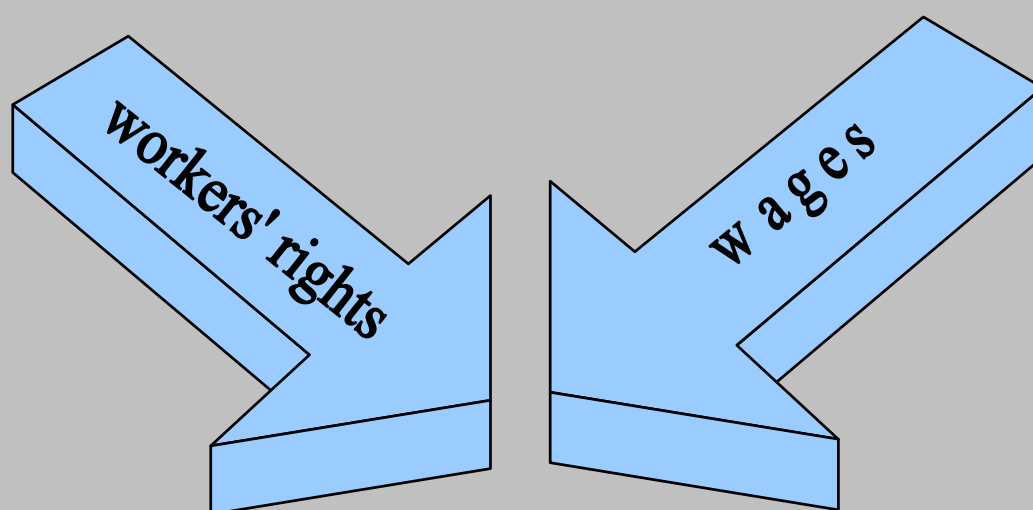
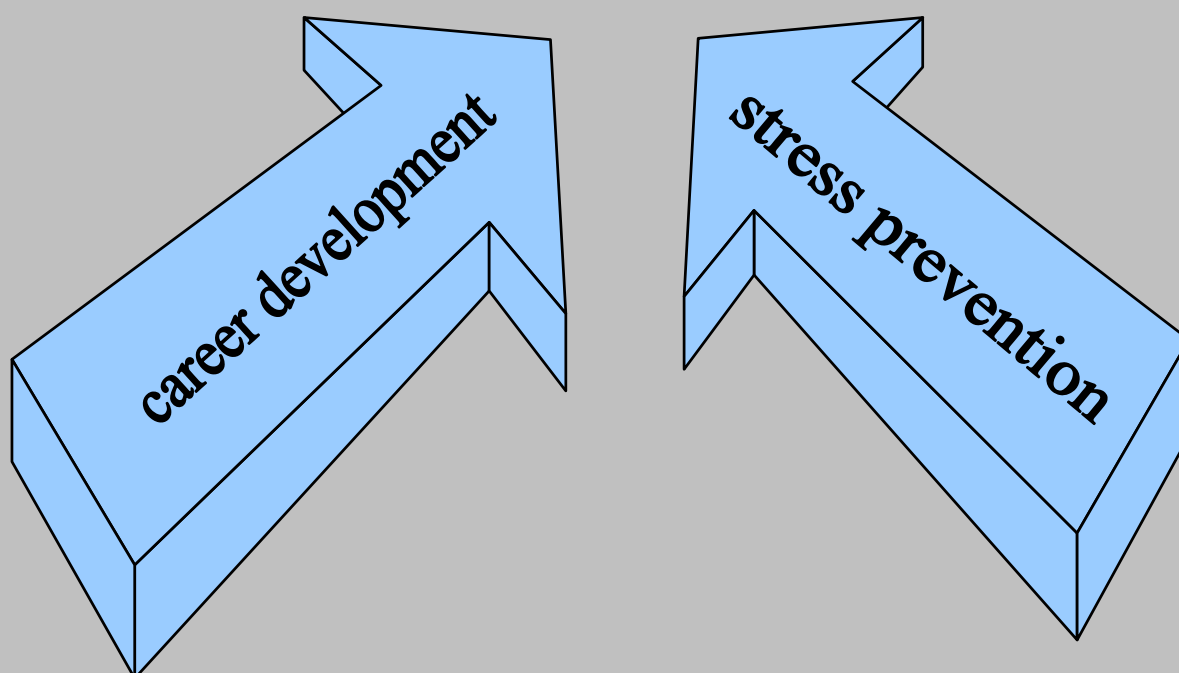




## International Metalworkers' Federation Organising Non-Manual Workers



**Join a union!**





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## **INTRODUCTION**

Fundamental to all union work is the recruitment of members. Organising is the lifeblood of the labour movement and has always been top priority for unions throughout their history. Traditionally, however, industrial unions throughout the world have put the emphasis on the recruitment of production workers. As facts bear out, union density is higher among manual than non-manual workers<sup>1</sup>. With the exception of unions which represent exclusively non-manual workers, all other organisations affiliated to the IMF have a majority of production workers in their ranks.

Yet, the structural and technological transformation of metal industries has brought about significant changes in the composition of the workforce. In some countries non-manual workers are in the process of outnumbering production workers. In the USA, almost 60% of the workforce can be found in white collar occupations. It is the same proportion in Japan. In Germany and Sweden, the percentage hovers around 45%. At Siemens, two-thirds of the workers are non-manual. As manufacturing becomes more and more technology-intensive, one can expect that this trend will accelerate and the distinctions between the two groups will increasingly blur. This raises the question about how unions reflect these structural changes in their policies and structures, and which instruments they have developed to respond to the needs and expectations of a changing membership.

The IMF does not organise workers. This remains a fundamental task of its affiliates, and recruiting campaigns can only be carried out by them. Moreover, there is no magic formula for success in organising. Priorities and strategies vary from union to union and from country to country, depending on the legal frameworks that govern industrial relations systems, traditions, historical background, etc. However, the IMF can heighten awareness about this issue, help support organising activities and facilitate the exchange of information and experience in this field.

This was the objective of the Seminar held in Eastbourne, UK, on October 8-9, 2002. Participants from various parts of the world shared their experience on organising non-manual workers, examined new recruiting tools and strategies and sought to map out a way for future work. Their presentations are included in this report. It is hoped that this will give a new impetus to the discussion and help affiliates address the issue of organising non-manual workers in their own structures.

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<sup>1</sup> Non-manual workers do not represent an homogeneous group. They include professionals, technicians and associate professionals, service workers and office clerks. This definition is based on the ILO International Standard Classification of Occupations, ISCO-88.



## New Strategies for the Recruitment and Care of White-Collar Workers in Germany

Siegfried Balduin, IG Metall Executive Office, Germany



### Sectors Organised by IG Metall (According to the Rules §1)

- Metal and electrical industry
- Extractive metallurgy, iron and steel industry
- Textile and garment industry
- Wood and plastics processing industry
- Information and communication industry (partially)
- Students (if they will work in the metal industry or in the information and communication sector)



### Trade Unions in Germany

- Principle since 1949: one union for one industry, one union for all democratic, political and religious convictions
- No relevant, separate unions for white-collar workers (exception until 2001: German White Collar Workers' Union, DAG)
- Dominance of regional collective agreements
- Workers' representation by works councils is guaranteed by law in companies with a minimum of 5 employees
- Works council members do not have to be union members, but more than 82 % (1998) are members of IG Metall
- Close cooperation between works councils and unions
- Union prerogative: works councils are not entitled to regulate the contents of collective agreements (in particular remuneration, working hours)



## Union Membership

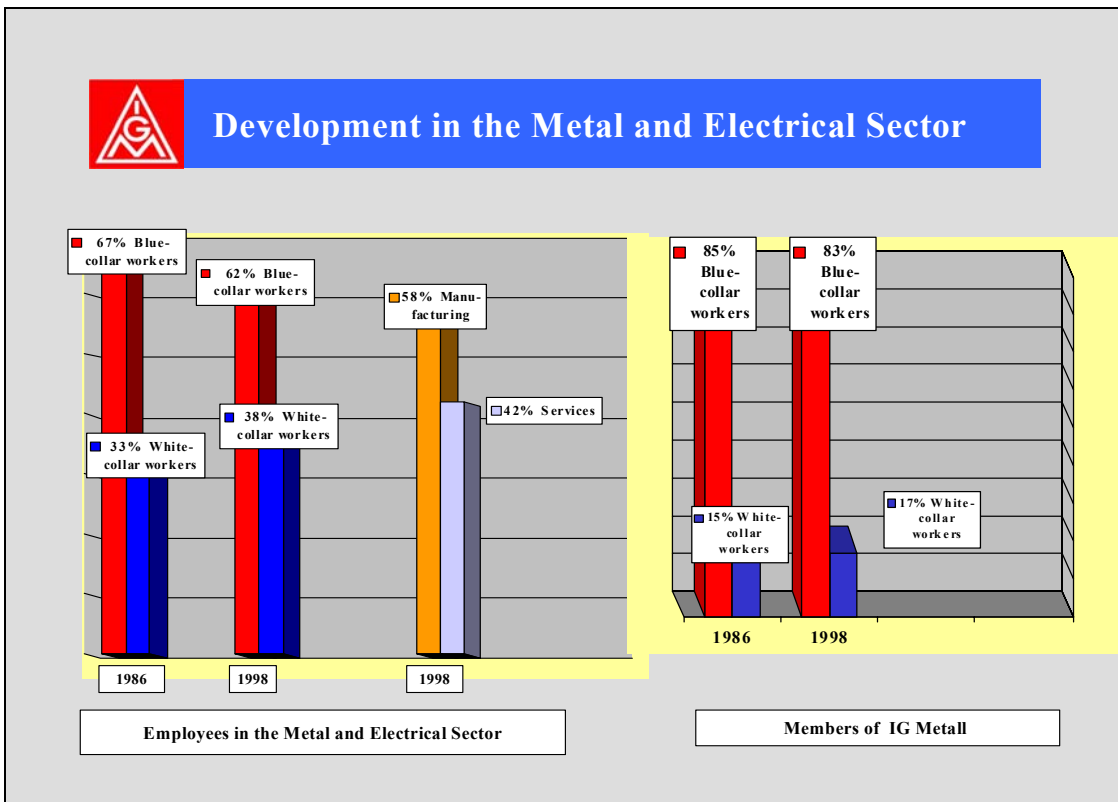
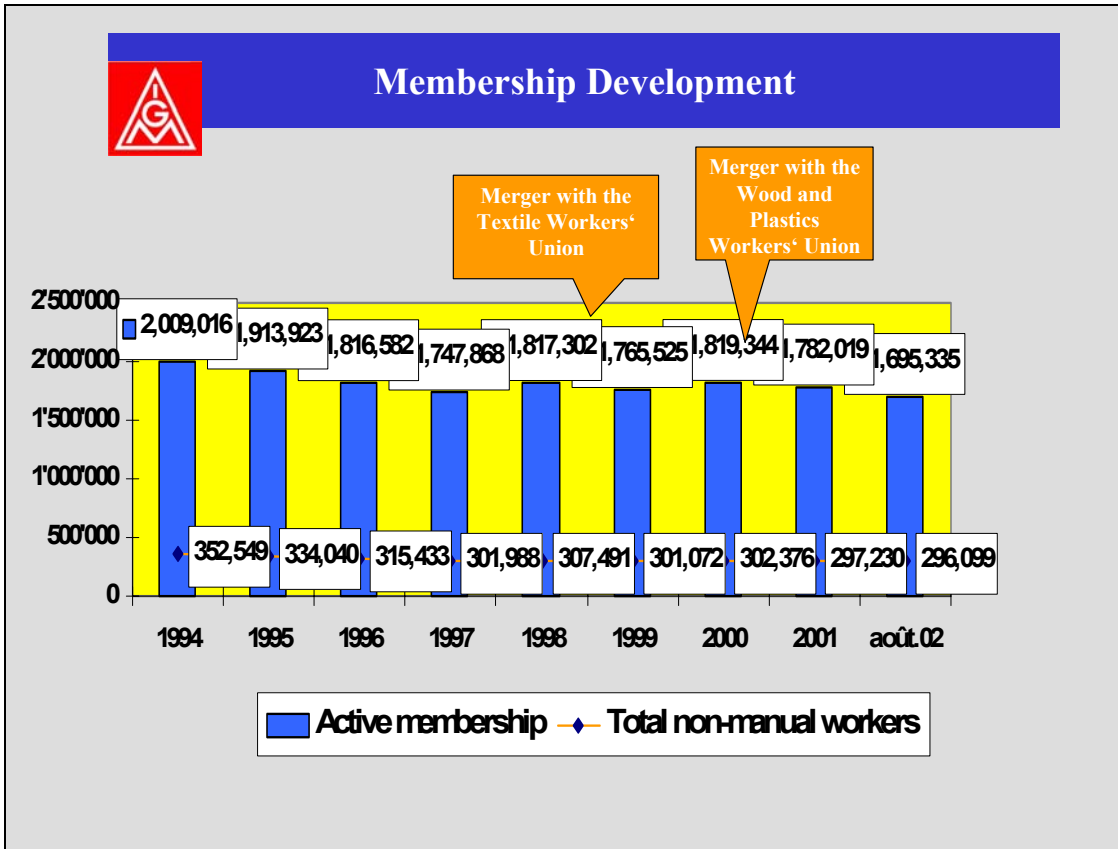
- Is voluntary (no „closed shop“)
- Blue- and white-collar workers, apprentices, students, unemployed workers, retirees
- Monthly membership dues amount to 1 % of an employee's gross pay (apprentices, students, unemployed workers and pensioners pay less)



## Number of Members (as of August 2002)

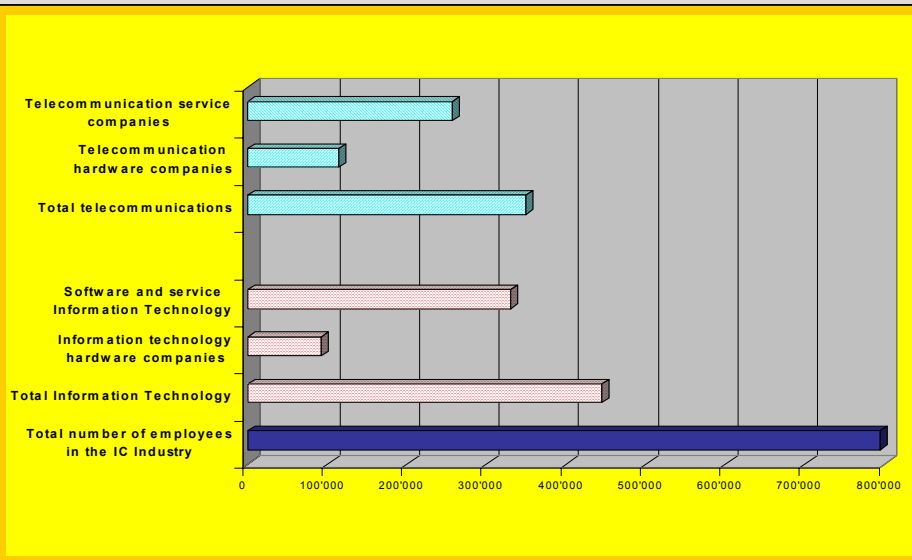
<b>Total</b>	<b>2,651,864</b>	<b>100 %</b>
<b>Employed members</b>	<b>1,695,335</b>	<b>63.9 %</b>
<b>White-collar workers</b>	<b>296,099</b>	<b>11.2 %</b>
<b>Blue-collar workers</b>	<b>1,449,423</b>	<b>54.7 %</b>
<b>Unemployed members</b>	<b>302,973</b>	<b>11.4 %</b>
<b>Women</b>	<b>495,410</b>	<b>18.6 %</b>
<b>Pensioners</b>	<b>574,318</b>	<b>21.7 %</b>
<b>Young members under 26</b>	<b>211,047</b>	<b>7.9 %</b>







## Information and Communication Industry



## Determining IG Metall's Position in 2002 After an Intensive Debate on the Future

### Organising white-collar workers – a key question for the future of IG Metall

⇒ A double challenge for traditional industrial trade unions

- To attract young people
- To organise white-collar workers:
  - White-collar workers in manufacturing
  - Industrial services providers
  - Information and communication sector



