

## Action plan Building Trade Union Power 2021-2022

### Strong unions with strong collective bargaining for the recovery of strong industries

Document adopted by the 18<sup>th</sup> industriAll Europe Executive Committee  
Online meeting, 24-25 November 2020

#### Political rationale:

Over the past decades, trade **union density has been declining in** Europe and the bargaining position of workers and their trade unions has been weakened. The COVID-19 crisis is unprecedented in its devastating effects on the European economy and society. The threat posed by this crisis to workers and their unions is huge, as is the need for strong trade union power and strong collective bargaining to prevent the COVID-19 crisis from having an appalling impact on industrial relations.

Economic forecasts [predict](#) millions of unemployed people in the EU. The European Commission's grim predictions reveal an increase of 5.2 million unemployed persons in one year. By way of comparison, during the 2008-9 financial crisis, 4 million jobs disappeared in the 5-year period between 2008 and 2013. Undoubtedly, the coming months and years will be very tough. **With strong unions advocating strong collective bargaining for the recovery of strong industries, we will overcome the crisis and ensure that workers are not left to foot the bill. Our affiliates are strong when union density is high, with active members to enforce strong collective rights.**

The added value of strong unions and strong collective bargaining became obvious already during the first months of the COVID-19 crisis. In countries where workers and their unions were involved in managing the crisis, the situation was considerably better for both workers and industries, and for society as a whole. In Austria, Denmark, Finland, Germany, Italy and Sweden, the social partners concluded agreements on short-time work, extraordinary benefits for sick and parental leave, extraordinary technical unemployment and other measures, ensuring that workers (and employers) receive the necessary support. In some countries like Sweden, the United Kingdom and Belgium, affiliates are successfully carrying out organising, recruitment and retention activities. National and sectoral Trade union strength needs to be embedded in European solidarity to overcome the consequences related to company restructurings and restructuring processes of entire industries due to the COVID-19 related economic crisis, as well as decarbonisation and digitalisation.

Trade unions must recruit more members and build cross-border power to negotiate from a position of strength and unity, and to bargain for a fair recovery with better pay and safe conditions. Strong unions with strong bargaining power are the only effective protection against the individual and collective dismantling of workers' rights. The post-COVID-19 economic crisis will lead to an increasing need for industrial actions and fights for work.

The recovery strategy for the COVID-19 crisis must not repeat the mistakes of the last austerity crisis. The rights and well-being of workers cannot be sacrificed once again for the sake of big company bailouts pursuant to which dividends continue to be paid out to shareholders. Employers must be forced to refrain from opportunistic attempts to misuse the current crisis in order to limit workers' rights, prevent unions from accessing companies and refuse to bargain.

Thus, our affiliates are looking more than ever for support to build trade union power in their respective sectors and countries. IndustriAll Europe's strategy is to build trade union power which supports the increased need of including a membership focus in all our policy fields, sector networks and transversal group work; thus mainstreaming building trade union power throughout our organisation, providing a service to affiliates for training on demand and strengthening their collective bargaining power.

BTUP has a long-term strategy for the coming years – ***The industriAll Europe Organising Programme***. **The concrete steps for the upcoming 18 months are described in this document.**

## *The industriAll Europe Organising Programme*

IndustriAll Europe will run two campaigns including flanking support for training and consultation to affiliates on demand.

The **affiliates-oriented internal campaign** aims to raise awareness among our affiliates that organising, retention of members and building trade union power is a key-action for our members. It's headline is ***"Every work place with a union. Every worker in the Union."*** The **outward-facing public campaign calls with the slogan *"My Union. My Rights"*** for the enforcement of collective bargaining rights. **Together, the campaigns are a next milestone for the BTUP priority.** Between the two campaigns, industriAll Europe will offer training, guidance and consultation on demand to affiliates willing to implement the learning outcomes into their own and transnational organising initiatives.

