



International Metalworkers' Federation
Organising Non-Manual Workers - Follow-up

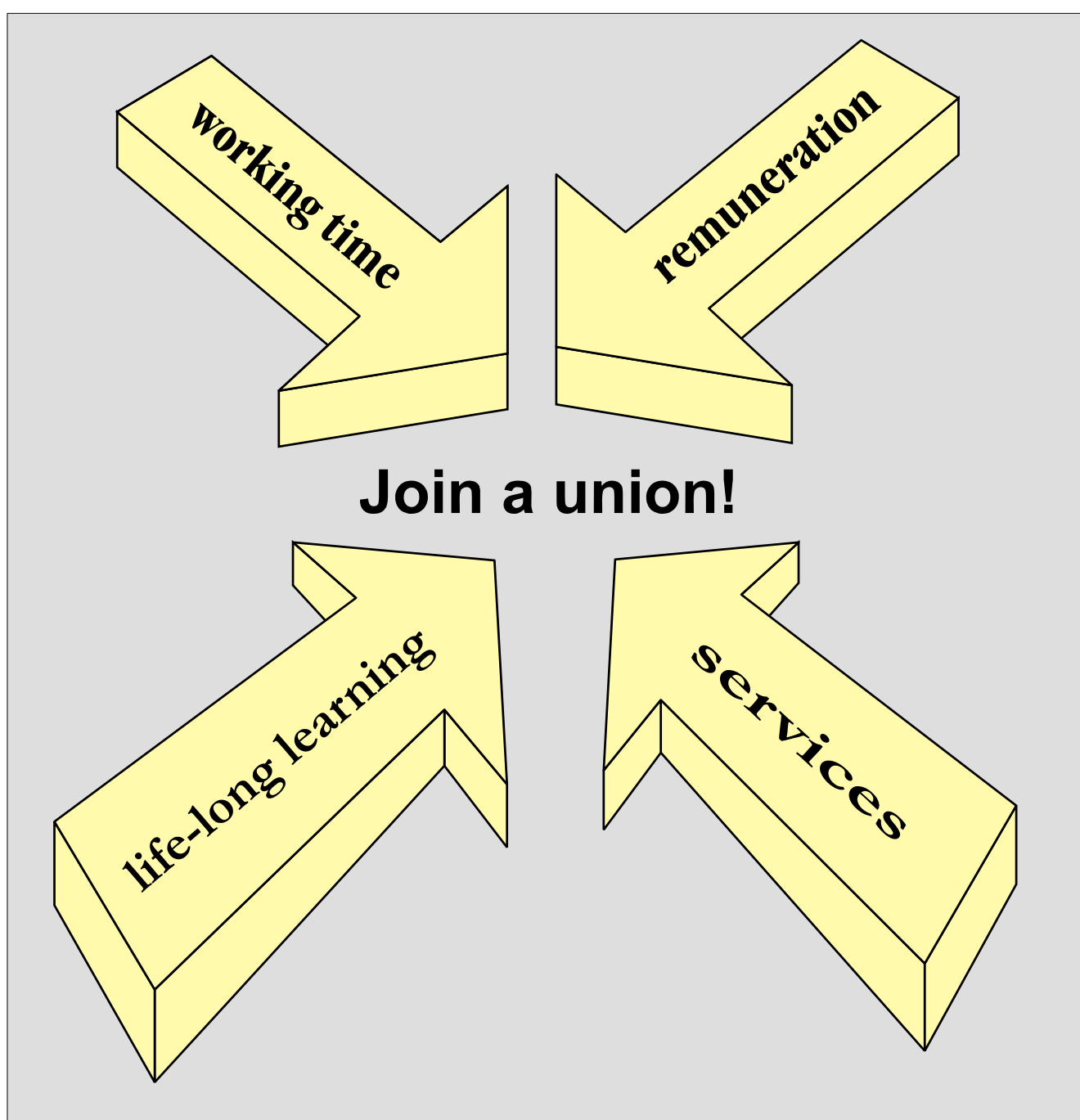


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INTRODUCTION

In October 2002, the IMF carried out a seminar in Eastbourne, UK on the issue of organising non-manual workers, which gave rise to a very constructive exchange of views and experience on recruiting and servicing members. It was agreed that there should be a follow-up to this Seminar to broaden the debate, continue the discussion on best practices and recent innovations, and consider new ways and means on how to provide collective representation while responding to demands for a more tailored approach and autonomy.

As reality shows, non-manual workers do not necessarily perceive trade unions as relevant to their concerns and expectations and, quite often, see little value in joining a union. They may think that by giving authority to a union, they might lose the ability to control their own vocational lives. On the other hand, union officials and activists do not always know how to deal with what they sometimes call the “non-manual culture” and, as a result, may be reluctant to engage people with different mindsets and behaviour. New avenues therefore must be explored to reach out to and communicate with these workers who are representing a growing share of the labour force. Changes in skill requirements within occupations and globalisation will accelerate this trend and make it an issue not only for developed but also developing countries and transition economies.

Beyond the exchange of information and experience, it was felt that the IMF and its affiliates should consider how to better integrate these changes in their structures and policy and discuss the relevance of a common platform for non-manual workers among IMF member organisations. Greater emphasis must be placed on making unions useful and responsive to the concerns of white-collar workers who, just like their manual colleagues, are bearing the brunt of ruthless competition and corporate restructuring.

The mission of the IMF is and will remain to work towards the creation of a more united metalworkers’ movement and, together with its affiliates, organise new members - whether manual or non-manual. Cohesion must be maintained to ensure that all workers identify themselves with and find their home in the union. However, this does not imply not recognizing that certain groups have certain specificities, which need to be addressed resolutely. Failing to do so would imperil the future of the IMF and its affiliated organisations.

The follow-up seminar was held in Geneva, Switzerland, on November 10-11, 2003. This document contains all the presentations made as well as a progress report on the representation of executives in Singapore following amendments in legislation, and a contribution from the Communication Workers of America on organising in the new economy. The gist of the discussions in the working groups that were set up on the second day is reflected in the concluding remarks.

First Part

Organising Tools and Strategies

New demands on industry unions in an ever-changing environment

Siegfried Balduin, IG Metall, Germany



Trade Unions in Germany

1. Industrial unions affiliated to the German Trades Union Congress (DGB)
2. Principle: one company, one union
3. Legal representation of company employees via works councils with rights in respect of information, participation and co-determination
4. Members of Works Councils do not have to be union members, but over 80% do in fact belong to IG Metall
5. Collective agreements should only be concluded by trade unions able to call strike action
6. The employer can also grant non-union members access to rates of pay and benefits laid down in collective agreements

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Branches organised by IG Metall (by virtue of Article 1 in the IG Metall statutes)

1. Metal trades and electrical industry
2. Metal extraction and the iron and steel production industry
- Textile and garment industry
- Wood working, wood processing and plastics processing
- Information and communications branch (to an extent)
- Industrial services

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Trends in employment levels and numbers of members

1. Increasing losses of members
2. IG Metall is strong among production workers, though losing members in this area, and weak among white-collar employees, but is winning new members in that category
3. Increasing percentages of service in the value-added chain
4. Divide between employee and member structures widening
5. White-collar employees, women and young people are clearly underrepresented and more difficult to organise .

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Challenges and objectives of organising policy

1. Structural change away from a majority of the blue-collar workers and towards a majority of the white-collar employees
2. Gain influence in society and be able to act
3. Be firmly established in core labour areas and have a decisive influence on the working world and on the value-added of the future knowledge-based society
4. Adjust membership structures to tally with employee structures
5. Strategic priority: Make IG Metall attractive to white-collar employees
6. Defend worker rights and collective bargaining autonomy in the face of neo-liberal market radicalism

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Essentials for change

1. Reposition IG Metall in the light of changes in the economy and society
 - What orientation and models does IG Metall need?
 - How can it manage the balancing act of organising the traditional core occupations and the new target groups ?
 - How can IG Metall restructure while striking the right balance between keeping the old and introducing the new ?
2. The shortcomings in levels of union membership among white-collar workers and in the service trades – the Achilles heel of organising policy
3. Clearer focus of IG Metall on target groups (backed up by a visible presence in companies and branches):
 - Upgrade working conditions
 - Counter the trend towards increasing personal responsibility and autonomous organisation of work

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Essentials for change

4. Develop a strategic concept and programme of work
 - Collective bargaining policy
 - Company policy
 - Organising policy
 - Marketing
 - Membership benefits
5. Concepts for developing member potential in the core areas of the metalworking and electrical, industrial services and ITC branch
 - Ingenieure
 - Office workers
 - Employees not covered by collective agreements (highly qualified professional and managerial staff)
 - Young employees, trainees, graduates and students
 - Women

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New demands on the unions in the modern working world

1. Successes solely via benefits negotiated for members
2. IG Metall attributed competence across the board on the labour market and in the core areas of collective bargaining and company policy
3. Getting a grip on changed or increasingly differentiated working conditions, attitudes, patterns of perception, basic necessities, employment profiles
4. Need for new opportunities for individuals (the non-manual, multi-qualified, flexible and independently inclined)
5. New solidarity concepts:
 - Multifaceted solidarity
 - - Negotiate collective representation of interests with more individual autonomy and self-determination
 - Solidarity with the weak and social justice as a permanent feature

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Components for a strategic concept (1)

1. Stronger focus on new fringe benefits in addition to increases in pay :
 - Qualifications and (further) training
 - Protective mechanisms to address new forms of insecurity
 - Securing jobs
 - Arbeitszeiten und Zeitsouveränität
 - Remuneration commensurate with performance and agreements on targets
 - Health and stress limitation
 - Being able to reconcile family and gainful employment
2. Providing real opportunities for participating and scope for dialogue for elected representatives, members and (not yet) members
3. Experience from home, life in general, and solidarity including advice and assistance for individual persons
4. Linking collective bargaining with an increased range of individualised advice services and support throughout working life
5. Communicating in the media society: more of a bottom-up approach and a greater degree of direct and proactive contacts with members – images of the future and the role of the unions
6. Internationalisation of trade union work

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Components for a strategic concept (2)

1. Use of local players to focus attention on target groups with an acute need to catch up
2. Huge need for in-depth training and acquisition of skills
3. Recruiting activists from the ranks of white-collar employees
4. Focusing human and material resources on strategic goals
5. Broadening advisory and service skills
6. Adding to the standard services modular benefits-related components encapsulating issues concerning working life and personal advisory services (e.g. obtaining qualifications, legal advice, increases in remuneration and facilitating reconciling a family with a profession)
7. Setting up networks

Servicing Non-Manual Workers – the Sif Experience

Petra Forsberg, Sif, Sweden

Service to members

Service is *one* measure of the ability of organisations and companies to meet the expectations of members and customers. It could also be called an acknowledgement. Service can be measured in different ways, through availability, quality and the relevance of information.

Service can be provided via the telephone, the Internet, meetings or correspondence. Routines need to be built up that simplify communication with members. To improve communication, constant assessment is required. Service is an important part of the union's "brand name"– do we deliver what we promise? Sif's local branches provide a wide range of services, but not all members have local representation, so good solutions must be worked out for these people too.

71% of Sif's members are found in workplaces with local branches or a shop steward, that is, someone who can answer questions and receive information from Sif.

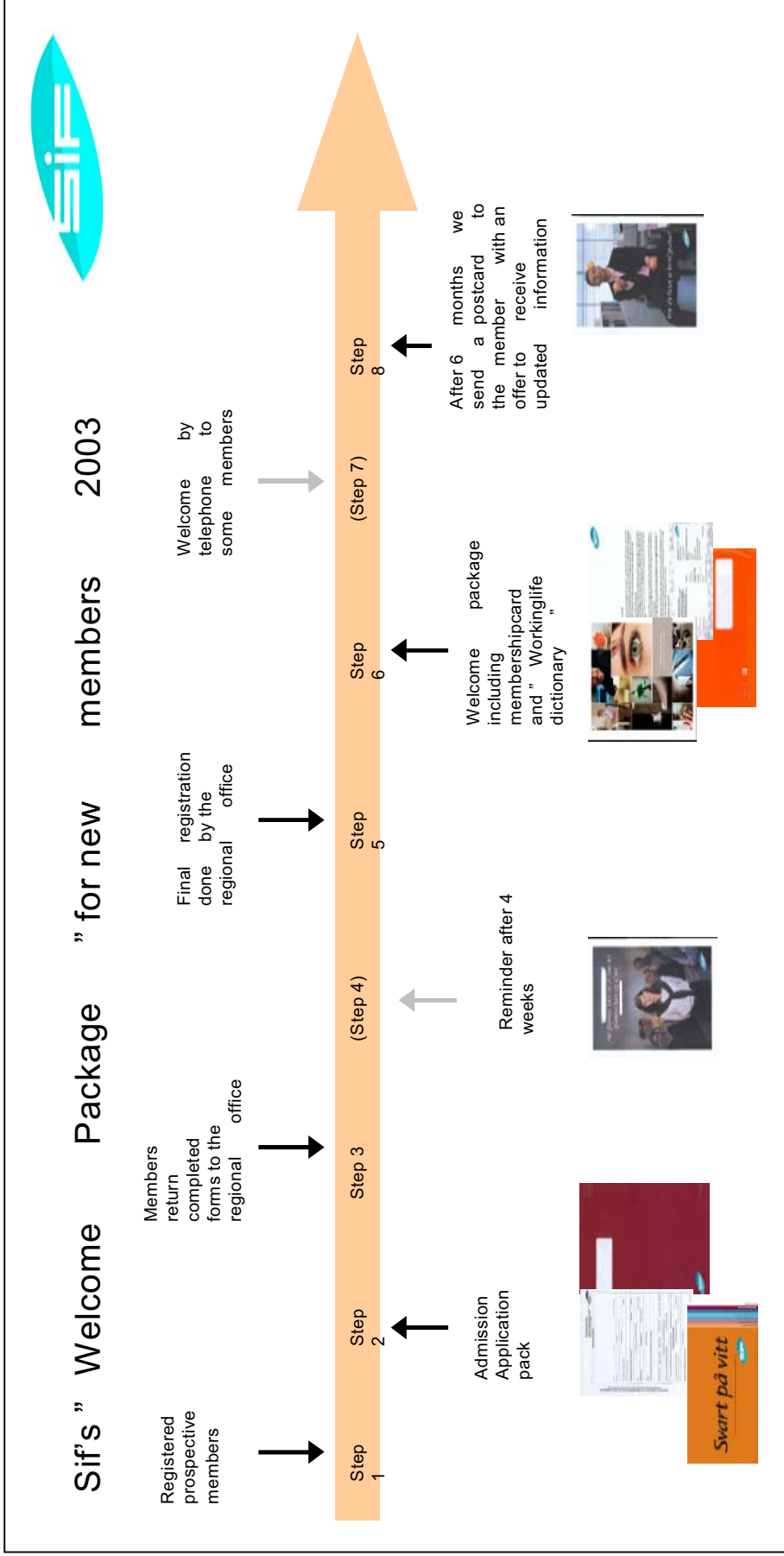
Communication with members

The first contact that a person has with the trade union is through the act of joining.

After a person has become a member, she/he receives a welcome kit with, among other things, a Working Life Encyclopaedia that describes Sif's membership and includes a glossary with the most common words and phrases used on the labour market. There is also a member-recruits-member form, which during 2003 led to the recruiting of 250 new members. Most of the time people recruit members of their families or friends.

After a further six months they receive a postcard emphasizing the importance of being a Sif's member and the possibility of participating and having an influence. Being active and able to influence one's working life is an important part of membership. One can order material and brochures, and 8% of the members do so. The Working Life Encyclopaedia is most appreciated by younger members. Its purpose is to increase awareness of issues that the union can help out with, and where members should turn with their questions.

During 2003, with a view to further strengthening contact with newcomers, Sif tested phone calls to new members within the IT sector to welcome them. Sif used this opportunity to gather supplementary information, such as e-mail addresses and qualification details, and inform the member of the possibility of paying a standing order, that is to have their union fees automatically deducted from their bank account. Sif also promotes different activities and seminars. The calls have been outsourced and are made in the evening, Monday to Thursday. This was well received by members. Next year the number of calls will be increased and even those who do not have a local branch will be contacted.



Different types of information are being gathered. For example, each year Sif collects information on salary levels. The purpose is to maintain salary statistics, which members need during negotiations or when changing jobs/tasks and have been used for determining union fees. (Union fees vary according to salary). The message has been “Your salary is not only important to you!” By gathering 300,000 salary rates, Sif has gained a very good picture of members’ pay in different industries and geographic regions. It has worked with advertisements and direct mailings, and a growing number of members are using the website to submit this information.

