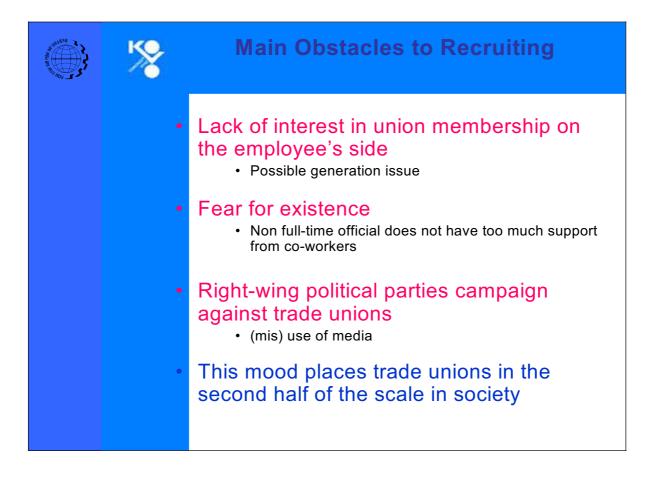
- Establishment of 20 new OS KOVO company organisations
- Gradual slowdown of membership decrease
   » 1993 / 1994 by 68 708 members
   » 2003 / 2004 by 9 268 members

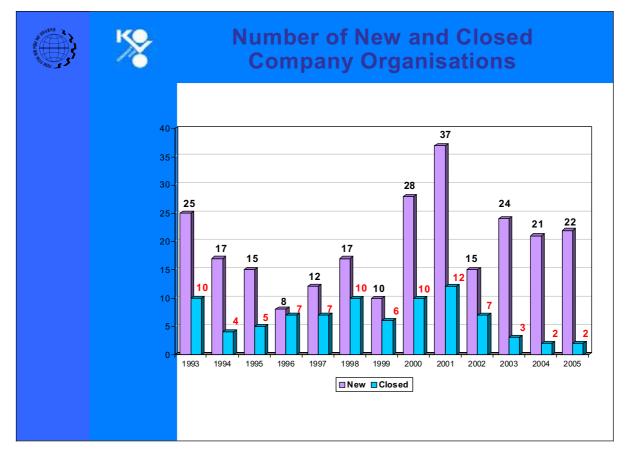
Discussion about motivation programme for representatives of company organisations Use of EU Programmes/Access

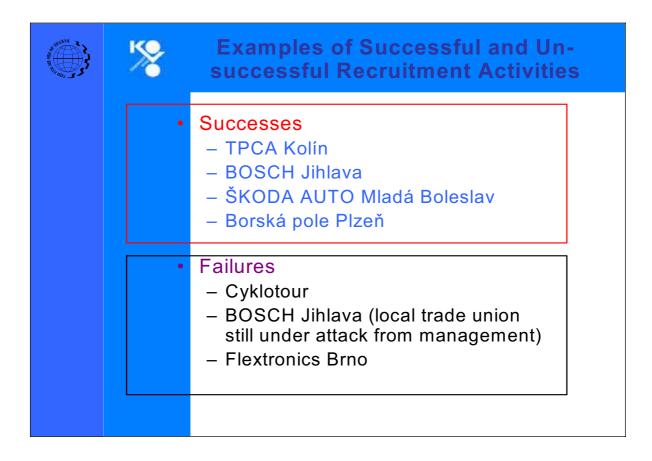


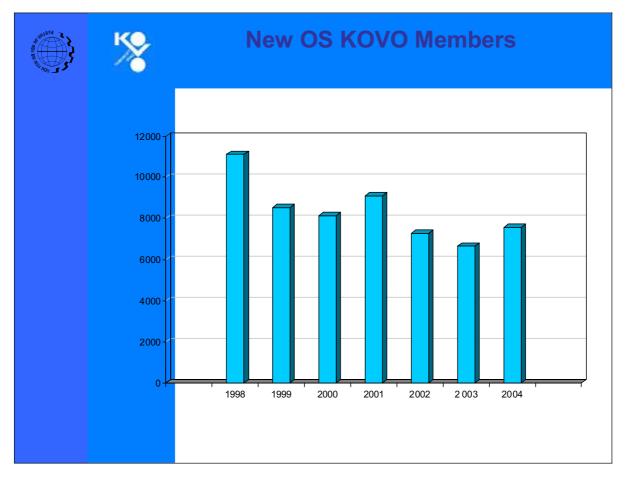
Financing the Programmes
 OS KOVO Resources to:

 Motivate OS KOVO Regional Offices to establish company organisations in new companies
 Motivate representatives in running company organisations to increase the membership
 EU Programmes resources/ACCESS

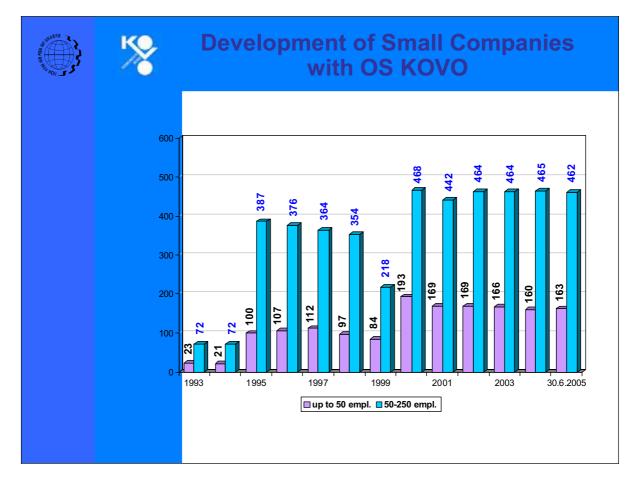


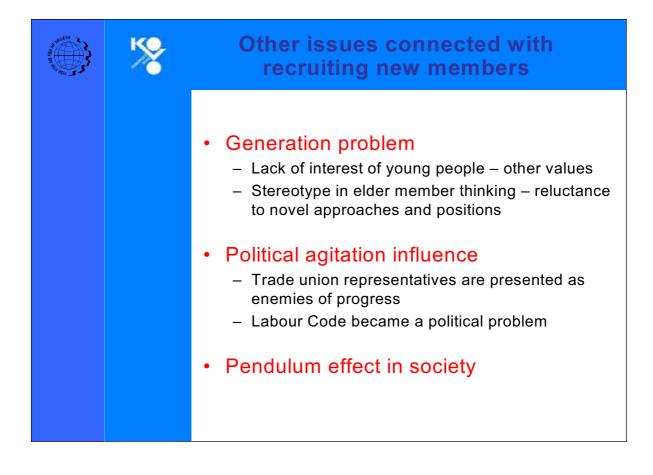






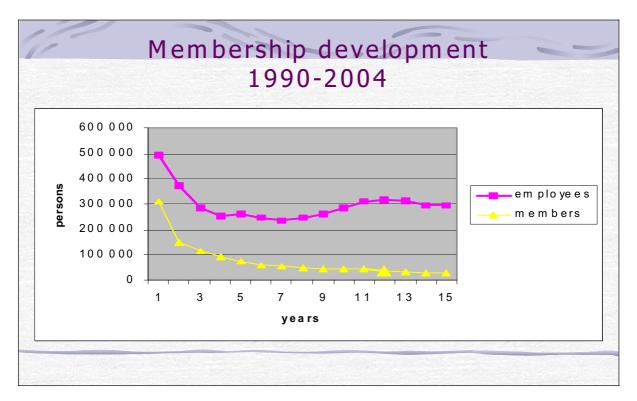


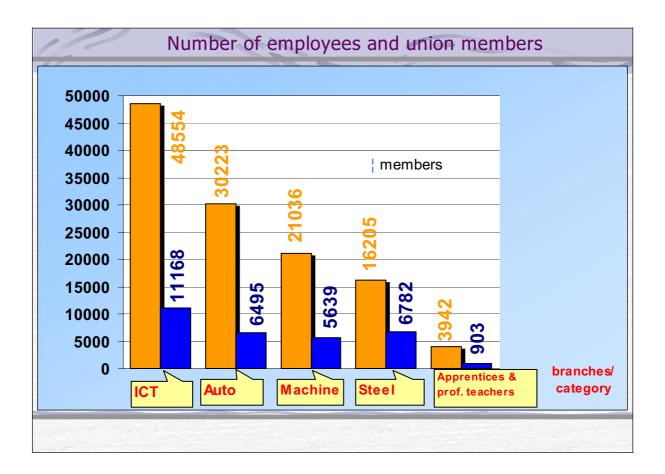


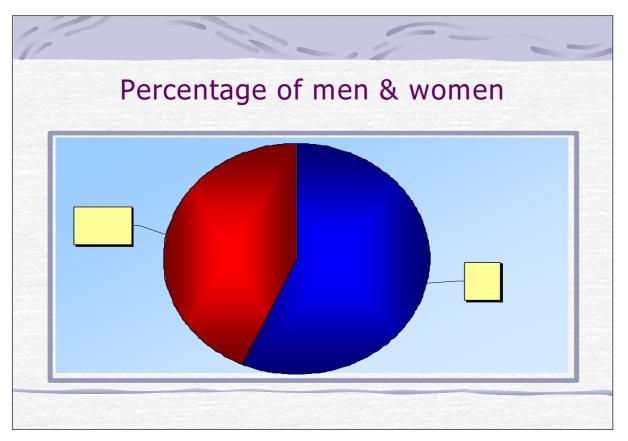


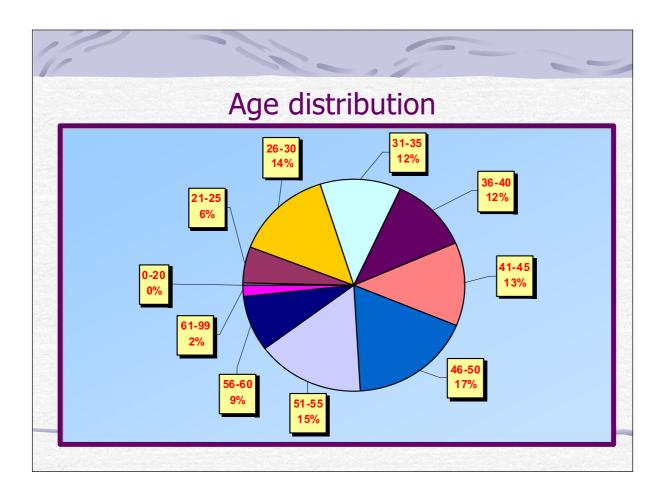
#### Recruiting New Members: trends, problems and prospects István Németh – VASAS, Hungary



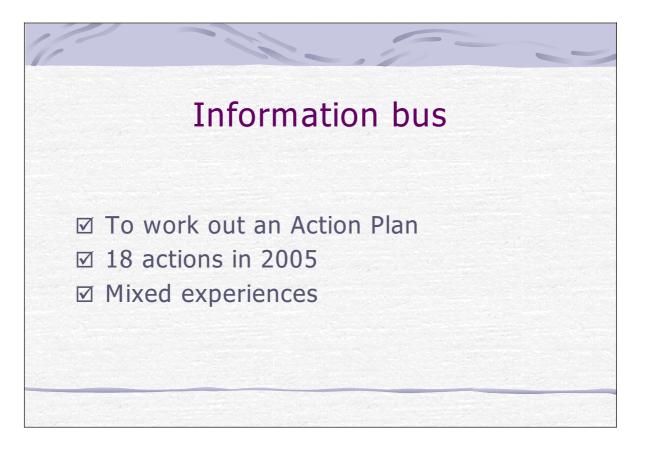


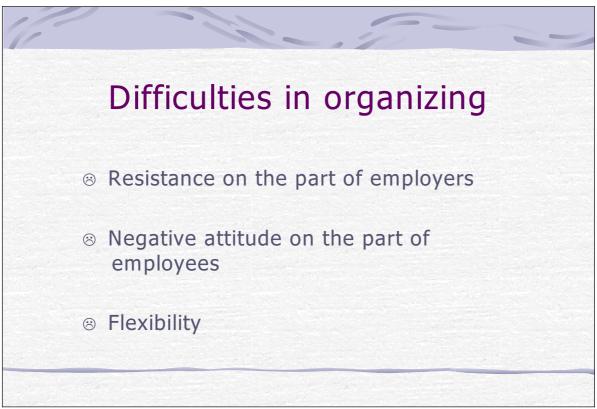














#### Recruiting New Members: trends, problems and prospects Jaroslaw Opas - Metalworkers' Secretariat – NSZZ "Solidarność", Poland