## Making Unions More Attractive to White-Collar Workers

- **Changes in needs and expectations**
- Autonomy and self-determined organisation
- Vocational development and further training
- Individual differentiation of one's private and professional life
- Transparency and participation
- Performance development and performance fairness
- **Changes in working life:**
- Direct confrontation with markets and customers
- Ambiguous character and heterogeneity of modern working life
- Hitherto unknown performance pressure
- Need for permanent further training
- Increasingly insecure employment perspectives for all groups of white-collar workers
- Illusions about the „New Economy“ have faded away



## Modern Trade Unions – Counterforce and Service Provider

- Collective regulations for large groups with common interests (solidarity)
- Increasing need of collective protection and reference standards due to new contents of regulations
- Individual help and support are increasingly important in modern working life

IG Metall → Competence for Employment ← Model



## Training: Vocational Development and Qualification

- The right to qualification must become part of collective agreements and the law. Furthermore, there is a need to
  - extend models of working time accounts,
  - extend the scope of employment protection (e.g. temporary reduction in working hours with accompanying training measures)
- New benefits for members
  - Special information (e.g. guidebook on work contracts, pay comparisons)
  - individual counselling (analysis of vocational potential, personal/group counselling, information on stays and contacts abroad)
  - Further education offers that help shape one's personality
  - Introduction of programmes: Job-Navigator – a vocational guide
  - Project "Let's get started" at Vodafone D2"



## Work Hours and Working Without End

- The different aspects of this subject should be summarized in the working-time initiative "Working Without End - My Time Is My Life"
- Great success since 1999, in particular among white-collar workers
- Preparation of a second phase "Shaping and Changing"
- Increasing need of new role models and of new collective reference standards and regulations concerning
  - Compatibility between children and job
  - Overtime compensation through time off also in the form of leisure time blocks
  - Work-Life-Balance
  - Preventive health measures
  - Eligibility of different working time models in different phases of life
  - Agreement on working time accounts
- Developing good examples
  - IMF Project on Stress Prevention
- Accompanying offers of information exchange, internet-communication, individual guidance and further training



## Prospects for Work With Target Groups

Work with target groups:

- ⇒ Is gaining importance
- ⇒ Networks and activities that concentrate on target groups have been established successfully
- ⇒ The focus is currently on
  - Engineers/technicians in research and development,
  - manufacturing and services
  - Information- and communication sector including call-centres
  - White-collar workers in higher technical and leading positions (white-collar workers exempt from collectively agreed terms)
  - apprentices
  - students, university graduates (participation in trade fairs, among others)



## Reform (-ability) of (Industrial) Unions

- Activities specifically aiming at white-collar workers in manufacturing and in the services sector must be increased.
- There is an increasing demand for innovative protective policies and for individual employment services.
- The individual employee and the differentiation of interests should become the focus of attention.
- The employees concerned should be turned into participants.
- A platform for a differentiated work with target groups should be created.
- The internet should be used as an interactive medium of information and communication.
- Attractive forms of honorary work should be developed.
- Union officers and honorary union representatives should be recruited accordingly.

## **Organising into the 21<sup>st</sup> Century Opportunities and Challenges in the UK Metalworkers' Sector**

**Roger Jeary – National Secretary Amicus, Manufacturing, MSF  
Section**

### **Introduction**

As an introduction to the presentation, it is important to identify organising as the lifeblood of the trade union movement and in Amicus MSF this has been our number one priority for many years. With regard to the non-manual workers in the UK, the main unions are Amicus, TGWU, GMB and ISTC and we have seen a development of organisation across white collar grades since post war as previously small specialised unions have merged into larger general unions such as AMICUS.

AMICUS is a new union formed at the beginning of 2002 through a merger of MSF and the AEEU. This now makes us the second largest trade union in the UK and the largest in the metalworkers sector of manufacturing.

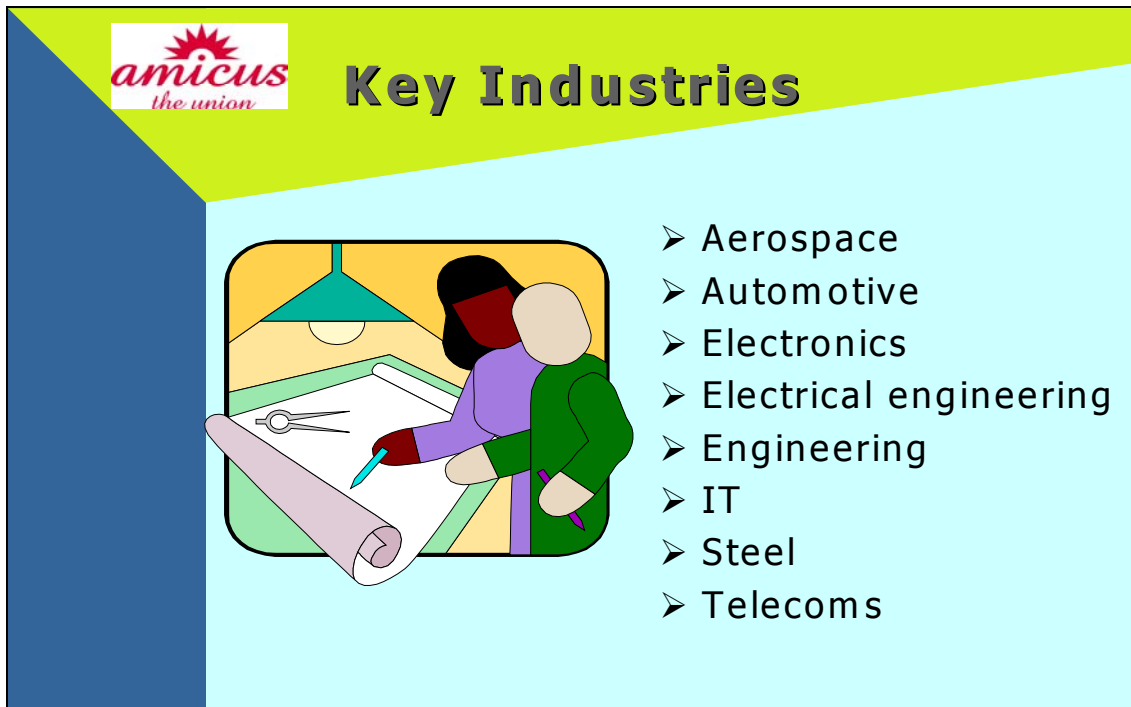
The growth of technology will increase the percentage of non-manual workers in the sector and the survival of trade unions across the world in the metal working sector will depend upon our ability to attract and organise non-manual workers. We have to recognise that non-manual workers are not necessarily automatically attracted to trade unions, we have to demonstrate our relevance and show that there is a need for membership of trade unions.

In the UK, collective bargaining in the sector is conducted primarily on a site basis, with national bargaining in some of the larger corporations. There is no sector bargaining as such, although we do have relationships with trade associations which provide for some informal consultation.

The presentation provides an examination of the type of industries, jobs and issues in this sector in the UK, and the tools and methods which we use to organise non-manual workers.

## Key Industries

It would be wrong to treat the metalworking sector as a homogeneous group of industries. The range of industries covered by the sector are extremely diverse and their needs and structures vary enormously. The more traditional industries include general engineering, steel and automotive, whilst more modern knowledge based industries include telecoms, electronics and Information Technology (IT).



The graphic is a rectangular box with a yellow-green top section and a light blue bottom section. In the top left corner, there is a logo for 'amicus the union' with a red sunburst icon. To the right of the logo, the title 'Key Industries' is written in a bold, dark grey font. Below the title, on the left, is a stylized illustration of two people, a woman in a purple top and a man in a green top, looking at a large rolled-up document on a table. To the right of the illustration is a bulleted list of industries, each preceded by a right-pointing chevron symbol (➤).

- Aerospace
- Automotive
- Electronics
- Electrical engineering
- Engineering
- IT
- Steel
- Telecoms

It is this diversity which we have to understand and the range of occupations within the different industries of the workers that we seek to attract, if we are to be successful in our organising initiatives.

## Staff Jobs

Many support workers are engaged in clerical and administrative posts in every company. These range from payroll, purchasing and sales to reception and secretarial functions. They also include sales and marketing support and HR functions. What is interesting about these jobs is that they are often predominantly female, sometimes part-time and occasionally agency staff. It is also our experience that in many workplace sites when we are told that the union is well organised, the reality is that production is well organised but the office block is not.

**amicus**  
the union

## Staff jobs

- Clerical workers
- Administrators
- Managers
- IT Workers
- Technicians
- Engineers
- Supervisors/Team Leaders

Increasingly we find that managers fill a large number of posts within an organisation. Managers are workers and are often in the most vulnerable positions. Their needs are sometimes different with an emphasis on individual rather than collective services but nevertheless are a legitimate target for trade union organisation.

IT workers are today's modern technicians. They are highly skilled, mobile and young. Company's are increasingly likely to outsource such functions to the many specialist, and mainly American based, companies which provide IT services to industry.

Industry still requires traditional technicians who are engaged in drawing offices, work on special projects or in testing. These work closely with professional engineers who tend to be employed as graduate engineers direct from university.

Finally, there are the supervisory/team leader grades. These are the traditionally well-organised part of the non-manual sector. They are closest to the shop-floor and often have come from that background where trade union membership is part of the culture. As the metalworking industry changes its working practices this grade will slowly diminish as team working becomes the norm and computer checks replace manual functions. This group is probably one of the most useful stepping stones into non-manual worker organisation and our task is to equip existing membership with the tools to extend membership organisation into the other areas.



## Key Issues

In the introduction I referred to the need to be relevant. The issues which concern non-manual workers may not always be the same as those of manual workers. Successful organising initiatives are nearly always issues-based and awareness of the current topics exercising the minds of workers is a key to organising success. The list of issues referred to below is not meant to be exhaustive, but is indicative of those which members in the UK are currently raising with us.

**amicus**  
the union

## Key Issues

- Job Security
- Pensions
- Lifelong Learning/Training
- Pay Structures
- Equality
- Flexibility
- Information & Consultation
- Stress and Bullying

- **Job security** is always top of the list when surveys are carried out. Within this sector it is affected by outsourcing, mergers and takeovers as well as companies seeking to reduce costs by constant restructuring.
- **Pensions** is currently a major issue in the UK as many companies are seeking to reduce or withdraw entirely final salary pension schemes from workers. This has been brought about by the collapse in the share market where most of the pension funds are invested. Trade unions can organise around this issue by seeking both to persuade employers to review their decisions and also to campaign at government level to bring about change in pension provision overall.
- **Lifelong learning and training** is becoming an increasingly important topic as young people come into the workforce with a view to gaining skills and knowledge which will equip them to deal with ever changing needs. In the UK, the government has recognised the importance of this issue by introducing legislation which provides for statutory rights of recognition for Learning Representatives from the workforce. Amicus MSF has just appointed 10 Learning Organisers whose job it is to recruit and train workplace learning representatives across all sectors of industry. We see this as a relevant and productive organising tool for the future.

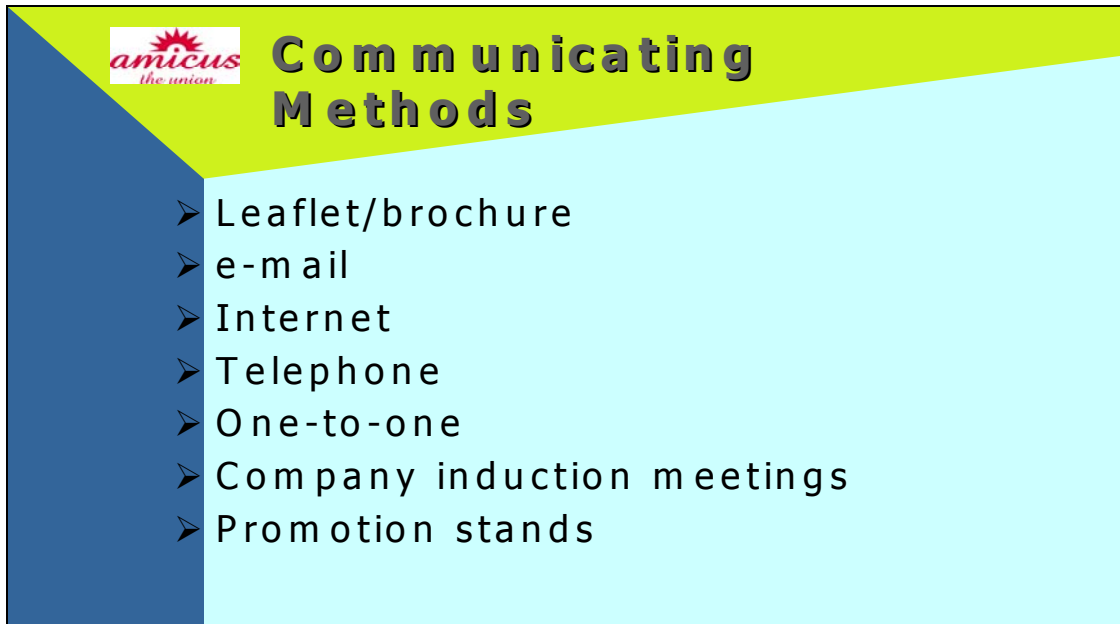
This issue is equally important for existing older workers who need greater flexibility of skills to prepare them for future job or industry changes.

- **Pay structures** are more likely to be relevant than actual pay levels. Many non-manual workers in the UK have their pay linked to individual performance and the trade unions' influence is greater in determining fair distribution of pay increases and equal treatment.
- **Equality** encompasses equal pay, discrimination issues, harassment and diversity and all play a major part in today's workplaces. The ethnic diversity of workforces and changing social attitudes requires trade unions to be aware and give a lead in good practice in these areas. For non-manual workers this requires unions to look at working time and the work life balance necessary to ensure equality of opportunity.
- **Flexibility** is a two-edged sword as it is something which employers frequently demand and yet it is also increasingly requested by workers. The issue here is control and how trade unions can assist in the delivery of access to flexible working which provides women, in particular though not exclusively, the opportunity to balance social demands with economic demands. It is also an issue in terms of working time. Non-manual workers are frequently under pressure either direct or through a long hours culture in the UK, to extend their working day to meet work demands or perception of commitment. These extended hours are frequently without pay.
- **Stress and bullying** are concepts which arise from the above and which, in the UK, account for the biggest loss of working time in industry. The organising issues here are to ensure that the causes of stress are tackled rather than simply learning how to manage stress. Equally important is to extend existing harassment legislation protection to include all types of unacceptable behaviour including bullying. Amicus MSF has been prominent in the UK in seeking to promote Dignity at Work legislation which would outlaw bullying in the workplace.
- **Information and Consultation** is the key to workers being able to organise to protect jobs and share in the strategic direction of the company. The benefits of collective consultation is a strong message to encourage workers to join a trade union and unions campaigning for stronger statutory rights to be informed and consulted before decisions are taken is a key issue around which UK trade unions are currently organising.

All the above issues are ones which have come from within the membership and this, in our view, is most important. To organise successfully around issues we must ensure that the issues come from the ground up, and not imposed from the top down.

## Communicating Methods

Getting our message across is the key to sound organising and we need to address potential members through whatever medium is most appropriate and most effective. Depending upon the type of industry, category of worker and whether we are entering a new company or extending membership in an existing one, our method of communication is likely to include one or more the following:



The graphic features a yellow header with the 'amicus the union' logo and the title 'Communicating Methods'. Below the header, a blue vertical bar on the left contains a list of communication methods, each preceded by a right-pointing arrowhead. The background of the main content area is light blue.

- Leaflet/brochure
- e-mail
- Internet
- Telephone
- One-to-one
- Company induction meetings
- Promotion stands

**Leaflet/Brochure/Poster** - a traditional but often effective method of letting people know we exist and where to find us. It is never enough on its own and will always require a follow up. The benefits of modern technology now mean that these can be produced in your office in small quantities, personalised to a category of worker, company and department.

**E-mail** - an increasingly popular method for communicating within a company enabling personal contact with individuals at a press of a button. It is particularly useful in large corporations or multi-site operations where personal contact is difficult. It is also useful in maintaining contact and keeping members informed through networking.