Almost 110,000 people visited www.sif.se in September, which is the highest monthly figure since the website was established. This is an increase of about 20 percent compared to the same month of the previous year. About 73,000 were unique visitors and the average visit lasted for about six minutes. Salary statistics are a constantly well-visited section while other pages vary with the seasons. Before the summer, for example, holiday-related information is in most demand. The search function is used increasingly and information about being made unemployed is the most commonly sought material.

Self-employed

Sif offers membership to the self-employed who have no employees themselves. Sif has 2,500 Self-employed Members. Services to this group comprise help reviewing proposed contracts, insurance advice and the opportunity to air issues about the company, as well as legal advice. The Self-employed Help Desk is staffed everyday and it is there that members can get answers to their questions.

Who can become a Self-employed Member of Sif?

In order to become a Self-employed Member, one must:

- Be active within the technology and knowledge-based sectors of trade and industry;
- Have no employees other than family members;
- Be one of a maximum of four partners in a limited liability company or co-operative.

Corporate form: private businesses and trading companies. Limited liability companies and co-operatives with a maximum of four equal partners are also allowed.

S e r v i c e t o s e l f - e m p l o y e d

- T h e S e l f - e m p l o y e d H e l p D e s k i s s t a f f e d e v e r y d a y a n d m e m b e r s c a n g e t a n s w e r s t o t h e i r q u e s t i o n s
- Q u a r t e r l y n e w s l e t t e r
- S p e c i a l s e c t i o n o n t h e w e b s i t e
- S I F a c t i v e l y p a r t i c i p a t e s i n t r a d e f a i r s t a r g e t e d a t t h e s e l f - e m p l o y e d
- O n S I F ' s w e b s i t e - www.sif.se - t h e K n o w l e d g e B a n k .



There is a lot of information on various topics for the self-employed. The Knowledge Bank contains answers to legal questions, questions about business operations and insurance protection.

Self-employed members can also e-mail Sif. Simple questions are answered within 8 business hours and more complicated questions that require specialist knowledge within three business days. Members are answered directly via e-mail, and the answers can also be published on these pages.

Sif Service Centre

The Sif Service Centre (it is a project) started operating in autumn 2002. With eight people, including a manager, the Centre answers calls from members. Members call one of the branch offices and, if the line is engaged, the call is automatically switched to the Service Centre or to one of the branches participating in the project. The advantage is that members need only make one call – technology takes care of the rest. In total Sif receives about 20,000 calls a week and the service centre can take care of about 1,900 calls a week. During the period 8-12 September 2003, the staff at the Service Centre answered 773 calls.

The nature of the calls varied between issues surrounding unemployment benefit, the members' register and union advice. The calls this particular week were evenly spread across the three areas. In February this year Sif received 26,000 calls during one week. Not all branches are connected to the Service Centre, but in total about ten branches are, representing two-thirds of Sif's membership. Of course, the numbers of calls in city regions such as Stockholm, Gothenburg and Malmö are higher.

Sif's goal with these operations is to increase availability, as the telephone is the most common communication route for several branches. People want to talk to someone to get advice, and distance often makes it easier to call than to pay a visit. The seven employees at the Service Centre accept all types of calls and, at present, calls concerning unemployment benefit dominate. In the long-term calls will concern union advice of a more general nature and Sif will be able to weave in details about unemployment benefit and the members' register. Information on the

members' register and unemployment benefit will be centralised in two locations/units and be provided via a separate telephone service. They will take care of all questions concerning employment, salary, agreement issues etc. If negotiations are required, the issue will be moved to a higher level in the organisation.

Calls are often received from members in English. Beryl Thelin, manager, says that she can see an opportunity to develop the service by utilising the competence found within the union, as many staff members have other language skills. This would strengthen services for those members who prefer to use their mother tongue.

Student members

Sif has about 22,000 student members. Services include:

- Job Service – Help writing CVs, reviewing employment contracts and providing information about companies
- Prior to work experience, a guide on what should be considered when choosing a workplace.
- Prior to thesis projects, what should be considered in order to succeed
- Information on salary, advice and tips prior to salary negotiations

In addition, Sif participates in university job fair days, offering, among other things, simulated employment interviews, which are much appreciated and soon fully booked.

Innovative Strategies for Professionals in the USA

Gregory Junemann, President, IFPTE, USA



I F P T E M e m b e r s

- **E n g i n e e r s**
- **S c i e n t i s t s**
- **T e c h n i c i a n s**
- **D e s i g n e r s**
- **I T S p e c i a l i s t s**
- **E c o n o m i s t s**
- **L a w y e r s**
- **J u d g e s**
- **N u r s e s**
- **D o c t o r s**
- **A r c h i t e c t s**

The IFPTE represents engineers and technicians at Boeing, scientists and engineers at NASA, technicians and designers at GE and Lockheed, and many other similar employees working in private industry and for the federal and city government agencies, both in the US and in Canada. The IFPTE also represents some IT specialists, economists, lawyers, judges, nurses, doctors, and architects. In terms of US and Canadian union members, these people don't work in typical and traditional union jobs. So, while they understand the need for collective bargaining and union representation, they don't necessarily want a typical and traditional union.



A l l W o r k e r s ' G o a l s

- **S e c u r e h o m e l i f e**
- **F a i r s h a r e o f e m p l o y e r s ' p r o f i t s**
- **E m p l o y m e n t s t a b i l i t y**
- **R e c o g n i t i o n f o r c o n t r i b u t i o n**
- **S e c u r e r e t i r e m e n t**

For the most part, all workers, whether they are production workers or non-manual workers, men or women, and regardless of the nation in which they work, share similar goals. They want

their employment to provide a secure home life for themselves and their loved ones. They want their employer to be profitable, and they want their fair share of those profits. They want employment stability, if not employment security; meaning if they happen to lose their existing job, they will be able to find other employment with little difficulty. They want to be recognized as being part of the reason for their employer's success. Finally, they want to retire in good health. Yet, there are differences between production workers and non-manual workers. In order to better represent both groups of workers, we need to recognize these differences to be able to better respond to their needs.



N o n M a n u a l W o r k e r s

- P r o f e s s i o n a l I d e n t i t y
- A p p r a i s a l r a t i n g s i n l i e u o f s e n i o r i t y
- P a y f o r p e r f o r m a n c e
- C a r e e r d e v e l o p m e n t
- M a n a g e m e n t r e l a t i o n s
- P r i n c i p l e - b a s e d u n i o n
- A v o i c e o n t h e j o b

Non-manual workers tend to identify themselves with their profession, rather than with their current employer. Upon meeting an old friend, a non-manual worker will say she is an engineer, and that she is currently employed at GE. A production worker will generally identify themselves with the employer first. When asked, she will say she works at GE as a warehouse clerk or a tool crib attendant. Again, without measuring the value either person brings to the success of the employer, the non-manual worker identifies himself/herself more with his/her profession than with his/her current employer. At the same time, non-manual workers are extremely concerned about the success of their current employer. Our union needs to understand this.

The contracts we bargain on behalf of the non-manual workers we represent are similar to those for production workers, but there are some glaring differences. While production workers in the US have a strong belief in a strict seniority system, non-manual workers do not share this view. Instead, non-manual workers prefer a system based upon evaluated performance. They choose to undergo performance appraisals by their superiors. These appraisal ratings are used in decisions affecting an employee's promotion, retention, and transfer within an employer's structure.

Further, non-manual workers in the US are generally opposed to across-the-board pay increases for themselves and their peers. Instead, we have negotiated "pay for performance" arrangements wherein non-manual workers receive pay adjustments based on the same performance ratings I mentioned earlier.

These methods of replacing seniority and general increases with a strict appraisal system place additional burdens on our union. We must ensure that we negotiate sensible systems that produce fair and objective measurements of our members' performance and abilities. We must engage with the employer to see that their own managers are properly trained to administer the

system. Finally, we must negotiate a proper method of dispute resolution within the various grievance procedures to handle whatever differences that will arise.

Non-manual workers are interested, not only in their present employment, but in their careers. These workers are often members of professional societies that focus on addressing current trends in their given fields and allow our members to network with other colleagues within their professions. These workers have a natural interest in life long learning, and career development. Our union is continuously striving to explore new ways of meeting these unique needs. We have engaged in partnership agreements with employers and with universities to help our members to enrich and expand their career paths. Career development must be as important to our union as it is to our members.

Our approach toward management is also different in representing non-manual workers. We have a saying. Our members don't want to fight with the boss; they want to be the boss. We don't want to bring management to their knees; we want to bring them to their senses. The old method of casting managers as villains or demons and engaging in public, hostile battles with management is not accepted by the non-manual workers we represent. This is not to say that our members are weak in their convictions. When pushed hard enough; they'll push back. We led almost 20,000 of our members in a very successful 40 day strike against Boeing, only a few years ago. Even throughout that ordeal, we saw our role in representing these workers must be to illustrate and prove inefficiencies, inequities, and injustices. We must be extremely tough on the issues, while refraining from personal attacks against individual managers.



Our Core Principle

Our members must be recognized and rewarded for the key roles they play in the success of their employers, and all parties involved can make tremendous gains through a mutually beneficial relationship.

Our core principle is that our members must be recognized and rewarded for the key roles they play in the success of their employers and that all parties involved can make tremendous gains through a mutually beneficial relationship. The challenge is to remain a principle-based organization and not allow temporary conditions to revert us to a power-based organization. If we are principle-based, we are governed by our principles. While if we are power-based, we are governed by circumstances. We can't control circumstances, but we can always control our actions if our actions are consistent with our principles instead of reactive to circumstances, we can better determine the kind of union we will have.

One of the key roles a union can play in representing non-manual workers is providing them meaningful input in the decision-making process – what we call, “a voice on the job.” Like all workers, the non-manual workers we represent want to be able to do their assignments to the best of their abilities. While they are concerned with the impact of continuous workplace changes and technological improvements, they welcome these innovations.

Moreover, they want to be involved and engaged in the implementation of these improvements. This does not only apply to their immediate tasks. Our members are keenly interested in current business trends and practices. In many cases, our members know their employer’s published business plans and those of their competitors, better than the investors do. Our members feel their input and involvement can play a significant role in their employer’s success. Any union wishing to represent non-manual workers would do well to help these workers gain a meaningful voice on their jobs.



Our Beliefs

- All employees need unions
- Unions are value-added
- Unions must adapt to members’ needs
- Goals shared by all workers are not in conflict with specific needs of non-manual workers

My belief is that unless you sign your own pay-check you need a union. Further, that regardless of whether it involves manual or non-manual work a unionized workforce is a more productive workforce, and is, therefore, value-added to an employer. With the changing culture of today’s workplaces, the future of work lies in the non-manual workforce. So, we need to properly react and adapt to organize and represent these workers.

Yet, we must understand that a one-size-fits-all union will not address the specific needs of this ever-growing group of workers. In representing non-manual workers we must adjust our strategies and tactics, our relationships with other organizations, our media outreach, our communications tools to include both publications and websites, and our methods of soliciting input from our members.

Finally, we need to understand that the unique needs of non-manual workers are not in conflict with basic desires of all workers. In recognizing this, we come to understand that our labour movements can create responsible representative unions for all workers, and we will have much stronger unions as a result.

Developing a trade union culture among professionals in Italy – Progress report on “Quadrante”

Bruno Vitali - FIM-CISL, Italy

Quadrante is a specific recruiting programme for non-manual workers under the responsibility of one of FIM’s national secretaries. It was established at the beginning of 2001 and is part of 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.

Quadrante 2003: One year of activity

- Collective bargaining
- Membership
- Organisation
- International
- 2004 Goals



1

Collective bargaining

- Signature of a new metalworkers’ collective agreement in July 2003.
- A new chapter has been added concerning the area of “Quadri”, i.e. the highest employees’ level. This is the first time in the history of collective bargaining in Italy.
- After 13 years the salary concerning the area of “Quadri” has been updated.



2

Collective bargaining

- A new workers' classification system will be developed starting in autumn 2003. This is a joint project between the main unions and employers. The hypothesis is to have five areas: the top one concerns "Quadri"; another concerns white collar workers.
- New opportunities could arise concerning continuous education rights.



3

Affiliation

The Quadrante policy for the "Quadri" area is beginning to pay off.

Last year we unionized companies that, so far, were unorganised:

- NTS – Rome
- EDS – Rome
- Denso – San Salvo (Chieti, Abruzzi)
- Micron Technology – Avezzano (AQ)



4

NTS - Rome

ICT medium company with offices in Rome (headquarters) and Milan.

About 250 people, mainly graduates.

Thanks to Quadrante, we convinced the general manager to hold a RSU (rappresentanza sindacale unitaria) election. Today:

- 30% of people have joined one of the unions (40% of them belong to FIM);
- 3 out of 6 RSU members belong to FIM;
- A second level agreement has been signed for the first time



5

EDS - Rome

EDS is a large IT US company with offices in Rome (main), Milan, Potenza and Bari.

More than 4,500 people, including graduates, are employed in Italy.

The new “development plan” foresees about 550 lay-offs.

Quadrante will help its affiliates through the outplacement process.



6

Denso – San Salvo (CH)

This is a company working in the automotive sector, formerly belonging to the FIAT group. Five years ago the company was sold to the Japanese Denso.

Integration issues between the employees and the new management (Japanese, with a strong background in US).

More than 300 highly skilled workers are employed in the company. Previously they belonged to an association sponsored by FIAT.

That association is no longer willing to represent their needs.

Quadrante can do it. So far 60 people have joined us.



7

Micron Technology – Avezzano (AQ)

It is a US multinational in the semiconductor sector.

1,600 employees in Avezzano, most of them highly skilled.

*In the US, Micron is a **non-union company**. Micron management has tried to minimize the impact of the union also in Italy.*

Today Micron management has discovered it needs the union's help in order to run at its best its business in Italy.

Quadrante is now helping Micron management to change its attitude towards the union.

Possible huge investments are at stake as well as a new agreement.



8

Organisation

Quadrante, together with CISL, is setting up offices that can help affiliates in solving their problems in the working environment. So far we have available:

- A counselling office against mobbing practices.
- A counselling office helping with issues linked to career assessment.

Moreover two postgraduate degrees are being offered.



9

Career Assessment

A counselling office in Rome is helping with career assessment. It is a free service that every affiliate can request.

Even though the office is based in Rome, we are able to cover almost the whole country thanks to several agreements all around Italy.



11

Postgraduate master's degrees

(jointly with APQ)

1. Management and Social Responsibility of the Enterprise. The course is held in collaboration with Antoniana University and LUMSA (Rome).
2. Human Resources Management and Development. The course is held in collaboration with Padova University.



12

International

Since last July we have been involved in the social dialogue of the EuroMed area (Maghreb + Latin countries) sponsored by the Tunisian Association “Club Mohamed Alì de la Culture Ouvrière”



13

2004 goals

1. One person **full time** for Quadrante
2. A nation-wide commission is being started
 - Quadrante has to meet a big challenge : **promote** the role of white-collar workers and highly qualified professionals
 - We have to **build** a new management system shared between our affiliates and companies.



Communicating with non-manual workers

Jesper Nilsson – Communications Director, IMF Geneva

Distrust vs. Trust

The title of this presentation may suggest that there is a special way to communicate with non-manual workers – and then hopefully a pattern solution. I must disappoint you in this respect. Communication with non-manual workers may bring some matters to a head, but there are no shortcuts. It's about conventional communications work: building trust.

Henrik T., programmer, January 1996



- "At university, a trade union rep showed up and introduced his organisation. But he didn't seem to know anything about programming or computers..."
- "What's in it for me?"
- "I prefer to pay the green fee, not the trade union fee..."
- Distrust, no trust.



Let me introduce you to Henrik T., a software expert whom I worked with at an Internet agency back in January 1996. I came to talk about my background in the trade union movement and he looked at me with disbelief, then told me of his experience: "When I was at university, a trade union rep showed up and introduced his organisation. But he didn't seem to know anything about programming or computers..." So Henrik asked himself: "What's in it for me? Probably nothing."

Following his first encounter with a union, he developed a fundamental distrust.

It doesn't have to be that way. Imagine the following: "I met this trade union rep at university. He seemed to be aware of our way of thinking and could answer my questions... I became a student member. And I'm still in."

Enough trust to try.

What's new?