NSZZ « Solidarnosc » – Membership levels
1980 – 10 million members
1990 – 2 million
2002 - 820 000
2003 - 784 000
2004 - 744 000
2005 - 727 000

Trade union co	mposition
• women	40%
men	60%
<ul> <li>university education</li> </ul>	20%
secondary education	40%
elementary education	40%
<ul> <li>age – up to 30 years</li> </ul>	5%
- 31-40 years	25%
- 41-50 years	55%
- 51 and more	15%

## Organising programme for new members in our union

In 1994 the National Commission set up a team responsible for promoting our union

Tasks of this team:

- 1. persuade trade union activists of the importance of gaining new members
- 2. appoint coordinators in 6 regions
- 3. appoint coordinators in all regions

#### In 1999

- 1. Department for union development
- 2. National coordinator
- 3. Two union organisers

## Programme

a. participation in gaining new members by:

- setting up teams of trade union organisers
- helping the regions
- b. training with the help of the training department :
  - for union organisers
  - for different activists (especially in new organisations)

#### c. registry of members

- statistics
- monitoring
- new trends

12 July 2001 - Resolution of National Commission NSZZ "Solidarność" nr 58/2001 about organising new members

# Examples of success

Setting up of trade union organisations in:

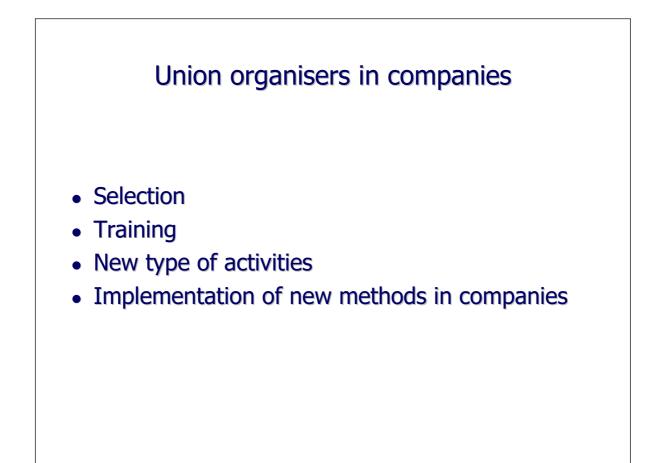
- Real
- Geant
- Tesco
- Carrefour

## Failures mainly due to

- Employers' anti-union attitude
- High rate of unemployment
- Self-employed, contract labour

Membership of Metalworkers' Secretariat					
Section	1998	2002	2003	2004	
Metal Processing Industry	16.495	9.545	7.600	6.600	
Armaments (Defence) Industry	17.287	10.436	9.085	7.743	
Automotive Industry	16.290	9.649	9.212	9.950	
Tele- and Electronic Industry	2.579	1.652	1.652	1.290	
Aerospace Industry	6.398	4.883	4.883	4.439	
Shipbuilding Industry	9.000	9.046	8.690	8.622	
Steel and Non Ferrous	42.141	15.000	20.000	14.300	
Electromachinery Industry	3.026	1.317	1.260	1.200	
Total	113.216	61.528	62.382	54.144	





## Timken Polska Sp. z o.o. Organisation structure End of January 2004

Section P 1/1 - 1	60 workers - 41 members
Section P 1/2 - 1	52 workers - 46 members
Section P 1/3 -	51 workers - 6 members
Section P 2 - 9	97 workers - 37 members
Section P 3 - 1	30 workers - 13 members
Section P 4 - 9	96 workers - 3 members
Section PM - 1	36 workers - 48 members
Section TN - 1	34 workers - 62 members

## Timken Polska Sp. Z o.o. 956 workers in January 2004

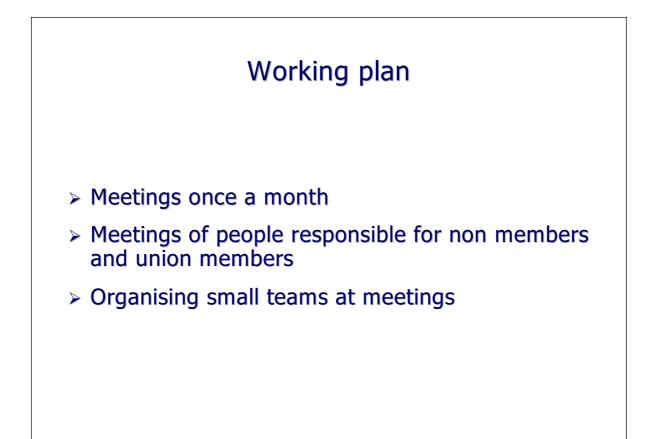
257 members organised by NSZZ Solidarność

262 members organised by ZZ Metalowcy

## 34 members organised by ZZ Inżynierów i Techników

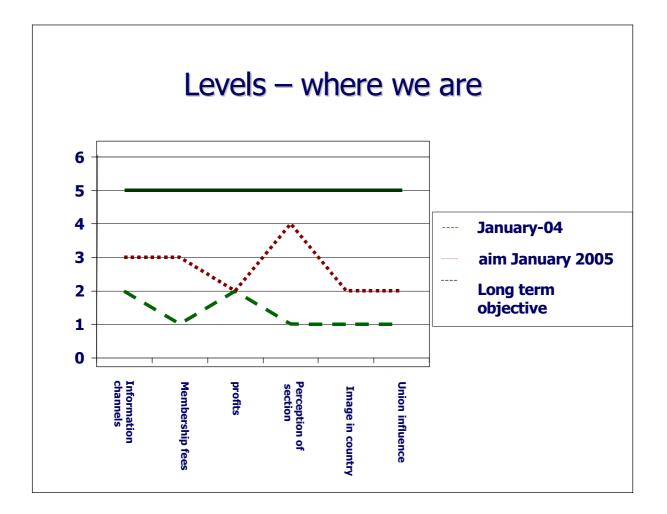
## 403 non members

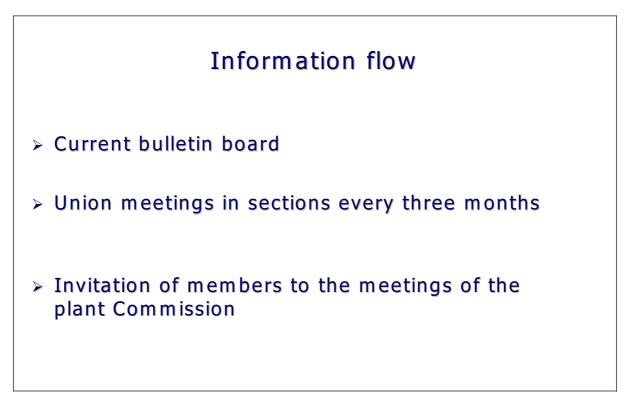
Preparation of list of workers in all sections

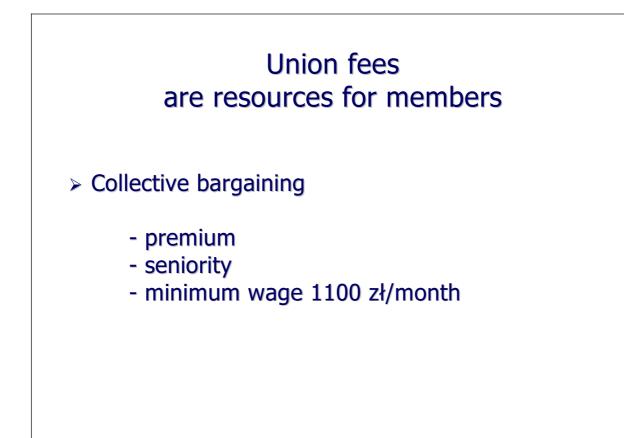


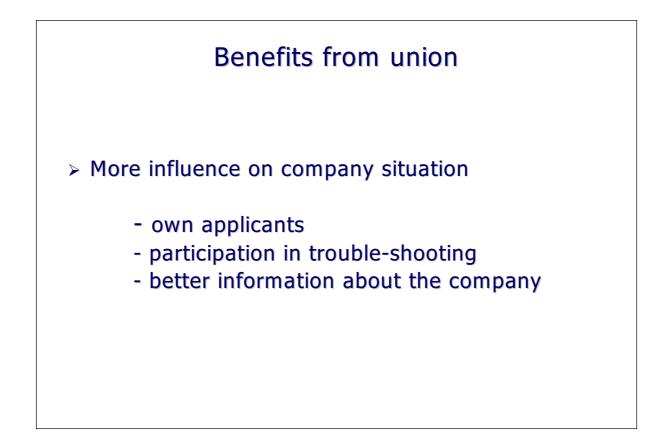
# Reasons why people do not want to belong to a trade union

- > Wrong information channels
- > Membership fees
- > No profits from membership
- > Invisible unions in company sections
- > Trade union image in the country
- > Union influence in Poland







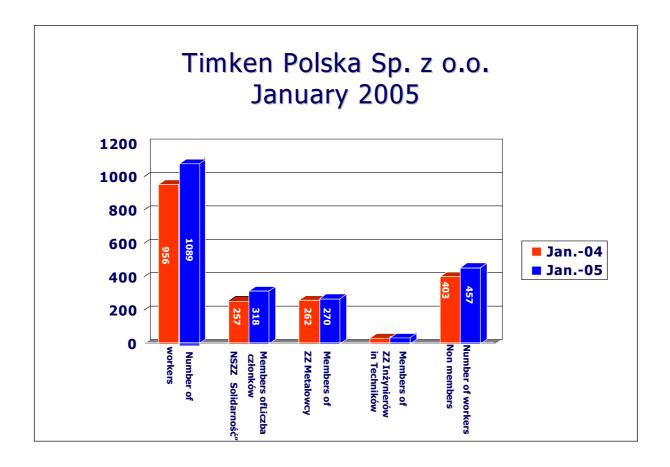


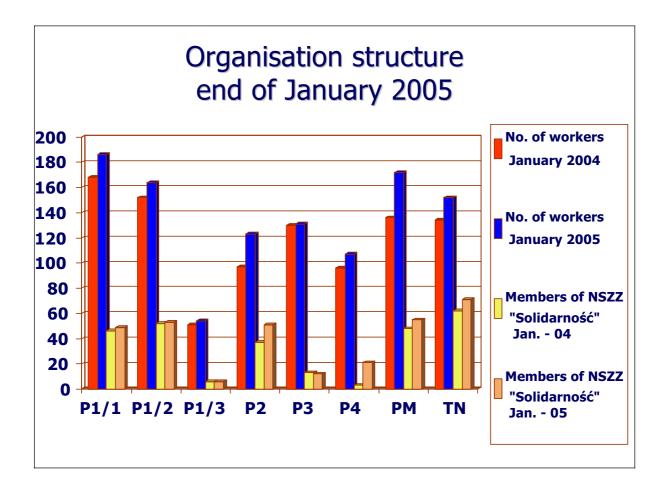


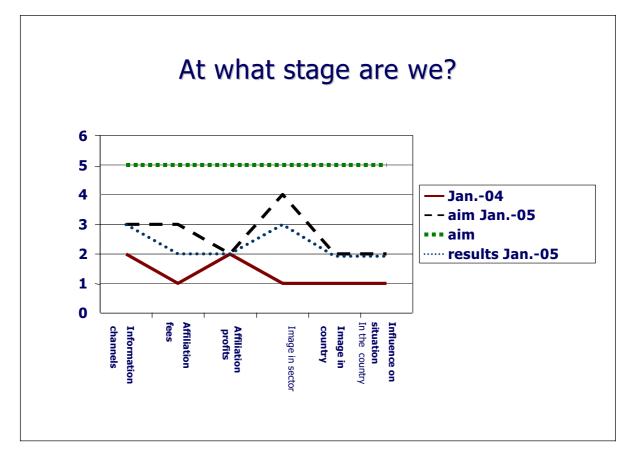
## Analysis of possibilities of the plant Commission

- > Activity in national section of the metal branch
- > Activity in Metalworkers' Secretariat
- > Activity in Regional Board
- Participation in the meetings with foreign trade union representatives











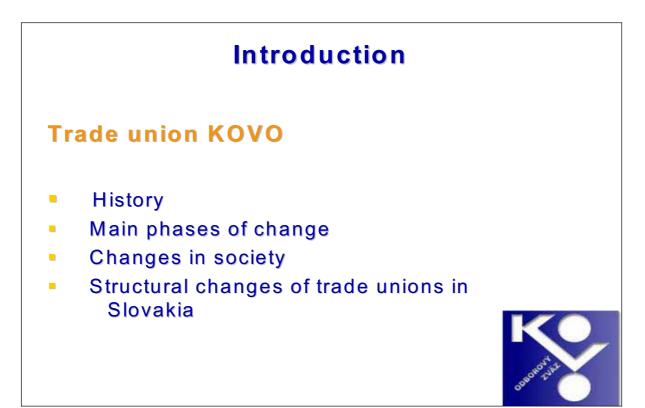
- > Think of reasons for small membership in sections P1/3 and P3
- > Training for section presidents
- Participation of union members in meetings of the plant Commission
- Meetings with workers who do not belong to the union

Challenge 2010

1400 workers

1390 members of NSZZ « Solidarność »

## Recruiting new members: trends, problems and prospects Jozef Balica – OZ KOVO, Slovakia





# Main reasons for decreasing membership

- Political society changes
- Arms industry conversion
- Proprietary ownership changes, atomization of business entities with a natural decline in membership
- Changes in legal conditions for trade union activities
- Converting members to a new metal union



### Orientation on the company

- Where are company unions with low number of members?
- Where are there no trade unions?