**Internet/Intranet** - the development of websites for the union offers easy access to information for both members and non-members. It is also sometimes possible to negotiate with an employer access to the company intranet with a dedicated union page. It must be remembered that a website will be seen by all and that design and keeping it up to date must be a priority.

**Telephone** - canvassing through internal telephone directories can be an effective organising tool. It needs good preparation and training for organisers and representatives. It also needs to be used in conjunction with other methods of follow up.

**One-to-one** - experience has shown in the UK that the reason most often given for not joining a trade union is that the worker has never been asked. This is particularly the case with non-manual workers. It is also clear that our best organising results come from personal contact. In almost all communicating strategies, personal contact will form part of the process, often as the follow up to the methods listed above.

**Induction meetings** - these provide access to new employees at an early stage of their employment with the company. It is an important organising tool in companies where we need to retain our membership penetration.

**Promotion stands/events** - a profile raising method of communication where a stand in a canteen or entrance can offer an opportunity for non members to find out more about the trade union from local representatives or full time officials. Very often such events are linked to a key issue in the workplace at the time.

### Who Recruits ?

Having decided on the issues and the methods of communication, who is it that does the work? Every person involved with a trade union is a potential organiser and recruiter, from the General Secretary or President to administrative staff. However, some are better placed to achieve constant results and this section looks at those people.



**amicus**  
the union

## Who recruits?

- Specialist Organisers
- Union representatives
- Members
- Peer groups
  - graduates
  - women
  - young people

In Amicus, as in some other trade unions in the UK, we employ professional organisers whose sole role in the union is to identify targets and initiate and support organising projects and strategies. This team of organisers are responsible for going into workplaces and assisting with the building of a trade union organisation, training representatives, designing recruitment materials, organising promotional events and recruiting, monitoring and supporting representatives. Recently we have added to this team a separate team of

Learning Organisers who will specifically target companies where lifelong learning will be the issue around which organising takes place.

Our experience shows that organising is successfully only when we have good workplace union representatives. These are the people who will recruit the vast majority of members and who are best placed to do so. They have daily access to members and potential members and are up to date with current issues in their own workplace. Existing members can be motivated to aid recruitment through incentive schemes and through describing their own beneficial experiences.

The diversity of our membership by gender, age, ethnic and social background should, wherever possible, be reflected in the people who we ask to recruit and organise. In the UK we currently suffer from an aged trade union membership, which occasionally hinders our ability to attract young and female members. Experience shows that “like attracts like” and effective organisation can best be achieved through a diversity amongst our representatives and officials which reflects our target membership.

### Case Study at Alstom

As an illustration of some of the principles outlined in this presentation, it is useful to look at our experience in part of the ALSTOM organisation in the UK. ALSTOM employs approximately 20,000 workers in the UK with its headquarters in France. Its main businesses in the UK are Power Generation/Conversion and Transport. In the Midlands at Rugby it has a large site part of which is concerned with Power Conversion.

The graphic features a yellow header with the Amicus logo (a red sunburst) and the text 'amicus the union'. Below the header, the title 'Case Study at ALSTOM' is displayed in large, bold, black letters. The main content is a list of 14 items, each consisting of a square bullet point followed by a text item and a right-pointing chevron. The items are arranged in two columns: the first column has 10 items and the second column has 4 items. The background of the graphic is a light blue gradient.

▪ Preparation and training	> organising courses
▪ Mapping the workplace	> target potential
▪ Identifying resources	> people & materials
▪ Using Intranet	> immediate access
▪ Lunchtime meeting	> social approach
▪ Personal contact	> addressing issues
▪ Raising the profile	> visits and posters
▪ Graduate recruiting	> relevance and access
▪ Using union contacts	> political power

The site representative there joined the union soon after he came to the company. He is an engineer with a degree in politics and international relations and a commitment to the trade union movement. After about a year he volunteered to become a union representative. The representative saw that union membership in his area was low and he set about developing a strategy

to address this. The key to his success was his preparation. He went on training course organised by the union and gathered relevant materials which he put together in as a union pack. He mapped the workplace enabling him to identify those areas where maximum potential was. He then set about placing a union pack on every desk which contained his contact number and information about the union. This started the process of building the union.

From this he identified more people that could assist in the organising process and started to arrange lunchtime meetings to which he would invite perhaps the local full time official or organiser. A buffet would be provided making the event a social one as well as an opportunity to inform people about the work of the union.

Regular walkabouts round the site were also a feature of the strategy which gave an opportunity of raising the profile of the union and answering questions about the union's activities in the company.

As a number of potential members were university graduates, the representative reached an agreement with ALSTOM for a slot on the graduate recruitment induction course to which he took along an existing graduate member as well as the local full time official.

He also used the union's contacts such as the local MP to visit the site again raising the profile of the union.

This approach gained significant increases in union membership and has been developed across other parts of the ALSTOM organisation. We have now established a network of representatives across 10 different sites in the UK through which ideas and information is shared on a regular basis. This has added advantages of not only equipping our representatives with up to date information but also ensures best practice when it comes to organising initiatives.

### **Organising into the Future**

In conclusion, it is important to remind ourselves of the comments made at the beginning. Organising is the lifeblood of the trade union and ensuring that we remain relevant is the key to future organising success. We have to be able to demonstrate to workers that we offer independence and influence in the workplace and that our campaigning abilities add value to a worker's conditions of employment.



The graphic features a blue and yellow background. On the left, there is a blue triangle containing the Amicus logo, which consists of a red sunburst above the word 'amicus' in a stylized font, with 'the union' written in smaller text below it. To the right of the logo, the title 'Organising into the future' is written in a bold, black, sans-serif font. Below the title, there is a photograph of an older person's hand being held by a younger person's hand. To the right of the photograph is a list of seven bullet points.

- Relevance
- Youth
- Policies
- Structures
- Equality
- Flexible
- Modern
- Global

Our biggest challenge is to attract young people into the trade union movement. We must utilise the youth and experience that we have to recruit more young people. Our policies must reflect modern times and not be rooted in the past. However, we should equally not forget that our roots and the conditions now every often taken for granted by new employees are there only through the hard work and organisation of the trade union movement in the past.

Trade union structures need to be designed to attract new members in a modern world and not put them off. Communications and meetings must be lively and welcoming, and preferably short. A modern workforce is likely to be diverse and an increasing number of women will form part of the metalworkers sector. Equality is a key issue which should be to the fore of all trade union campaigns. To give a current example, my own union will be arranging a mass demonstration against the employer's organisation in the UK because they have refused to endorse Equality Pay Audits amongst their membership, despite women's pay remaining on average at 18% less than men's.

We must be capable of addressing the flexible needs of our members by adopting flexibility within our own structures and organisation. Unions must be seen to embrace change not challenge it, but ensure that we manage the effects of change to the benefits of our members. We need to recognise that our members will require services as well as organisation support. Both are essential components of the same whole – trade unionism.



Finally, we must think and act globally. The companies in which we seek to organise are frequently global and capable of transferring work across the world to maximise profits. Unequal treatment of workers in different parts of the same organisation is unacceptable but can only be challenged if we share information and practices. We need to build networks which cross borders and cultures if we are to organise to good effect. There is no magic formula to organising but much can be gained from shared ideas. In the non-manual area there is much to do. To be successful, we must commit resources and demonstrate a will to succeed. The opportunities are enormous as are the challenges, but both must be accepted if we are to survive.

## Recruiting Non Manual Workers The Quadrante Experience – Italy

By Fabrizio Fama - FIM-CISL, Italy


The IMF's Italian affiliate FIM - CISL (Federazione Italiana Metalmeccanici - Confederazione Italiana Sindacati Lavoratori) has a specific recruiting programme for non manual workers under the responsibility of one of FIM's national secretaries. A new Association, Quadrante, has been set up for this category of employees.

Quadrante was established at the beginning of 2001 and is affiliated to the "Associazione Progetto Quadri" (APQ), the project of the Italian Confederation CISL for cadres and highly skilled workers. The strategy of Quadrante is set within the wider APQ strategy.



### The Metal Industry in Italy

- ▶ Several sectors, including:
  - Electronics
  - Telecommunications
  - Automotive
  - Steel
  - Different types of metal manufacturing
  - Software houses
  - Aerospace
  - Shipyards





*We look ahead*  
*We look ahead*

2


→ **Quadrante**





## The Metal Industry in Italy

- ▶ Depending on the sector and on the company we have:
  - a high number of professionals;
  - different systems of compensation (wages & benefits);
  - flexible time arrangements;
  - a focus on business-related knowledge improvement.



*We look ahead*  
*We look ahead*

3 → **Quadrante**



## The Metal Industry in Italy

- ▶ In general, within the companies the following items are missing:
  - a lifelong learning approach;
  - availability of periodical career improvement for all professionals;
  - an effective placement service.

**In other words, we don't have a system that helps professionals to have an active involvement in the labour market**



*We look ahead*  
*We look ahead*

4 → **Quadrante**



## Industrial relations in Italy



- ▶ Two bargaining levels:
  - collective bargaining (nation-wide);
  - local bargaining (company-level)

FIM-CISL style: collective bargaining to agree on minimum conditions to be applied to metalworkers nationwide; local bargaining to exploit opportunities that every single company allows in fields such as: profit sharing, education, time management, etc....



*We look ahead*  
*We look ahead*

5

→ **Quadrante**



## Quadrante



- ▶ Quadrante is an FIM-CISL sponsored association, which looks after and promotes the interests of the professional and managerial staff (engineers and cadres) employed in the industry.

Typical targets of Quadrante's action are:



- graduates;
- professionals holding positions of responsibility either in the management or technical field.



*We look ahead*  
*We look ahead*


6

→ **Quadrante**





## Quadrante

- ▶ Quadrante is part of the FIM-CISL.  
We are not a union dedicated to professionals; we are the part which deals with professionals and their needs within a strategy of global representation.
- ▶ Quadrante is part of a wider project conducted by CISL.
- ▶ Quadrante is the first experience in dealing with professionals in CISL's 50 years long history of work with Italian metalworkers' unions.




7 → Quadrante



## The union's perspective

- ▶ The number of professionals in the industry increases constantly. To become attractive the union has to:
  - have a better understanding of the dynamics within companies;
  - enlarge its membership among the metalworkers;
  - become one of the main players on the labour market, as far as job opportunities are concerned.



8 → Quadrante



## The professional's perspective



- ▶ The interests of professional and managerial staff can finally become a target for the collective and local bargaining.
- ▶ Professional and managerial staff need new tools to improve their skills, thus maintaining their preeminence on the labour market (the proactive involvement of people on the labour market is the new deal: they are the main players for preserving their continued employability and their adaptability).



We look ahead  
We look ahead

9

→ **Quadrante**



## The innovation made by Quadrante



- ▶ Care about the needs of professional and managerial staff
- ▶ Without forgetting that it is part of the second most important metalworkers' union (FIM)
- ▶ That it belongs to a federation of unions (CISL)
- ▶ In an industrialized country
- ▶ Where local conditions differ from each other.



We look ahead  
We look ahead

10

→ **Quadrante**



## Care about professionals



- ▶ We are working to add a dedicated chapter on the next collective bargaining round.
  - Main steps:
    - ▶ Identify the items to be included (lifelong learning, career balance, outplacement rules, benefits from innovation);
    - ▶ Present and discuss proposals at local levels;
    - ▶ Get a feedback and make a synthesis;
    - ▶ Propose the synthesis to FIM national representatives.



We look ahead  
We look ahead

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→ Quadrante



## Care about professionals



- ▶ Promote the campaign against harassment
  - We have people who monitor cases of harassment and a person responsible for helping people in trouble, countrywide.
- ▶ Promote a proactive attitude towards the labour market
  - Select services that can help the professionals in assessing their abilities vs. their desired career



We look ahead  
We look ahead

12

→ Quadrante



## We are part of FIM

- ▶ Quadrante's goal is to integrate into FIM's overall strategy.
- ▶ Every major step taken is previously agreed with the FIM Executive Committee.
- ▶ People who join Quadrante join FIM. Actually for a professional the easiest way to join Quadrante is by joining FIM.



We look ahead  
We look ahead

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→ Quadrante



## We are part of a CISL project

- ▶ In 1997 CISL began the APQ project, aimed at making the union attractive for the professional and managerial staff.
- ▶ APQ has a countrywide organization. Quadrante is affiliated to APQ. 3 members of Quadrante belong to the APQ Executive Committee.
- ▶ Quadrante and APQ share their capabilities with each other.



We look ahead  
We look ahead

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→ Quadrante



## We are in an industrialized country



- ▶ It is important to work with a double objective:
  - To better exploit the role of the professional and managerial staff within industry;
  - To provide an effective contribution to the labour market optimization, bringing solidarity and competitiveness as core values.

The pay-off for Quadrante and APQ is to

*Grow with the company*



*We look ahead*  
*We look ahead*

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→ **Quadrante**



## Quadrante organization



- ▶ The Executive Committee is made up of professionals and managers coming from each main local site:
  - Turin, Genoa, La Spezia, Milan, Padua, Terni, Rome, Marsica, Naples, Caserta.
- ▶ Each site has its own autonomy in deciding the best approach in the area. The common goal is to promote Quadrante in the industry.



*We look ahead*  
*We look ahead*

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→ **Quadrante**



## Quadrante organization

- ▶ The President (FIM's National Secretary) and the National Secretary lead the Executive Committee.
- ▶ The main action countrywide is agreed in the steering committee and then deployed in each local workplace. Follow-up activities are carried out according to the peculiarity of each workplace.
- ▶ Each plant can start new action on its own; the only requirement is that they should be aligned with the overall Quadrante's strategy.



*We look ahead*  
*We look ahead*

17

→ **Quadrante**



## Critical point for success within FIM organization

- ▶ FIM must have the political interest in developing Quadrante's project at every level of its organization. We have already obtained an important recognition: FIM has added our requests to the collective bargaining platform it is going to discuss with other major metalworkers' unions.
- ▶ The role of Quadrante within FIM must be clearly defined and deployed among the whole organization.
- ▶ We need to know that FIM members feel that Quadrante is part of FIM's strategy and they are part of the FIM team.



*We look ahead*  
*We look ahead*

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→ **Quadrante**





## Critical points for success among professionals



We need to know that professionals see Quadrante as an innovative project in the union's panorama able to:

- represent their thinking;
- find new tools for helping them on the labour market;
- innovate the relations between employers and employees;
- establish union relations all over Europe.



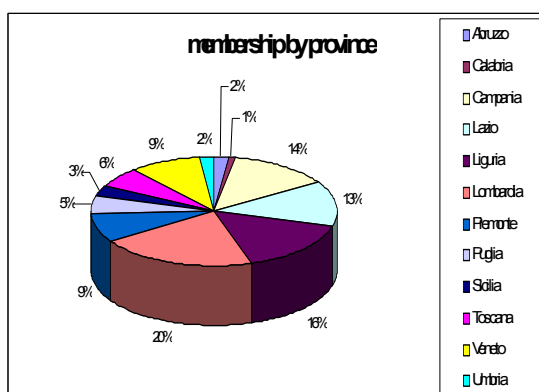
*We look ahead*  
*We look ahead*

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→ **Quadrante**



## Current membership



About 3,000 professionals are affiliated.

7.31% are women.



*We look ahead*  
*We look ahead*

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→ **Quadrante**



## What's next ?

In promoting the growth of Quadrante we look ahead to

- increase the local establishments we are present in
- continue to encourage affiliation
- constantly work with APQ encouraging a new union culture among the professionals and within the union
- add a place in the metalworkers' collective negotiation for professionals
- strengthen relations with associations of professionals in Europe



We look ahead  
We look ahead

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→ Quadrante



## What is APQ ?

APQ is the CISL project dealing with the professional and managerial staff (engineers and CEO) working in all branches or sectors:

- › private (industry, commerce,....)
- › public (government, schools,.....)

So far high professional associations from 10 different sectors have joined APQ:



Credit & Assurance, Transport, TLC, Architects, Energy, public authorities, Roma city hall, Airline pilots, Commerce and Quadrante, of course.