Today, we are addressing the issue "non-manual workers". This is not the place to discuss what constitutes this group; you have already dealt with it at earlier meetings. Some basic characteristics though: We talk about new categories of members and potential members, often with higher education, young, frequently self-employed or employed in small or medium-sized enterprises.

What's new?



IMF member Koichi Tanaka receives Nobel Prize

- New categories of (potential) members
- Higher education
- Young
- SMEs
- Self-employed
- Online



For pedagogical reasons, I focus my presentation on younger people. It is in encountering them that the challenge facing trade unions becomes most palpable.

Let me first lay it down: Deep-rooted changes in worldviews are taking place. These changes seem to be reshaping economic, political and social life in societies around the world.

This isn't something I have thought up in my office or at home. There are worldwide surveys and research¹ showing the following:

- Young people approach the world in an individualistic, not collectivist mode. Self-expression, fulfilling the individual's life project is paramount.
- Our focus is friends and entertainment.
- Consumption is more important than engagement.
- There is a declining respect for authority – but rising support for democracy.

To be young in the 90s is simply not the same thing as being young in the 60s. Don't forget, in a few years we will be talking about organising members whose *parents* were born in the 1970s... These are people who since childhood have had Internet, 30 TV channels, access to a vast amount of services 24 hours a day, 7 days a week. This is of fundamental importance for the trade union movement.

Before you protest: This line of argument is of course not valid for every society in the world – suggesting that would not only be presumptuous, but also ethnocentric. But, as research shows, the trend is more valid than one would initially imagine. We see this pattern in developed countries, but as well in parts of large towns in developing countries – especially if we talk about the group that brings us together here: non-manual workers.

I will not go into depth about what causes these new mindsets. But it is clear that if one grows up with a feeling that survival can be taken for granted, instead of the feeling that survival is uncertain, it influences almost every aspect of one's worldview.

Working Life

In the realm of working life, the following can be stated for the new generations:

- Work is important in creating possibilities for consumption.
- Fun and interesting work is more important than being well paid.
- If you don't like a workplace, you walk away (people are less loyal).
- There is no ZIP-code truth.

“Walk away from your workplace” – implicitly to find a new job – might also sound presumptuous in a world with so many people without a job. But we know that the great challenge in a not too distant future, in many countries of the world, is the *shortage* of workforce. As you know, this is due to demographic reasons and is likely to reshape a lot of social and work relations, as we know them.

¹ First and foremost, I refer to the “World Values Surveys”, which have measured the values and beliefs of the public in 1981, 1990, 1995 and 1999-2000, see www.worldvaluessurvey.org. More specifically, see R. Inglehart's paper Globalization and Postmodern Values, <http://wvs.isr.umich.edu/papers/globaliza.pdf>. Other interesting reading is provided by the Millennium Project of the American Council for the United Nations University, www.acunu.org, especially the summary of their latest report at www.acunu.org/millennium/Executive-Summary-2003.pdf. If you read Swedish, interesting surveys and reports may be downloaded from Kairos Future at www.kairosfuture.se/publikationer/rapporter/index.html. For a British perspective, go to www.unions21.org.uk, with input from the TUC, T&G and others.

“No ZIP-code truth” is an expression I borrow from a news article, illustrating how the Democratic Party lost its stronghold in a black neighbourhood in Arkansas, USA. A black labour lawyer said, “Democrats just assume my political affiliation, based on my ZIP code...” But: “I don’t cast my ballot based on learned behaviour.” We recognise this in many countries, also to the extreme that “right-wing” parties attract a majority of votes from workers, and “left-wing” parties attract academics, and “green” parties attract people of all political inclinations.

Both “Walk away...” and “No ZIP-code truth” translate for the trade union movement. A membership is not given. In drastic terms: If you don’t like the union, you walk away. And it is not given that this or that group, or a person having a special task is likely to join a union. We all make our own individual decisions and we review them regularly.

We’ve been dwelling on what’s new. Then, what’s old? Well, it’s us: trade unions and – with all due respect – trade union leadership. In many cases also the values that we want to convey, the rhetoric we use and many of our grand victories.

The dynamics between new and old is one important factor behind trade unions losing members and influence, and has led to an ongoing discussion within trade unions. Simplified, we see two approaches and mixtures between them:

- 1) Let us stick to organising, collective bargaining (wages), job security and lifelong work, “us against them” (i.e. the employers).
- 2) Organising, collective bargaining = OK. But focus much more on services, benefits, insurances for members, be open for an “us with them” approach vs. employers.

To continuously find the correct balance between these approaches is occupying a great deal of internal trade union thinking today.

Know your Members

Finding the balance leads us to a more concrete part of this presentation, namely: Know your constituency. This is what any Communications schoolbook would tell you in its first chapter, still an issue where we all sin. We defect for a variety of reasons: we do not reflect about the issue at all; we think that it is cumbersome and costly to find out or we are afraid of finding out. The end result will be that we continue our activities, based on scattered feedback from our members, old presumptions or – worst-case scenario – guesswork.

Know your members!



- Learn what is exercising their mind
- What sort of service do they want?
- Segment your communication, target groups.
- Qualitative analysis (why / what) – interviews, focus groups
- Quantitative (how many) – surveys, telephone polling
- Look after / tend old members. Does the membership live up to your expectations?



But by not knowing our members, not only communications – basically a support function – but also more importantly organising and recruiting will go astray.

Let us recapitulate: new potential member groups with little or no “inherited” trade union tradition, individualistic people who do not trust authorities (but friends). Moreover, they are increasingly convinced that they can solve employment problems themselves². There is a perceived irrelevance of trade unions.

This is our playing field. The consequence is that – as long as we don’t talk closed shop – recruiting relies on word-of-mouth. In this respect, joining a trade union will be like choosing a car mechanic, a dentist or an insurance company. You are encouraged when people you know and trust give positive reviews about a person or a company, and you are deterred by bad reviews and warnings.³ Similarly, an employee will be encouraged to join a union or put off. He or she can – sometimes – choose another union with a better reputation or choose to not join a union.

The role of communications is to encourage the spread of the good word. It is to help build trust. It is also to aid the encounter between the trade union and the potential member.

Bearing in mind “Henrik the programmer”, let us look more closely at the meeting between the trade union and the prospective member. With the “new situation” sketched above, we know that we have few chances. A bad reputation or bad treatment might discourage a person for the rest of his life. And the “new” online generations – used to service round the clock – are impatient. When they want to join, they must be given a decent chance. Even if it’s in the middle of the night. Yellow pages or a telephone answering machine referring to a local, open Tuesdays and Thursdays, 9:30 to 11:00, is simply not good enough.

This is also where knowing your (potential) members is crucial. I was told about an example in California⁴, where trade unionists approached newly immigrated Indian software experts with, basically, “hello worker, we want to recruit you”. Curtain down. Had the trade union reps done their research, they would have learned that the young Indians had come to the U.S. with the ambition to quickly become millionaires. Being labelled “worker” was the last thing they wanted (taking their working situation into account, fully justified, but that is not the point here).

Another example, also from California: organisers approached workers at a warehouse in Silicon Valley. The young people turned a deaf ear to trade unionists talking about wages, pension funds and job security. Only later – when the union effectively had lost its chance to get a foothold in the company – they took in what REALLY mattered to all workers: the imposed strict dress code. For these young people, for whom personal clothing is as important a way of self-

Recruiting - relying on word-of-mouth



• Compare the one we love to hate:

- The car mechanic
- The dentist
- The insurance company

• Additional complication:

- While you can't fix your own car, be your own insurance company or dentist...

... people say: I don't need a trade union

² “Why Do Non-Union Employees Want to Unionise? Evidence from Britain”, A.Charlwood, 2001, <http://ideas.repec.org/p/cep/cepdps/0498.html>.

³ “Future of unions in modern Britain”, Chapter 3, <http://cep.lse.ac.uk/research/labour/unions/mid-term2000-2002.pdf>.

⁴ This and the next examples: Raj Jayadev at Labor’s Voices conference “Democratic Media and Organizing”, New York, 2002.

expression as speech, this was the real issue. Had the union known their target group, they could have won the hearts of many. *Informing* people is one way; *communicating* includes attentive listening and is mutual.

Let us come back to some of the words mentioned earlier: distrust in authorities and the online generation. Today, doctors increasingly – and to their great annoyance – meet patients who maintain they know as much about medicine as the doctors. The patients have made their own diagnoses on the Internet and are now “helping” or challenging the doctor. The same goes for students, challenging the – perhaps outdated – knowledge of the teacher. Similarly, the potential member will not be afraid to start a dispute with the trade union rep.

This poses tremendous challenges for the traditional trade union structures. Elected trade unionists must be trained to communicate with members in an effective and convincing, but not paternalistic manner. They must be able to defend the affiliation fee and be ready to give a credible answer to why it is worth the money to join. Here, talking about your proud history won't do. It will not engage people who are interested in what will happen at their workplace tomorrow.

Contact Points

To facilitate encounters, trade unions are increasingly creating multiple contact surfaces, adding to the old but still best – person-to-person and telephone. For most of us, e-mail is present since many years, as is the Internet. Denki Rengo in Japan, SIF in Sweden and others let people join the union via the web.

The sooner the better, trade unions must plan how to handle the manifold contact surfaces. Otherwise, basic trade union work will suffer heavy strain. One of the challenges facing the unions is that members will bypass traditional trade union structures. We are used to “member approaches local, who approaches regional level, who approaches national level”. But with new technologies and means of communication, members can easily turn directly to the regional or national level, why not the GS or the president? Moreover, they will collect answers from different levels, compare them and challenge the trade union reps with the information. A reflex action from the union could be to rebuke the member, but this will only work in the beginning, if anytime. A young, educated, individualistic non-manual worker won't take a reprimand and is more likely to question his or her affiliation. To handle this and similar situations, a clear communications strategy, training and a set of procedures must be at hand.⁵

Hands-on

Lastly, I would like to give some hands-on advice on how to improve your communication with non-manual workers. Many recommendations are also valid for communicating with manual workers.



Contacts - 3



- Internet: Providing unions with the potential to develop individual representation and customised services.
- Ongoing survey
- Members will demand the level of online service that they receive elsewhere. Unions already offer information online; the next stage is to offer membership, tailored advice, services.

⁵ The dynamics described here are from my own experience at the Swedish Municipal Workers' Trade Union. I can give more details to anyone interested.

- Your union’s presentation material: does it appeal to non-manual workers? Is it relevant for them? It is easy to sin here, one example being the IMF “Metal World” magazine, which never during 4 years has had a non-manual worker on its front cover... If you have the resources, consider developing different kinds of material (publications, etc) for different target groups.
- People interested in your union: are they likely to find you in the telephone directory? Often we are listed under a full name, not under an acronym that might be used in daily speech. An extra entry in the directory is a cheap way to ensure that you will be found.
- Are prospective members likely to guess your website address, if they don’t know it? If not, try to change your address (or add addresses that relay to your website).
- Are your e-mails easy to figure out (for example `firstname.lastname@yourunion.xx`) and do you have a policy of swiftly answering e-mails? Do you have functioning generic and widely used addresses as info@yourunion.xx and contact@yourunion.xx?
- During non-office hours, does your telephone answering machine refer to your website (where members will find relevant information, be able to pose questions, etc.)?
- Do your trade union representatives know your website by heart? As members will use it as a resource, reps must also.
- Do you regularly debrief members who quit your union? Information about why is extremely precious in developing and adjusting your communications work.
- If your union organises both manual and non-manual workers, do manual workers accept your union’s increasing attention towards non-manual workers? Here, careful and well-planned communication is important.

The Bottom Line

This presentation has meandered through a discussion about new members, new mindsets, word-of-mouth, organising, servicing members... The role of communication in all this is to support the work, ideas and visions of the union. This includes true two-way communication with members and potential members, listening attentively to them and learning their needs. By delivering what they expect, the union ultimately builds trust.

Individual rights guaranteed collectively – leverage for recruiting non-manuals?

Individual skills at the service of the group – leverage for union membership

Marie-Jo Millan Noirault⁶ - FO Métaux, France

FGMM-CFDT
FO Métaux
FTM-CGT

Summary

- Our objective
- A brief history of organising professional and managerial staff
- Snapshot of terms of employment
- Professional and managerial staff
- The experts
- A challenge and the obstacles facing the trade unions
- How professional and managerial staff view the trade unions
- Individual rights guaranteed collectively
- Leverage for union membership
- Individual skills at the service of the group

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FO Métaux
FTM-CGT

Our objectives

- This is a presentation from 3 of the IMF affiliates representing France : *FGMM-CFDT, FO Métaux, FTM-CGT*
- We invite you to consider a few issues we are wondering about. We have illustrated them by giving examples of what is happening in France, but do not really offer any well-tried solutions .
- In France, the line of demarcation between manual and non-manual workers is blurred .
- Particular feature of the non-manual category: Engineers and professional and managerial staff

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⁶ Presentation on behalf of the three French IMF affiliates – FGM-CFDT, FO Métaux, FTM-CGT

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FTM-CGT

A brief history of organising professional and managerial staff (1)

An important event in 1947:

- **The General Confederation of Professional and Managerial Staff (CGC) : was founded in 1947 . Employers were anxious to represent professional and managerial staff when this social category appeared on the scene. At stake: joint management of social security schemes.**
- **CGT : Up until the mid-sixties engineers and professional and managerial staff belonged to a national union;**
- **Then, in 1964 the political ambition became to organise engineers, professional and managerial staff and technicians in sections or company-level unions.**

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A brief history of organising professional and managerial staff (2)

- **FO : CGT-FO founded after a split with the CGT . Professional and managerial staff organised in one national union, SNICM-FO, divided into company sections. The approach to organisation is multi-category.**
- **CFDT: An inter-professional federation encapsulating white-collar employees and professional and managerial staff, then a move towards industry federations established according to the same section-oriented pattern as the manual workers .**

In brief: A purely category-based approach, the CGC and a diversified approach within confederations .

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Snapshot of terms of employment

- **Non-manuals: 45% nation-wide, but 2/3 in the Paris region**
- **Many services outsourced: Consultant agencies, data processing, administrative services. This often results in changes in collective agreements and attachment to the federations .**
- **Levels of education :**
 - ☞ **Technician :** Baccaalaureate+ 2 or 3 years or equivalent
 - ☞ **Engineer & executive :** Baccaalaureate + 5 years or equivalent
- **Engineers and professional and managerial staff in the metal industry: this category emerged as of 1930 when a provident fund was set up .**

It has had its own collective agreement since 1972 .

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Professional and managerial staff

- **A characteristic of non-manuals :**
 - ☞ **professional and managerial staff represent links in the implementation process**
 - ☞ **professional and managerial staff do not query orders**
 - ☞ **how they operate affects those responsible for implementation**
- **Stakes in developing collective agreements taking account of job content: One-off contracts, impoverishment of content (routines), increase in criminal law liability in the event of problems**
- **There are the managers which the employer keeps on the upper levels, and then the experts, who are more numerous. .**

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The experts

- Management like to trivialise the experts: The benefits they enjoy are not justified, they say, and cost more because of the numbers involved.
- Higher-level technicians and engineering experts work in tandem, but only the latter enjoy the benefits set out in the Collective Agreement for Engineering and Professional and Managerial Staff.

Technicians and experts do not have the same prospects for career advancement; e.g. a guarantee of being able to pursue a career over a period of 18 or 25 years .

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A challenge and the obstacles facing the trade unions

- Fact : 5 % union membership. The most highly unionised are the technicians .
- Challenge : Achieve convergence between all groups of employees to help them obtain collective guarantees, even though there may be differences in the details .
- The obstacles :
 - ☞ Ourselves due to the way we work: We give the impression of being in full control
 - ☞ Lack of means to live up to the expectations of the employees in terms of service
 - ☞ Our unions with their blue-collar origins find it difficult to integrate these categories
 - ☞ Difficulties in publicising our trade union action

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How professional and managerial staff view trade unions

- Professional and managerial staff have to be able to solve all problems themselves, so they don't need unions .
- Trade union membership is viewed as an extra chore on top of professional and private life .
- To professional and managerial staff joining a union seems like an act of opposition vis-à-vis the employer .
- Fear of ambush: The decisions of the union would be made elsewhere .

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Individual rights guaranteed collectively

- Obtain collective guarantees and enable professional and managerial staff to participate in defining them .
- The union proves its worth through its ability to make the guarantees agreed upon materialise .
- Skills enhancement: Basic education, acquired skills and job experience .
- An inter-professional agreement on training which marks a turning point in trade union history.
It is about a right related to the person and no longer to the fact that he/she is employed by a particular company.
Its implementation requires negotiation at company level: a way of helping the union establish itself.