## What are the campaigns about?

1. The **affiliates-oriented internal campaign *"Every work place with a union. Every worker in the Union."*** is targeted at union leadership and officials, in the first instance, and then at specific workers in target companies. The campaign has a bottom-up approach: IndustriAll Europe supports affiliates in building trade union power and in gaining membership. This will effectively strengthen the trade unions' power base. The campaign will support members in their attempts to make organising a central part of their activities.

**The main messages are:** only strong unions with active members obtain strong collective bargaining rights and results. IndustriAll Europe stands with workers for strong unions with strong collective bargaining in strong industries. Trade unions must play an active role in developing organising by allocating funds, training organisers and engaging in member recruitment and retention.

2. The short-term **outward-facing public campaign *My Union. My Rights*** is a follow-up campaign to the 2019-2020 [“Together at Work” Campaign](#) (TAW). TAW highlighted the benefits of collective bargaining for workers, the economy, employers and society. It illustrated the central role that strong unions and strong collective bargaining play in guaranteeing decent wages and working conditions, and in building a more equal society. The outward-facing public campaign builds on the successes of the affiliates-oriented internal campaign (point 1). It would provide an opportunity to highlight the BTUP work on organising and how it helps build capacity and campaigning acumen among affiliates. This outward-facing public campaign follows a top-down approach: It strengthens collective bargaining politically. It demands enforcement of collective rights.

**The main messages are:** the unions’ right to access companies, workers’ freedom of association and the right to collective bargaining must be respected in all countries; Union-busting must be stopped. The outward-facing public campaign will:

- further underline the benefits of collective bargaining, not just for workers but for society as a whole and for employers
- counter the myth that unions are old-fashioned, conservative organisations by presenting the diversity and power of industrial trade unions in Europe
- call upon policymakers to turn nice words into actions.

## Work plan: *The industriAll Europe Organising Programme* and its campaigns

### Step 1: Overall preparation

October 2020 – January 2021

Affiliates-oriented activity	Development of content	Look and feel
Identification/research <ul style="list-style-type: none"> <li>• Membership development</li> <li>• Organising model</li> <li>• Level of involvement</li> </ul> Communication with affiliates <ul style="list-style-type: none"> <li>• one-on-one contact; most interested affiliates first</li> </ul>	Background paper: industriAll Europe’s organising model <ul style="list-style-type: none"> <li>• On what kind of organising model do we agree?</li> </ul> Brochure: Appetizer for organising <ul style="list-style-type: none"> <li>• Why organise?</li> <li>• How to organise?</li> <li>• Why does organising need central commitment from the union leadership and democratic participation of all?</li> </ul>	Conceptualisation and creation of the campaign “face”
Success indicators: Information collected and analysed from 60 affiliates, 10 affiliates apply for support/cooperation* <i>*: depending on research results</i>	Success indicators: Background paper agreed with leadership, first brochure outlines are drafted	Success indicators: Division of tasks agreed, contracts awarded, products delivered

Step 2: industriAll Europe’s affiliates-oriented internal campaign *“Every workplace with a union. Every worker in the Union”*

Step 2a. Preparation - November 2020 – January 2021:

Pillar 1: Raising awareness	Pillar 2: Building European solidarity
<ul style="list-style-type: none"> <li>• Concept and material for a one-day intro-training (buy-in)</li> <li>• Buy-in video</li> <li>• Leaflets</li> <li>• List arguments, what committees can do for BTUP</li> <li>• Templates for videos, photos, participative materials</li> </ul>	<ul style="list-style-type: none"> <li>• Collection of arguments as to the benefits of European solidarity</li> <li>• Template for affiliates to show their local campaign message on solidarity</li> <li>• Messages sent by workers</li> </ul>
Success indicators: Materials are ready to work with	Success indicators: Materials are ready to work with