## Key points

- Prediction of appropriate companies
- Development of information and promotion material for employees
- Economic and social analyses of the company
- Problems of the employees in the company
- Looking for "leaders" in the company
- Motivation of activists
- Distribution of information and promotion materials



**ÅRONNÍK** 

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## Organizational and financial matters of the project

OZ KOVO's own resources

 Organizational involvement of the regional structures and OZ KOVO full time officials



## Main obstacles to organizing

- Inefficient legislative support
- Employees have low union awareness
- Inadequate members' commitment, low education on union issues
- Low/medium interests in union activities
- Employers' attitude and policy aimed at undermining trade unions
- Fear of possible persecution because of union membership







- Joint information about migrating capital, its behavior in social relations and social dialogue
- Solidarity support and help in conflict situations
- Increasing union promotion
- Increase in training activities for recruiting new members
- Striving for better legislative measures leading to higher security for employees in the labor process

## Recruiting new members: trends, problems and prospects Lidija Jerkič, SKEI, Slovenia

The main reason for the changes in membership trends can be traced to the period of Slovenia's independence and transition in general and its economy in particular. After independence in 1991, Slovenia lost a major part of its former markets (the former Yugoslavia, Soviet Union), which sparked off a serious economic crisis resulting in mass redundancies and a high level of unemployment. Between 1990 and 1995, more than 40% of the jobs in the metal processing and electrical industries were lost. A series of bankruptcies and redundancies led to a social crisis and resulted in early retirements and social transfers.

This was followed by a process of privatisation, which resulted in an increase in the number of redundancies over the next few years, as well as a decline in trust in state institutions, and trade unions. Another consequence of privatisation was the introduction of internal ownership and, in several companies, the assertion of workers' councils in parallel to trade union organisations. The trade union movement died away in companies with majority internal ownership, at least temporarily. In addition to changes at national level, the introduction of trade union pluralism served to further divide trade union membership between several trade unions, thus indirectly weakening the power of trade unions. It took several years for cooperation between the central trade unions to evolve. During this period, workers moved from one trade union to the next, with many remaining outside the movement altogether.

Recruiting new members is one of the priority tasks of a trade union. In order to fulfil this task, a youth committee was established several years ago whose task is to recruit students in order to rejuvenate trade union membership, which has been aging. The results of these efforts will only be seen after some time has passed, when the current population begins job hunting.

One of the attractive advantages of membership are accident and disability insurance, to which all feepaying members of the trade union are entitled. Free legal advice is another important motivation for membership. There has been increasing funding for the promotion of trade unions as workers' organisations through participation in activities which might not seem to be directly related to trade unionism but are intended to present trade unions to the wider public (e.g. participation in certain events, either through financial contributions or promotional material).

A working group whose task is to prepare a recruitment drive project has also been established. The drive has been organised within the scope of the umbrella organisation – ZSSS (Free Trade Unions Association of Slovenia), which is also currently preparing a smart card that will provided members with benefits such as discounts for certain purchases or activities. All programmes are being funded solely by trade union membership fees as the only funds at the disposal of trade unions.

A major obstacle is the growing number of small employers. Although there is a greater need for organisation because of the increasing number of incidents in which regulations and collective agreements are ignored or breached, there is a lack of readiness by people to participate in trade union work. People are afraid of losing their jobs, and employers continue to threaten workers with dismissal if they join trade unions, or demand the resignation of those who are already members. Another obstacle is the lack of trade union professionals, who, as a matter of priority, must concentrate on existing members at the expense of recruiting new members.

There is much room for organisation as approximately 30% of the labour force that could be members of a trade union are not. It is, of course, impractical to count on the entire figure, but the introduction of new activities could result in new membership (as many as 20,000 employees).

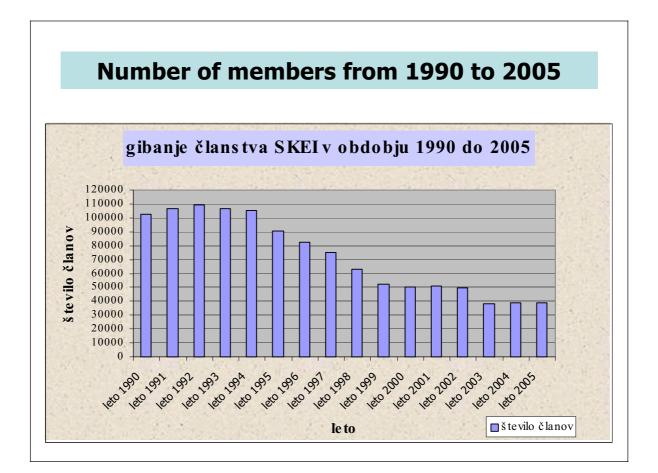
Membership from 1990 to 1990								
Obmôna organizacija SKEI	leto 1990	leto 1991	leto 1992	leto 1993	leto 1994	leto 1995	leto 1996	
COSKELGROSUPLJE	1421	1505	1555	1567	1584	1572	849	
CO SKELDOMŽALE	111	111	112	115	116	120	122	
COSKELOBALA?	5	6	6	6	8	10	28	
COSKEI BELE KRAJINE	2977	3026	3060	2390	2415	<b>1746</b>	1716	
COSKEI CELISKE REGUE	9226	9436	9523	9578	9665	<b>973</b> 4	9746	
CO SKEL GORENISKE	7811	8173	8352	8534	8464	8566	6294	
COSKEI IDRIDA	1655	1682	1711	1910	1914	1866	1445	
COSKEI KOROŠKE	7897	8035	8171	8224	8273	5808	5327	
COSKEI KRAŠKO NOTRANISKE	2317	2334	2445	2495	2566	2431	2489	
COSKELLI. IN OKOLICE LIUBLIANA	17404	18499	19432	16926	15794	<b>9941</b>	8465	
COSKEI PODRAVJA	21894	22536	22957	23160	23118	23849	23975	
COSKEI POMLRIA	4196	4247	4311	4340	4357	2043	2012	
CO SKEI POSAVJA	2113	2747	2823	2448	2529	1089	1111	
COSKEI POSOČIA	4819	4899	4954	4915	4946	4931	3058	
COSKEI PTUI	3393	3430	3491	3531	2667	2315	1676	
COSKEI VELENIE	7410	<b>7864</b>	8100	8158	8159	8134	8224	
COSKEI ZASAVJE	3605	3630	3650	3663	3662	2081	2210	
COSKEI DOLENISKE	4194	4550	4756	4829	4873	4022	3436	

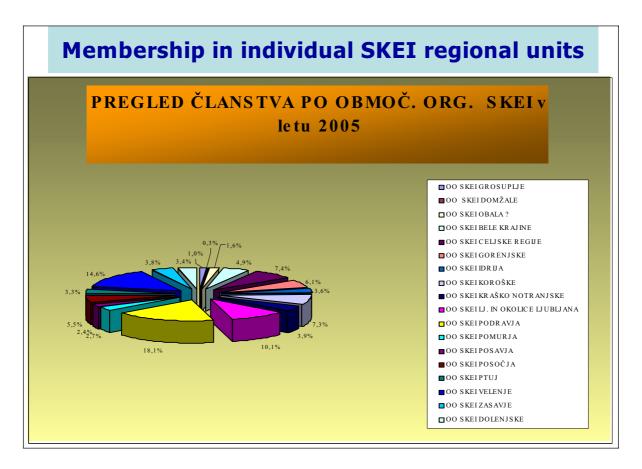
SKUPAJ SKELSLOVENDE

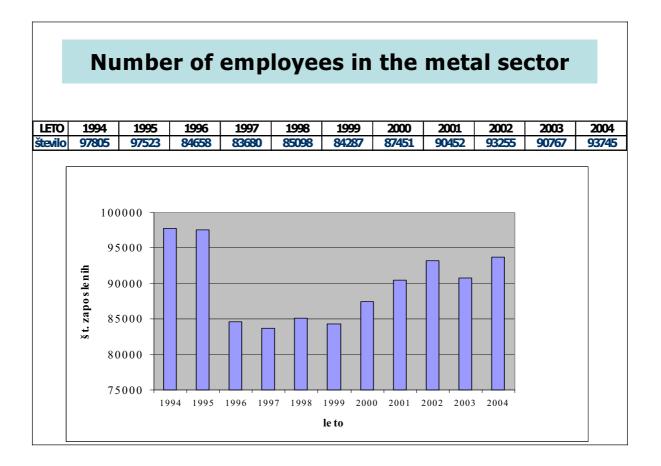
## Membership from 1990 to 1996

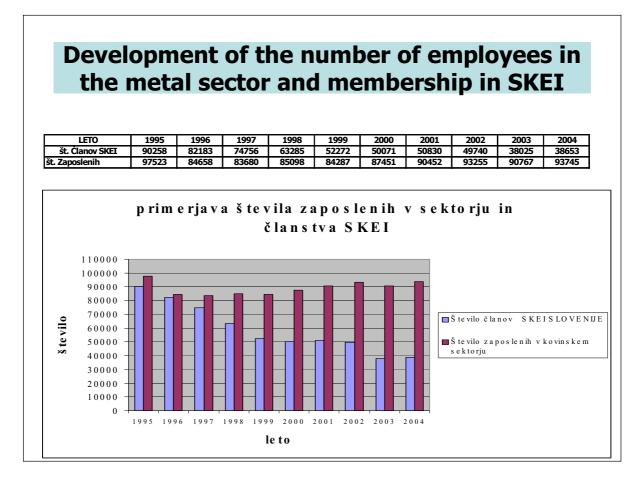
## Membership from 1997 to 2005

Območna organizacija SKEL	leto 1997	leto 1998	leto 1999	leto 2000	leto 2001.	leto 2002	leto 2003	leto 2004	leto 2005
COSKEI GROSUPLJE	806	812	735	637	630	670	392	400	399
CO SKELDOMŽALE	130	133	137	135	139	134	111	116	117
COSKEIOBALA?	37	74	578	600	633	621	574	575	620
CO SKEI BELE KRAJINE	1805	2011	2033	2078	2181	2232	1860	1882	1884
CO SKEI CELISKE REGIJE	9738	5719	4981	3621	3655	3729	2642	2767	2848
CO SKEI GORENISKE	5628	<b>5261</b>	5135	4621	4628	4531	2391	2375	2365
CO SKEI IDRIJA	1458	1278	1239	1268	1338	1329	1333	1377	1373
CO SKEI KOROŠKE	5172	5193	4123	4180	4099	3389	2873	2854	2829
CO SKEL KRAŠKO NOTRANISKE	2533	2097	2035	2098	2090	2119	1707	1719	1516
COSKELLI. IN OKOLICE LIUBLIANA	7149	7169	7122	6242	6083	4535	4070	3982	3922
CO SKEI PODRAVJA	21992	16209	9202	9529	9697	10198	6708	6964	6976
CO SKEI POMURIA	1588	1371	1377	1414	1495	1531	945	<b>978</b>	1046
CO SKEI POSAVJA	707	738	707	758	909	983	791	901	919
CO SKEI POSOČIA	3061	3059	2705	2866	2939	3069	1966	2067	2111
CO SKEI PTUJ	1614	1533	1446	1419	1414	1417	1299	1293	1290
CO SKEI VELENIE	5776	5741	5555	5518	5747	6047	5593	5611	5634
CO SKEI ZASAVJE	2137	2140	1877	1701	1678	1704	1473	1473	1473
CO SKEI DOLENISKE	3425	2747	1285	1386	1475	1502	1297	1319	1326
SKUPAJ SKELSLOVENIJE	74756	63285	52272	50071	50830	49740	38025	38653	38648