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Individual right to training

- An innovation is that a right to vocational training is related to the individual employee regardless of the company for which he/she works. In this way, any change of employer, voluntary or involuntary, does not affect acquired rights in respect of training .
- Individuals have the right to a minimum of 20 hours of training per year and this can be accumulated over a period of six years .
- For an employee to make use of this right negotiations have to be conducted with the company and thus the union must have a presence there. But, in France 80% of workplaces are not unionised.
- So this is a formidable incentive for unionisation .
- It will enable the unions to fan out and establish a foothold in the small and medium-sized companies where they have not had much of a presence, since they are mainly present in large companies. .

Leverage for union membership

- **Salaries, the only guarantee:** Minimum rates of pay in a branch are negotiated through a national agreement, which includes various coefficients and working time plans.
- **Trade union action in the workplace must aim at securing the strongest possible guarantees:** These relate to the minimum rates of pay and everything concerning individualised terms of employment.
- **Annual performance assessment interview:** A personalised tool to prepare employees for the interview and a collective tool providing information on how many, how often, prerequisites and results; this includes help drawing up a Curriculum Vitae to highlight all qualifications .
- **Sustainable development and ethical concepts, which open up new perspectives for trade union action ...**

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Individual skills at the service of the group

- In an era of restructuring and jobs in jeopardy they are ready to become involved in the search for alternatives .
- As their skills are wide-ranging, they can be enhanced in the context of trade union action, as is the case in the voluntary movement: « Share your skills with us (expertise, work ethic....)... ».
 - ☞ They could even find a way of show-casing and improving their abilities in this way .
 - ☞ ➤ This can give back a meaning to their professional and social life.

Individual rights guaranteed collectively – leverage for recruiting non-manuals?

Peter Rimfort, CO-Industri, Denmark

CO-industri = Centralorganisation of industrial employees in Denmark.
Established in 1912
11 member organisations
A secretariat with 33 people

Member organisations organising non-manual workers

- Danish Metal and Teleworkers Union
- Union of Commercial and Clerical employees (private sector)
- Union of Professional Technicians
- Electricians Union
- Danish Union of Workers in Service Trades

CO-industri main tasks

- Negotiating the two collective agreements with the Confederation of Danish Industries:
 - the collective agreement for blue collar workers (covering directly 200,000)
 - the collective agreement for non-manual workers (covering directly 55,000)

Other tasks

- EWC (members of European Works Councils)
- Enterprise Committees
- Members of company boards
- Health and safety
- Psycho-social environment project and agreement
- Employment and industrial policy
- Education and training
- Member of international organisations (Nordic Metal, European Metalworkers' Federation, International Metalworkers' Federation)

Main rights of non-manual workers according to law

- Terms of dismissal/notice
- Redundancy payment
- Payment during illness
- Maternity leave (half wage for 3 months)
- Right to be organised
- Health and safety
- Contract of employment

Individual (main) rights collectively guaranteed in the collective agreement

- Regulations concerning wage & salary payment, including wage for trainees
- Pension fund & disability benefits (8.1% of monthly salary)
- Overtime payment
- 6 weeks holiday (full payment)
- Maternity leave (14 weeks full payment)
- Payment during childrens' illness (the first day)

Continuation

- Local agreements
- Shop stewards (can support individuals)
- Solving of disputes
- Part-time payment
- Competence development
- Enterprise committees (participation)
- Rules for telework
- Day off - 24 December
- 50% rule, i.g. 50% commercial and clerical staff must be organised to be covered by the collective agreement

The Danish model:
Limited legislation
Mainly agreements

This model requires strong organisations (unions)

Typical member service/support from
the unions (help according to)

- Contracts of employment
- Wage – wage statistics – equal pay
- Dismissals
- Placement service
- Education – competence development
- Health and safety – psycho-social environment
- Solving disputes with the company

How is service/support offered?

- By shop stewards
- By the local unions
- By the national unions
- By the cartel (CO-industri)
- Via internet (closed areas for members only)

* Creating individual and collective rights
for the members

* Providing support/service to members
and

* Solving disputes

**- are the fundamentals of the Danish
model
and the basis for recruiting**

Tools used for organising

- Visiting vocational schools
- Internet
- Magazines for special groups
- Newspaper campaigns
- Shop stewards campaigning in the company

Tendencies

- Decreasing number of members in the unions, especially young members
- More individualism:
 - "I can take care of myself"
 - "What does membership give me?"

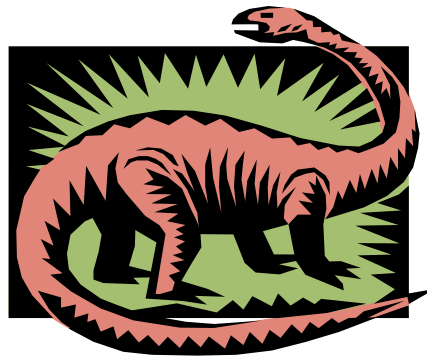
**"If the union has nothing to offer
- there will be no members"**

High-Tech Organizing: CWA's Approach to Organizing in the New Economy

Jimmy Tarlau, CWA, USA

The Problem and The Perception

- Unions are dinosaurs
- Unions are archaic
- Unions are reactive and reactionary organizations that won't modernize



2

What do we consider high-tech?

- Traditional companies venturing into high tech areas: Verizon, Lucent, AT&T, SBC
- Long established technology companies: IBM, Compaq
- New high-tech software and internet companies: Microsoft, Amazon, dot-coms

3

Groups of Workers

- Customer service workers: CWA represents over 100,000 of them
- Technical workers
- Manufacturing workers
- Professional workers

4

CWA's 3 Different Approaches

- Traditional organizing campaigns using elections run by the National Labor Relations Board
- Using the bargaining leverage of our organized workers to force neutrality and card check in new high-tech divisions of traditional employers
- Building unions without collective bargaining: winning on issues and building membership organizations

5

CWA's Different Models

- Wireless Model (Traditional Organizing Plus Getting Card Check and Neutrality Through Bargaining)
- [Alliance@IBM](#) (Employer Model)
- Washtech (Location Model)
- TechsUnite (Occupational model)

6

Wireless Industry

- Extension of wire-line customer service and technical support plus retail sales
- More traditional organizing methods: 4 stages: contacts, committee, campaign, recognition
- Where possible using bargaining as leverage for organizing with card check and neutrality
- Success in organizing 10,000 Cingular workers through card check

7

IBM Alliance Model: Workers and Issues

- Career employees who feel betrayed because of the less paternalistic approach of the new IBM management
- Not willing to go to another job because of pension and health benefits
- Pension and retiree health benefits are key issues
- Trying to organize at a national level

8

IBM Alliance Organizing

- No tradition of successful organizing with the company
- Looking at wall to wall unit – involvement of professionals at leadership level not just manufacturing and blue collar
- 350 dues paying members and 4,000 supporters

9

Washtech Model: Workers and Issues

- Geographical based
- Younger workers
- Less commitment to the employer
- Less interest in traditional issues
- Need for continuing training
- Need for benefit package
- Need for pressure on temp agencies

10

Washtech Organizing Goals

- Goal to create a community among these workers
- Goal to use the community to initiate bargaining unit campaigns at high-tech companies: Amazon, ISPs, Microsoft, Keane
- 300 members and 3,000 supporters

11

Washtech Work With Freelancers

- Maintaining relationships
 - Use freelancers as key contacts in traditional organizing campaigns
 - Get freelancers involved in advocacy campaigns
 - Maintain membership and involvement in CWA after freelancers get jobs in collective bargaining units
 - Develop adequate database system for tracking freelancers and keeping records



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CWA's Approach to High Tech Organizing

- New ways to communicate
- Identify issues
- Different groups of people
- Applicable structures
- New kinds and sources of information

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New Ways To Communicate

- Yahoo clubs
- Web-sites
- List-serves (not controlled)
- E-mail Broadcasts (controlled)
- Conference calls

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Different Groups of People

- Technical and customer service workers
- High Tech Professionals
- “Contingent” & “Non-Standard” Workers
 - Range from highly paid management consultants to low-paid sector workers with no benefits
 - 30 percent of the workforce (39 million workers)
 - Will continue to represent substantial portion of work force even as economy slows

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Types of Non-Standard Work

- Agency Temporaries
- Direct-Hire Temporaries
- On-Call Workers
- Day Laborers
- Contract Company Workers
- Independent Contractors
- Self-Employed
- Standard Part-Time Workers
- Leased Workers



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Characteristics of “Non-Standard” Workers

- More likely to have lower incomes than full-time workers
- No formal, long-term link to single employer
- Employers hire to increase flexibility, decrease costs
- Most will transition to full-time workforce
- Largest portion employed in service industries

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Identify Issues

- Traditional bread and butter issues
- Employment security not job security
- Training needs
- Health benefits for contingent workers
- Pension protection for IBMers
- Training for permatemps

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Workers' Rights



- Many laws don't apply
 - **Self-employed workers & independent contractors:** 1) must pay their own Social Security, Medicare taxes; 2) not covered by workers' compensation or unemployment insurance
 - Professionals exempt from the FLSA but have to work many hours of overtime
 - Part-timers & Temporaries
 - Often exempt from federal laws
- Do not meet eligibility requirements for employer sponsored benefits: health ins & pension
- No Collective Bargaining Rights for Contingent Workers: **exempt from federal laws; misclassified**

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Training & Professional Standards

- Short duration classes given at a discount to CWA members
- Done at Washtech and by NettPro (union training program)
 - Washtech: software classes
 - Nettpro: cabling and network capabilities
- Certification & Testing for Freelancers
 - Train for test
 - Certification issues



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Different Ways We Organize With Contingent Workers

- **Connections to bargaining units**
 - Negotiate language covering part-timers & temporary workers
 - Convert temps to permanent
 - Organizing drives to bring temps & part-timers into existing units
- **Linking freelance members to existing locals**
 - Base membership in locals but provide connection to national occupational groups
 - Avoid shot gun approach that expends resources but doesn't build power for existing members or for potential freelance members



29

Bargaining for Working Conditions

- Win collective bargaining rights
 - Using existing collective bargaining relationships
 - Through legislation
- Develop model contracts for freelancers and independent contractors
- Provide analysis & enforcement mechanisms for individual contracts
- Code of conduct for employers and companies that use contractors and freelancers
- Rating system for employers and temporary agencies
 - Provide systematic comparison of working conditions and benefits

30

Benefits

- Portable health insurance plan
- Union privilege benefits
- Disability insurance & other welfare plans
- CWA Savings & Retirement Trust
- Legal Services (with restrictions)
- Group buying clubs for job-related equipment
- Discounted pricing for benefits & training based on length of CWA membership tenure

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New Structures

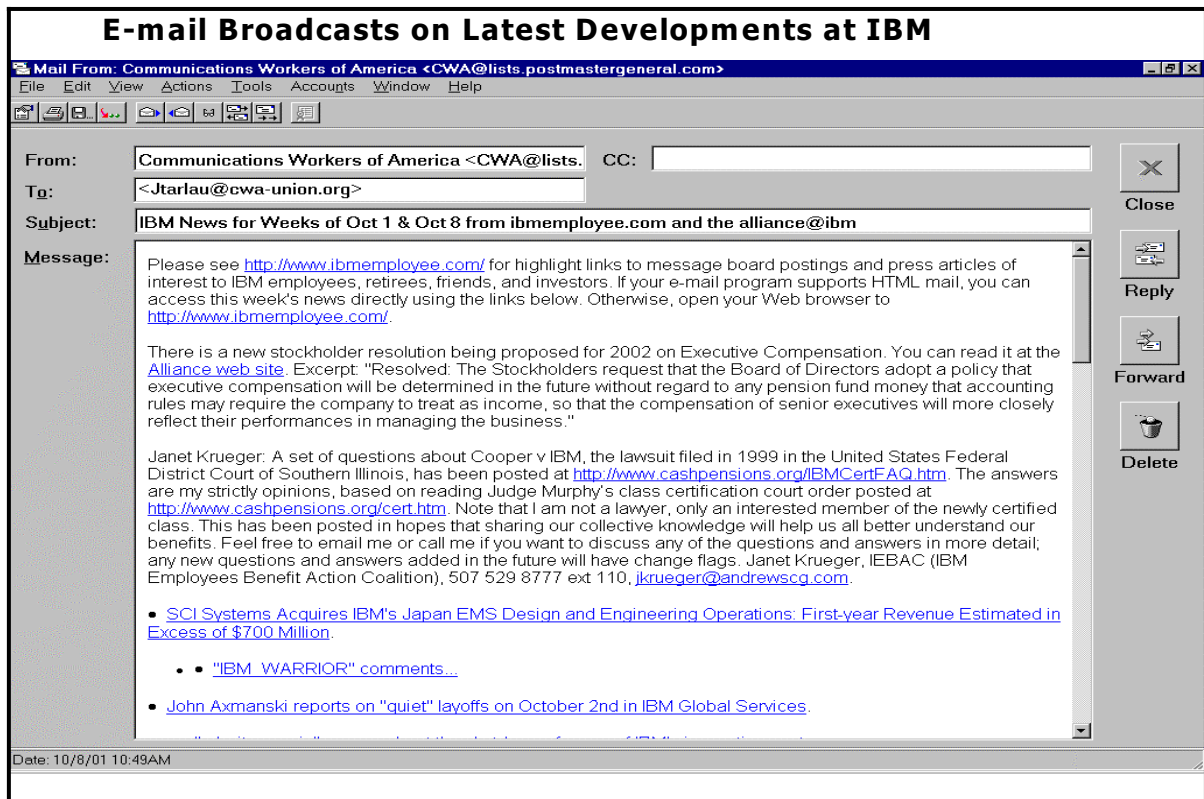
- Small group meetings
- On-line voting ability
- Conference call executive board meetings
- On-line discussions with officers

32

New Kinds of Information

- Latest developments within the company
- News about executive compensation
- News about the industry
- Links to other sites
- News about pension developments

33



Where to Go?

- Traditional organizing: 4 stages in campaign
- Organizing rights (card check and neutrality) during bargaining
- Slow process in building membership organizations with collective bargaining
- Experimenting with new approaches in organizing
- Working with issues that people want us to work on

Representation of Executives in Singapore

Cyrille Tan, General Secretary, IMF-SC & General Secretary, UWEEI

I. 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. The labour movement in Singapore also recognized the changing business environment in which business activities span from manufacturing to Research and Development, and purchasing to logistics. The workforce profile amongst the companies in the metal industry is also rather diversified. Within a company, it is quite common to find production workers, research and development professionals, engineers, lower and higher skilled workers and so on working under one roof.

The other reason was that there is an increasing trend of executives and managers turning to the unions for assistance in industrial relations matter, especially during the economic downturn. 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 provide limited representation to executives in the following issues

- a. Retrenchment benefits
- b. Unfair dismissal
- c. Breach of individual employment contract
- d. Victimization of employees (provided under the Tripartite Agreement)

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 in order to arrest the phenomenon of companies with shrinking manufacturing activities.

II. New Profile of Workers

They are generally younger and better educated and more young women are also joining the workforce.

III. Services and Benefits

i. Services

- a. The services provided include representation on an individual basis on the four areas stated in the above numbers (ia) to (id).

ii. Benefits

- a. As many of these workers place strong emphasis on their continuous education and training, benefits on these areas are in place to cater to their needs. At the same time, metal unions also encourage lifelong learning to these workers.
- b. The Thrift and Loan Accounts offered by the co-operative are also in place to encourage workers to save. This scheme offers much higher interests rate in comparison to depositing in banks.
- c. Social and recreational clubs are also located in the city and central business district areas to cater to the younger professionals (including women) for interaction and social gathering purposes.
- d. In order to help meet the needs of young working women with children, the NTUC also set up childcare centres for them.

IV. Progress on the Representation of Executives

More than a year after the amendments to the two Acts, progress in extending the scope of representation to the executives is steady.

The metal unions are progressively working with all the companies on this issue so that more executives and managers are able to enjoy their representation rights earlier.

To date, 27 companies in the metal industry (UWEEI, MIWU and SMEEU) have extended the scope of representation to executives and managers. The scope of representation in each company covers about 250 non-manual workers. Some of these companies include the multinational companies (MNCs) stated below:

| | |
|----------------|--|
| American MNCs: | Agilent Technologies, Hewlett-Packard and National Semiconductor |
| European MNCs: | Philips, Siemens, and STMicroelectronics |
| Japanese MNCs: | Matsushita, NEC, Hitachi, Toshiba and Murata Electronics |

For the extension of scope, these groups of workers are not included in the existing collective agreement. Instead, the company will enter into a Memorandum of Understanding (MOU) with the union.