Step 2b.: Implementation- February 2021 – May 2021

Pillar 1: Raising awareness	Pillar 2: Building European solidarity
<ul style="list-style-type: none"> <li>• Meetings/calls, one-on-one contacts</li> <li>• Brochure: Appetizer for organising union</li> <li>• Background paper: Implementation industriAll Europe’s organising model</li> <li>• One-day intro-training (buy-in)</li> <li>• Create commitment in CB, CPC, IP, sectors, transversal groups to membership focus</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of arguments</li> <li>• Presentation/discussion of arguments in committee meetings</li> <li>• Presentation of good examples from campaigns – solidarity in times of restructuring and reshoring</li> </ul>
Success indicators: <ul style="list-style-type: none"> <li>• 60 meetings/calls, one-on-one contacts with leadership of affiliates</li> <li>• 10 - 15 intro-trainings (buy-in) held (webinar/seminar format)</li> </ul>	Success indicators: 3 examples of solidarity collected

<ul style="list-style-type: none"> <li>• IndustriAll Europe affiliates agree on an organising model</li> <li>• BTUP is a standing agenda point in all committees and sectors</li> <li>• 3-5 affiliates sign a cooperation agreement</li> </ul>	
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### Step 3: Provision of on-demand training to affiliates and target groups

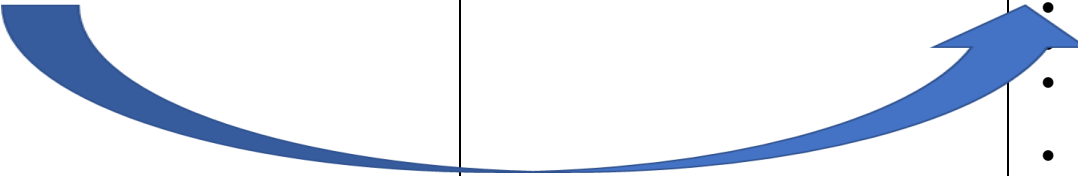
Step 3a.: Preparation - January 2021 – June 2021

Pillar 1: Raising awareness	Pillar 2: Building European solidarity	Pillar 3: <b>New! Outward-facing campaign</b>	<b>New! - Transversal activity -</b> The organising programme: training/consultation
Post-treatment of the affiliates-oriented internal campaign <ul style="list-style-type: none"> <li>• Evaluation</li> <li>• Lessons learned</li> <li>• Adoption of training/buy-in materials</li> </ul>	Evaluation	Conceptualisation of the outward-facing public campaign <i>My Union, My Rights</i> – first internal discussions and preparation of the buy-in of affiliates	Preparation of <ul style="list-style-type: none"> <li>• 5 days training materials for lead organisers</li> <li>• 5 days training materials for lead recruiters (1 webinar, 1 seminar) – <i>to be discussed/decided</i></li> <li>• Adaptation of the (digital) training materials to special target groups</li> <li>• Videos on organising – steps of a campaign</li> <li>• Webinar platform</li> </ul>

Success indicators: industriAll Europe reports about the campaign at the congress, trainings are improved	Success indicators: Lessons learned and adoption of materials/arguments	Success indicators: Materials are ready to work with, affiliates are aware of the campaign “My Unions, My Rights”	Success indicators: Materials are ready to work with, test training with target group Youth in February 2020 (ETUI) executed, learning outcomes implemented
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Step 3b.: Implementation: July 2021 – June 2022