We look ahead  
We look ahead

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→ Quadrante



## APQ – Quadrante: the synergy strategy



- ▶ Gray: Quadrante is already strong
- ▶ Black: APQ is strong, Quadrante is not
- ▶ White: neither Quadrante nor APQ are strong
- ▶ In Liguria and Umbria, Quadrante is strongly organized and it can help APQ in setting-up its organization
- ▶ In Emilia-Romagna and Tuscany APQ can do the same for Quadrante
- ▶ In the remaining provinces there will be mutual help in setting-up / finalizing the organizations



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→ **Quadrante**

Quadrante has a web site [www.quadranteindustria.net](http://www.quadranteindustria.net) containing all the documentation. Anybody can visit the site and register or call for a contact. This is our window on the world and we want to use it also as a tool to get closer to our targets.

## Recruiting among a mixed membership

### Mike Nicolaides - Australian Manufacturing Workers' Union

The Australian Manufacturing Workers' Union (AMWU) is the product of four amalgamations which occurred between 1991 and 1995 inclusive. Of relevance to the metal industry, these amalgamations brought together the:

- ⇒ Amalgamated Metal Workers' Union;
- ⇒ Vehicle Builders Employees' Federation; and
- ⇒ Association of Draughting, Supervisory and Technical Employees.

Each of the former unions comprises a division within the amalgamated union.

The AMWU has been experimenting with different approaches to the recruitment and organisation of the membership and potential membership within its amalgamated coverage. It continues to do so. Its current approach could be summarised as follows:

- ⇒ recruitment is the responsibility of all officials; nevertheless
- ⇒ some officials should have recruitment assigned as their exclusive role;
- ⇒ different categories of employee demand different recruitment techniques (and subsequent modes of organisation); e.g. software technicians working in an office should generally be approached differently to employees working on a production line;
- ⇒ covert recruitment is generally more successful than otherwise, although there are exceptions; judgements need to be made on a case-by-case basis;
- ⇒ recruitment is generally more successful when there is an issue to campaign around (compared to "cold recruitment", where the union seeks to generate issues);
- ⇒ there must be consolidation once a group of employees is newly recruited; in particular:
  - delegates need to be identified, trained, encouraged to pursue issues in the workplace and supported;
  - the union's decision-making structures need to accommodate (and be seen to accommodate) within reasonable limits the different occupational cultures within the membership;
  - "recruitment" should be interpreted to mean retention of members affected by corporate restructuring.

The AMWU's biennial Conference in 2000 consciously chose to direct a greater proportion of its resources towards recruitment and education. Its 2002 Conference is expected to take complementary decisions on women and their role within both the union and its industries.

There are currently 11 officials whose exclusive role is recruitment, plus another four on short-term appointment. Such officials are required to operate cross - divisionally, although each has his/her area/s of expertise. None are dedicated exclusively to the recruitment of non - manual employees.

The union is seeking to broaden and deepen its pool of activists through an enhanced education program, believing delegates to be a key to recruitment and retention. It is gradually developing a pool of Member Organisers/Recruiters, who can be seconded by the union to concentrate on particular recruitment campaigns. Again, these are cross-divisional initiatives, although in some cases courses are run exclusively for non-manual employees.

The AMWU has a series of recruitment leaflets which target different sub-sectors of non-manual employment. These are:

- ⇒ technical employment generally;
- ⇒ laboratory employment (including within engineering laboratories);
- ⇒ clerical and administrative employment;
- ⇒ employment in electronics and computing;
- ⇒ employment in defence and related industries;
- ⇒ frontline management (including production and trades supervision); and
- ⇒ salaried employment.

In addition, the AMWU has sought to make its web site more informative for and attractive to potential members amongst non-manual employees. That site provides basic information on issues such as superannuation (i.e. pensions), individual contracts and annualised salaries.

### **CONTEXT**

A number of trade unions compete company-by-company for membership within the Australian metal industry. In any one large company, there may be different unions covering:

- ⇒ production and mechanical trades employees (two unions, including the AMWU);
- ⇒ electrical trades employees;
- ⇒ administrative and clerical employees;
- ⇒ professionals;
- ⇒ technicians and associate professionals (generally the AMWU);
- ⇒ production and trades supervisors (generally the AMWU);
- ⇒ stores/distribution employees;
- ⇒ security guards and cleaners.

Membership of unions is not compulsory, even in those workplaces with union-negotiated collective agreements. It is not uncommon for such workplaces to have roughly equal numbers of unionists and non-unionists.

The Australian metal industry has been radically reshaped in the past two decades, through the combined effects of technological change, globalisation and corporate restructuring. Many well-unionised workplaces have closed or shrunk in size. The newer workplaces generally have smaller workforces.

Having regard to the above, the recruitment targets for the AMWU amongst non-manual employees are now smaller than in the past - much more often counted in multiples of 10 than 100.

Often, such targets will be in workplaces where manual employees are unionised (whether or not by the AMWU) but non-manual workers are not. Less often, the targets will be greenfields sites, newly established and typically without many of the employees being unionised.

As a rough rule of thumb, the newer the workplace the more resistant it will be to unionisation. In this regard, "newness" would include a company whose ownership has recently changed.

### ONE EXAMPLE

#### CONTEXT

The Department of Defence is an agency of the Australian Government. Until the late 1980s, it had a large engineering workforce that was highly unionised. Since that time, its engineering workforce has decreased dramatically through corporatisation, privatisation and competitive tendering/contracting out.

The Department's munitions production and aerospace facilities, ordnance factories and dockyards were initially converted into a number of government business enterprises and eventually privatised. The private ownership of some changed more than once.

During this process of change:

- ⇒ definitions of "core" and "non-core" business have varied through time;
- ⇒ private purchasers have, virtually without exception, demanded increased "flexibilities" in order to compete.

One area in which change has been commonly demanded is that concerning the arrangement of working hours. Traditionally, employees in Australia have attracted penalty payments for work performed outside "ordinary hours". Such penalties apply, for example, to hours worked beyond 38 per week or 10 per day or outside the specified daily spread of hours (typically 8.00 a.m. to 6.00 p.m. Monday to Friday).

## **Specifics**

Australian Defence Industries (ADI) was formerly a part of the Department of Defence. It is now fully privatised, having been based around the Department's munitions production facilities and ordnance factories. The private company has been through a number of ownership arrangements.

In the late 1990s, ADI acquired a facility to repair mobile (cell) telephones. In 2001, it sold that facility to another company, Accord, which around the same time bought three other small companies which repaired telephones.

The integration of these different companies resulted in anomalies in rates of pay and conditions of employment within Accord's workforce. These anomalies extended to include the arrangement of working hours and associated penalty payments.

In an attempt to rationalise the anomalies, Accord hired an industrial relations consultant. That consultant attempted to have the affected employees accept individual contracts, the terms of which were below the standards commonly set by collective agreements negotiated by the AMWU. In particular, the terms proposed in relation to working hours were sub-standard.

Immediately prior to the transfer to Accord, the AMWU had had four members within the facility concerned. None won positions within Accord, whose workforce was ununionised.

The company's pursuit of individual contracts provided a catalyst to recruitment. Some of the affected employees approached the AMWU for advice, arising from which the union ultimately demanded of the company access to all employees. The company (reluctantly) agreed, and a meeting was held. During this meeting, the union was able to advise the employees of employment standards achieved elsewhere within the metal industry. Initially, 15 of a potential 45 joined the union.

Opinion-leaders from amongst the new members were identified and meetings were conducted with them out of working hours to clearly identify the members' concerns, frame their demands and develop strategies appropriate to their circumstances. From this point, more members were steadily recruited.

The company reacted by revising the terms of its proposed individual contracts. In particular, it lowered the number of hours it required to be worked without penalty payments from 43.5 a week to 40 and it withdrew its requirement for Saturdays to be worked. A number of employees were tempted by those concessions, and there was the threat of a split developing within the membership (which by this time had reached 33 - 73% of the potential).

The union, in close consultation with its members, accepted the company's revised terms, **subject to:**

- ⇒ ordinary working hours being further lowered to 38 from January 2003; and
- ⇒ the company concluding a collective agreement with the union by January 2003.

Accord accepted these terms.

This example occurred in Victoria, one of Australia's six States. Accord has operations in at least two other States, and the AMWU is currently seeking to recruit in both. The union's intention would be to have its proposed collective agreement apply nationally.

### **Concluding Observations**

The circumstances within Accord required the AMWU to make a choice between competing priorities, i.e. :

- ⇒ a strong desire to recruit and organise; and
- ⇒ an unwillingness to accept (even temporarily) conditions below those it would normally accept.

In the result, the union formed the view that the priority should be to keep the new members within a collective (rather than to allow some to drift into individual arrangements on a long-term basis). To have forced the issue could have seen the membership split, damaging its long-term capacity to campaign for better wages and conditions of employment.

Accord is a company where the AMWU's membership potential exists exclusively amongst non-manual employees. The union is still wrestling with the issue of how best to recruit within "mixed" workplaces, where the manual employees are unionised but their non-manual counterparts are not. This issue is problematic, as some officials are resistant to organising non-manual employees, whilst others are receptive but lacking in confidence with what they perceive to be the non-manual "culture".



## **Organizing Tactics and Building a Culture for Union Organizing in the National Automobile, Aerospace, Transportation and General Workers' Union of Canada (CAW)**

### **Paul Forder - National Director of Organising**

1. All calls received by our organizing staff are returned immediately. We meet with contacts, then work at building a strong committee from among the target group of workers being organized. It is desirable for this committee to be representative of the workers in the workplace in terms of gender, department, shift and occupation (trades, production, non-manual etc.).
2. **We gather the intelligence** about the employer by doing a corporate search and from the workplace activists regarding issues of concern, then we prepare a strategy and time frame for an organizing campaign.
3. Our leaflet campaign will deal with the specific workplace issues, the legal process for becoming unionized and what the union is all about.
4. **Temporary membership cards** and a letter are sent out to workers who sign for the union, and we invite them to assist where they can.
5. We continue to **distribute leaflets and brochures** which focus on the issues, the gains we have made for workers, and structure and operation of the union. This helps the workers become better acquainted with the structure of the union, the power of the union and the democracy that exists within the union. Once workers understand, together, they can make gains and protect themselves, and can play a participatory role in the union – and that the union belongs to them – they become much more responsive and supportive.

We anticipate the employers' response and alert and equip the workers to deal with the many standard "dirty tricks" in the employers' arsenal (we have produced a special brochure too with this common problem).

6. We hold **open meetings** to help rally the workers when we are close to winning a vote (these meetings can only be scheduled when we have won over a significant number of workers).
7. We **visit workers in their homes** away from the watchful eye of the employer. Many workers more freely discuss their views with our organizers in the comfort of their own home. Home visits also show the commitment and determination of the union to help workers become empowered.
8. We assist unorganized workers with their everyday problems even in workplaces where we are not conducting campaigns. We take on workplace injury claims to help establish entitlement for the injured or diseased workers. We assist with health and safety issues, ergonomics, unemployment matters, discrimination issues.
9. We post organizing information on our **web site** and selected campaigns are posted as well. We promote the web site as a way to become more

familiar with the union as a whole. We post the latest settlements, speeches from the officers, policy statements of the union, etc.

10. We produce central organizing literature (Join the CAW Family) and an organizing feature film (Making the Call), which covers all aspects of the union, the advantages of belonging to a union and how the organizing campaign works. These are kept updated as required.
11. In major campaigns **we produce videos** which are tailored specifically to the workplace or sector. Video production can range from \$3,000 to \$10,000. Reproducing the video is approximately \$2.50 each. We place a letter, a blank union card and sometimes a union button inside the video wrapping. Workers can look at the video in their homes with their families. Videos are usually distributed at the workplace; in some cases we have had to mail them out where there is a country-side bargaining unit (**“There is a better way”**).
12. **Telephone banking** is used by our organizers to keep our supporters updated and to win over the undecided workers.
13. We take out **newspaper ads and/or radio ads** in major campaigns.
14. **We step up our campaign and visibility** as we near a vote to show continued growth and to keep our supporters unified enthused about the union. We distribute union ball caps, t-shirts, buttons, stickers and signs to promote the “YES” vote for the union.
15. **After the vote**, win or lose, we send leaflets and/or letters to the workers congratulating them for the win, or thanking them for their support, in the case of a loss. We find it helpful to stay in touch with the workers where we did not win. By doing so we are always well-positioned for the next vote. Sometimes it takes two or three votes before we win.
16. Whenever possible **we promote organizing** and try to develop more of an on-going organizing culture in the union. We speak to local unions, include an organizing segment and provide speakers from our organizing department to as many conferences and educational courses as possible.

We have a saying, **“everyone is an organizer”**.

17. Organizing is always a topic at our National Executive Board meeting where our full-time officers and Board members take organizing to heart.
18. We train local union members to become Community-Based-Organizers (CBO) to work with our full-time organizers. These workers are from every sector and every community where our members reside. We strive to have our CBOs mirror the membership of the CAW. Inclusiveness is very important in our multi-cultural, multi-ethnic nation. These community organizers are usually paid lost time to work on campaigns and, in many cases, they will volunteer time to help when they can.
19. Many leads are called into our offices as a result of the excellent reputation of our union. We achieve landmark settlements for our members in every sector and we enjoy strong, articulate and outspoken leadership. (A union weak on the service side will invariably be weak on the organizing side).

20. Our union is very **involved in community** issues and in charity work for those less fortunate in our communities. We help fund shelters for battered women and their children and help with shelters for the homeless. This participation helps our members and unorganized workers see the broader benefits of the union.
21. Our union has a **Social Justice Fund** which raised \$3.7 million this year, negotiated from employers, to help world causes such as famines, floods, earthquakes, Mandela children's fund, de-mining efforts, aids support and many other worthy causes where human suffering occurs. This kind of activities helps complete the understanding of our social union.
22. Many of our best leads to start a union drive come from union activists and local leaders who have helped the contact to better understand the union and to take the first step to get a union. From surveys we know that the unorganized are most influenced to be a union supporter by people they trust and respect: family members, a close friend, a neighbour, etc.

We urge our leadership to help unorganized workers get in touch with our organizing department. We always stress that calls we receive are **confidential**. We have toll free lines in 19 area offices across the country.

23. Card-check agreements work. We had our first experience with this approach when we negotiated a card-check protocol with Freightliner, a heavy duty truck manufacturer with 1146 workers. The employer agreed to recognize the union if we could get more than 50 per cent to sign. We had two weeks to conduct a campaign without company interference or threats and we sign over a majority in less than 36 hours. We had access to speak to the workers and we set up an office in the workplace to talk to workers and sign them up. We signed 70 per cent.

Every successful organizing department of every union needs leads, leads and leads.

Some things we can look at to help each other in the IMF.

- 1) Share materials and strategies through a central clearing mechanism.
- 2) Promote more widespread use of Union web sites as sources for organizing information.
- 3) Urge all affiliates to publicize organizing victories, earmark more funds for organizing, and to develop a stronger organizing culture among the leadership, activists and membership.
- 4) Establish a list of "Principles of Union Service" for affiliates. One which includes: accountability structures, democratic procedures for elections of offices and for ratification of agreements; rules for the widest forms of participation in the unions and a strong commitment to ongoing education of member unions (poor service gives the broader union movement a bad name).
- 5) Negotiate with transnational employers to endorse "Supplier Conduct Letters of Agreement" whereby they demand all employers doing business with or for them that the basic rights of workers to unionize must be respected and encouraged. (These letters have been negotiated

by CAW-Canada with GM, Ford and DaimlerChrysler, in Canada, and include card-check process to be adopted.)

- 6) Work to stop the double standards practiced by the employers who we have under contract in various countries. (e.g. Honda Canada and Toyota Canada are notoriously anti-union in their operations, yet in other countries they accept and work progressively with the unions representing their employees). How can one management structure endorse such contradictory and duplicitous policies. They should be singled out for this behavior and all IMF affiliates, together with the IMF leadership, must lobby and negotiate with such employers for one standard of acceptance of unions, for all employees in all countries.
- 7) Work on strategies to put pressure on employers to negotiate card-checks where they will voluntarily recognize the union whenever more than 50 per cent of the workers in a unit sign on with the union.
- 8) Publish a list of employers who violate their workers' rights and whose conduct undermines the union movement.
- 9) A commitment to unionize the unorganized by all affiliates will help strengthen our capacity to enlist new union members (survey research in Canada points to an unrest among unionized workers. I suspect it is the same to varying degrees in many other countries. As many as 24 per cent of organized workers in workplace of 500 or more said **they would vote "no union" if they had a vote**). This tells us we must enhance our communications and education among our membership. If union members are critical of their unions, this helps to poison the environment for recruiting new members.
- 10) We must explore more avenues to involve women and youth more heavily in our organizing campaigns. Middle-aged men (45-54 years) in Canada hold the highest rate of organization. Women's predominance in sales and several service occupations requires more targeting. For youth (15-24 years) the union density rate is 13.5 per cent versus 30.3 for the country. We must bring more youth into the union for obvious reasons. They are the future.