The MOU will spell out basically three areas of agreement as follows:

I. **Scope of Representation**

This area of agreement spells out the factor in determining the eligibility of executives to be represented by unions. The groups of executives agreed by both parties are also clearly stated in this section of agreement.

II. **Areas of Representation**

This part of the agreement spells out the areas covered by union representation for the eligible executives. The four areas are stated above.

III. **Executives Holding Union Office and Industrial Action**

This part of the agreement spells out the legal rights of executives holding union office and participating in collective bargaining but not for themselves or other executive union members. It is also agreed that eligible executives are not allowed to participate in any form of industrial action.

The metal unions target to add another 5,000 non-manual workers for representation by them.

V. Organising

The IMF Singapore Council regularly gives talks to young men and women, especially to Junior College (High School) students, students from the Institute of Technical Education as well as final year undergraduates from the Polytechnics and Universities.

It is crucial to reach out to these students to understand the Trade Unions and remove the anti-unions attitude which they might have adopted. At the same time, it is hoped that they would join the Unions after they have a better understanding and be more sympathetic towards the causes of the labour movement.

VI. Challenges

As the employability tenure of non-manual workers become increasingly shorter due to reasons such as company restructuring, retrenchment and so on, the metal unions are looking at schemes to look after the needs of these groups of workers. One of these schemes is the promotion of Portable Medical Benefits Scheme (PMBS) for adoption by companies. This means that workers can continue to be covered medically by the insurers despite changing jobs from one company to another.

At the same time, in order to aid the training of workers, the IMF-Singapore Council is lobbying the government to set up individual training account for workers so that workers may utilize the funds for training purposes regardless of their employers.

Second Part

Key issues for a trade union policy for non-manual workers

Organising into the 21st Century

Roger Jeary, AMICUS-MSF Section, UK

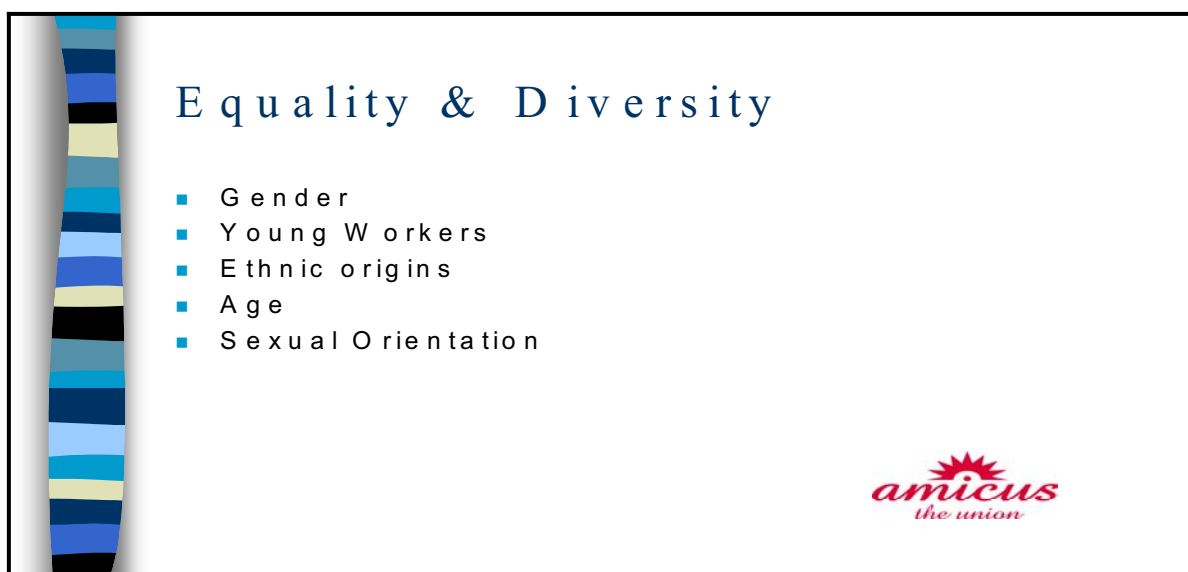
Introduction

In introducing this presentation, it is relevant for me to refer to the exciting developments in the UK involving the merger of MSF and AEEU trade unions. This merger will finally take effect from 1st January 2004 and will bring together two UK unions to form the largest industrial based union in the UK. The relevance of this development to this conference is that the merger brings together two unions with quite different traditions in so far as the AEEU has predominantly organised skilled production workers across manufacturing whereas MSF is mainly concerned with the organising of non-manual workers in the same industries as well as the public, commercial and voluntary sectors.

The theme of this conference and this presentation is how we tackle the organising of non-manual workers in the metalworking sector. The creation of Amicus Trade union in the UK is part of the solution for us. It identifies common threads and issues, which concern all workers in the sector, and gives us the opportunity to bring greater emphasis to those issues which have particular relevance to non-manual workers. Amicus has decided that it will be structured on a sectoral basis bringing together all workers in the sector and not dividing non-manual from manual. I believe that this is an important development for others to consider when approaching the subject of this conference.

My presentation builds upon the previous presentation made last year and concentrates on the key issues which I believe, from my experience, are relevant to non-manual workers and how we should address them.

Equality and Diversity



E q u a l i t y & D i v e r s i t y

- G e n d e r
- Y o u n g W o r k e r s
- E t h n i c o r i g i n s
- A g e
- S e x u a l O r i e n t a t i o n

amicus
the union

The first of these relates to issues under the general heading of equality. This part of the workforce has a significantly higher proportion of women and we need to ensure that our own structures and ethos encourage greater participation of women members. In Amicus we have an equality and Diversity National Team and our national and regional structures provide reserved places for women.

In the workplace we are campaigning for equality pay audits and are seeking to break down the artificial obstacles which prevent women from achieving their potential, (known as the glass ceiling in the UK).

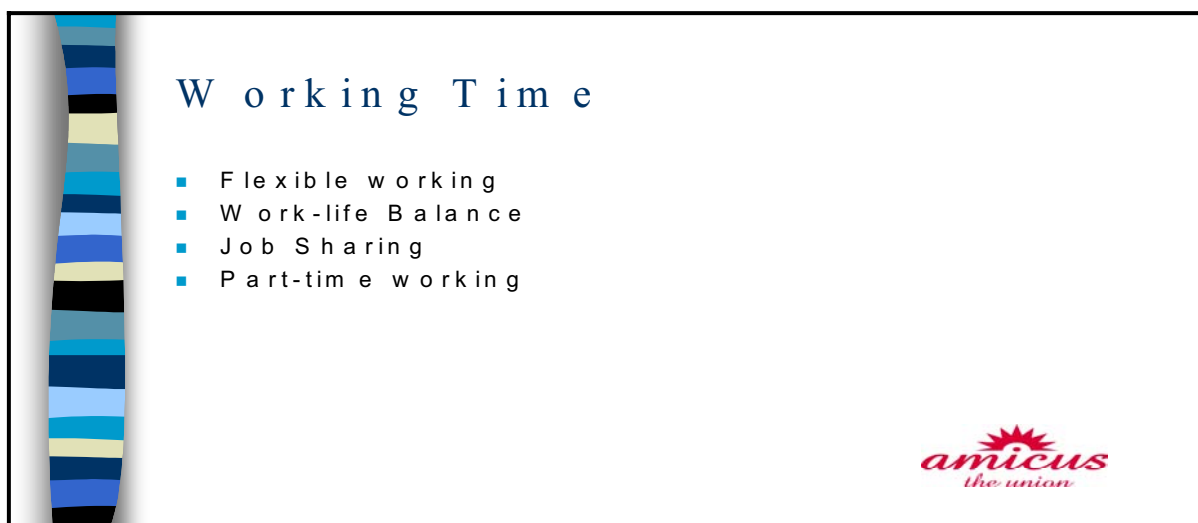
Equally we have to be attractive to younger workers. We have to take our message out into the schools and universities and, most importantly, be prepared to listen. Young people joining the workforce in non-manual jobs are not automatically going to consider joining a trade union. Social change in the UK over the last 20 years has changed attitudes and the trade union movement cannot rely on the tired rhetoric of the past to attract people who are used to a high tech world and instant results.

In the UK we also have to address the issue ethnic diversity in the workplace. We have to educate and make aware our officials, members and employers of the divisions that are caused by racism in society and in the workplace. We have to create a tolerant society which appreciates diversity and which, as far as trade unions are concerned, creates an agenda which is wholly inclusive.

Age is also an issue under this heading. We live and work in a changing environment and mobility and change amongst non-manual workers is recognised as part of life today. The trade unions have to embrace change and be prepared to develop strategies which will assist our members, regardless of age, to sustain employment.

Finally under this heading, Amicus has, as part of its programme of inclusiveness, developed structures which encourage lesbian and gay workers to address issues which are of special concern to them in the workplace.

Working Time



W o r k i n g T i m e

- Flexible working
- Work-life Balance
- Job Sharing
- Part-time working

amicus
the union

The second of my general issues is lined to the first. Recognising the change in the composition of the workforce, for example increased participation of women, and new emphasis on social structures, increasing use of flexible working is being introduced. By this I mean extending the working day by having differing start and finish times to accommodate caring responsibilities both for children and elderly dependants. It is a recognition of changing attitudes to work life balance and Amicus is to the fore in campaigning for improved maternity, paternity and carers leave in the workplace.

In non-manual areas the concept of job sharing is more likely to arise and we have to be conscious of the role that trade unions need to play in delivering fair and secure arrangements for such practices. It is also a fact that in many non-manual areas there will be a greater preponderance of part-time workers and our structures and campaigning needs to address their needs as well.

Training and Life Long Learning



T r a i n i n g & L i f e L o n g L e a r n i n g

- C a r e e r d e v e l o p m e n t
- L i f e s k i l l s
- V o c a t i o n a l E d u c a t i o n
- K n o w l e d g e e c o n o m y
- T r a i n i n g A g r e e m e n t s

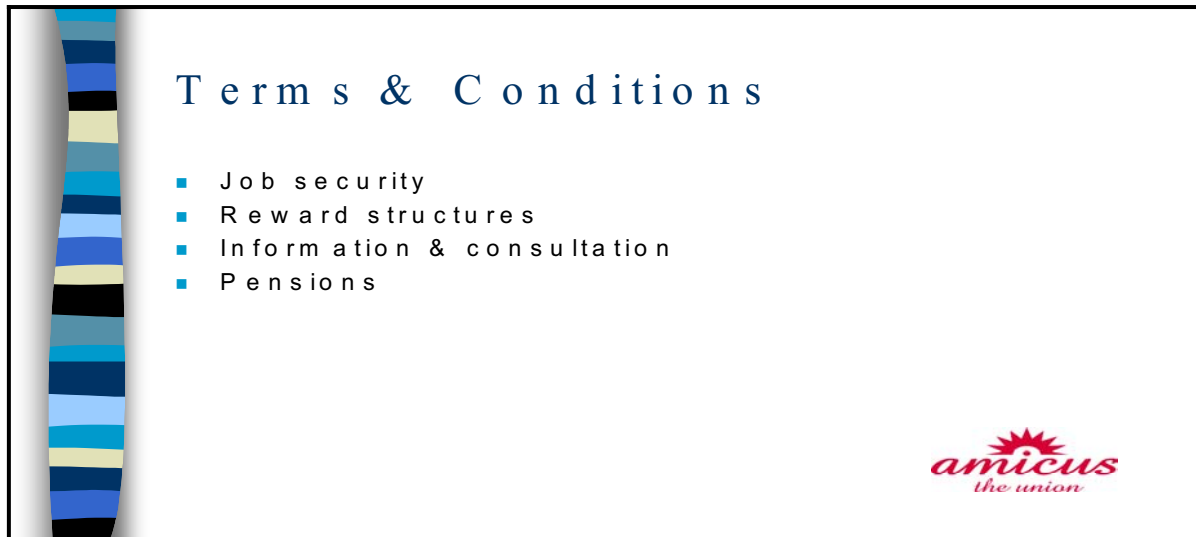
amicus
the union

Many references have already been made to the issue of training and career development for non-manual workers in the sector. Amicus has placed a great emphasis on developing workplace agreements on training. We have engaged a number of special organisers whose sole remit is to encourage the creation of trade union learning representatives in the workplace. Their role will then be to ensure that training is on the workplace negotiating agenda.

We advocate that training is not just about immediate workplace needs but is also about developing new skills, which equip workers with greater employability. We recognise in the UK that our manufacturing industry is shifting towards the higher added value end of the market and that the economy is likely to become increasingly reliant upon its knowledge base. By encouraging employers to provide learning opportunities for all workers, we are adding to the employment security of our members.

Training Agreements in the workplace are designed to provide training audits, individual needs analysis, time off for training and delivery of new skills.

Terms and Conditions



The final part of key issues for organising non-manual workers is a return to some basic issues. Whilst we need to broaden our agenda on the issues previously referred to, we need to revisit some basic terms and conditions and ensure that our approach to them is relevant to non-manual workers.

Job security has always figured high on the trade union agenda. We have to understand that for many the traditional concept of a job for life with one employer is no longer appropriate. We need to address this issue in the context of *work security*, and ensure our members are equipped with the skills to be able to embrace change and new developments

Reward structures for non-manuals frequently relate to performance either by individual or through team working. Trade unions have often sought to resist such pay structures as they are seen to undermine the collective bargaining process which is a key to our strength. I believe it is possible for unions to negotiate appropriate collective agreements which embrace performance related pay. If we do not then our ability to organise in non-manual areas will be severely restricted. Such agreements must be transparent and provided individual safeguards whilst providing some degree of flexibility within a defined framework for the employer to reward performance.

Essential to our organising initiative is the participation of members in the company development. Information and consultation structures in the workplace must be designed to include non-manuals. In these grades, we find that members seek to avoid confrontation but still want influence. Our role is to negotiate the structures that deliver this.

Finally, in the UK, pensions are a major issue for all workers at present with the demise of defined benefit schemes and the replacement by defined contribution schemes which switch risk

to the employee. This issue cuts across all worker categories and is a key campaigning issue for Amicus and other unions in the UK.

Conclusion

My final point to make to this conference is that this presentation has highlighted what I believe are key issues which trade unions have to actively address if we are to be attractive and relevant to non-manual workers. We must be careful in so doing not to alienate manual workers or to be seen to be unequal in our use of resources. But as we consider the types of non-manual work and the categories of staff now employed perhaps we should consider whether the title of this organisation creates the right image for non-manual workers in the metal sector.

With an increasing emphasis on non-manual work through technology in the sector, trade unions must upgrade their own image to attract new employees in the industry and retain existing members. This perhaps is most important when we talk about organising non-manual workers in the 21st Century.