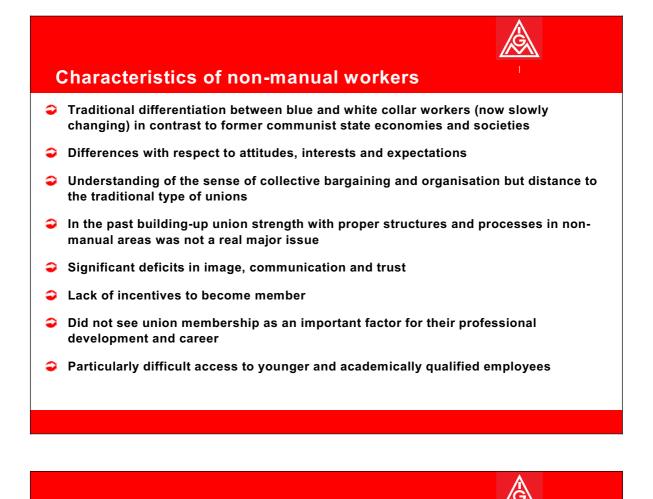




## Development of new recruiting strategies in Germany Siegfried Balduin- IG Metall, Germany

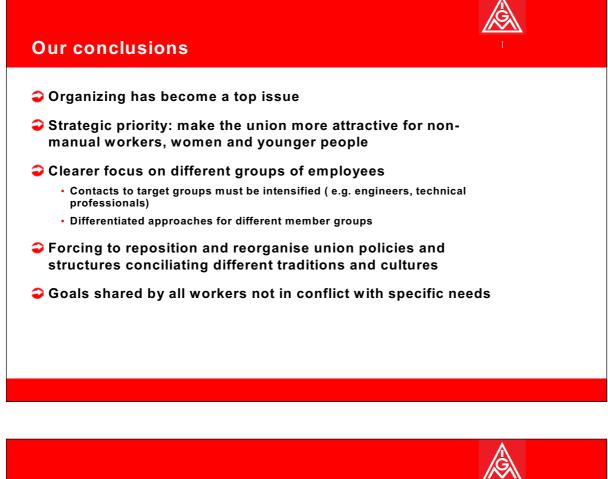
IG Metall + Unions in Germany
1. Principle: one establishment – one union – industrial/sector DGB-unions
2. Organising all categories of workers
3. Legal representation of employees via works councils with rights with respect to information, participation and co-determination
<ol> <li>Union representation at the workplace/establishment via work councils (80% do belong to IG Metall) and shop stewards</li> </ol>
<ol><li>Collective agreements can only be concluded by unions able to strike, predominance of sector agreements</li></ol>
<ol><li>Employers normally grant non-union members equal access to rights and benefits laid down in collective agreements</li></ol>
<ol> <li>IG Metall has a specific non- manual workers' department with local committees, but interests and culture of the production workers are dominant</li> </ol>

l. Number o	of members	
2005	2,37 Mio	
1999	2,70 Mio	
1993 2003	27% 41%	wards industrial services and knowledge economy non-manual workers in the metal/electronics industry non-manual workers in the metal/electronics industry
3. Increasin	g gap betw	een employee - and member - structure
<ol> <li>Non-man underrep</li> </ol>		, women and younger people are clearly



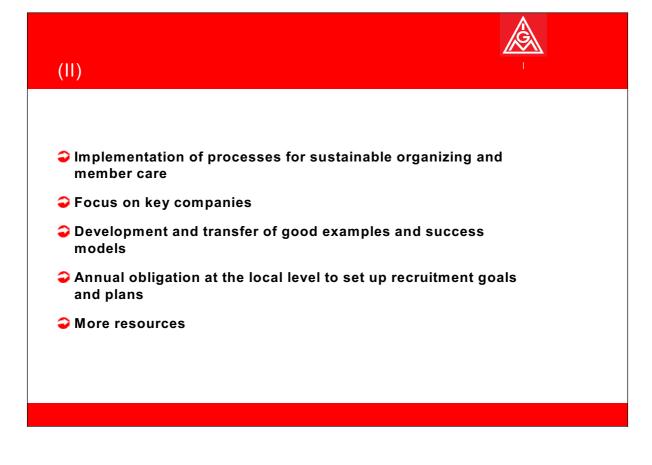
## New type of employees

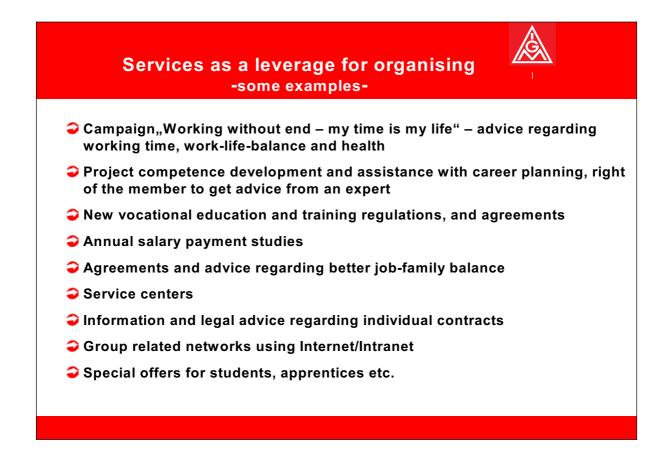
- High- and multi-qualified
- Professional identity
- More individualistic and ambitious
- Setting greater value on participation, individual autonomy and self representation
- Asking more for good service and support











## Revitalization of trade unions -challenge of the future

Integration of non-manual workers - key issue of the trade union movement world wide

#### We must adjust our strategies

- Communication tools
- Differentiated approaches for different member groups
- More direct contacts and service to the members
- Environment for creative involvement of employees and gaining input from the members
- Media outreach

#### Upgrade the image and create appropriate message

- In the spirit of solidarity with the poor and jobless
- New visions with alternatives to a growing dominance of neo-liberal market radicalism
- A union where different groups of employees have a home and a voice on the job
- International cooperation and solidarity as response to the process of globalisation

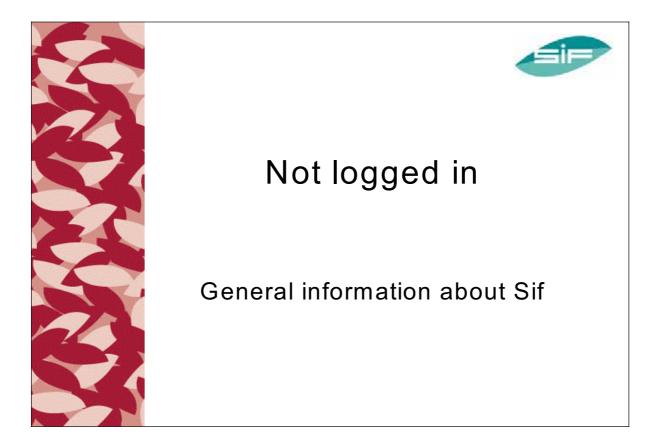
### Use of new technology in organising Cecilia Holmberg – Sif, Sweden

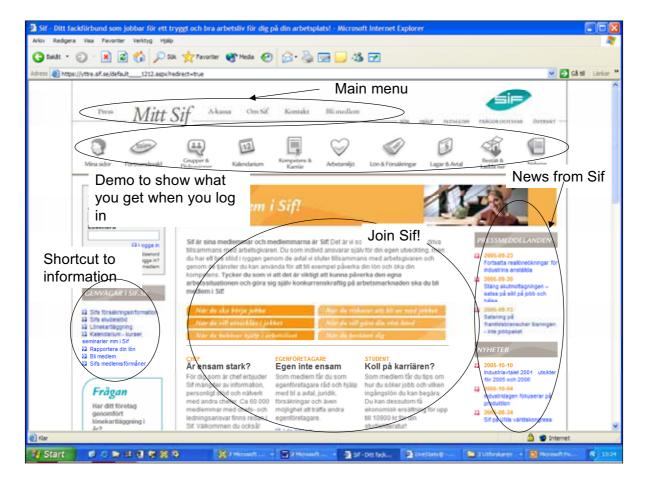


## Sif's vision for www.Sif.se

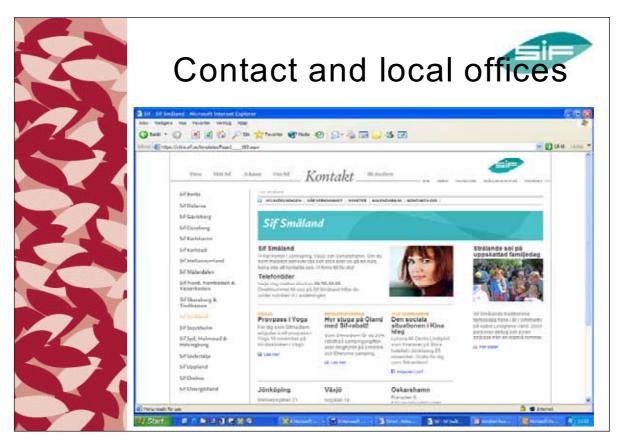
#### Sif's web ...

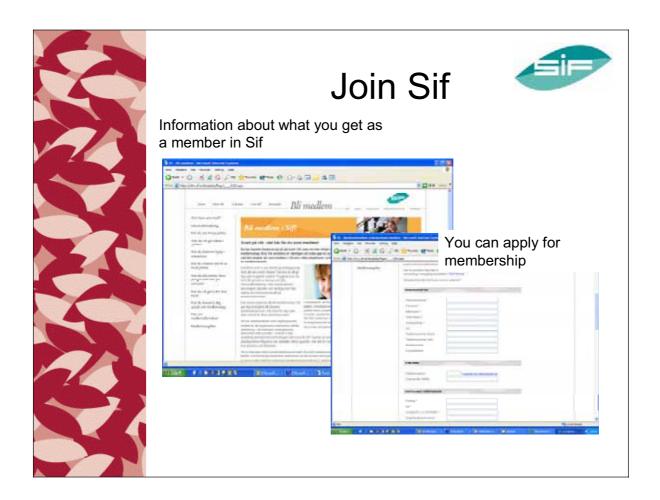
- ... is a forum where members can influence Sif's policy/actions
- ... provides a large variety of services for members
- ... is a community for fellowship and communication
- ... is a forum for learning and development
- ... makes a more efficient organisation
- ... strengthens identification with Sif