## Target groups, methods and strategy. Recruiting in the IT sector

### Emma Källgren - SIF, Sweden

#### Target groups


SIF's (the Swedish Union of Clerical and Technical Employees in Industries) priority target groups at present are as follows:

University graduates aged between 25 and 40, the IT industry, self-employed people, college students, members of the unemployment insurance fund who are not union members, and managers.


The recruitment target of 30 000 new members a year has been set with a view to allowing SIF to grow. Over the next ten years, many members will retire. This is why SIF needs to recruit new members now. In Sweden today, the organisation rate stands at around 80% in total: 79% for white-collar workers and 82% for blue-collar workers.

According to market surveys carried out recently among young people/young academics, a fall in the unionization rate can be expected in the future. In this survey, around 69% of young people (aged 16-25) have a positive attitude towards the trade union.

Of these, 30% are already members and 26% say that they will probably join once their studies are complete. These figures provide a forecast of a future organisation rate in Sweden of around 56%.



**Goal: 30 000 new members**



**Prioritised target groups**

- University educated 25-40 years of age
- IT-business
- Self employed members
- Student members
- Members of the unemployment benefit fund
- Managers

**SIF's recruitment today**

Different methods are being used to recruit members.

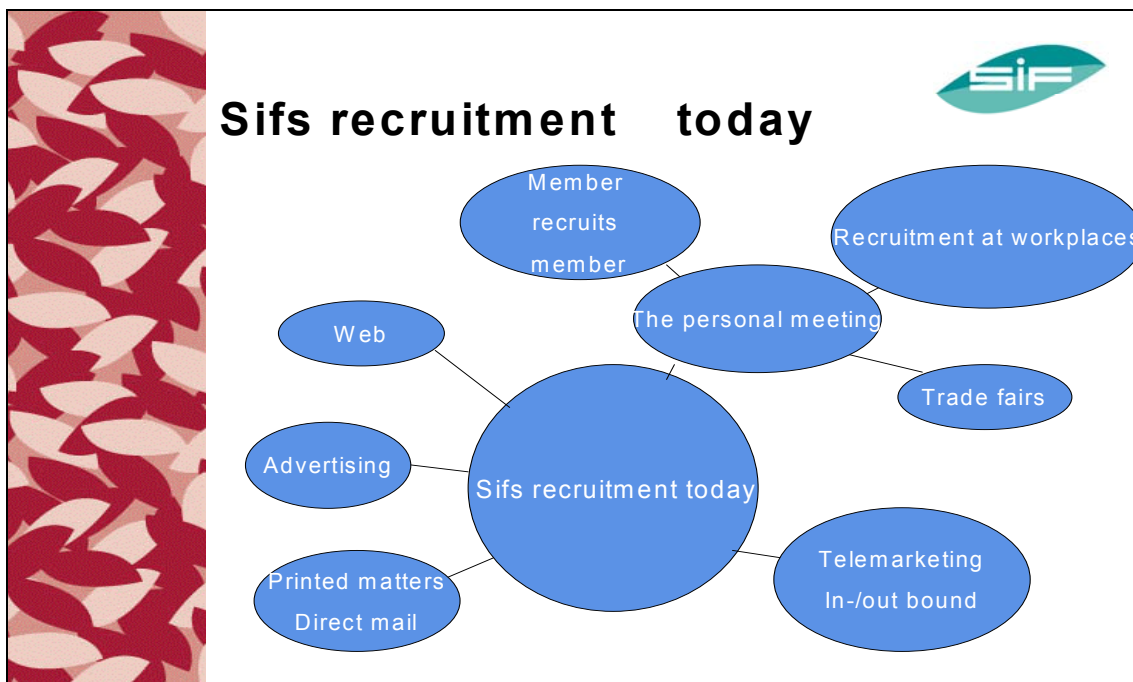
More than 50% of the new members each year come to SIF on their own initiative - when they change jobs and business areas, but they also come from other associations. Around 20% of members are recruited via elected members within SIF and campaigns (trade fairs, advertisements, brochures and TV/radio). A further 20% are estimated to come through colleagues and recommendations from friends.

As far as trends in recruitment are concerned, it can be noted that entries via Internet have doubled over the last year. Today, around 27% of all new members come via the Internet.

In spring 2002, SIF ran a number of major telemarketing projects to find out whether telemarketing is a communication tool that can be used. From a marketing perspective, telemarketing is a very good way of communicating. Recruiting members via telemarketing has been successful in instances in which we have found appropriate target groups in the registers which exist in Sweden at present.

We have often used a combination of surveys and/or invitations to seminars and recruitment together.

The most successful target groups for which the telephone can be used are students and self-employed. We have also tested welcome discussions for new members who have displayed appreciation and a great interest. Common questions from members relate mainly to salaries, working hours and holiday entitlement.



## Focus 2002-2004

To succeed in the future, we need precise analyses of membership flows. An overall view must be taken as regards both incoming and outgoing members. As SIF now consists of both the headquarters and 22 regional offices, work on joint strategies is necessary.

The messages put forward by SIF must be clear, visible and interesting. We have to invest considerable resources in training staff and in meetings of elected members with both present and future members, so that we eventually become one SIF. There is still a lot of work to do regarding communication with present and potential members. Reviewing letters to members and membership cards are just two specific examples.

In surveys carried out recently, we found that 64% of members know something of the benefits of membership. We also need to produce strategies to enhance loyalty vis-à-vis SIF.

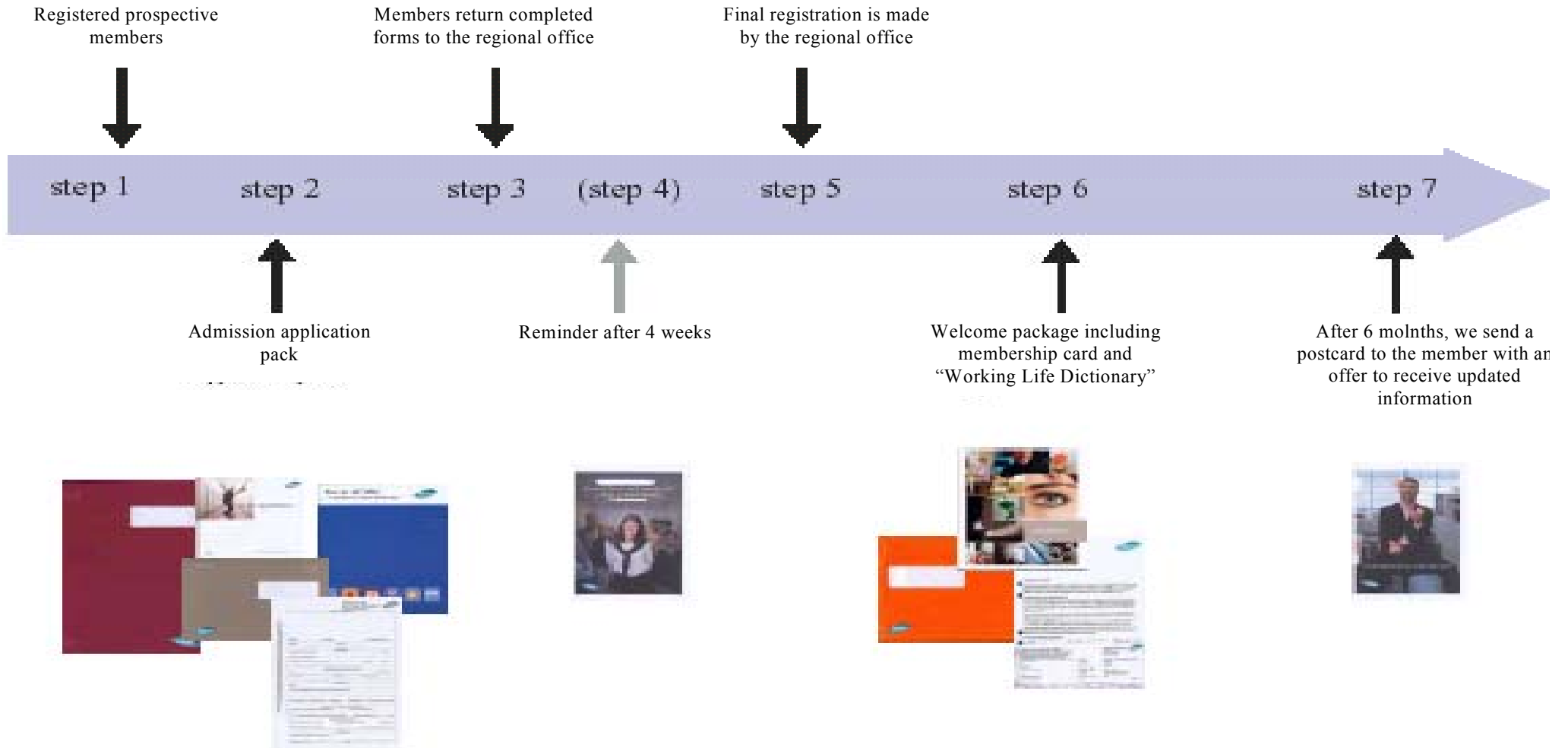
In general, as shown in the annual member surveys carried out, over the last year, we have improved in most areas such as visibility, image and loyalty.



## Focus 2002

- Analysis of the members in- and out flow
- Common strategy for SIF's headquarter and regional offices
- Strategy for:
  - recruiting members
  - existing members
  - regaining members
  - fostering members' commitment

## SIF's "Welcome Package" for new members 2002





### **Recruitment in the IT sector**

With almost 45 000 members in the IT sector, SIF is Sweden's biggest trade union for the industry. The number of staff employed in the IT industry has increased by 10% over the last year. Over the same period, the number of new SIF's members from the IT industry has increased by more than 45%.

Recruiting methods used have been as follows: radio advertising, advertisements in the specialised press, billboards and small events in areas in which there are many IT companies, where SIF distributed prawn sandwiches and Friday beers, for example. SIF has also focussed on seminars and corporate visits, for instance.

Campaigns with an ironic slogan, "now the good times are over in the industry" have aroused a good response. A telemarketing campaign has also been organized, but this was less successful as there can be no guarantee that we will contact members in other associations in which we have "demarcation" agreements ("gränsavtal").

A web recruitment campaign has also been run, with advertisements/banners/pop-up windows on technology and IT sites. This campaign has been cost-effective from both a recruitment and a marketing point of view in relation to the exposure and notification of interest that we have received. The average click frequency was better than the normal average for this type of campaign.

The major advantage of using the Internet, apart from the fact that it allows us to reach our target group, are the flexibility and the targeting accuracy of the media. We can gauge responses immediately, and find out directly which advertisements are working best and thereby optimise our publicity (replacing less effective advertisements). We can also clearly see the behavioural patterns of the people who click on the advertisements.

Among those who showed interest in SIF on the campaign sites, 23% have become new members.

We will continue to concentrate on the Internet as a recruitment method, and also to test campaigns with other target groups together with other marketing activities.

### **Relations with members**

Before the IT wage negotiation, which will affect 25,000 of our members, we used telemarketing in combination with standard mailings. The aim was to persuade members to log on to the SIF website and respond to a questionnaire which was available for four weeks. The responses to this questionnaire will form a basis prior to negotiations on the new IT Telecoms agreement. All these members received a letter asking them to respond to the questionnaire, and 3,000 were also called and encouraged to answer the questions on the website.

All in all, we received 3,032 responses (12% of all members in the agreement areas), and around 30% of the respondents were called. Among the views expressed, 85% of the members thought that SIF should work to promote better “organisation and order” in the IT telecoms industry, primarily by complying with laws and agreements. There is also a clearly expressed need for additional, improved skill development. Many people would like to see a clearer, more professional leadership.

The results from the survey provoked a large response from the media, and many articles have been published in both the dailies and the specialised press.

### **SIF's recruitment and relations to members in the IT industry in the future**

By systematically building up knowledge and an analysis of what is happening in the industry in parallel with the development of “trade union services” for the industry both collectively and individually, SIF is anticipating continued success in its recruitment of members.

One example of these services is SIF's “IT-akut” (IT Emergency), a service in which members are offered one-to-one talks with an advisor who will provide support and guidance to help people find a new job or set up a company of their own. People can also take part in programmes for personal development and marketing.

Another example is the SIF's panel of experts. SIF's panel of experts is your interactive SIF on the Internet. “Frequently Asked Questions” (FAQ) from members are grouped there, and you can also ask questions of your own. These can cover everything from working hours and membership to issues relating to labour legislation and the working environment. This service has been developed by the unit for the IT industry (BIT), but it is also general and can be used by all.

SIF is working on “virtual meeting places” so as to create networks, such as those for managers in the IT industry, elected members or human resource managers in the IT industry.

## **Organising IT Professionals**

### **Tom Steed, - Communications Workers of America (CWA)**

#### **The Union of the Information Age**

##### **CWA Profile**

CWA is America's largest communications and media union. We represent over 700,000 men and women in both private and the public sectors, including over half a million workers who are building the Information Highway.

CWA members are employed in telecommunications, broadcasting, cable TV, journalism, publishing, electronics and general manufacturing, as well as airline, customer service, government service, health care, education and other fields.

The union includes some 1,200-chartered local unions across the United States, Canada and Puerto Rico. Members live in approximately 10,000 communities, making CWA one of the most geographically diverse unions.

CWA holds over 2,000 collective bargaining agreements spelling out wages, benefits, working conditions and employment security provisions for its members. Many CWA contracts call for innovative training and education programs and child and family care provisions that are considered pacesetters for organised labour in the modern workplace.

#### **Union Organising in the new Economy**

#### **CWA is Organising at Microsoft and the International Business Machines Corporation (IBM)**

CWA and Hi-Tech Affiliate take on \$300 billion Microsoft

Rising to CWA President Bahr's challenge to organise hi-tech workers, CWA has partnered with a growing association in the State of Washington, which is located in the Northwest Region of the United States. This region also known as the "Silicon Forest" is attracting the interest of hundreds of computer hardware and software specialists and technical writers. More than 10,000 contractors or agency employees work for Microsoft, Boeing and other large multinational corporations headquartered in and around Seattle, Washington. These long-term temporary employees refer to themselves as "Perma-Temps." They're the orange badges. Unlike the blue badges, they are not career employees. They are employed by one of more than 50 temporary agencies that do not provide long-term job security, affordable health insurance or sick and vacation leave

The lack of dignity on the Microsoft campus compelled these temporary employees to form The Washington Alliance of Technical Workers, or WashTech. Their executive board voted to affiliate with CWA. WashTech is chartered as the Newspaper Guild-CWA Local 83.

As the Microsoft antitrust trial unfolded in Washington, D.C., Larry Cohen, CWA executive vice president and director of organisation, pointed out that the

company is a \$300 billion behemoth, worth three times the value of AT&T, and that Chairman Bill Gates' personal net worth is about \$60 billion.

"Computers and the Internet, closely entwined with telecommunications, represent a tremendous growth area for our union," Cohen continued. "We have an obligation to do all we can to prevent exploitation of these workers."

### **Hi-Tech Organising**

WashTech leaders have already weighed in as lobbyists for wage and hour legislation and have begun to explore possibilities for collective bargaining and providing benefits to agency workers, said TNG-CWA Secretary-Treasurer Bernie Lunzer, who has visited with WashTech leaders at the Seattle Guild office.

### **WashTech on the Web**

WashTech launched a World Wide Web site, which, because of its target audience's familiarity and access to computers, has become a prime-recruiting tool < <http://www.washtech.org/wt/>> Among the goals listed on the site are:

- Establishing a statewide voice for high-tech workers on employment policy and legislation.
- Working to make sick pay, holiday pay and decent medical coverage basic workplace rights.
- Educating workers about their rights to organise, negotiate contracts and share employment information.
- Conducting community outreach with the press and government.
- Combating the unbalanced nature of the agency/employee relationship by challenging "at-will" contracts and other worker restrictions.