Career Academy Initiative for Workers in the Electronics Industry

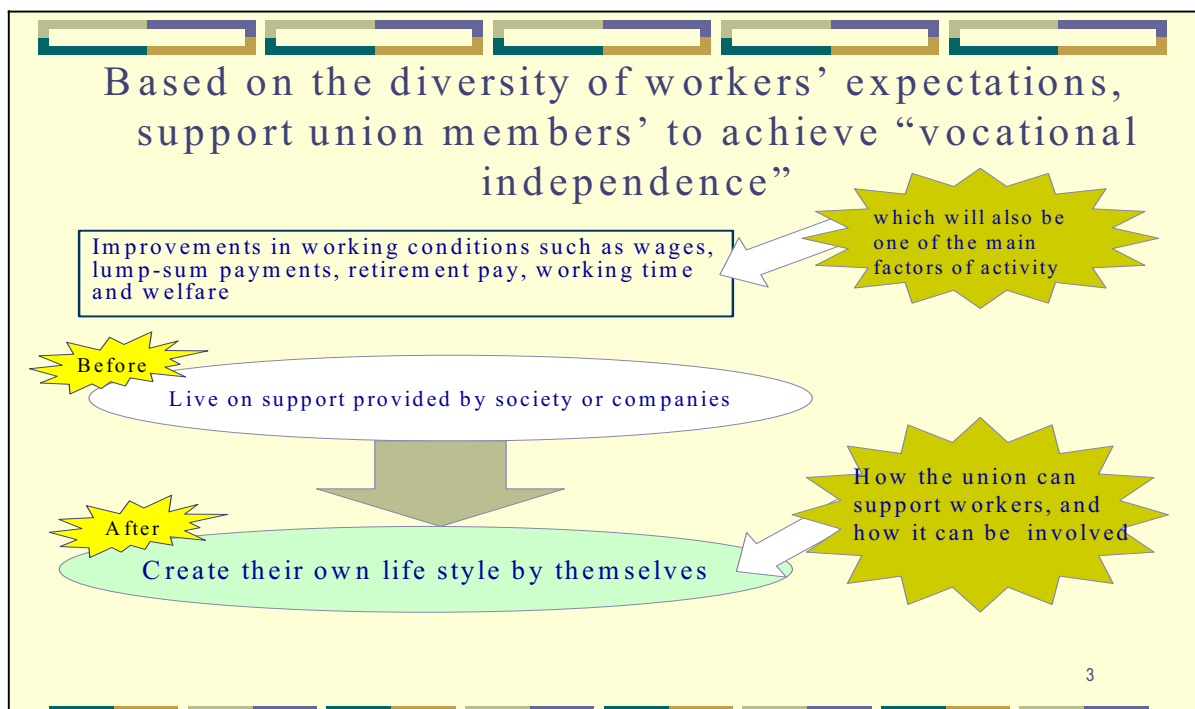
Takeo Kataoka - Japanese Electrical Electronic & Information Union (JEIU), Industrial Policy Division

Why the Career Academy Is Needed

With economic globalization and the changes in the industrial structure, Japanese companies have accelerated their restructuring efforts, focusing on high-value-added business areas for survival. Because adequate manpower is indispensable for business operations, highly specialized employees who can meet the challenge of new types of jobs or keep up with company's business changes are needed. However, human resources cannot be shifted as though they were goods or machines.

Furthermore, people's views about working style are diversified. Today more and more people decide the way of life they want to have and they build their own career paths. Skill development and career improvement decided by the workers themselves will not only result in employment stability but will also be professionally rewarding and beneficial at a personal level.

The Career Academy for Workers in the Electronics Industry gives support to every JEIU member to achieve his or her career objectives, upgrade professional skills and design their own life style. They also get assistance to obtain better results in their present positions or challenging new jobs.



Traditional Japanese-style Career Building

- In Japan, mainly companies and organizations decide employees' career path. Employees are "forced" to follow most of the training or educational courses designed by employers.
- In the electronics industry, the whole career building activities, including OJT can be completed within a company in a steadily growing economy.

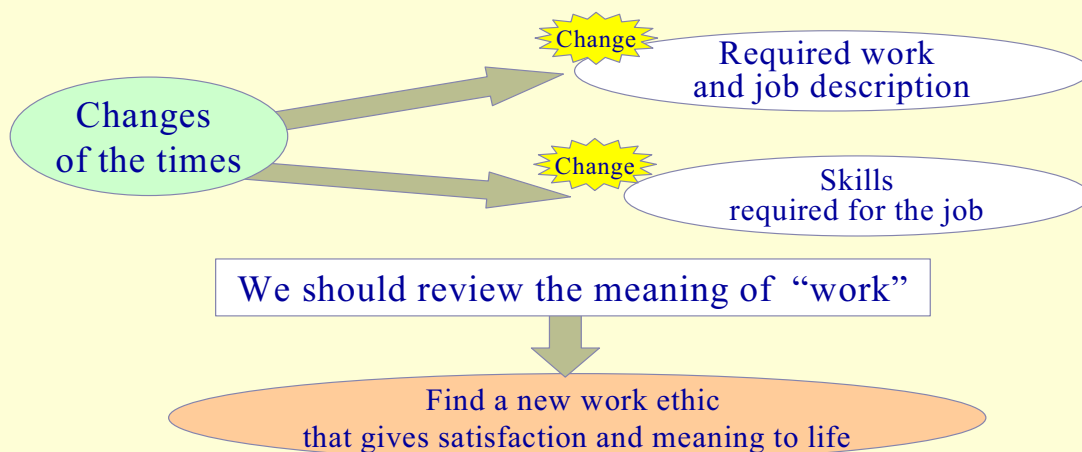


- Change in structure of industry and employment
- High unemployment rate of younger people
- More career-changing or specialist-oriented mentality
- Women's life cycle and their pattern of employment other than long-term employment
- Growing number of older workers for whom traditional life-long employment is not realistic

To solve these problems, unions need to think about changing their policy for career building 4

Create One's Own Career Path/Career Design

- *As opposed to the days when one's own career was automatically decided upon, today we are starting to build and design our own careers by ourselves*

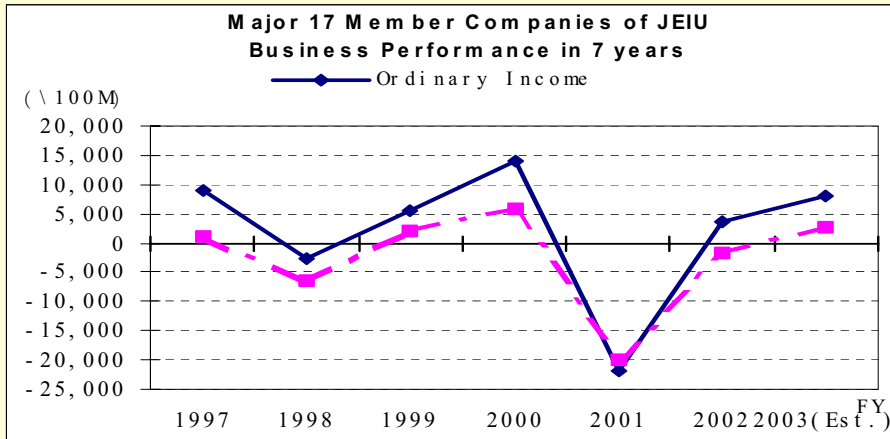


5

Current situation in the Electronics Industry

Harsh business climate

Although both operating profit and operation income reached a peak in 2000, i.e. 950 billion yen and 350 billion yen respectively, the current income is still in the negative area. Considering the strong yen, international competition and the slow recovery of the global economy, the forecasts for the current period are still uncertain.

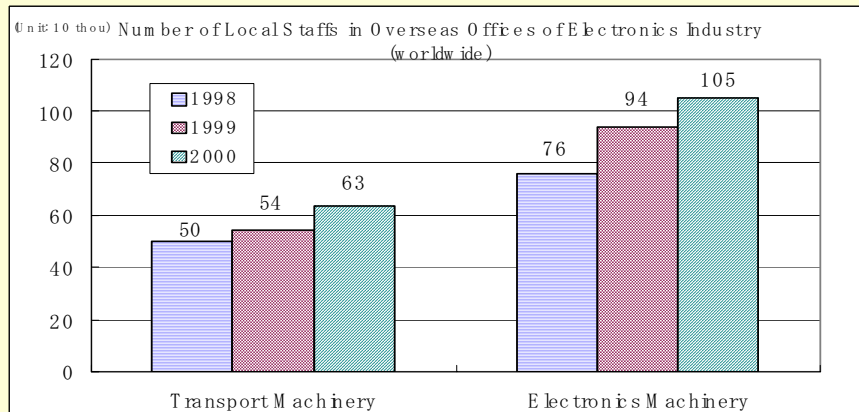


**Tough
Conditions**

Source: brief announcement of the most recent financial statement following the end of the fiscal year

6

As a result of globalization, Japanese workers are increasingly transferred abroad

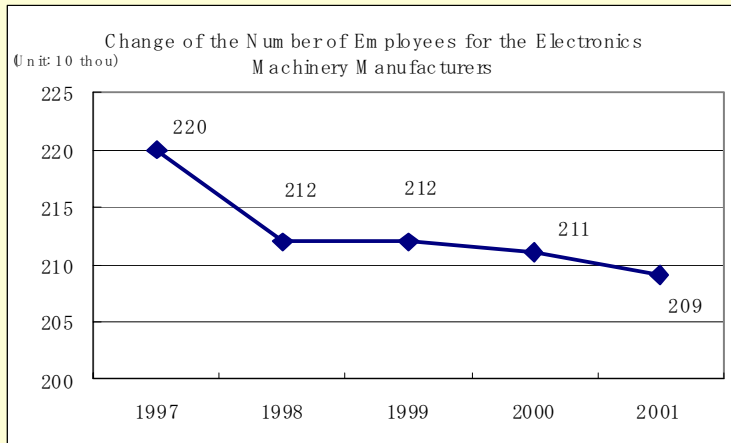


Source: Ministry of Economy, Trade and Industry "Survey of Overseas Business"

7

The number of Workers in Japan is decreasing

In 2001, there were 2.09 million employees. This represents a 370 thousand decrease from 2.46 million in 1992.

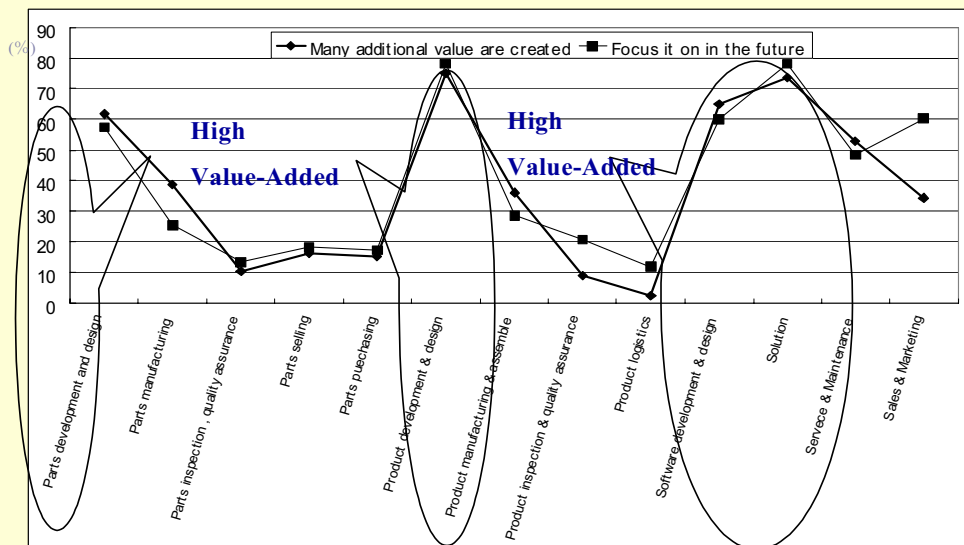


Source: Ministry of Public Management, Home Affairs, Posts and Telecommunications "Special Survey of the Labor Force Survey"

8

Mismatch in the Employment situation in the Electrical Industry

Create value-added business areas which focus on the future

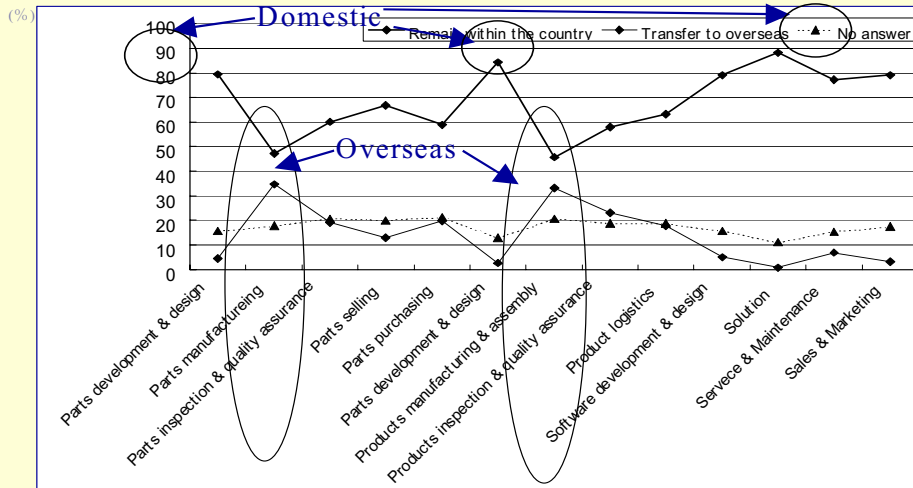


Note: Rate of the number of companies which answered

Source: JEIU Study of Workshop on "Digital Economy"

9

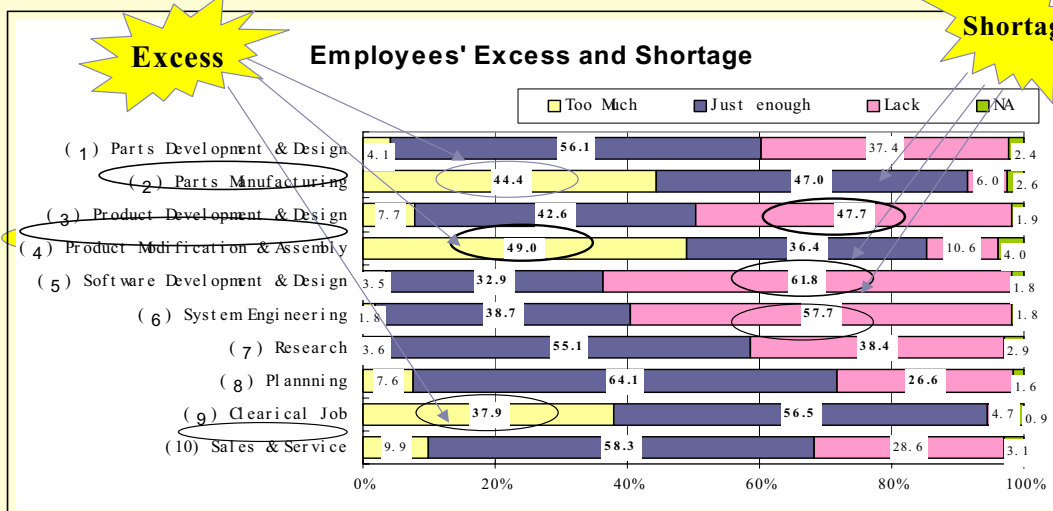
Business Areas which should be operated in Japan and abroad



Note: Rate of the number of companies which answered

Source: JEIU Study of Workshop on "Digital Economy"

Employees in Parts Manufacturing and Modification & on the Assembly Line are in excess; Software Development & Design or Sales, etc. have a shortage of employees

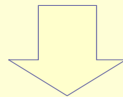


Note: Rate of the number of companies which answered

Source: JEIU Study of Workshop on "Digital Economy"

Mismatch Between Business Restructuring and Employment

The highest priority is to create a new demand and find new markets, and correct the mismatch between employment and structural changes.