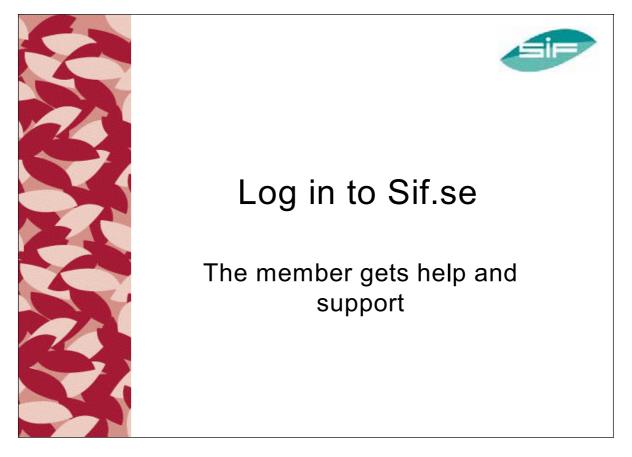


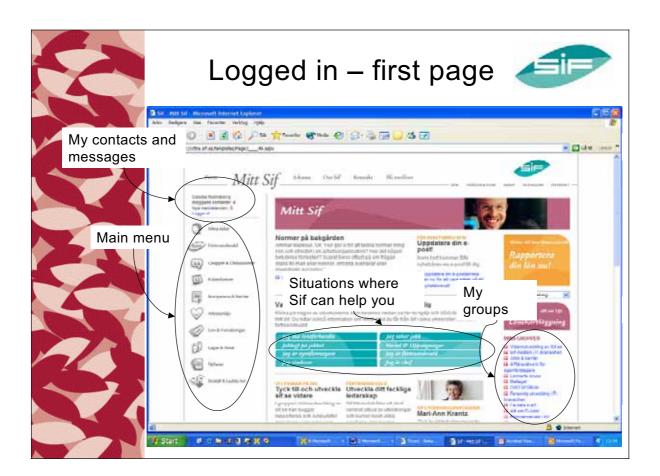




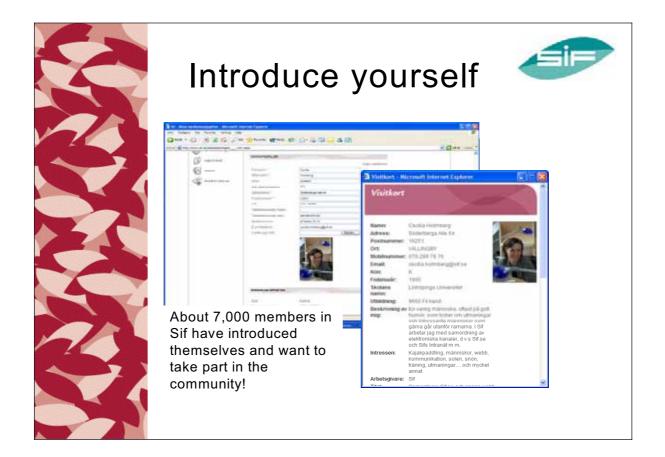


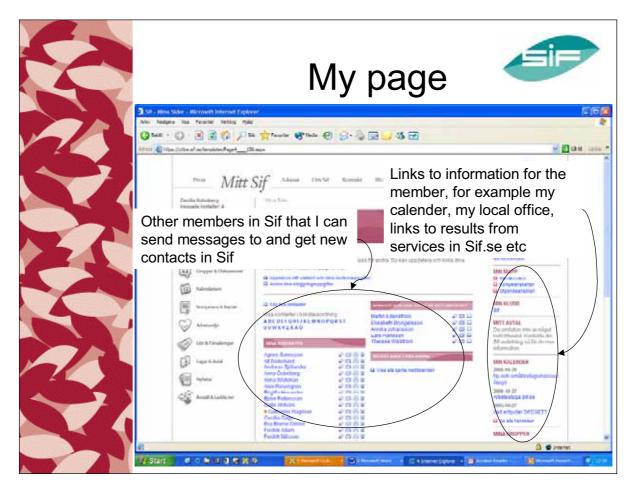


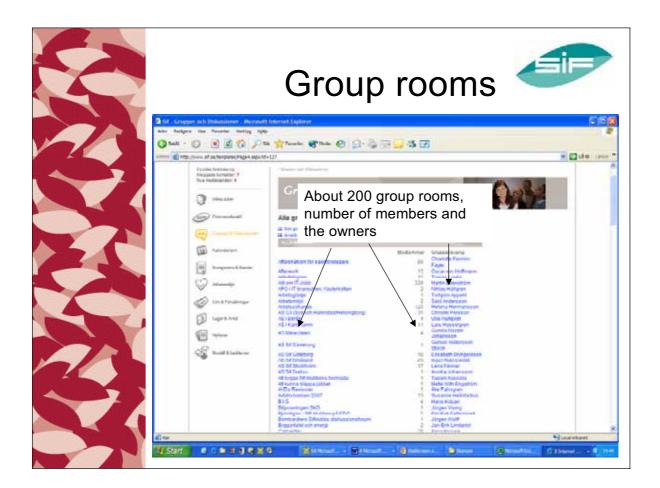






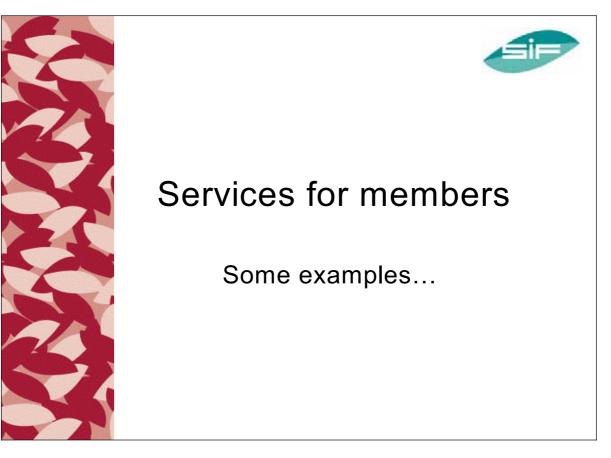




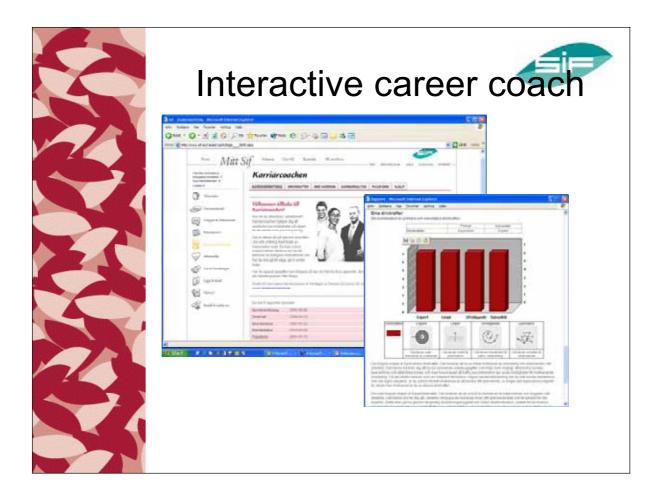


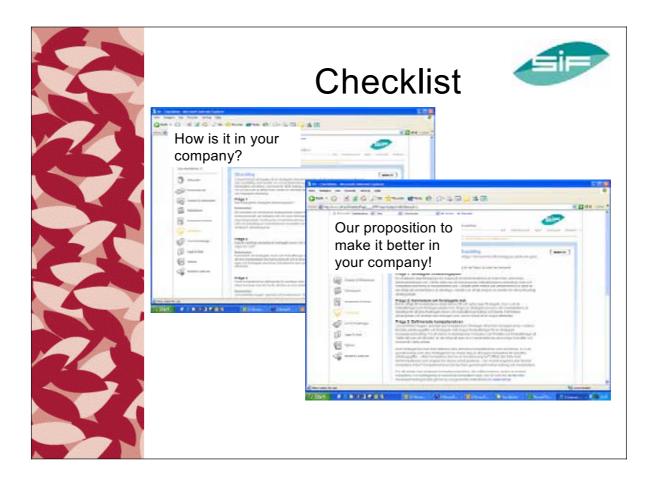






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## Building Member Power to the Bargaining Table Creating a Communication Action Network Gregory Junemann – IFPTE, USA

IFPTE was originally organized in 1918 by a group of engineers and designers who worked as civilians for the US Navy. They actually organized themselves by mailing letters of support to one another and ultimately filed for national certification. The union continued to exist by representing only these types of workers until the early 1950's, when the union added engineers and designers working for private industries, both in Canada and in the US. Finally, in the early and mid 1960's, the union began to organize workers in US cities and states.

Throughout most of its history, our union was not very aggressive in organizing. This finally changed in 1994, when our union elected a slate of officers who were focused on growing our union, both in size and strength.

Our new growth efforts began with a program called "Extend the Invitation" (ETI). This program was intended to increase the internal growth of our union by focusing on campaign strategies based on establishing and meeting attainable, measurable growth standards within specific timelines. The ETI program also provided escalating incentives to individual IFPTE locals, and provoked some competition between them.

This program was replaced a few years ago by our Communications Action Network (CAN) program. While the ETI program is based on a few dedicated individuals doing a large amount of the work involved, the CAN program works best when as many members as possible are involved. The CAN program is based on the assertion that says, "If everyone does a little, no one person has to do a lot."

As the CAN program became more popular in our union, we decided to produce a training video to help any of our locals that want to use the program. The national union's video is still in final production, however, one of our locals that has successfully used the program created the following video for its own use. They agreed to let us use it to show you how the CAN program works.

The video was produced by IFPTE Local 17, one of our largest local unions representing professional workers in Seattle and throughout Washington State. The narrator is Allen Yamaguchi, the President of Local 17 and one of our union's National Vice President. All of the performers in the video are also members of IFPTE Local 17.

#### Video Script

Lydia: Hey Steven.

Steven: Hey Lydia, I haven't seen you for a while. How is your day going?

**Lydia**: I feel like I'm busting my butt for this place, and they don't seem to want to recognize my hard work. It's tough for me to feel good about the job I do when management is not supporting my co-workers and I.

Do you know what's going on with contract bargaining?



Good communication can make the difference between winning a fair contract or settling for one that fails to achieve our bargaining goals as union members.

Strong communication networks educate union members about contract issues and empower them to participate in the process as a team.



Effective communication means that each member receives updates on the process of contract negotiations and notification about member activities.

Communication can occur on many levels using many methods including: surveys, newsletters, web pages, e-mails, phone calls, bulletin boards, meetings and much more. Creating a Communication Action Network—a CAN— enhances the process so that every member is included and can speak about member issues.



Whether the action is packing a City Council meeting, wearing a union sticker or voting on the contract, there is power in numbers and you can make solidarity work for you with a Communication Action Network. This video will explain how a CAN works and help you create this type of network structure in your workplace.

Member interview:

I felt that was one of the things that allowed us to negotiate a fair contract for health care benefits.

It maybe something as simple as saying that we are going to wear red on pay days, or it maybe here's what's happening with contract negotiations, we really need to get people to email the city counsel, the mayor, we need to get information out to the people so that they understand a little more what's happening.



A Communication Action Network involves one-to-one communication. It starts with a lead group who works closely with your union representative to set up a structure that works for your unit. The network functions much like a phone tree, except communications will ideally be face-to-face.

After a lead group is formed, that group plans how each member will contact other members. These members form the second level of the CAN. The people in the second level in turn, communicate with more members, and so on until all members have been reached.

Keep in mind that geography, number of members, schedules, traditions and common sense will dictate how your network will function. Your team will have to tailor your communication network to meet your unique workplace structure.

#### Member interview #2 City of Seattle:

#### Member

The network has brought our facility together because we have about five or six difference buildings here in the facility and we are all members of this local but there are not a large number of us so it has brought us together and we are all working on the same goal trying to get our new contract ratified.



When you customize the network for your situation, there are a few basic principles to keep in mind.

First - To avoid overburdening members in the network, no member anywhere in the network should have to talk to more than five members.

Second - The communication should be two-way: news travels down the network, and feedback about the contract or other issues should come back up.

3) At first, don't worry too much about how you will use the network. Focus more on getting it set up and identifying people in each workplace that can serve as communicators.

4) Later, you'll be able to brainstorm actions to take using the network, such as filling out surveys or communicating about other union activities.

Fifth - Work with your union representative to learn about your rights regarding workplace union communications.

Finally, building these networks can be a challenge. Don't expect or insist on perfection. Consider the effort a constant work in progress and before you know it, your CAN will amaze you with how well it works.



Members' experience working in a communication action network will be varied. For some, it may be the first time they have had active, two-way communication with the union as part of the bargaining process.

It will take some effort on your part to get co-workers up to speed; to help them see their role in the union; and understand how important their participation is in achieving success on issues that matter to them, like health care benefits.

This clip illustrates how you might involve a co-worker in a CAN.

Scene: (The role-play takes place in an office break room).

#### Video Script

Lydia: Hey Steven.

Steven: Hey Lydia. I haven't seen you for a while. How's your day going?

*Lydia:* Better than yesterday. I feel like I am busting my butt for this place and they don't seem to want to recognize my hard work. It's tough for me to feel good about the job I do when management is not supporting my co-workers and I. Do you know of what's going on in contract bargaining?

Steven: No, I hadn't heard. What's going on?

*Lydia*: I'm in a union communication network and I'm hearing that bargaining is not going well. Of course there are many issues, but the biggest one is maintenance of our health care benefits. Management wants to gut our current health benefits and make us pay all future cost increases.

Steven: Wow. I hadn't heard.

*Lydia:* Management is not seeing the importance of maintaining an affordable health care package and seems to be turning a deaf ear towards wage concerns. We need to work together to pressure management to take our issues seriously.

Now, I am involved in a union communication network and it has really been helping to keep me in touch with what is happening. One of the actions we are taking to show management that health care and wages are important to us is taking place next Tuesday. Are you interested?

Steven: What do I have to do?

*Lydia*: *Just wear a sticker on Tuesday. It will show you are part of the membership and support affordable health care and better wages.* 



The conversation that follows could be about recruiting Steven to help with the Communication Action Network or it could be more of an educational conversation, depending on the response you get.