The site - [www.washtech.org](http://www.washtech.org) - is also a valuable site for news of the industry and of legal and legislative battles for workers' rights. It has already provoked letters of objection from industry attorneys for publishing a veiled threat of blacklisting by one temp agency and, in its entirety, a Microsoft survey that Blain alleges was constructed to misrepresent workers' job satisfaction for lobbying purposes.

The struggle to organise the Microsoft employees' will continue to be a CWA priority.

### **Organising at The International Business Machines Corporation. (IBM)**

The organising campaign at IBM began in 1999 when the company announced it was converting its defined pension plan to individual cash balance accounts. A defined pension guarantees lifetime retirement income. A cash balance account provides only a one-time lump sum distribution that averages 30 to 50 percent less over a pensioner's lifetime. CWA mobilised the workers and

brought them on buses to Washington DC to appear before a United States Congressional Senate Committee Hearing on Labour and Pension Plan Structure. One business day before the IBM employees were to testify, IBM restored 35,000 defined pensions to employees who were within five years of retirement.

Corporations routinely use pension plan surpluses such as investment performance, future plan contribution savings and interest as hypothetical profit. These “vapour profits” live on paper alone and do not represent actual corporate earnings. Current American accounting rules allow these pension monies to be included as annual profit revenue. The profit boost is purely an accounting rule treatment: no money is transferred to IBM from the pension fund. Executive compensation and bonuses are calculated from the inflated earnings reports.

CWA stressed the need for pension reform three years before the collapse of Enron and WorldCom, where employees lost their life savings.

In October of 1999, CWA Executive Vice President Larry Cohen developed and launched the Alliance@IBM/CWA. This concept of a union before a union provided a medium to coordinate and support the workers' organising efforts.

### **Challenges**

- The ubiquitous nature of the internet allows companies to transparently export work such as programming, engineering design and other IT work operations which can be performed from a computer terminal. Service representative call centres and technical support inquiries are delivered by 1-800-“anywhere” telephone numbers.
- Collective bargaining agreements define bargaining unit work and protect the union members’ rights as regards to any movement of that work, including successorship clauses in the event of a company being bought or sold.
- The union also builds a strong political support base for improve National Commerce and Trade Contract Laws. These Contract Laws not only safeguard corporate proprietary intelligence but act as a means of protecting sensitive government security information.
- Stripping away the independent culture and confidence of high skilled professionals is a difficult task.
- Professionals need a union to maintain their professionalism and maintain the quality of work they produce.

**Enablers**

- A network built and driven by the internet, Web sites, electronic sign up, emails and weekly news updates from work sites around the country. Visit our Web site < <http://www.allianceibm.org/>>
- The media, newspapers, television, and radio
- National legislative rights and labour laws
- The CWA Research and Legal Department
- CWA's bimonthly publication "Think Twice" is distributed at IBM work sites nationwide (US) and mailed to members' homes.
- Members attend IBM's annual shareholders meetings. We develop and support shareholders' proposals that will reinstate former pension guarantees.
- A simple way to build solidarity is to wear a union button. People begin to identify with each other. A common bond develops around their shared interests, concerns and issues.
- Federal and State Agencies, such as the Department of Labour (DOL) and the National Labour Relations Board (NLRB) to enforce existing labour laws.

**The bed sheet issue and CWA defending workers' rights to organise.**

Shortly after the organising campaign began at IBM, two of CWA's lead organisers were threatened with discipline for displaying pro-union signs in their automobiles on IBM property. CWA filed multiple "unfair labour practice" charges with the United States National Labour Relations Board (NLRB).

Hearings on the matter were held and Administrative Law Judge Harold Green ruled in favour of the union.

IBM appealed Judge Green's ruling to the NLRB in Washington, DC. The NLRB eventually upheld the judges' ruling.

IBM then appealed the NLRB ruling to the Court of Appeals, 2<sup>nd</sup> Circuit in New York. The three-judge panel dismissed the appeal as having no merit for review.

This was a significant victory for the workers because it was the first time IBM was defeated in a Federal Legal Arena.

Saturday, March 23, 2002  
Court allows IBM union signs  
**By Craig Wolf**

*Poughkeepsie Journal*

“A high court handed IBM Corp. a defeat Friday by ruling that the National Labour Relations Board was right in ordering IBM to let employees post large pro-union signs on their cars.

The 2nd Circuit, U.S. Court of Appeals, issued a summary order in a case involving two IBMers who were organising with the Communications Workers of America by displaying large pro-union signs, one of them on a bed sheet, on their vehicles in IBM's Poughkeepsie parking lots.

A three-judge panel in Manhattan denied IBM's petition to review a decision by the labour board in which the agency found in favour of the workers and the union. It simultaneously granted the labour board its petition for enforcement.”

This battle is one of the many ways in which CWA stands up for workers rights. The entire article can be read at <http://www.allianceibm.org/news/quilty.htm>

## **Conclusion**

The workers at IBM have begun to realise that they control their own destiny and that is a major factor in the solvent future of their corporation. It is evident that as the Alliance grows, so does its influence. The Alliance@IBM/CWA is the vanguard of America's highly skilled Technological and Professional workforce. Although only less than three years old, the Alliance has clearly demonstrated its impact and effectiveness as a new model for organising. It is imperative not only to the US labour movement but to the advancement of the international labour movement that this organising effort succeeds. In order for labour presence to be dominant, and the well being of the information services and manufacturing industry to remain competitive and robust, the organisation of IBM must be met. There is no room for second place or failure. The struggle at IBM will set the standards for a global work force and preserve the integrity of IBM, an American Icon. The whole industry is watching, let us reflect always on IBM founder Thomas Watson's Motto "Think". If reflection on this one-word concept can produce patents for world-class main frames and computer chips, then let us benefit from digital logic, which evolved at IBM and organise at the speed of light (Megabits per second). The Alliance@IBM/CWA will become known historically as the "first union born on the Internet."

## **Part Two**

### **Women in the Labour Movement**

#### **The transformations and movements of the Twentieth Century**

One of the most recognised labour posters of the twentieth century is “Rosie the Riveter.” It symbolises the transformation that took place during World War II. Women left traditional jobs in offices, retail stores, and kitchens. They went to work in shipyards, factories and mines. Women joined unions by tens of thousands. Today women consistently earn less than their male counterparts. This inequality of pay and benefits ultimately affects all workers.

#### **The Feminist Liberation Movement**

- The Feminist Liberation Movement or “Women's Lib” began in 1970's. In the late 1970s, “Feminist Jurisprudence” (philosophy of law) grew out of the feminist liberation movement. Legal feminists argue that law and culture not nature have put women in a “private sphere” of domesticity making women economically dependent on men. Women began to empower each other by emphasising the social reality of women's rights. A positive impact of this legal discourse in the US was the passage of The Family Medical Leave Act (FMLA) in 1993. Women were a central consideration in the creation of the FMLA, which guaranteed 12 weeks maternity leave. Since 1993 men have benefited from this element of enlightenment and inclusion because provisions of the FMLA include leave for a chronic medical condition, care for a sick child, spouse and family member, including parents for both men and women.

The primary mission of the CWA's National Women's Committee is to raise issues of special concern to women and to develop programs and strategies to make these issues a priority in the workplace, in the community and most importantly, in the union. What is called for is an opening of our organisations to women and others. By welcoming women into our Union hierarchies we will share their knowledge and they can be part of influencing overall goals <<http://cwa-union.org/issues/women/index.asp>>

#### **Conclusion**

The discrimination and inequalities women are struggling to overcome are still a challenge in today's labour environment, as well as society at large. In order to foster fairness and pay parity from employers in the workplace, we must first bring order and true democracy into our own organisations. Women are a priceless asset to our Movement. The IMF has recognised the need for further discussion on women's issues by creating a link to “Union Women” at the IMF Web site. All Unions should pursue a similar agenda.

Unions, as organisations, need to embrace and envelop women. Only then, as brothers and sisters, can we improve the working and living conditions of all workers worldwide. This is what the globalisation of union ideology is all about



Organising the Unorganised in the ICT Sector

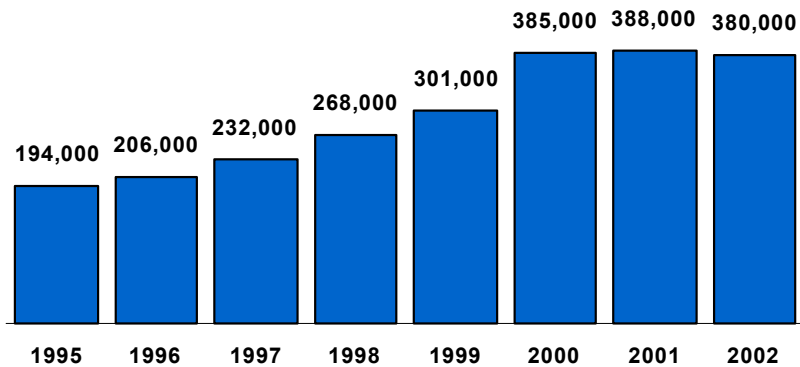
Hans-Joachim Weis - IG Metall, Germany



ICT Industry	Employees		
	1995	2001	2002*
Manufacturers of information technology of which:	233,645	414,049	402,486
• Manufacturers of data processing equipment	39,645	26,049	22,486
• Software and services providers	194,000	388,000	380,000
Manufacturers of communications technology of which:	301,291	326,249	320,486
• manufacturers of telecommunications equipment	55,291	79,249	74,486
• telecommunications services	246,000	247,000	246,000
<b>total</b>	<b>534,945</b>	<b>740,298</b>	<b>722,972</b>
* estimated			



Software and IT Services  
(number of employees 1995 - 2002\*)



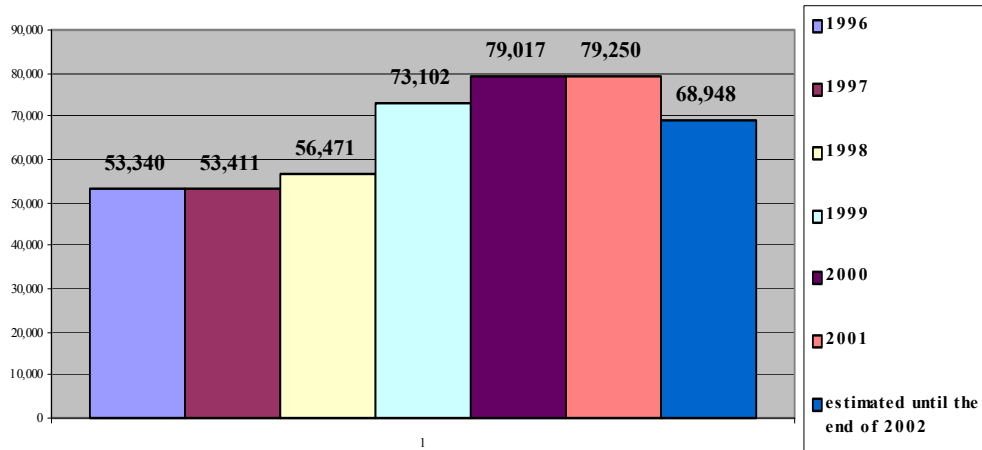
Source: Mikrozensus/Statistisches

Bundesamt/Bitkom

\* estimation Bitkom



### Employees Telecommunications Equipment



1



### IT Sector

	Union members	Employees covered by collective agreements
information technology (IT)	6 %	20 %
communications technology (CT)	45 %	45 %
total ICT	23 %	35 %

“SW Services“ in particular shows large unorganised areas that are not bound by collective agreements.



## **Peculiarities of the Sector**

- **Due to a high volatility of company split-ups, mergers and job cuts are everyday business.**
- **There are pronounced fluctuations and considerable pay differentials.**
- **Project work and independent jobs encourage employees to “work without end “.**
- **Due to the short “half-life“ of knowledge, employees often alter their vocational orientation and change their jobs.**



- **IT magazine**
- **Brochures on mobbing, telework, target agreements, on-call work, etc.**
- **Guidebook on employment contract**
- **Annual salary analysis**
- **Material for action and discussion entitled “Arbeiten ohne Ende” (“work without end”)**
- **Material on IT qualification**



## **Organising Measures**

- **Actions and Projects**
  - **IG Metall participation in ICT-trade fairs (CeBIT, congresses for graduates)**
  - **Setting up a works council network**
  - **“Arbeiten ohne Ende” campaign (“Working without End”)**
  - **Campaigns at plant level with the help of professional organising teams: “IG Metall Club”**
  - **Consultation service concerning vocational qualifications:  
“Ich starte durch” (“Let’s get started”)**



### **Objectives:**

- **To achieve a positive image of IG Metall and to extend IG Metall’s name recognition**
- **To carry out a campaign in order to push through a collective agreement**
- **To qualify activist colleagues to become organisers**
- **To organise new union members**



## **New Ways of Organising Employees at Vodafone**

### **Measures:**

- **“Action teams” were set up and measures were planned together.**
- **During several campaigns, information was given on IG Metall’s benefits and on collective bargaining.**
- **Contests were organised between different professional organising teams.**
- **Activist colleagues were trained in a 2-day seminar to carry out organising talks.**



### **Results:**

- **Name recognition and image of IG Metall has increased considerably.**
- **In the meantime, a collective agreement has been concluded.**
- **About 50 activist colleagues have been trained to carry out organising talks.**
- **The number of union members has increased considerably.**



## **New Ways of Organising Employees at Vodafone**

### **Experience / limitation conditions:**

- **Trained colleagues can only take action if arranged with the employer**
- **“Let’s get started” campaign at Vodafone**
- **More and more employees alter their vocational orientation more often and change their jobs.**

### **Qualifications are decisive for**

- **job security**
- **quality of working conditions**
- **income level**



### **Objectives:**

- **To accompany and to coach vocational reorientation of employees;**
- **To supply IG Metall members with reasonably priced, high quality services which are useful for their private and professional lives;**
- **To address all employees at Vodafone D2, if possible, and to arouse the interest in IG Metall of as many employees as possible;**
- **To bond members with the union and to attract new members.**



## **Situation at Vodafone**

- **Telecommunications company with about 10,000 employees and around 700 members**
- **Young workforce**
- **(average age - 31 years)**
- **To make good use of the new agreement concluded with IG Metall (Jan.1, 2002)**
- **To make good use of positive experience with previous campaigns**



## **Measures we are striving for:**

- **To make use of an “analysis of potential”**
- **To offer counselling on vocational development**
- **To offer seminars that help employees to achieve more at work**
  - Conduct discussion and communication training**
  - Self-organisation and personal time management**
  - Group and team management**
  - Presentation techniques**



## “Let’s get started” Campaign at Vodafone

### Current state of planned activities:

- **9 Vodafone plants have expressed their willingness to participate.**
- **Material has been prepared (folders, posters, notepapers, correspondence ...).**
- **Contacts with trainers and consulting firms have been established.**
- **At one location, the campaign was launched with an information stand.**



Know more  
Achieve more  
Reach more

### • Material for the first contact

Discover your hidden Skills

**Erkennen Sie was in Ihnen steckt**

Achten beruflich weiterkommen. Sie wissen sich einigen Neuen von Ihnen stecken. Vielleicht wünschen Sie sich auch beruflich etwas ganz anderes zu machen.

Sie sind anderer, als Sie auf dem richtigen Weg sind. Was ist wirklich das? Wie wollen Sie es erreichen?

So Sie Ihre beruflichen Stärken und Fähigkeiten wieder mit herausfinden können Sie sich weiterentwickeln. **Erkennen Sie was in Ihnen steckt** ist ein Handbuch für Sie die Ihre berufliche Entwicklung weiterentwickeln.

es kann eines 15 wichtigen Fähigkeiten, die von Ihnen nicht erkannt werden können. Sie können, was in Ihnen steckt ist ein Handbuch für Sie, das Ihnen hilft, die richtigen Fähigkeiten zu erkennen und sie in Ihrem beruflichen Leben zu nutzen.