- ☆ investment in human resources is the most important
- ☆ It is the foundation of international competitiveness

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■ Approach

1. Adoption of the Fifth Industrial Policy Plan

The aim is to foster manpower development and job security for the 21st century, and submit an initiative for cross-industry skill development and educational training system (at the 45th regular convention in 1997)

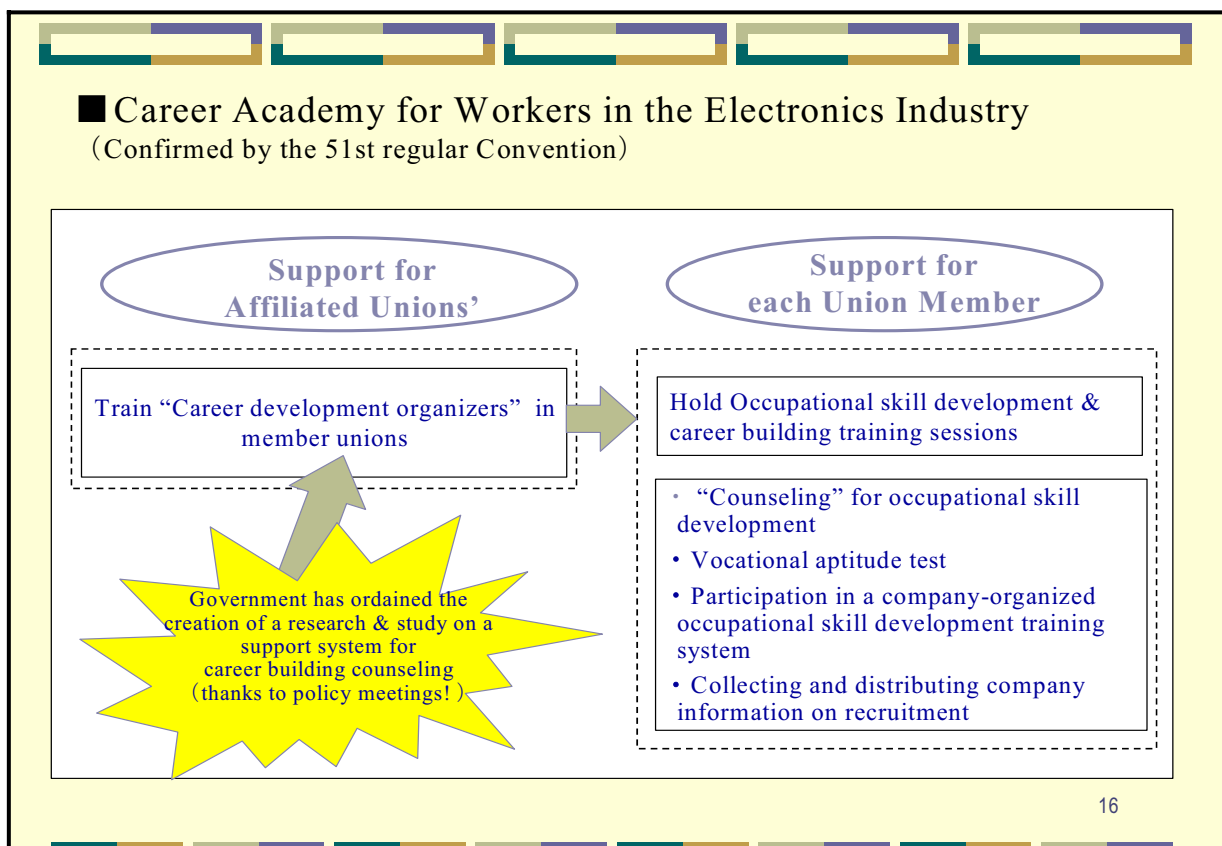
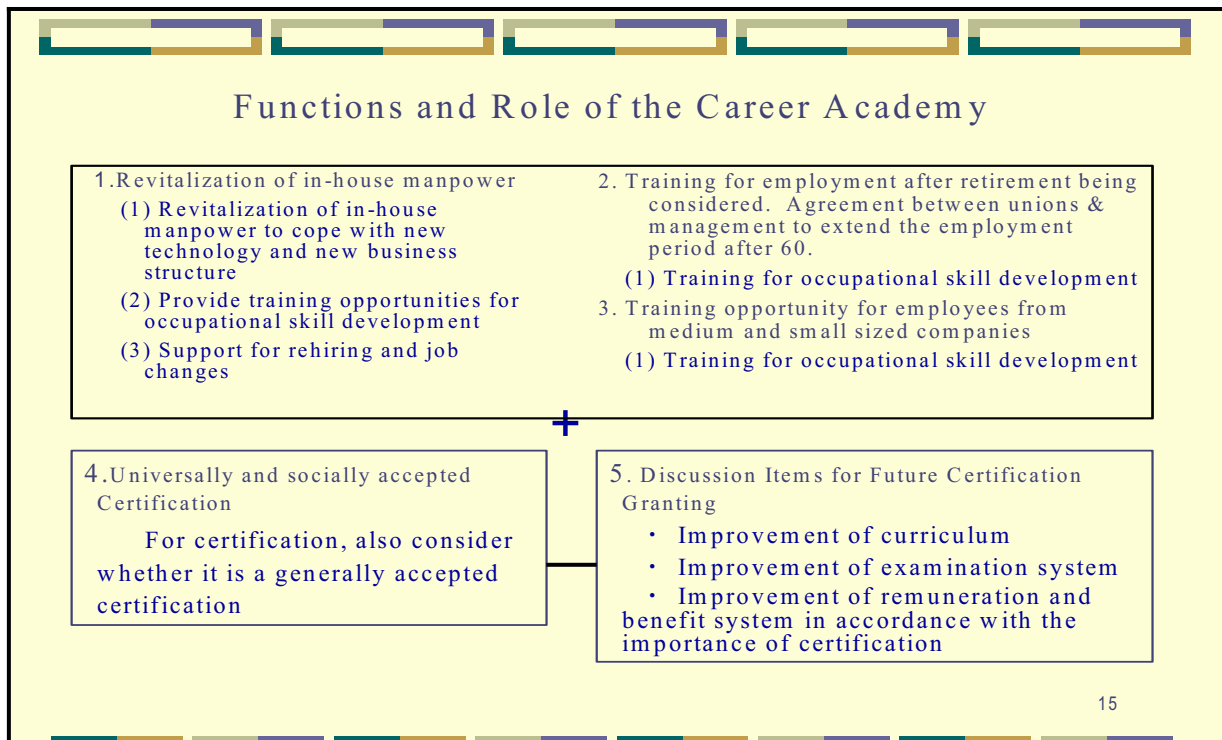
2. Submission of a Career Academy Initiative

To respond to the development of a comprehensive business reform and find a balance between employment and structural changes, submit an initiative to “support skill development” and “enable a smooth transfer of labour” (at the 47th regular convention in 1999)

3. Creation of an expert committee and a labour-management committee

Committee meetings have been held twice and issues have been selected

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■ Support to Member Unions

— Fostering on the Career Development Organizers —

(1) Training Support to Career Development Organizers

- ① Three members for a policy committee union
- ② Two members for a medium and a small sized union

(2) A total of 600 organizers will be trained during 3 years

- ① 1st Phase : October, 2003 ~ June, 2004
- ② 2nd Phase : August, 2004 ~ June, 2005
- ③ 3rd Phase : August, 2005 ~ June, 2006

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■ Duties of Career Development Organizers

- (1) Development the vocational skills of union members; planning of training program on career building and organization of training courses
- (2) Counselling on issues about union members' vocational skill development and career building
- (3) Promotion of labour-management consultation to achieve improvement and reinforcement of training and development
- (4) Training of in-house career development organizer (self-training)

■ Status of Career Development Organizers

- Accredited by the Japan Vocational Ability Development Association and the Japanese Electrical, Electronic and Information Unions as “JEIU Career Development Organizer ”
- Seminar participants will receive Certification

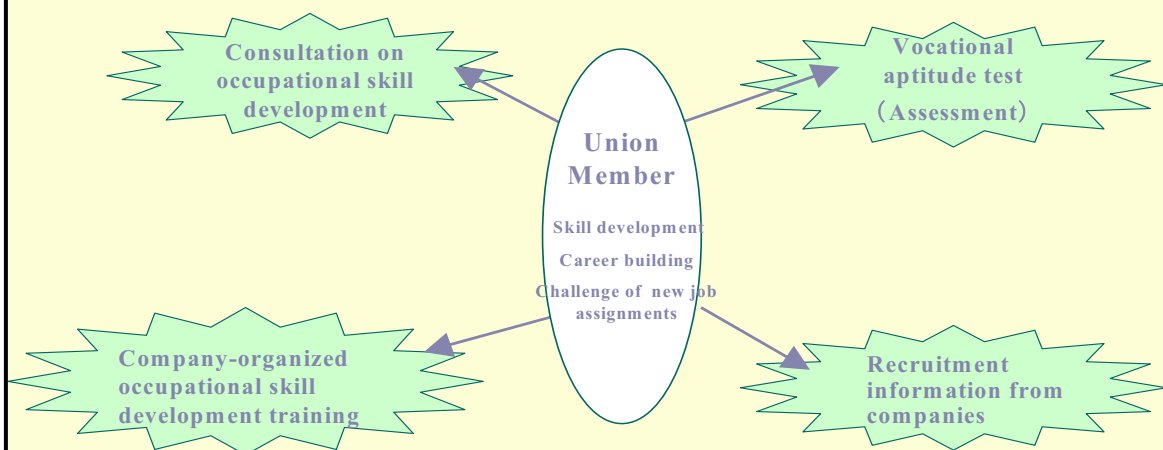
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■ Certification



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■ Support Each Union Member



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■ Objective of Occupational Skill Development Counselling

In collaboration with professional counsellors, union members can receive advice concerning occupational skill development and career building to support their independence so that

- ① they can develop their own occupational skills and utilize them, and;
- ② they can cope with further development of their present tasks and meet the challenge of their new duties.

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■ Occupational Skill Development Counselling Work Flow

- (1) We have already asked JEIU to promote our consultation function at their main website and encourage members to submit their specific questions to the person in charge of the union.
- (2) When union members use this service, they should take a vocational aptitude test in advance.
- (3) A consultation sheet will be received from union officials through YOU Net (i.e. URL of career academy)
- (4) Today, consultation schedules are decided by member unions and the JEIU upon discussion
- (5) The member union communicates the date of counselling and the contact names to the person concerned (after that, the counsellor directly supports that person)
- (6) Information concerning the details of counselling is strictly confidential

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■ Personal Charges for “Counselling”

| Telephone counseling | Counseling by meeting |
|---|--|
| <p>Free of charge</p> <p>(the person who receives counseling pays telecommunication charges as a phone call)</p> | <p>The person who receives counseling should bear all the costs (including travel expenses, etc.)</p> <p>Counseling fees will vary according to the content of the service</p> |

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■ Company Occupational skill Development Training Overview

(Started with approximately 2,500 courses)

(1) Specialist Training

- Manufacturing
- Product Management
- Systems Engineers
- Digital Technology
- Sales, Management, Accounting
- Skilled technique
- Quality Management
- IT Technology
- Network Technology

(2) Utilization of Net/e-learning

- ### (3) Training targets to improve individual skills (Customization of training possible)

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■ 14 Companies taking part in the Occupational Skill Development Training Initiative

Matsushita (Panasonic), Hitachi, Fujitsu, Toshiba, NEC, Mitsubishi, Sanyo, Sharp, Matsushita Electric Works, Fuji Electric, Oki Electric Industry, Pioneer Corporation, CSK and Shinko Electric

■ Information about Public Occupational Skill Development Schemes

e.g. Polytechnic Center or Polytechnic College, etc (Organized by Japan's Employment and Human Resources Development Agency)

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■ Collection & Offers of Companies' Recruitment Information

- (1) Provide a link on JEIU's website to gather information about member companies
- (2) Provide information about all-year recruitment or job offers for specialists

■ Link to "WORKNET" organized by JTUC

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A Finnish Perspective

Petteri Ojanen, Head of International Affairs, Union of Salaried Employees TU, Finland

Promoting employment

The unemployment level has been very high in our country since the early 90s and is the biggest problem for our national economy. The trade union movement has also been involved with this question. We have also tried to address this issue in our negotiations, such as:

- retraining,
- further and post-graduate education,
- increasing investments in research and development activities,
- decreasing low- and middle-income white-collar workers' taxable income.

Job security

Negotiations concerning dismissals and temporary dismissals increased considerably in 2003. Too many companies just try to get more and more profits to the owners. We can't accept dismissals and temporary dismissals that are based only on increasing the stock value of the company or the returns on investment. The companies must recognize their social responsibility.

White-collar workers' job security can be improved by:

- increasing employers' obligations regarding training and retraining,
- developing and intensifying co-determination procedures, increasing compensation for dismissals and retraining to those who have been working for a long time,
- supervising efficiently the use of fixed-term contracts.

Equal opportunities

Promoting equality is one of the main issues in the functions of our union. We think it is important to promote equality in companies by:

- making plans for equality in enterprises,
- promoting coordination of working and family life,
- promoting equal pay by developing statistics and promoting information availability among shop stewards.

Stress at work

Burnout and coping at work are very much discussed issues among our union members. We consider very important to try to avoid stress by different means in working life by:

- ensuring that there is enough workforce in enterprises
- creating flexible working time arrangements such as "time savings systems" (working time bank) etc.,
- limiting overtime work that is compensated monetarily to only 100 hours a year. More than 100 hours of overtime work to be compensated by leisure time,
- developing the work of supervisors,
- making individual training and retraining plans for white-collar workers,
- moving the focus of health-care in rehabilitation and preventive functions,
- making an action programme against harassment obligatory in workplaces.

Wage policy

During the last decade, reasons for pay increases have been brought due to the growth of national economy and inflation. In our opinion, important elements in wage policy are:

- ensuring the increase of real earnings to white-collar workers,
- developing salary systems,
- promoting and regulating the implementation of payment according to results,
- equal pay⁷.

⁷ We have carried out a special "program" of equal pay by combining two different salary systems in two separate collective agreements. One of the systems was in practice mainly for men and the other mainly for women. See the attached appendix.

Industrial Relations in Industry in Finland

- Collective agreements at sectoral level
 - National agreements
 - **Generally binding**
 - **Sectoral wage system**
 - **Minimum pay schedule**
 - Includes different salary classes

Industrial Relations in Industry in Finland (background)

- Until 2001, two white collar unions
 - Independent unions
 - own collective agreements
 - separate wage systems
 - Different structure of members
 - TL → mainly men
 - STL → mainly women
 - Joint process to make collective agreements with the same contents
 - took over 10 years
 - also joint wage systems
 - finally a merger of the unions in May 2001

Industrial Relations in Industry in Finland

- Staff structure and collective bargaining (Metal industry) in 2003
 - Management
 - no collective agreement
 - Highly educated
 - Own collective agreement
 - *Technical and Administrative staff (New TU)*
 - *New, joint collective agreement*
 - Workers (blue-collar)
 - Own collective agreement

Results of the merger

- Joint wage system
 - Analytical
 - gender neutrality
 - makes comparison of wages (women/men) possible

Integration and autonomy

Erik van den Heede – LBC-NVK/SETCA-BBTK, Belgium

SUMMARY

- Legal situation in Belgium: distinction made between the "blue-collar" and "white-collar" (non-manual) worker
- Social consultations for blue-collar and white-collar workers: each group has its place
- Emergence of white-collar unions
- Union response to professional and managerial staff
- Challenge for the future

1. Legal situation: distinction between status of "blue-collar" and "white-collar" workers

- Confirmed in 1978
- In 1993 the Court of Arbitration condemned this distinction
- Inter-branch agreement in 2001-2002: eliminate the distinctions between the two categories by around 2007
- The most important differences
- This distinction has existed since 1922
 - Trial period
 - Period of notice
 - Temporary unemployment

2. Social consultations for blue-collar and white-collar workers: each group has its place

2.1 Legal consultation fora

- Works Council (WC) and Prevention and Protection Committee (PPC)
- Staff representative elections in 1987: introduction of Works Councils with specific terms of reference for professional and managerial staff
 - ✓ Professional and managerial staff: The employer decides who falls into the category of professional and managerial staff. Possible for the unions to contest the definition of professional and managerial staff by an employer
 - ✓ Another innovation: The white-collar unions may also submit lists of candidates

2. Social consultations for blue-collar and white-collar workers: each group has its place

2.2 The trade union delegation

- Introduced by an inter-branch collective agreement (after the Second World War)
- Separate delegations for blue-collar and white collar workers
- The delegation is empowered to negotiate collective agreements :
The delegation may challenge the employer
The delegation monitors the implementation of social legislation in the workplace

2. Social consultations for blue-collar and white-collar workers: each group has its place

2.3 The Joint Committees

- Originated in the Thirties
- Different levels: Consultations take place at the level of the National Labour Council and the Joint Committees
- Separate Joint Committees for blue-collar and white collar employees and thus separate collective agreements
- Collective bargaining for blue-collar and white-collar workers does not take place at the same time

3. Development of white-collar unions

3.1 Phase 1 – before the First World War

3.2 Phase 2 – between the two wars

3.3 Phase 3 – after the Second World War

- Growth in numbers of white-collar employees
- White-collar employees and their organisations become more militant

3.4 As of the beginning of the eighties and, in particular, in the nineties


The professional and managerial staff category increases in size. In some companies there are more professional and managerial staff than other non-manuals (e.g. the Alcatel facility in Antwerp)

3. Development of white-collar unions

- Development of white-collar unions :
 - (i) Growing specialisation and complexity of routines require better trained workers ;
 - (ii) strategy of the employers: They rename employees "professional & managerial staff" with the aim of isolating them from the others and of weakening the unions. At the same time, they introduce more individualised and more flexible forms of remuneration and conditions of employment
- The growth of the professional and managerial staff category presents a fresh challenge for the trade unions

4. Trade union response to professional and managerial staff

- 4.1 Characteristics of professional and managerial staff and their specific needs
- 4.2 Individual service
- 4.3 Information and studies
- 4.4 Safeguarding collective interests
- 4.5 Fundamental issue: Structure of trade union work on behalf of professional and managerial staff
- 4.6 Recruitment




4. Trade union response to professional and managerial staff

4.1 Characteristics of professional and managerial staff and their specific needs

4.2 Individual service

- Information and legal advice: all aspects of the individual contract of employment (e.g. negotiation of contract, salary, working time, problems of expatriates, working in a foreign-owned company established in Belgium etc.)