*Steven: Well, I don't see w*hat wearing a sticker has to do to help with our contract? I think management treats us pretty well; I think we have fair wages and a decent health care package.

*Lydia:* We have decent wages and health care because of what we negotiated in the past. That is why it is so important that we work to maintain our benefits and wages. Unfortunately, management is trying to force us to double our current out-of-pocket health care expenses and doesn't seem concerned that our pay is falling behind our peers. Our bargaining team just can't win this tough battle alone.

## The increased health care costs means I take less money home and I would be moving backwards this contract instead of forward. My family can't afford a wage cut this year and we shouldn't have to.

Steven: Yeah, no kidding.

*Lydia:* I am going to be wearing my sticker on Tuesday to show my support for affordable health care, better wages, and our fellow union members. Will you wear a sticker?

Steven: Well, I still don't see how wearing one little sticker will help our contract

Lydia: It's about communication.

When management sees us all wearing the sticker on Tuesday it is like wearing a uniform that shows we are all on the same team and we are organized and ready to work to maintain our wages and health care.

Then every Tuesday, like clockwork, we will do another union activity, so that we continue pressuring management to support us in the work we do. We might write letters to the Mayor or stage a lunchtime rally.

But the first step, for now is a show of visual solidarity with every member wearing a sticker on Tuesday. Who knows what the impact will be, but we know what will happen if we do nothing. This plan can work.

Steven: All right. I'll take one.

Lydia: I'll give it to you first thing Monday morning. And I can count on you wear it?

Steven: Yes.

*Lydia:* That's great! You'll see, management will notice. We'll keep you posted about next week's action and maybe you can help get the word out.



You may get resistance—lots of it, but the key is to keep educating and involving as many people in the communication network as possible. With communication, members will learn to understand their role in achieving the best wage and benefits package possible.

The real power of the union lies with people working together with common goals. When we work together, our collective unity enhances our power and ultimately what we can achieve in bargaining. (End of video script).

As the video shows, we successfully used the CAN program to aid us in bargaining a fair contract for our members working for the City of Seattle.

We also used the CAN program in a successful election to overturn a union decertification among our members working for Spirit Aviation in Wichita, Kansas.

We used the CAN program to build membership support as we were preparing for bargaining for the engineers working at United Airlines and for the engineers and technicians working at Boeing.

Last winter, we used the program to build our leadership base in one of our largest locals operations in Toronto, Canada. This increased activity within membership proved to be essential as we went through a strike that lasted fifteen weeks throughout this past summer.

Finally, we again used the CAN program last month to help our members in New Jersey win an election in a potential raid from another union.

As the video shows, the CAN program ensures that our members own the organizing campaign because they run it themselves. The CAN campaign coordinators work from a timeline, by which they decide when messages will be communicated within the membership. The CAN coordinators monitor assignments and decide what materials are to be distributed among the members. Strategic considerations such as tone of the union's message and intensity the union's tactics are factored as the CAN team members provide feedback from the various worksites.

As the CAN program progresses, team members contact their co-workers either on the job or outside of the workplace to monitor the ongoing strength of the campaign. Because the program is geared toward

working simultaneously both inside and outside of the worksite, the CAN program will work with large and small unions and unions that are staff-driven or member-driven or that depend equally on both.

While no program can address all the problems involved in member to member recruitment, my union has found the CAN program has delivered for us. The CAN programs works to recruit new leaders and to build our membership base, all while involving our members in running their own unions and working to determine their own futures.

## Training activists for recruitment Jean-Yves Sabot - FO Métaux, France

- The entry of new members is the aim of any trade union.
- Recruiting new members therefore is a fundamental issue.
- At FO Métaux from 1993 to 2003 membership grew by 30 per cent (final figure).
- What did we do and what will we continue to do?

This presentation is divided into four parts :

- I Trade union reality in France
- II Reasons for joining a union
- III To be a member in France: the problems
- IV Training activists for recruitment: a priority for FO Métaux

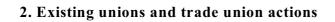


## I Trade union reality in France

#### 1. Trade unionism

- The general rate of unionisation is about 10 %.
- After a period of decrease in the seventies and eighties, the fall in the general rate of unionisation in France seems to have stopped.
- FO Métaux has recorded a gain of 30 % additional members in 10 years (position in 2003).
- The French trade union situation seems paradoxical.





- There are 5 representative trade unions in France (FO, CGT, CFDT, CFTC, CFE-CGC).
- Trade union pluralism exists at the lowest level at the workplace.
- Collective bargaining (trade unions) benefits all employees.
- In the plants, the works' council secures material advantages for all employees.
- The French social protection system is managed jointly (paritarism) between trade unions and employer organizations for the benefit of all employees.

l'affinente réferenzate



3. To be a member : what does that mean in France? No contribution is deducted by the company from the wage (no check • off). Contributions must be paid regularly to a special activist: the "collecting activist". In return the member expects to use the trade union services : • "information and defence of interests". To be a member is to choose between several competing trade unions that are generally present in the company. "I involve myself in the union and I claim it". l'affinite referenzite

### 4. "I don't pay but I get the same benefits" : the problem of the French system which does not encourage union membership.

- All employees benefit from collective bargaining carried out by trade unions just as union members do.
- They are represented by the trade unions.
- As a result, they seek to get the same benefits with the eternal excuse that they will pay one day.
- Some of them take advantage of the electoral competition between trade unions to get personal benefits.
- In the past to be a member was socially and ideologically a positive thing.
- Society today makes it more difficult to recruit new members.
- That is why the trade unions have to face this reality, in order to attract more new members .

L'efficiente réferençite



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### 1. Individual reasons for getting involved

### Involvement based on personal benefit

- Joining is the price to pay for information and the defence of interests.
- Nowadays 1 new member out of 2 could get involved for this reason.

### Involvement based on personal values

- The new member thinks that he/she has to join a trade union because of his/her own social or ideological ideas.
- This motivation has declined. Today this concerns only one new member out of ten and no more.

### Involvement based on an individual relationship

- Today the majority of the new members was invited to join a union.
- The activist's role is not felt as pressure but as help for the first step.



I affirmente reformiste

### 2. Social or cultural involvement in being a member

First, the unionization rate in France depends on State participation in the companies.

### For the private sector, three important elements:

- The rate of unionisation is highest in big companies;
- The rate is highest when competition is low;
- It also depends on the level of qualification.

### Conclusion

• The main difference is between protected sectors and highly competitive sectors.



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## **III** Difficulties of being a union member

### 1. The most obvious problems concern employees

### **Real problems:**

- Employees are afraid of something they do not know well.
- Employees are still afraid of being faced with employers' repression.
- Employees sometimes doubt trade union efficiency.
- Many employees hesitate to take the step of involvement.



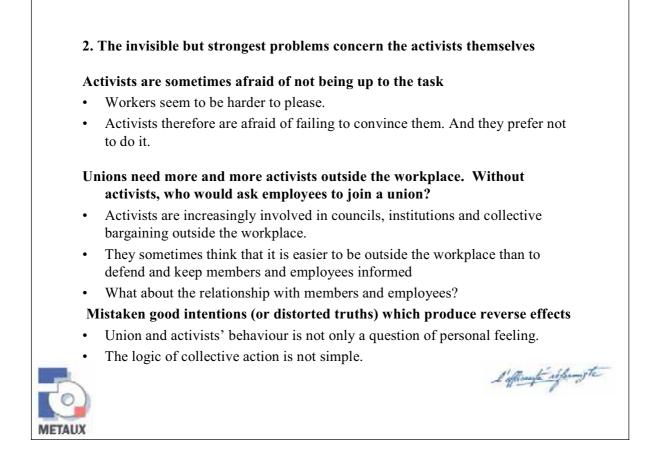
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### The alibi

- When employees think that the union helps everybody in the company, a very critical attitude against French unionism may appear such as the « stay out » strategy .
- Some examples of alibi :
- "unionism is a good thing, but I prefer to stay out because unions are divided."
- "I would like to come in but the contribution is too expensive";
- "I would like to become a member, but my wife disagrees"...



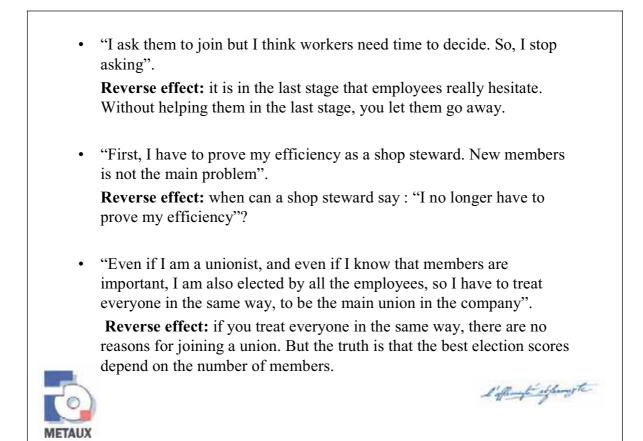
l'officent alfarmiste



### Examples of good intentions which produce reverse effects :

- "I defend, I represent and I negotiate for all employees. Later on, they will realize that I do a good job, and they will join the union".
   Reverse effect: no, they will continue not paying and get all benefits.
- "Workers are free, I have to respect them and I can't force them".
   Reverse effect: they don't respect you when they stay outside the union and get benefits. At the end, they'll think you're not so strong; does the employer respect you?
- "To ask to join a union is a question of money. I don't think it's a good way. Personal involvement is better. So I prefer not to ask to join".
   Reverse effect: if the trade union does not need money, people will think that someone else pays. The government ? Is the union independent?



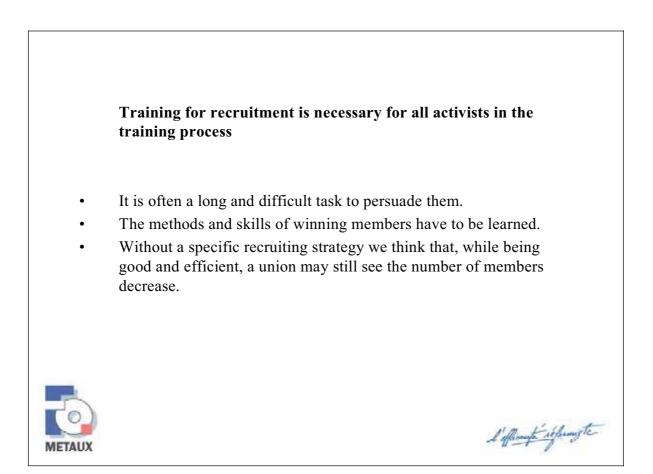


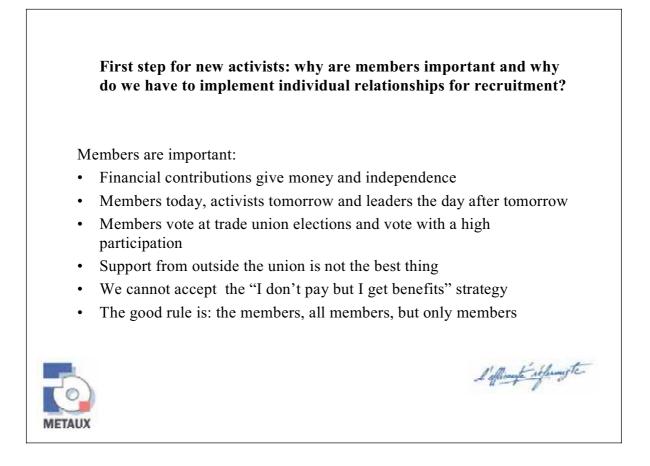
# IV Training activists for recruitment: a priority for FO Métaux

- We modernise our policies, our activities, our communication system (CDROM, website, web letter for white collar workers, etc.).
- We are increasingly present throughout the whole national territory, in union assemblies.
- Our departmental organisations are more and more efficient.
- We give more and more juridical information and analysis from our Paris office.
- But a critical factor for the 30 % increase in membership in ten years is training activists for recruiting.



l'affinite réferingte





We have to implement individual relationships for recruitment:

- Membership supposes a personal and individual relationship between two persons (an activist and an employee); they need to have a good relationship.
- Activists must go out and meet with employees.
- In case of good relationships, we should not forget that the best strategy for a non organised employee is "I don't pay but I get benefits"; he/she will prefer to be an outside supporter and join a union only if a serious problem arises.
- Even if an employee wants to be a member, he/she often waits for the activist to convince him/her and ask him/her: "Does the union really need me or not?"
- When an employee is ready to join, he/she often hesitates in the last moment: "Is it really so good for me?" "Why now?"
- It is therefore important to help the worker decide in the last stage.