IG Metall

Reorient yourself and get informed

**Orientieren Sie sich neu, informieren Sie sich**

Ihre berufliche Zukunft möchten Sie nicht dem Zufall überlassen. Sie wollen sich orientieren und wissen, was Sie machen wollen, aber Sie wissen nicht, wo Sie weiter gehen können und was Sie dafür benötigen müssen.

Dabei hilft Ihnen die **IG Metall**. Wir werden Ihnen die richtigen Informationen geben, damit Sie sich beruflich orientieren können. Dabei gehen wir mit Ihnen zusammen auf, um Ihre beruflichen Wünsche zu erfüllen.

Die Fachberater gehen gern Auskunft über Ausbildungsstellen in verschiedenen Berufen, über Weiterbildung und Aufstiegschancen. Sie helfen Ihnen auch, einen Karriereplan zu erstellen. Und sie legen mit Ihnen zusammen die richtigen Schritte fest, welche Schritte Sie für Sie gemacht sind und was Sie sich selbst im Gespräch bringen.

Sie haben die Möglichkeit, sich beruflich beraten zu lassen. Es gibt auch Beratungsgespräche für Gruppen. Kostenlos und auf Wunsch online.

Haben Sie noch eine berufliche Herausforderung? Sie sind bereit. Dann können Sie noch größere Informationen erhalten. Kontakt Sie nach Ihrer Stelle berufliche Beraterinnen.

Train yourself for the Future

**Machen Sie sich fit für die Zukunft**

Sie haben sich entschieden. Sie wollen sich beruflich weiterentwickeln. Und Sie wissen, was Sie brauchen. Aber Sie wissen nicht, wie Sie das machen können. Sie sind bereit für die Zukunft. Sie sind bereit für die Zukunft. Sie sind bereit für die Zukunft.

Dabei unterstützt Sie die **IG Metall**. In Kooperation mit verschiedenen Experten haben wir praxisnahe Informationen, Seminare und Trainings entwickelt.

Sie haben damit unabhängig von Ihrem Arbeitgeber die Chance, Kompetenzen zu erwerben, die Sie brauchen, um Ihre beruflichen Ziele zu erreichen. Sie können sich für die folgenden Seminare und Trainings anmelden:

- Sprachförderung und Kommunikationstraining (Büro)
- Führungskompetenz und persönliche Weiterentwicklung
- Führung von Gruppen und Teams
- Arbeitsmarktkenntnisse

Haben wir ein eigenes Angebot entwickelt.

Die Trainings sind auf durchschnittlich sechs bis acht Wochen begrenzt. Sie entscheiden sich in der Regel über zwei bis drei Tage. Aber auch über mehrere Seminaretermine können Sie sich beteiligen.





## “Let’s get started” Campaign at Vodafone

Potential Vocational analysis

Occupational Development Counseling

Seminar Proposal



- Material for further information



### First experiences:

- **Positive response of employees and works council**
- **Several “analyses of potential” have been requested**
- **Employees are interested in counselling and training courses**
- **New members have been organised**



## **“Let’s get started” Campaign at Vodafone**

### **What next?**

- **To launch the campaign at the 9 locations**
- **To carry out the measures**
- **To evaluate the campaign**

## **Recruiting Non Manual Workers in Singapore**

**Cyrille Tan, General Secretary, IMF-Singapore Council  
(IMF-SC)  
General Secretary, UWEEI**

### **INTRODUCTION**

As early as 1985, the Singapore National Trades Union Congress (NTUC) launched a nation-wide membership campaign to arrest the problem of declining union membership. It was noted that over the years, the number of people being employed in the financing, insurance, real estate and business services had been increasing and this trend would be likely to continue. As this sector continues to grow, it will be a large source of potential membership for unions. Similarly, the affiliates of the IMF-SC, who are also affiliates of NTUC, recognised that the proportion of non-manual workers would increase over time with rapid advancement in technologies and knowledge know-how.

The purpose of this paper is to discuss the key programmes adopted by NTUC and the affiliates of IMF-SC in recruiting union members, which include executives and non-manual workers.

The affiliated unions supported and participated actively in recruitment and related programmes spearheaded by NTUC Membership Department. The results of non-manual workers joining the unions were encouraging.

Based on ILO ISCO-88, non-manual workers include :

1. Professionals
2. Technicians & associate professionals
3. Service workers
4. Clerks

Manual Workers cover both executive and non-executive employees.

#### **i. Union Membership in the Metal Industry**

The total union membership in metal industry (UWEEI, MIWU & SMEEU) is 61,297 and the percentage of non-manual workers in union membership is 14.6%. Generally, non-manual workers constitute about 20% to 30% of the workforce in the metal industry.

77.2% of the non-manual members are in the supervisory or executive positions. Majority of them have received tertiary education such diplomas and degrees.

The unionisation rate for non-manual workers in metal industry is 35.8% (no. of non-manual members divided by non-manual total workforce) as compared with 62.7% (no. of manual members divided by manual total workforce) unionisation rate for manual workers. The difference in unionisation rates suggests that more efforts should be made to recruit non-manual workers.

**ii. Expanding Union Membership “ The 80:20 Vision”**

In the past, when the general level of education was low, the bargainable workforce was about 80% of the total workforce. Today, as more workers are better educated, the bargainable workforce is only about 60%. The traditional bargainable base will continue to shrink in the future as only 40% of the population will have secondary and post-secondary education. The remaining 60% of each cohort will be tertiary educated - 20% university trained and 40% polytechnic trained. This means that :

1. Both bargainable membership and its leadership talent pool will continue to shrink over time.
2. Shrinking potential manual workers membership pool.
3. Increasing potential non-manual and executive workers membership pool.

**Key Considerations and Challenges**

1. We saw the need to re-claim the ground. First of all, under our Law, every employee can join a trade union. Based on the educational and occupational profile of the workforce and future trends, we can target to unionise an average of about 80% of the workforce under our rank-and-file unions. 80% is an average figure- some companies will see a higher proportion, and others a lower proportion. The remaining 20%, mostly managers and executives, can still join the union to enjoy the social benefits and to seek workplace related advice from the union.
2. How to ensure that union membership is attractive and relevant to the non-manual and executive employees? The unions need to keep union membership attractive and to continuously improve the range of services and explore extending our services if necessary.
3. How to recruit and organise non-manual workers? Some of them are not working in unionised companies. Our recruitment efforts must thus go beyond conducting recruitment campaigns in unionised companies' premises. To reach a larger mass, we can hold our recruitment exercises in shopping malls, bus interchanges, co-operatives and other strategic locations.

4. How to represent them?

There is an increasing need to safeguard the interests of non-manual and executive employees in the workplace as more and more companies restructure, relocate and adopt shorter employment tenure.

## **STRATEGIES AND PROGRAMMES**

### **i. Making Membership Relevant and Attractive**

The primary objective of the labour movement is to safeguard the interest and welfare of workers. In addition to workplace related issues, we seek to stretch the hard-earned dollar of our workers by benchmarking the prices of essential goods and ensuring that our workers enjoy certain levels of lifestyle.

In 1969, NTUC started to form cooperatives to complement the work of the trade unions so as to provide affordable and quality services to our members. Through the support from members and prudent management, today, our co-operatives are the pride of the labour movement. The co-operatives have performed its social roles well, especially in times of financial crisis and economic downturns to lessen the financial burdens on our workers.

As the trade unions aspire to instill pride of membership in every member through strong representation, excellent service and quality work life, it is critical that we ensure that membership remains relevant and attractive at all times.

We offer a wide range of benefits to members: (A) Workplace Protection and (B) Social Benefits which are under our constant review.

#### **A) Workplace Protection**

1. Collective bargaining : For better employment terms and conditions and welfare
2. Grievance handling : To ensure members' grievance are looked into and resolved fairly.
3. Professional and legal advice for workplace related matters

#### **B) Social Benefits**

1. NTUC Linkcard to enjoy discounts and to earn Linkpoints (to exchange for products & services) at more than 50 participating merchants.
2. NTUC Fairprice Supermarket rebates and shares

3. NTUC Childcare discounts
4. NTUC HealthCare & Denticare Service discounts
5. Training Benefits discounts
6. Scholarship & Bursary for Members' Children
7. NTUC Club benefits at NTUC Club branches
8. Golf Country Club benefits
9. NTUC Chalets (Local and Overseas) discounts
10. NTUC Choice Home - affordable executive condominium
11. Singapore Labour Foundation Gift Plus - Free Group Insurance

In brief, our membership gives better protection, better care, better leisure and better value.

## **ii. Policy to Recruit All Categories of Workers**

Under our legal framework, non-manual executives are eligible to join the union. However, they were not to be represented by rank-and-file unions.

It was only until recently (July 2002) that the Industrial Relations Act and the Trade Union Act were amended to allow rank-and-file union to represent executives. Nevertheless, the union had started its drive to actively recruit non-manual members and even those from non-unionised companies 10 years back, in May 1992. The aim was to

1. Strengthen the labour movement by reaching out to more workers including those from non-unionised companies.
2. Further the interest of labour by securing membership and ultimately the representation of more workers.
3. Retain members who join another non-unionised company, which acts as an important stepping stone for the union to organise non-unionised companies.

### **Essential Tools :**

1. Attractive membership benefits (as covered in Section I. above) at affordable fees.
2. Seamless Membership, GIRO - Allows Membership Subscription fees to be deducted monthly through members' bank account rather than check-off or yearly lump sum (to be covered in Section IV).

While ensuring that union benefits remain relevant and attractive to the workforce, it is also important to put in place a system that allows members to pay monthly membership fees conveniently. This is especially critical if we want to recruit members from non-unionised companies (no check-off) and to retain members who resign from unionised companies. The Seamless Membership allows members to pay their monthly membership subscription fees through the authorised transfer of fund from the bank accounts.

For the United Workers of Electronics and Electrical Industries (UWEEI), an affiliate of IMF-SC, the membership increased by 42.3% when the union extends membership to the non-bargainables.

### **iii. Recruitment and Organising**

Unions must be able to communicate with the workforce and potential members on the benefits enjoyed by union members. Much effort has to be invested to ensure that information on union's protection, activities, benefits and welfare scheme are made known. It is also imperative that there are regular and on-going programmes to reach out and recruit new members. The followings are programmes adopted by the trade unions in recruiting and organising members:

#### **1. Active Organising and Recruitment to Recruit all Categories of Workers**

- I. Hold regular recruitment exercises in unionised companies – to reach out to the potential members in each department and shift work.
- II. Constant effort to organise companies which are yet to be unionised. (32.5% of the companies with 50 employees & above have been unionised). Setting of targets to unionise certain number of new companies per year.
- III. Concept and Formulation of Membership Recruitment Teams (MRT) – Members will be trained in organising skills and given assignments and targets to achieve. Union will pay a recruitment incentive of \$5 per member recruited.
- IV. Nationwide exercises outside/inside shopping centres, co-operatives and bus/trains interchanges to recruit all categories of workers, which include executives and workers from non-unionised companies.

#### **2. Incentive for Recruiters**

- I. Regular recruitment competitions and campaigns eg, NTUC 1+3 Campaign for each union leader to recruit 3 members. The top unions in recruiting will be rewarded.
- II. Incentive for members to recruit members – On-going member-get-members scheme. \$5 for each member recruited.

### **3. Create Awareness**

- I. Strengthen publicity programme through the use of mass media (radio, television & newspapers, NTUC magazines) to promote awareness and publicise the benefits of unionism.
- II. Encourages and publicise good labour-management practices.

### **4. Provide Quality Customer Service**

- I. Making membership application process simple, fast and convenient for new members.
- II. New Applications can be processed within a month. The NTUC linkcard will be delivered to the doorstep within a month from the date the application form is submitted.
- III. One-stop Service Centre for members.

### **5. Leverage on Technology**

- I. Reaching out to bigger mass and potential members by providing a comprehensive website for the IT savvy.
- II. On-line membership application form.

### **iv. Amendments of Legislation for Rank-and-File Unions to Represent Executives**

The issue of extending representation to the executives was first brought up in parliament by our union leaders in March 1999 to arrest the shrinking bargainable base of the trade union movement due to the change in profile of the workforce. A tripartite committee consisting of members from the government, labour movement and employers was formed to study the details.

In July 2002, the Industrial Relations Act and the Trade Union Act were amended to allow rank-and-file union to represent executives in grievances and termination issues.

The objectives of the amendments are as follows:

1. To meet the increasing needs of the expanding new breed of higher educated workers to provide protection in workplace.
2. To achieve “The 80:20 Vision” to unionise an average of 80% of the workforce under the Rank-and File unions.



**v. Seamless Membership**

The objectives of Seamless Membership are to :

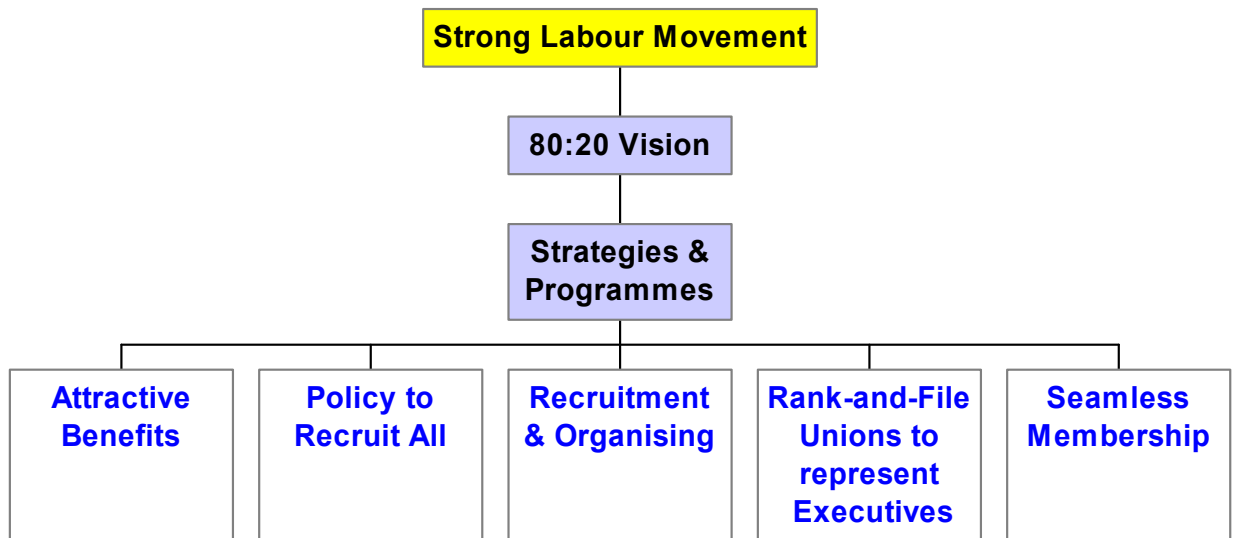
1. Address the increasing trends of more frequent job changes for reasons such as resignations, retrenchments and shorter employment tenure.
2. As an administrative tool to retain membership during members' transition period so that the insurance coverage and length of membership and other benefits will not be discontinued
3. Retain members who join other non-unionised companies, which acts as an important stepping stone for the union to organise non-unionised companies.

**It involves :**

1. Single rate union membership subscription fee and same core welfare benefits for all unions.
2. Massive exercises to promote Seamless Membership and to convert existing members from check-off system to GIRO.
3. New members are placed on Seamless Membership immediately.

**Part Three : Conclusion**

**i. Summary**



**ii. Case Study : MuRata Electronics Branch, UWEEI**

The MuRata Electronics Branch was unionised under UWEEI in 1981. The company employs about 1550 employees.

The branch is active in recruiting members, both manual and non-manual workers. Through negotiations and its perseverance in recruiting members, it is able to represent a high percentage of its workforce. Given a high representation or bargainable base, the branch proceeds to embark on its recruitment efforts. The strong union leadership and its efforts to create a strong presence in the company are contributive factors for the exemplary membership results.

**1. High Representation Base**

UWEEI is able to represent 97% of the workforce in Murata for the following categories :

- Direct Staff
- Administrative
- Office
- Supervisors

Executive/Managerial Staff with substantial authority to hire and fire are excluded due to conflict of interests.