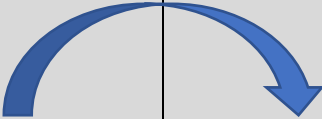
Pillar 1: Raising awareness	Pillar 2: Building European solidarity	Transversal activity - The organising programme: awareness-raising, training and consultation
<i>On-going activity - no longer part of the campaign – Connect pillar 1 to main transversal activity</i>	<ul style="list-style-type: none"> <li>• Dissemination of arguments</li> <li>• Presentation of arguments in committee meetings</li> </ul> Presentation of good examples from campaigns (ongoing) – Solidarity in times of restructuring and reshoring on industriAll Europe’s website	Realisation of <ol style="list-style-type: none"> <li>1. Trainings               <ul style="list-style-type: none"> <li>• 5 days training for lead organisers/recruiters</li> <li>• 2.5 days training for target groups</li> </ul> </li> <li>2. Consultation on organising               <ul style="list-style-type: none"> <li>• On-demand consultation for affiliates, who signed a cooperation agreement</li> </ul> </li> <li>3. Awareness raising               <ul style="list-style-type: none"> <li>• one-on-one contacts</li> <li>• one-day intro-training (buy-in)</li> <li>• Create commitment in CB, CPC, IP, sectors, transversal groups to membership focus</li> <li>• implementation of industriAll Europe’s organising model</li> </ul> </li> </ol>
	Success indicators: 5 examples of solidarity collected	Success indicators:



		<ul style="list-style-type: none"> <li>• 5 - 7 times a 5-day training for lead organisers/recruiters</li> <li>• 2 -3 times a 2.5-day training for special target groups</li> <li>• 5 – 7 individual consultation for affiliates who signed a cooperation agreement</li> <li>• 60 one-on-one contacts with leadership of affiliates</li> <li>• BTUP is a standing agenda point in all committees and sectors</li> <li>• 10 - 15 intro-trainings (buy-in)</li> <li>• 5 - 7 affiliates sign a cooperation agreement</li> </ul>
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#### Step 4: industriAll Europe’s outward-facing public campaign “My Union, My Rights”

Step 4a. Preparation: January 2021 – September 2021\* (timing of the campaign depends on minimum wage debate outcomes and the industriAll Europe congress format)

Pillar 1: Raising awareness	Pillar 2: Building European solidarity	Pillar 3: Outward-facing campaign	<b>Transversal activity:</b> The organising programme: awareness-raising, training and consultation
	<i>Connect pillar 2 to pillar 3</i> 	Preparation of the outward-facing public campaign “My Union, My Rights”	



		<ul style="list-style-type: none"> <li>• Buy-in affiliates for the outward-facing public campaign</li> <li>• Conceptualisation and development of materials</li> </ul>	
		Success indicators: Materials are ready to work with	

Step 4: Implementation: October 2021 – December 2021

Pillar 3: Outward-facing campaign*  <i>* detailed work plan to be discussed/decided later</i>	<b>Transversal activity:</b> The organising programme: awareness-raising, training and consultation
<ul style="list-style-type: none"> <li>• Moderated workshops</li> <li>• Distribute campaign resources</li> <li>• Event at European Parliament or European Economic and Social Committee or Webinar</li> <li>• Coordinated social media action</li> <li>• Affiliates to go into workplaces with campaign and/or own materials and take pictures of workers</li> <li>• Targeted actions aimed at national politicians...</li> </ul>	<i>On-going activity details:</i> see above
Success indicators: 20 countries participate actively in the campaign, 20 articles are published; affiliates share the campaign on social media	Success indicators: see above

### Other ongoing activities\*:

TCLF SEE organising training	OS KOVO organising	White collar workers	Youth training
<ul style="list-style-type: none"> <li>• Further development of the TCLF SEE organising manual</li> <li>• Consultation on action plans and implementation</li> <li>• EU project on social dialogue and strong TCLF sector in SEE: Tbc by the Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Description of lessons learned and results</li> <li>• video about company organising Eissmann</li> </ul>	<ul style="list-style-type: none"> <li>• Application for a EU Commission project (lead: White Collar Working Group)</li> <li>• Concept development for a tool box for trade unions to more effectively address and represent white-collar workers</li> </ul>	<ul style="list-style-type: none"> <li>• Development and implementation of a Youth organising training with ETUI</li> </ul>

\*activities are not directly part of the campaigns, but create synergies and are a possible source of additional (EU project) financial contribution.