L'efficiente réferenste

### Second step: how do we do it?

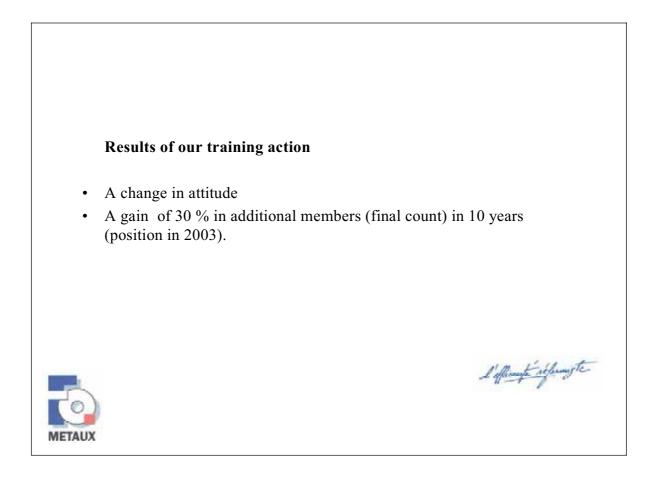
- Communication training (one week in front of other activists; one week in front of journalists)
- Recruiting project in a workplace with a member of training management
- How to retain members? Defence of interests, information, daily relationships, training

### Ideas for recruiting projects

- We implement a project only with motivated activists
- We focus on the approach process but not on the result
- Activists themselves choose their target
- The approach process is always good for the union
- We need time and training to be successful



L'efficiente referenzite



### Organising Training & Skills Roger Jeary – AMICUS, UK



This presentation follows on from two previous presentations that I have had the privilege of making to this group and which allows me to concentrate on one of the organising themes which I believe has an application across all categories of workers whether they be traditional skilled manual employees or nonmanual. Regardless of the type of work undertaken the industrial world we now live in operates globally and is subject to constant change both in terms of industrial structures and workplace needs.

The change of work systems and the constant updating of processes and technology on the factory floor and in the factory office requires workforces who are capable of adapting to change and taking on new skills. This is not only a workplace issue but a major political issue also. Education, training and reskilling are political issues where the state plays a major part both strategically and in delivery. For the trade union movement the training and skills agenda is one that provides an opportunity to raise our profile and deliver real, practical solutions that are capable of providing better job security and sustainability for our members and potential members. That is why my presentation today is focussing on how we , in the UK, are tackling this crucial issue and turning it into an organising tool.

My own union, Amicus, is a trade union brought together by the merger of MSF and UNIFI, two predominantly non-manual unions and the AEEU and GPMU, two unions predominantly manual workers. The new union has 1.2 million members spread across every industrial and commercial sector as well a large number of members working in the public sector. Almost half the membership work in manufacturing and a large proportion of those in the metalworking industries. Our organising strategies have to be as diverse as our members but there are common threads running through them. One of these is organising around learning and skills and hopefully this presentation will give you an idea of how we apply this issue to the organising agenda.



The qualification deficit in the UK has been highlighted through a number of surveys. Almost 30% of the workforce (6.7 million employees are not qualified to Level 2 (basic education standard). There are clear links established between education and skills levels and productivity and the need to establish the right skill base and supply of skilled workers to ensure that industries have a sustainable future and are able to compete in the global market.

The ability to adapt to changes processes and technologies for existing workforce is as important as the development of young people for the future. There fore government's must put in place education strategies designed to meet future skills needs. Equally employers have to accept their responsibilities to invest in training and developing their existing workforces



The UK government established Industry innovation and growth teams 3 years ago with trade union involvement. These were given the task to identify the skill gaps and future needs for each industrial sector and to make recommendations of the appropriate strategy for the industry and government.

At the same time Government reviewed the existing national training bodies for industry and replaced these with Sector Skills Councils charged with the responsibility for developing and carrying through a strategy for the sector to become known as Sector Skills Agreements. Again Trade unions are directly involved on the Sector Skills Councils alongside employers and educationalists.

The Government had also set up a Union Learning Fund in 1998 which was designed to provide funding to trade unions to progress the learning and skills agenda in the workplace. It was this initiative which provided the impetus for the trade union movement to develop its existing role in training and skills bargaining to a level which had never previously been reached.



The Trades Unions Council in the UK, the TUC, has played a prominent role in developing and encouraging individual trades unions to place learning and skills at the top of their agenda.

Through constant lobbying of government trade unions have secured statutory recognition for union learning representatives and training and skills is now part of the collective bargaining agenda in the workplace.

The University for Industry set up by the Union Learning Fund has established over 2000 Learn Direct Centres in the last 5 years. Places where workers can obtain training in key skills for modern businesses. Most courses are delivered online an over 1 million workers have been enrolled on 2.4 million course since 2000.

And the trade unions are continuing to press government for more investment and through them persuade employers to accept their responsibility. Unions are seeking an automatic right to paid leave for training for all workers; and for government to place a levy on those employers who do not voluntarily invest in training for their workers.

The trade unions through their involvement in Sector Skills Councils are helping to shape the sector strategies for training and are directly involved in the development of Sector Skills Agreements which will commit employers and other stakeholders to deliver strategies designed to meet skills shortages and retraining needs.



It is against this background and some successes that the trade unions have developed and grown in areas where previously recruitment had been poor. Certainly this has been the case in the non-manual areas but it is equally true for manual workers as well. This presentation will highlight some case studies which demonstrate the impact that trade union involvement in the training and skills agenda has had on organising and recruitment.

The creation of a new breed of union representatives known as Union learning representatives has had a beneficial effect. Firstly it has provided trade unions with an expansion of activists. Workers that were not keen to get involved as traditional union representatives have taken up the role of union learning representative with enthusiasm. In the 12 months to July 2005 the number of ULRs increased by 50% to 12,000 and in the next 5 years that figure will rise to 22,000. In most cases these are additional union representatives in the workplace. In that same 12 months to July 2005, 67,000 people used trade unions to access training at work and 278 workplace learning agreements were signed by employers and unions. More than half the union learning representatives work in the private sector, many of them in metalworking industries.

Interestingly and a welcome bonus, new Union Learning Representatives provide a more diverse and representative make up of union representatives with over 60% of new ULRs being women.

But most importantly is the organising benefit derived from this initiative. Research commissioned by the TUC has shown that trade union membership is on the increase in workplaces where unions are promoting learning and training at work. The research also shows that unions enjoy a stronger standing in the workplace where they have reacted to the learning needs of the workforce. The perception of the union improves amongst all employees and the union-employer relationship improves in companies where learning reps play a strong role.

My own union has taken the process a stage further and has appointed full time Learning Organisers. These employees of the union operate in the different regions of the UK and have the responsibility for building trade union organisation around the learning and skills agenda in the workplace. They are responsible for recruiting new union learning reps and training them to undertake their role in the workplace. They will also assist with negotiations with the employer to establish learning and training agreements.

All of this is designed to deliver training opportunities to the workforce whilst at the same time raising the profile of the union and showing the union to be relevant and capable of delivering real gains.



The following are a number of examples which help demonstrate the diversity of campaigns and range of activities which form part of the organising agenda around learning and skills.

### **Amicus Helping Migrant Workers**

Amicus established a learning centre in Bangor, Wales to assist the local community, including migrant workers, with their learning needs. The project also successfully raised the profile of the union in the targeted communities, and many migrant workers visited the centre. The local Amicus Regional Officer, John Hamilton, stated: *"Through effective partnership we have been able to lay the foundations for supporting migrant workers."* 

### **Amicus Foundation Bursaries**

The Amicus Foundation has introduced a new system of bursaries put together in conjunction with its Education Department. Applicants to Higher Education will receive payments of up to £800 and those applying to vocational courses £400. Applicants must be fully paid up members of Amicus for a minimum of six months.

### **Amicus Paid Education Leave Campaign**

In 2005 Amicus sent out 1200 questionnaires to its members in order to inform a campaign on paid educational leave. Amicus is campaigning to make paid leave for training and education courses a legal right. At present many workers cannot fulfil their full potential because they are unable to find spare time outside of work which they could dedicate to learning.

It was clear that some employers were not prepared to give staff time off to train even if it was job related. In fact over a quarter of those surveyed were not given paid time off to train even when it was of direct benefit to their employer. What the survey also showed was that if paid time off were made available to employees, two thirds of respondents would wish to undertake job related training. Furthermore, over 83% of respondents indicated that they would be prepared to match paid time off to train within their own time.

### **GPM Sector National Skills Initiative**

The GPM Sector of Amicus obtained £1.22m from the Union Learning Fund (ULF) for two years to develop and implement a national strategy for Lifelong Learning in the printing, packaging, papermaking and publishing sectors. A team of workers dedicated to carrying out this strategy was appointed including eight regional skills coordinators. The following themes informed the initiative: Skills for Life, Professional development, educational opportunities through partnership, building bridges to further higher education, information, advice and guidance (IAG), equality, modern apprenticeships, increasing the number of skilled women.

Amicus Finance sector workers' (Unifi) national learning agenda focused on building growth and influence for members by developing workplace learning opportunities. The finance sector industries are particularly vulnerable to change bought by globalisation which has resulted in many job losses. Expanding learning services gave more members the opportunity to develop their skills and meet the challenges brought by industrial change. Developing lifelong learning in the finance sector has also attracted new members who appreciate the benefits of learning. A learning project worker on Unifi's UniLearn team, Lesley Hambrook, stated: *"The organisational benefit is not just anecdotal – we have hard evidence. We estimate that we have recruited over 1,000 members in the last 12 months from work resulting directly from our national Union Learning Fund project."* 

Whilst these case studies range across all sectors the principles can be applied equally to metal working industries.



This presentation has sought to demonstrate the benefits of a positive and pro-active approach to learning and training in the workplace and the ability to deliver real organising gains as a result. To conclude I would like to share with you the seven steps to successfully organising around the Learning agenda.

### 1. Value learning

Learning and organising are both important in their own right. If members feel that learning is simply being 'used' as a recruitment tool, it will probably be less successful. Every workplace is different, and in planning your learning project remember to value learning for its own sake.

### 2. Plan for growth

When planning your workplace learning project, remember to think about how you can maximise its potential to strengthen workplace organisation or attract new members.

Develop a learning plan or strategy which reflects what members want, not just what management wants. On multi-union sites, try to have an agreed learning strategy with other unions.

Make your learning initiatives sustainable - this will mean new members are more likely to stay in the union.

### 3. Map your membership

When developing your workplace learning project you will need to find out the specific learning needs and issues of your members or potential members. Consider doing a learning needs survey. Think about the particular needs of new groups or members such as young, graduate, ethnic minority, casual or women workers.

This process will raise the profile of the union. Use your mapping exercise to identify areas of strength and weakness for union organisation in your workplace: Where are your members/non-members? Are men more likely to join the union than women (or vice versa)? Are some departments or sections better organised than others, and if so why?

### 4. Mainstream learning

Union Learning Reps can help ensure workplace learning is both union-led and sustainable - and they can also make a massive difference to union organisation in a workplace. Maximise the impact of ULRs by thinking about how best they can work alongside existing reps and stewards, get involved in and support existing workplace or branch structures, and contribute to the wider work of the union.

### **5. Negotiate a learning agreement**

Negotiating a learning agreement helps embed learning in the workplace and secures employer commitment to supporting lifelong learning and skills. Working together, Union Learning Reps and Stewards can ensure that workplace learning projects and initiatives support the wider work of the union in the workplace, company or organisation.

### 6. Publicise your successes

Union-led initiatives around learning and skills 'add value' to the union card and are a great showcase for the positive work that unions do. Make sure that members and non-members alike are aware of your successes, and the role the union has played in delivering your learning project or activity. So publicise what you do.

Think about how non-members can be included in learning. Non-members often join the union as a direct result of positive work on learning - and enthusiastic learners are great advocates for trade unionism.

### 7. Encourage members to play an active role

In the UK, some 30 per cent of Union Learning Representatives are brand new activists. Think about how a workplace learning project or activity can be used to encourage more members to play an active role in the union.

Lifelong learning can't be 'done' to members - think creatively about how members can be engaged in the project or activity. Many people who come into union activism via learning then go on to other roles within the union.