**2. Strong Union Branch & Leadership**

- I. 5 out of 13 (40%) branch leaders are Engineers/Supervisors/Foremen.
- II. 50% possess tertiary or post-secondary education.
- III. All leaders are given training in industrial relations, labour legislation and personal effectiveness enhancement such as Leading Successfully, Productivity, Public Speaking, Understanding Financial Account, Emotional Quotient etc..

**3. Creating a Strong Presence**

- I. Effective communication and feedback channel with members in each department/shift through union leaders and union notice board.
- II. Organise regular Quality Lifestyle and Workplace Health activities for members.
- III. Active role and involvement in Company's activities such as Safety Committee, Productivity Committee, Annual Company National Day

Observance Ceremony, Annual D&D, Recreation & Sport Committee,  
and Social Services Committee.

- IV. Regular distributions of union gifts (with union logo) to thank members.

#### **4. Recruitment Efforts**

- I. Union leaders' strong commitment to recruitment.
- II. Conduct regular recruitment exercises in canteen for all shift workers.  
Average of 112 hours per year or an average of 9.3 hours per month.
- III. Comprehensive brochures on union benefits.
- IV. Attractive welcome gift for new members.
- V. Easy and convenient to join: Seamless Membership.

#### **Results:**

- 1. 60.5% of the manual workers join union.
- 2. 46.5% of the non-manual workers join union which is much higher than the average of 35.8% unionisation rate for the non-manual workers in the metal industry.

## Organising Activities for Non Manual Workers

Tadashi Takeishi - Assistant General Secretary, JEIU, Japan

### Introduction

In the Japanese electrical and electronics industry, organizing/recruiting is now carried out not only by the Japanese Electrical, Electronic and Information Union (JEIU) but also by the Japanese Association of Metal, Machinery and Manufacturing Workers (JAM, affiliated to the IMF-JC) and the other industrial federations

### Organization of JEIU

DENKI RENGO: JEIU	
Japanese Electrical Electronic and Information Union	
● Affiliated unions:	323 organizations
● Membership:	688,436
● Established:	June 1, 1953
● President:	Nobuaki Koga

- JEIU is an industrial federation composed of unions in the electrical and electronics industry in Japan.
- 80 organisations have more than 1,000 members and 77 unions have between 300 and 999 members.
- They are enterprise-based unions and most of them have union shop contracts.
- The JEIU organizes both manual and non manual workers.
- The organization rate is 20.7% (30.8% in 1980).

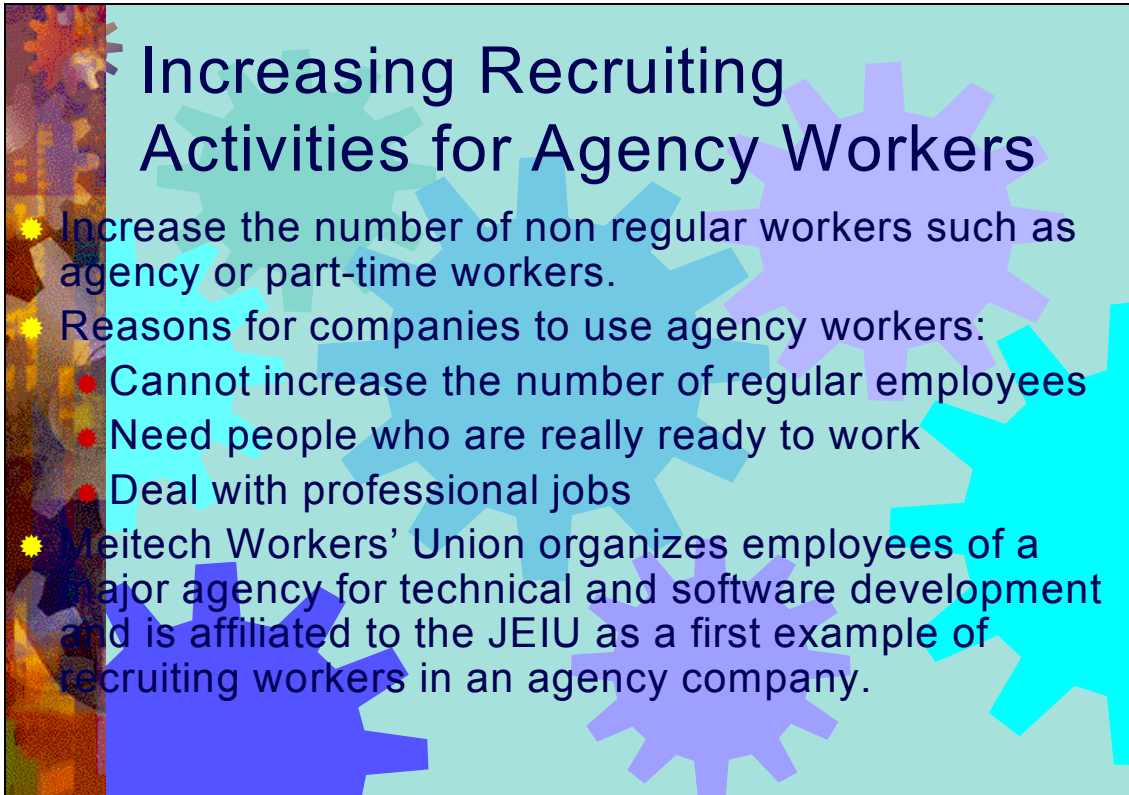
## Trend of composition of manual and non manual workers in JEIU

	Male		Female	
	non manual	manual	non manual	manual
1980	47.8%	52.2%	34.9%	65.1%
1985	53.1%	46.9%	47.2%	52.8%
1990	59.0%	41.0%	54.2%	45.8%
1995	63.4%	36.6%	66.1%	33.9%
2000	65.8%	34.2%	66.9%	33.1%

- Union activity has changed from activities centered around manual workers to including non manual workers.
- A wide range of job descriptions for non manual workers (planning, sales, system engineers, research and development, design).
- Personnel treatment system: changed from seniority-based to ability and result oriented.

## Organizing Activity for the Information Service Sector

- Many information service companies were established in the 1980s.
- A council for unions related to the information industry was established in 1986 within the JEIU having 12 organizations with a 17,000 strong membership.
- The Information Sector of JEIU has now 17 organizations with a 22,700 strong membership.



## Increasing Recruiting Activities for Agency Workers

- Increase the number of non regular workers such as agency or part-time workers.
- Reasons for companies to use agency workers:
  - Cannot increase the number of regular employees
  - Need people who are really ready to work
  - Deal with professional jobs
- Meitech Workers' Union organizes employees of a major agency for technical and software development and is affiliated to the JEIU as a first example of recruiting workers in an agency company.



## JEIU's Standpoint for Organizing

### Viewpoint

1. Organizing employees in companies without unions.
2. Organizing associations of employees.
3. In the case of a company with a union, affiliate this union to industrial organizations.
4. Organize employees in restructured companies.
5. Role of organizing for company-related company groups and independents.
6. Individual affiliation through the Internet.

## JEIU's Standpoint for Organizing Support to establish unions and affiliation to the JEIU

1. Provide industrial policy and information
2. Present measures for a personnel treatment system for non manual workers
3. Promote ability to make suggestions to management (develop, provide and educate to utilize management analyzing tools)
4. Build up safety nets (scale merit)
  - Mutual aids (JEIU Mutual Aid Cooperative Center)
  - Consultation for mental health (Heartful Center)
  - Legal consultation(37 areas in Japan)
5. Development of job ability
6. Provide up-to-date information through the Internet (JEIU Web Site)
7. Organize forums of technical engineers forums for exchange of opinion among these engineers)
8. Research actual situation of software workers

## Conclusion

1. Payment by result is expanding for non manual workers;
2. Communication with each worker is important
3. Each union has to improve programs for members and take measures to respond to their grievances
4. It is requested to develop the products that have “Scale-merit”
5. JEIU plans to develop activities to bring advantages to its members



**Some Statistical Data on Non-Manual Workers in the IMF  
Provided by Affiliates**

**Share of Non-Manual Workers in Total Membership**

• Brazil/CNTM	10	• Finland/TEK	84
• Brazil/CNM-CUT	25	• France/FTM-CGT	9
• Canada/CAW	8	• Hungary/VASAS	15
• Denmark	19	• Ireland/SIPTU	±20
• Germany	17	• Italy/FIM-CISL	33
• Ghana, ICU	34	• Lithuania	17
• Great-Britain		• Russia/AFW	48
/Amicus-MSF	85	• Sweden/SIF	100
• Kenya	30	• USA/CWA	80
• Spain/MCA-UGT	25	• USA/IUE-CWA	5
• Finland/TU ry	100	• USA/UAW	14

**Share of Non-Manual Workers in  
Total Membership in Asia & the Pacific**

• Australia/AMWU	6	• New Zealand	15
• Hong Kong	11	• Philippines	20-25
• Indonesia/FSPMI	10	• Singapore	14.6
• Japan/JEIU	67	(UWWEI/SMEEU/MIWU)	
• Japan/JAW	38	• Rep. China/Taiwan	15
• Japan/JSW	18	• Thailand	15
• Malaysia/EIWU	15		

### Change 1990-2001

- Negative: Brazil,CNM-CUT (28% - 25%)  
Hungary (25% - 15%)  
Japan/JSW (24% - 18%)
- Positive: Finland/TEK (82% - 84%)  
Denmark (17% - 19%)  
Japan/JEIU (53% - 67%)  
Spain/MCA-UGT (17% - 25%)  
USA/UAW (10% -15%)

### Japan - JEIU\*

- 1990 719,000 members  
53% non manual workers
- 1995 764,000 members  
64% non manual workers
- 2001 724,000 members  
67% non manual workers

\* Japanese Electrical, Electronic & Information Union

### Share of women among non-manual workers

• Australia/AMWU	10	• Japan/JEIU	13
• Brazil/CNTM	4	• Japan/JAW	16
• Brazil/CNM-CUT	23	• Japan/JSW	26
• Denmark	60	• Lithuania	48
• Germany	30	• Philippines	25-30
• Finland/TU ry	37	• Russia/auto	45
• Finland/TEK	17	• Singapore	3.5
• France/FTM-CGT	10	• Sweden/SIF	39
• Hong Kong	46	• Taiwan	17
• Hungary/VASAS	56	• UK/Amicus-MSF	40
• Ireland/SIPTU	±40	• USA/CWA	55
• Italy/FIM-CISL	15	• USA/IUE-CWA	30

### % of young workers (< 30 years)

• Brazil/CNTM	25	• Lithuania	4
• Brazil/CNM-CUT	36	• Philippines	2-5
• Denmark	30	• Russia/auto	11
• Finland/TU ry	7.5	• Singapore	4.5
• Finland/TEK	12	• Spain	22
• Hong Kong	24	• Sweden/SIF	14
• Hungary/VASAS	32	• USA/CWA	20
• Ireland/SIPTU	±30	• USA/IUE-CWA	10
• Italy	20		
• Japan/JEIU	21		

## **How are Non-Manual Workers Organised?**

- Separate, independent organisation
- integrated division or department
- no specific structure.

## **Non-Manual Workers' Unions affiliated to IMF**

- |               |                              |
|---------------|------------------------------|
| • Argentina   | ASIMRA                       |
| • Belgium (2) | LBC/NVK - SECTA/BBTK         |
| • Finland (3) | TU, TEK, Insinöoriliitto     |
| • Norway      | Handel og Kontor             |
| • Netherlands | De Unie                      |
| • Sweden (2)  | SIF, Civilingenjörskörbundet |

## **IMF affiliated Unions with a Non-Manual Workers' Department/Division**

- Australia      AMWU - TSA (Technical, supervisory & administrative division)
- Canada        CAW - TOP (Technical, Office, Prof.)
- Denmark      CO-Industri
- Germany      IG Metall
- Italy            FIM-CISL - "Quadrante" (2001)
- USA            UAW - TOP (Technical, Office, Prof.)
- Ireland        SIPTU
- Spain          MCA/UGT

### **No specific structure**

In many countries, non manual workers are treated on par with production workers.

The strategy is to address issues in the framework of the company rather than in that of specific occupations.

## **CONCLUDING REMARKS**

Generally worldwide, non-manual workers are less organised than manual workers. There are several reasons for that which may be related to national legislation, union policy and strategy, industrial relation systems, behaviour, etc. Employers often turn out to be more hostile to the unionisation of non-manual workers than of manual workers. Their attitude can be qualified as negative and possibly obstructive. They would prefer their non-manual workers to be non-unionised and/or on individual rather than collective agreements. The greater the proximity of the workers to the higher level of management, the higher the level of resistance. In a number of countries, pressures are exerted on workers to prevent them from joining unions. It is also worth underlining that organising is more difficult in the ICT sector than in traditional industries.

On the other hand, non-manual workers tend to have a more individualist attitude. Although their receptiveness to unionisation may vary according to e.g. occupation, age, education level and the workplace, they are more difficult to organise. They do not necessarily see trade unions as relevant to their needs and perceive little value in unionising. More highly qualified employees may believe they do not need union protection and prefer to negotiate themselves their own conditions, assuming they will get a better deal. There are also legal restrictions to organising white-collar workers in certain countries. In the USA, for example, supervisory personnel is excluded from union representation under the National Labour Relations Act. In Mexico, the federal labour code stipulates that so-called "confidential people" are not allowed to join a trade union.

Today, however, non-manual workers are increasingly aware that they are no less vulnerable to management's decisions than manual workers. Just like them, they bear the brunt of ruthless competition, corporate restructuring, downsizing and outsourcing. Not only is production work being outsourced, but also upscale jobs, including basic research, chip-design, engineering, etc. With mergers and take-overs constantly reshaping the industrial landscape, non-manual workers now tend to distance themselves from their company. Those who previously were close to management and had no or little contact with trade unions are now looking for help and the defense of their rights. Faced with the perverse effects of hard-line capitalism, attitudes are evolving. Unions should take advantage of these changes to demonstrate that they are knowledgeable and have objectives which are relevant to meeting the needs of these employees.

Because of differences in perception, non-manual workers are more likely to be interested in an individualistic approach rather than a collectivist. New tools and strategies for recruitment are needed. A home visit or a personal contact may be more appropriate than a leaflet at the factory gate. Unions

should reflect on innovative ways to provide personal help and services, which are increasingly important in modern working life.

The traditional role of unions in providing collective representation is still valuable to working people, but new demands and expectations are emerging which require a more tailored approach. The issue is how to respond to the need for collective regulations and protection whilst, at the same time, dealing with individual requests. Participants to the seminar underlined that organising and servicing were not mutually exclusive activities. Providing services to members was an integral part of the overall package which attracts and retains members, and trade unions did not have the option of choosing organising instead of servicing. Activists and organisers should have the necessary skills to assist in the provision of services in the workplace.

The discussions showed that successful recruiting initiatives were nearly always issues-based. Awareness of the topics exercising workers' mind is a key to organising success. Unions have to tackle the issues which are important and relevant to workers and not simply canvass points of a general nature. Some of the recurring themes which emerged as key concerns for non-manuals were working time and unpaid overtime, stress, career development, lifelong learning and equality.

For several unions the Internet has turned into an efficient organising tool and it should be utilised more widely as an interactive means of information and communication. It was suggested that the IMF set up a platform for non-manual workers on its website to, among other things, promote the exchange of information and experiences on organising the various categories which make up the non-manual workforce. Each initiative should be accompanied by details of a contact person and a link to the relevant union's website.

One part of the Seminar was devoted to organising in the ICT sector. ICT is an expanding sector with a high proportion of unorganised non-manual workers. It is penetrating virtually all industrial products and processes, and, consequently, crucial to trade union organisation in the 21<sup>st</sup> century. To ignore this sector because of the challenges it poses, i.e. mobility and marketability of workers, would be to fail to address modern workers in modern industries.

Non-manual workers are a growth area for the labour movement. The IMF and its affiliates should definitely put more emphasis on this expanding segment of the labour force and involve these workers in trade union activities. Whilst working towards the creation of a stronger and more united labour movement, the IMF should focus more extensively on their needs and concerns, so that they are integrated into the union structure and policy and become active members. It is not by accident that, at its Congress on the Future ("Zukunftkongress") in Leipzig in June 2002, IG Metall decided to make the recruiting of non-manual workers a key issue for its future work.