4. Trade union response to professional and managerial staff

4.3 Information and studies

- Rigorous monitoring of trends in management strategies concerning, for instance, systems of remuneration, organisation of work, social responsibility and sustainable development
- Information and training sessions
- Impact and repercussions of classical trade union activities in respect of professional and managerial staff
- Specific project: Assistance with careers planning

4. Trade union response to professional and managerial staff

4.4 Safeguarding collective interests

- Work with activists in the non-manual workforce
- Trade union select committees or specific headquarters for professional and managerial staff activists
- Direct collective bargaining with management
- Specific challenges, particularly in the metal trades:
 - ✓ The employers do not want to conclude national collective agreements applicable to professional and managerial staff
 - ✓ The employers want to exclude professional and managerial staff from the trade union delegation
 - ✓ A study conducted by the University of Antwerp on discrimination against professional and managerial staff in the area of fundamental labour rights
 - ✓ Safeguarding the interests of specific non-manual groups

4. Trade union response to professional and managerial staff

4.5 Fundamental issue: Structure of trade union work on behalf of professional and managerial staff

Autonomy

- Autonomous national committee
- Representation on the general council
- Autonomous initiatives
- Own budgets
- National secretariat with two officials
- Integration
- In companies
- In the regional secretariats
- Participation at all levels of decision-making
- Adaptation of the name of our organisation

4. Trade union response to professional and managerial staff

4.5 Fundamental issue: Structure of trade union work on behalf of professional and managerial staff


Integration is of great importance, while retaining a large measure of autonomy :

- Support of a strong organisation
- Prevention of risks of corporatism
- Outlook and ideology of trade union work in a spirit of solidarity
- Discussion on conflicts of interests between different groups within the organisation
- Knowledge and experience of different non-manual groups
- Helping to win the union battle with the employers

4. Trade union response to professional and managerial staff

4.6 Recrutement

- Contacts between shop stewards and professional and managerial staff
- Standing as candidate for the professional and managerial staff seat on the works council
- Trade unionist non-manuals promoted
- Possibility of "secret membership"
- Difficulty in getting young employees and professional and managerial staff involved in trade union action



4. Trade union response to professional and managerial staff

Special form of membership for young people known as 'Enter'

Features :

- membership for students free of charge ;
- targeted information and publications for this group ;
- promotional activities during music festivals ;
- talks on social rights once studies have been completed (contract, salary, unemployment)
- advice and legal assistance for employed students;
- help on social issues for students completing their course of study .



5. Challenge of the future

Eliminating the distinction between white-collar and blue-collar by around 2007 involves two major challenges :

- We must fight to ensure that all employees enjoy the same status and rights
- We must adapt trade union structures, which are at present geared towards two categories, blue-collar and white-collar
- Bring together the best of the blue-collar unions with the organisation succeeding best in organising professional and managerial staff



5. Challenge of the future

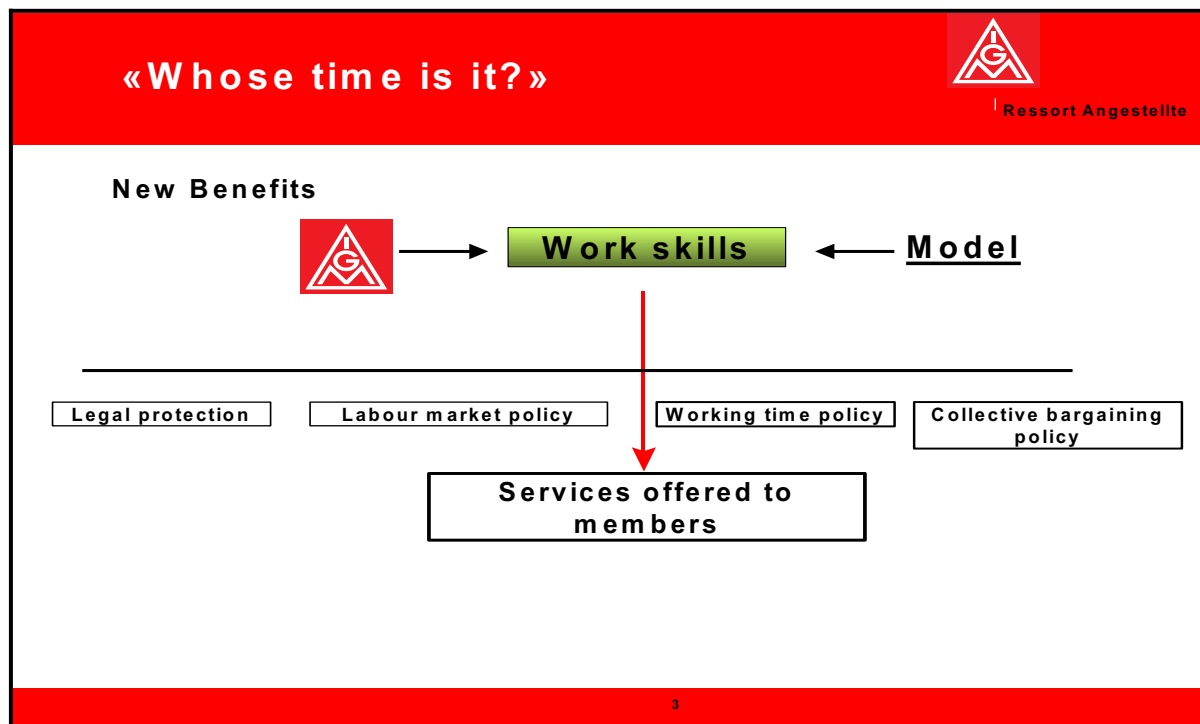
- Make sure that the diversity of the different non-manual groups is maintained
- Our long experience of an integrated organisation could prove useful when aiming at much more complex integration
- Together we are strong. But, if we do not take sufficient account of the specificities of different categories of workers, they will very quickly turn their backs on union membership
- Nor should we neglect the importance of selective autonomy, particularly in the case of the professional and managerial staff category. This will be a vital component of the new organisation .

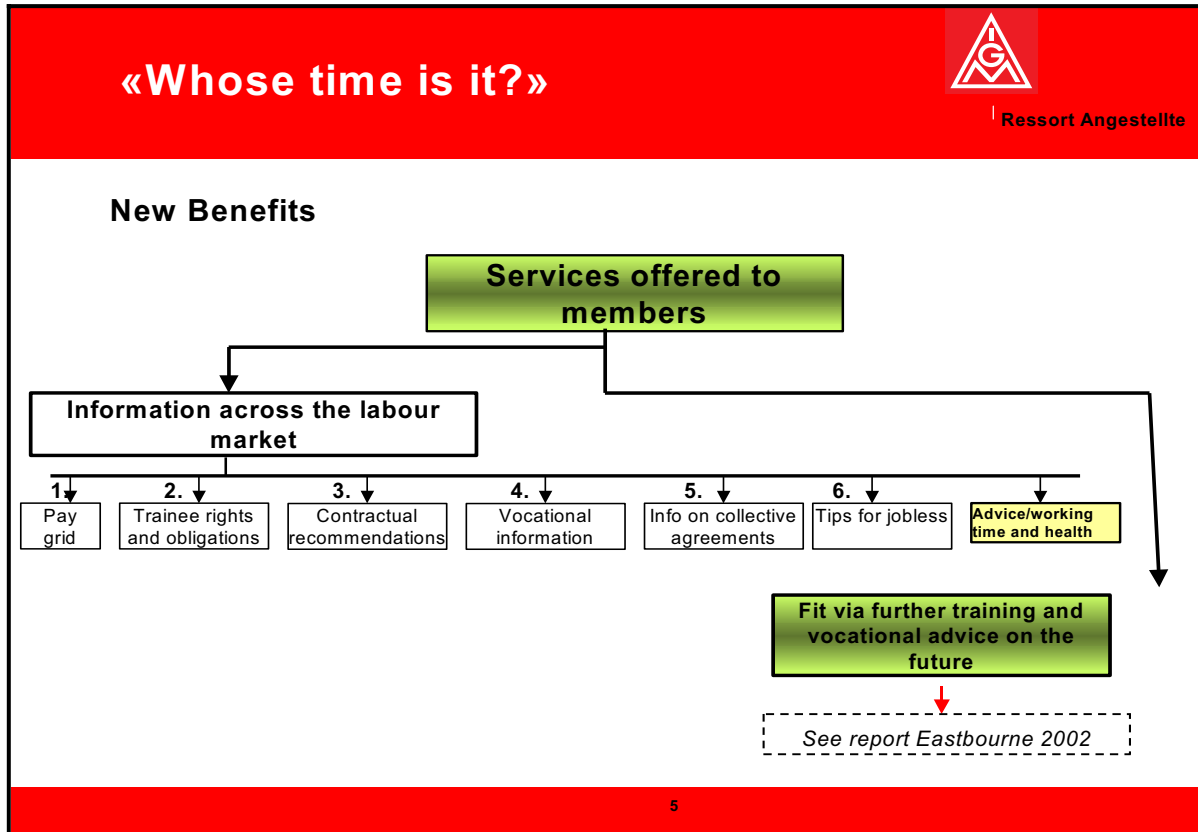
Whose time is it? New avenues for thinking differently

Hans-Joachim Weis – IG Metall, Germany

In 1999, IG Metall launched an all-out initiative under the motto "Work without end - My time is my life" and opened a debate on this issue in enterprises and throughout the union structure. The initiative met with a good response, especially amongst white-collar workers who are particularly affected by this new phenomenon, and it generated a great deal of positive reactions.

As part of this campaign, IG Metall has produced a CD-Rom to help members address the issue of working time and look for alternatives. Key aspects in people's life are being dealt with in four chapters entitled "Health", "Work", "Relationships" and "Personality", and each one can select the points which concern him/her most





«Whose time is it?»

Ressort Angestellte

Situation in the white-collar area

- ➡ **Actual time worked is being stretched in many places despite collective agreements and legislative provisions. Unofficial overtime is beginning to get the upper hand.**
- ➡ **Occupational diseases are on the increase. More and more colleagues in younger age groups are being affected .**
- ➡ **Individual workers feel under pressure, but still enjoy their work. Conflict between self-realisation and wearing oneself out .**
- ➡ **But, work problems can only be solved together.**

6

«Whose time is it?»



Ressort Angestellte

New models

The need for collective protective measures is increasing and for performance standards which are more oriented towards the new models such as :

- ➔ Possibility for both men and women to reconcile having children with exercising a profession
- ➔ Need for more self-determination and genuine control over own time
- ➔ Health protection and long-term competitiveness
- ➔ Increasing importance of life-long learning and further training

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«Whose time is it?»



Ressort Angestellte

Objectives

Train advisors for employees covering the following subjects:

- ➔ Work
- ➔ Health
- ➔ Relationships
- ➔ Personality

A multitude of tips in 28 chapters covering work, health, relationships and personality including questionnaires and work sheets

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«Whose time is it?»



Ressort Angestellte

Integrated approach

- ➔ "Soft factors": e.g. motivate active analysis of one's own situation on the basis of self-diagnosis (where do I stand?)
- ➔ "Hard factors": What does labour law say? How does legislation on collective bargaining look? What regulations exist on working time and health protection?

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«Whose time is it?»



Ressort Angestellte

Remit

- ➔ Target groups are members and potential members of IG Metall; both those starting out in working life and those with long work experience
- ➔ Advisors should support the in-house work of elected representatives and works councils and be seen as a tool
- ➔ Advisors were conceived as a personal tool offering a wide range of information and advice
- ➔ Advisors are intended to help; familiarise themselves with the problems on hand and seek out alternatives
- ➔ Make it fun to work with the advisors !

10

CD Rom «Whose time is it?»



Ressort Angestellte

Main reasons for choosing the CD-Rom as a medium

- The integrated approach can best be facilitated via links and cross-references .
- This is the best medium for an interactive approach .
- Many people, who do not necessarily belong to the traditional member corps, are attracted by the new medium .
-

„Wem gehört die Zeit?“



Ressort Angestellte

CD ROM



Flyer



CONCLUDING REMARKS

A number of key themes were raised in the various contributions and the discussions that followed. Among them were union structures, career development and training, communication, individual representation versus collective representation and methods of servicing members. Worth noting was also the commonality of issues confronted in the different countries represented at the Seminar. All in all the Seminar provided a space for a more in-depth exchange of views and experience on problems and challenges facing affiliates in organising non-manual workers, from administrative personnel to professionals and managerial staff. Because of their distinctive features, the two latter groups came into sharp focus in the presentations.

Membership development and the shift from blue collar to white-collar jobs are forcing unions to reposition themselves and reorganise. If they are to successfully recruit non-manual workers whilst retaining their existing manual worker base, unions need to adapt and integrate these changes in their organizational structures. Valuable comments were made in this connection on the merger process that is reshaping the trade union landscape in a number of countries (e.g. AEEU and MSF in the United Kingdom, GMT and GPA in Austria, SMUV/FTMH and SIB in Switzerland), bringing together different traditions and cultures, with all the opportunities and challenges inherent to such transformations.

As already noted at the first Seminar in 2002, career development and life-long learning, with the individual concerned having discretion about the direction to be taken, is a high priority for non-manual workers. Professional employees in particular tend to identify themselves with their profession first and then their employer. They are interested in developing new skills, which equip them with greater employability, and in career advancement, possibly beyond their current employment, and they expect their union to address these specific concerns. For different reasons, people, especially younger ones, no longer stay in the same job during their professional life and may be eager to boost their career prospects. Career development must therefore be as important to the union as it is to the members.

Reaching out to non-manual workers requires learning how to better communicate with individuals who may feel alienated from or may not recognize themselves in the union message. Unions need to reassess their communication strategies, which should be designed both for member retention as well as recruitment. Face to face contact with existing and potential members has to be preserved. Whilst recognising the benefits of modern technology and the easy methods of direct communication available, technology should be used as a complementary tool to meetings with workers. Unions need to listen more and develop a bottom up approach to information and communication rather than top down. This will help in building trust, developing a confidence relationship with members and finally fostering the work, ideas and visions of the union.

Some IMF affiliates like SIF in Sweden have gone much further and use modern marketing techniques to encourage the self-employed to join the union. Clearly the self-employed have different concerns from other union members whose interests are generally more focussed on conventional collective bargaining processes. But changes in the labour market and new

contractual relationships in the workplace are leading unions to take this route and represent people working in new ways. Services include support and advice on legal issues, questions on business operations and social protection. In some countries members have freely access 24 hours a day to services providing answers to work and other issues, for example, unemployment benefits and insurance.

Servicing individual needs and collective representation and bargaining are not mutually exclusive. On the contrary they supplement each other. If unions do not provide services that workers increasingly require, there is some reason to believe that commercial operators would target this market. Servicing can be a leverage for organising and, as such, ought to be considered as an extension of union action. However care must be taken that these services are linked to union values, the promotion of workers' interests and that they are used to implement labour rights.

In many ways, organising non-manual workers is not different from organising any other group of workers and generally the basic issues are the same. However it was felt that a change of emphasis might be necessary to spend more time on issues that were relevant to non-manuals, whilst ensuring that the demands of manual workers also were also properly addressed. This requires getting a grip on increasingly differentiated working conditions, attitudes, patterns of perception and employment profiles. There is a need to think about and develop new solidarity concepts allowing the negotiation of collective representation of interests with more individual autonomy and self-determination.

With the changing culture of today's workplace and technological innovation, non-manual occupations will account for an ever-increasing share of employment. This is true for developed countries but also increasingly for transition economies and a number of developing countries. Unions need to properly react to organize and represent these workers who, like any other employee, experience problems of downsizing, outsourcing and work pressure. If they fail to do so, these workers will very quickly turn their backs on union membership.

At a time of restructuring and direct risk for their employment, non-manual workers are ready to get involved in the search for alternatives. As their skills are wide-ranging, they can be developed and enhanced in the framework of union activity. Non-manual workers can find opportunities to take up new responsibility and give a new meaning to their professional and social life. Individual competences could be put at the service of collective action.

The issue of non-manual workers call for a genuine debate within the IMF at all levels and in the regions. The participants to the Seminar were firmly of the opinion that the IMF Executive Committee should address the issue at its next meeting and adopt policy guidelines highlighting the structural developments among the workforce in industry and proposing union responses to these changes. Beyond that, the IMF should seek to raise the issue of non-manual workers as part of a wider discussion on the future of trade unionism.



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