### A collective agreement – a tool for approaching new members Judi Olsen – Co-Industri, Denmark

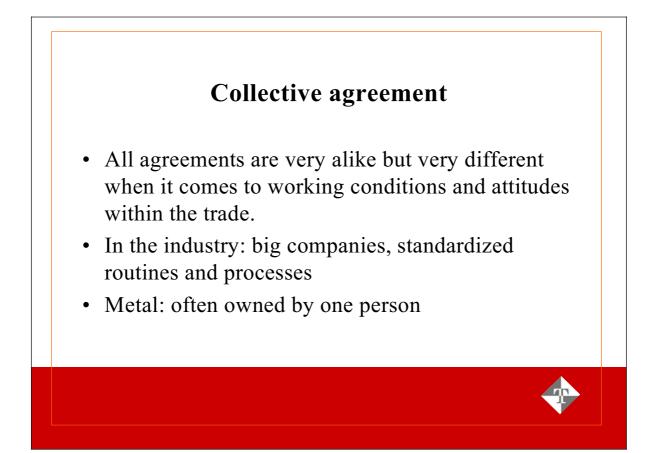
# Danish Association of Professional Technicians

- Target groups few in each workplace
- Wide range of occupations
- 8 different trades
- Central office and 13 local entities
- Deep-rooted and diversified approach to local labour market

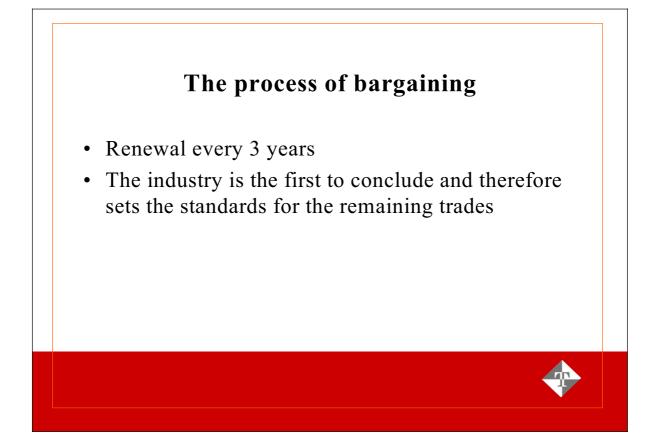








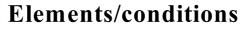




# The process Initial preparations Presentation of demands Negotiation in subgroups ( pension, work environment, etc....) Top representatives Agreement or conflict If conflict .. Very very rare. Intervention of government

# **Elements/conditions**

Pension (private 10-11) public (16-17) Vacation (5 weeks and 5 days) Work hours (37h inclusive/exclusive lunch) Overtime Further education (14 days in private companies ) Dismissals



- Shop stewards
- Working environment
- Maternity leave
- Other kinds of leave
- Working abroad
- Transport
- Themes

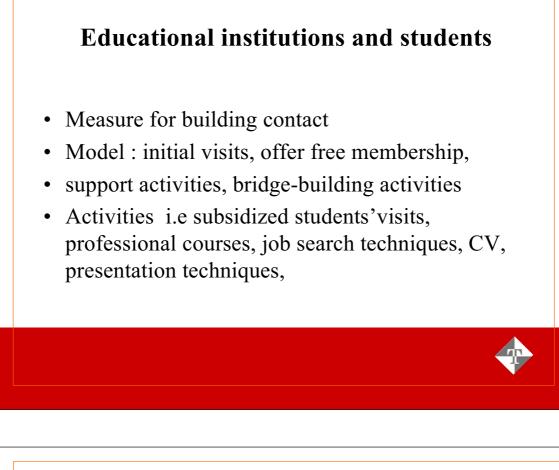
Teknisk Landsforund (TL) spent more time on interpretation and implementation of the framework than on the negotiation process













# Conclusion

Collective agreement is fundamental - but you need supplementary strategies within the framework of "your job, your competencies, your future"



### Membership recruitment Thomas Gundacker- GMT, Austria

Content of the report:	We The
Ablauf des Referats:	
1.) Explanation of the structure of the Austrian trade u movement	inion
Erklären der Struktur der österr. Gewerkschaftsbewegung	
2.) Means of attracting members	
Werbemittel	
3.) Recruiters	The second se
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4.) Structural problems	and La
Strukturprobleme	
5.) How do we react to structural problems?	
Wie reagieren wir auf die Strukturprobleme?	
6.) To conclude	Trap-
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GMT	www.metaller.at



The structure of the trade union movement can be best explained from the history of the labor movement. In the age of the industrialization of Austria ca. 1860 - 1870, when the steam engine (belt drive) was used for industrial manufacturing, working conditions were disastrous:

14 – 16 hours of work per day, 6 days a week, very low pay, no social security, high unemployment, etc.

People all had 7, 8, 9, 10 or more children, who all had to earn money so that their parents could somehow survive in old age or after industrial accidents. In addition, in the urban centers there were also the so-called "bed goers", that is, people who shared the same place to sleep with several other people, while one colleague slept the other worked in the factory and vice versa!

When a worker's hand was torn off by a belt drive and he could no longer work, he was simply shown the door and another worker (they literally stood lined up before the factory gate waiting for a job to become free) came in and had a job! Alcohol abuse was of course correspondingly great in those days.

The people in the factories began to join together and collected small amounts, and from that collection injured workers received a small amount of money to be able to buy something to eat for the immediate future!

That is how social insurance began in Austria!!! It was only later, when the influence of the unions increased, that it was possible to force the employers through laws to contribute to social insurance.

Unions were founded in the factories. Factory unions became increasingly numerous and that lead to the emergence of the Metalworkers' Union (covering many factories so as to better coordinate the interests of the employees in individual factories) on the basis of an association.

Union worker education associations were founded, since it was recognized that education was essential to show people that it was possible to change things, if only people wanted change enough and were willing to make an effort to achieve it!

The Socialist Party also arose from the factories and from misery (common history!!).

Nowadays, nobody remembers the significance of May 1<sup>st</sup>:

In 1889, May Day was celebrated for the first time. That was decided at the International Socialist Congress (Socialist International).

May  $1^{st}$  was used to demonstrate internationally on that day for the 8-hour day! 8 hours' work – 8 hours' leisure time – 8 hours' sleep!!!

 $\rightarrow$  A profoundly union demand!!!

You will find the rest about the association structure in the presentation.





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Should show that we cooperate well with our works councilors in enterprises! Blue- and white-collar workers pursue the same goals!

Of course, we also have works councilors who are not union members, but fortunately not many! In a few cases there are also works councils that have been appointed by management so that the union cannot elect one!! Those are the so-called "yellow works councils" (from history: inter-war period in Austria)

<u>Benefits that you only get as a union member:</u> (in addition to the collective contract, which of course covers everyone:)

- You have received the solidarity insurance folder
- You have also received the folder "service and benefits"

Why does the collective contract cover everyone and not just members? (Not legally declared, but from logical practice)

Imagine, in an enterprise there are 100 workers employed,

50 are union members and 50 are not members.

As of November the new collective contract will henceforth apply only to members, what would that mean?

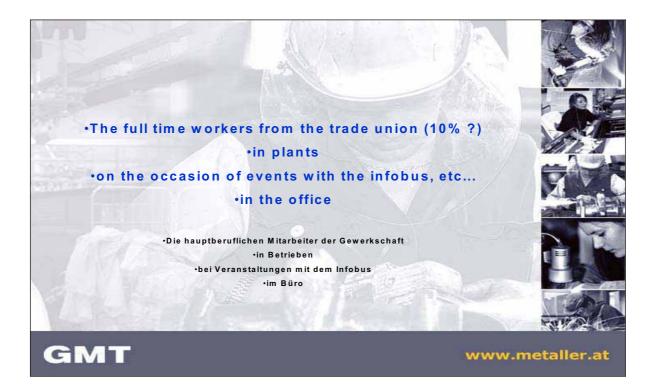
The union members would become 3.1% more expensive for the boss than non-members! What would the boss do?

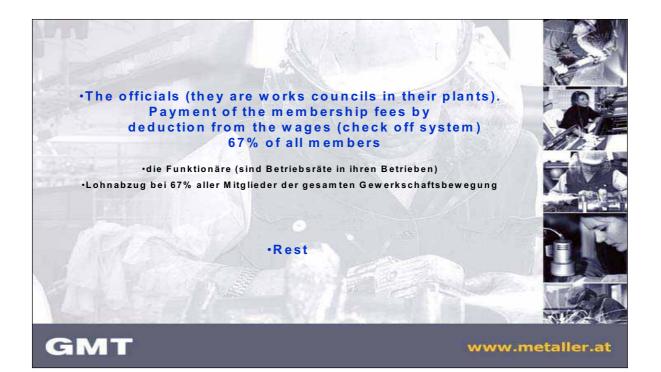
He would replace members with non-members in the enterprise!

Now you might say that now all the people will become members so that they could also get the 3.1%, but what would then happen in the unorganized enterprises?

They would then have a competitive advantage and after a couple of years the organized enterprises would no longer be competitive, and would either close or move abroad!

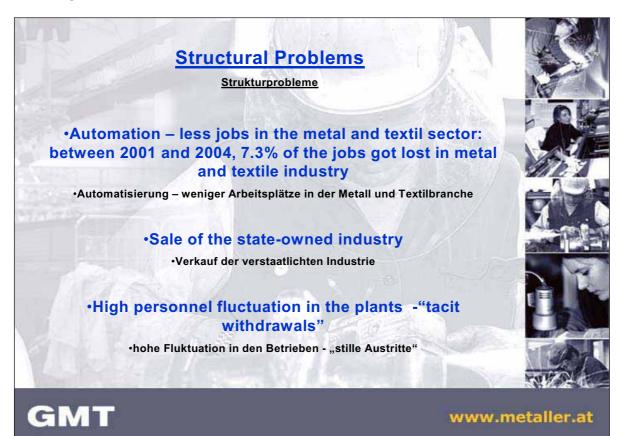
What enterprise could then be newly organized?





The works councils are the key to positive membership figures!

We must bind the works councils ideologically to the organization, a works councilor must realize why he/she should put himself/herself in an unpleasant situation (recruitment conversation) and what he/she stands to gain!!!



The sale of state-owned enterprises affects us in a number of ways:

- Right to share in decisions in those enterprises (leading enterprises)
- Personnel cutbacks in those enterprises (fewer members)
- Training ground for the union movement (and the SPÖ)

Tacit withdrawals take place because in our organization you are automatically no longer a member if you do not pay dues for 6 months! That is the usual case for withdrawals from our union! Every time he changes jobs we have to recruit the same member all over again if he/she had previously paid his/her dues by withholding from his/her pay.

Pay withholding is important, however, because with that method of payment (i)we actually get 1% of the worker's gross pay and (ii) the works councilors know exactly how many members they have in the enterprise!

In my area of responsibility this year, we had a total of 5-10 genuine withdrawals announced by telephone or letter or e-mail.





If we succeed in ensuring that

- <u>the works councilors contact all the newly entering employees in the enterprise in their first week</u> on the job, briefly introduce themselves, inform the new employees that the enterprise is organized by a union and explain the advantages (service and benefits folder, solidarity insurance, pay raises, collective contract) of membership (90% of workers contacted in their first few days on the job also join!)
  - (Attention: in rural areas the non-partisanship of the union should be particularly stressed)

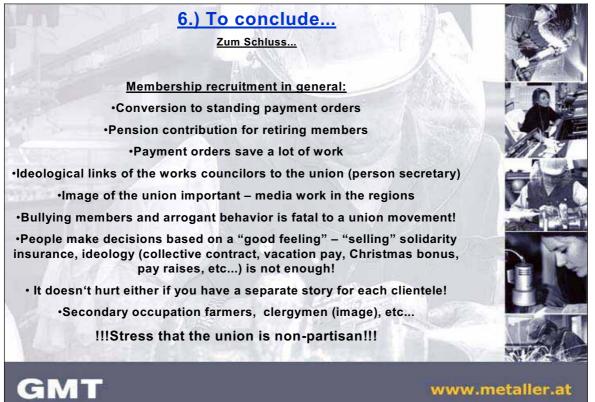
and

- the works councils cooperate with the "Tacit Withdrawal Project" in a disciplined manner, fill in their lists completely and correctly, or immediately talk to the colleagues and fill out a standing payment order and
- colleagues who retire remain members,

then I say that we will have no more decline in membership!!!







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