



Organising and Recruitment

Reps' Handbook - Part 2

Introduction to This Handbook



Usdaw is made up of members across many workplaces. Our ability to be influential as a Union depends on how many members we have – and on how well organised they are.

In workplaces where we have high numbers of members, employers have to listen to us. The more people in Usdaw, the stronger we are as a Union. It's a simple message that goes to the heart of Usdaw.

We must ask ourselves is everyone a member of Usdaw and, if not, why not? What do we have to do to ensure everyone is a member? We have to talk to workers, listen to what they say and persuade them that being in Usdaw will make a difference for them and, importantly, everyone in the workplace.

In workplaces where we have reps we want to ensure everyone in those workplaces joins Usdaw. The more reps we have, the stronger the Union will be – especially in the workplace. A rep who can confidently promote Usdaw to their colleagues is the very best recruitment tool we have.

Ultimately, it's about bringing Usdaw into every workplace and winning for our members. Together we can build a strong and sustained organisation.

This Handbook looks at the importance of organising and recruiting members in the workplace.

On our website, you will also find materials and information to help you get organised, recruit new members and win in your workplace.

Visit www.usdaw.org.uk and start organising today!

A handwritten signature in black ink that reads "Paddy Lillis". The signature is written in a cursive style and is positioned above a horizontal line.

Paddy Lillis
General Secretary

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Chapter 1

Unions Make a Difference

Workers who organise together will get a better deal and fair treatment from employers. Employers will listen to workers if they have a voice. A union is the best voice a workforce can have.

Unions make a big difference to the lives of millions of workers.

Union Members Get...

Higher Pay

Unionised workplaces have higher pay rates than non-unionised workplaces. Union members earn over 16.7% more per hour than non-union members. Employers will take advantage of unorganised workers, pay lower wages, and offer worse terms and conditions.

More Holidays

Union members get on average, two days more annual leave than non-union members.

Better Sick Pay

Enhanced company sick pay schemes are three times more likely to be found in unionised workplaces than in non-unionised workplaces.

A Fairer Deal for Women

Unions have a real impact in reducing pay inequality. Women workers on average get paid 9% more in unionised workplaces than if they work for non-unionised companies.

Women in unionised workplaces are much better off in terms of career opportunities, flexible work arrangements and general support for family responsibilities than their counterparts in non-unionised workplaces.





A Fairer Deal for Black and Minority Ethnic Workers

Black and minority ethnic workers' average pay is still lower than average pay in the economy. Unions get a fairer deal for all workers.

Black and minority ethnic union members get on average 33% higher wages than if they worked for non-unionised companies.

Fewer Accidents

The presence of a union in a workplace reduces the number of accidents by a quarter compared to non-unionised workplaces.

More Training and Development

Union workplaces receive more training. More workers in unionised workplaces are trained and the amount of training is greater than in non-unionised workplaces.

Unionised workplaces also have access to Union Learning Reps and more opportunity to engage in Lifelong Learning.

Bullying Tackled

Bullying and harassment is more likely to be tackled if there is a union in the workplace.

An employee in a non-unionised workplace gets less protection from unfair treatment by their boss.

For more information on union statistics and membership figures – you can visit the following websites:

- www.usdaw.org.uk
- www.bis.gov.uk
- www.tuc.org.uk

Chapter 2

What Does a Well-Organised Workplace Look Like?

There is no blueprint for the perfectly organised workplace however, opposite are a few examples of what a well-organised workplace looks like.



Is Your Workplace Well Organised?

- High level of union membership?
- Members know who union reps are?
- Reps know where non-members are and why they are not in the Union?
- Union reps attend staff inductions?
- Union has good facilities from management for carrying out union business?
- Members know what issues the Union is pursuing?
- Union is involved in many positive things, not just problems?
- Union meetings are always well attended?
- Reps have a good relationship with management?
- All reps have been on union training courses?

If you can tick a good number of the boxes above, then your workplace is well on the way to being organised.

Chapter 3

Mapping to Organise

Mapping is a term used to describe a systematic approach to recruiting and organising.

It is called mapping because we use a map of the workplace as a main information tool.

Mapping should provide you with a picture of the areas where you need to focus attention on recruiting members and identifying activists so there are Union contacts in all parts of your workplace.

The information you gather will give you an idea of the areas you need to focus your organising and recruitment activity on - you can then begin to develop a step-by-step approach to building the strength of your workplace.

Why do We Map?

Doing a mapping exercise will enable you and other reps in your workplace to develop a coordinated strategy.

It should provide you with information on areas where there are issues or which you need to focus on to recruit members.

The information you compile will help you work out what your organising goals should be and help you measure the success you have in achieving them. Once you have completed your map, it will provide valuable information on the members and non-members in your workforce, the issues that they have and the areas that need attention.

How to Map Your Workplace

There are a number of different ways you can map your workplace. For example, you could:

- Draw up a floor plan with the different departments or sections where people work and identify the members and non-members.
- Identify the different issues that workers have in their area of work and record these on your map.
- Develop a spreadsheet to keep and update the information you gather.

What is most important is that you do the mapping exercise with the intention of developing an accurate picture of the workplace to help you plan your organising and recruitment work and build a stronger workplace.

How Do I Do It?

Remember that mapping is essentially something that can only be done by getting out and talking to workers.

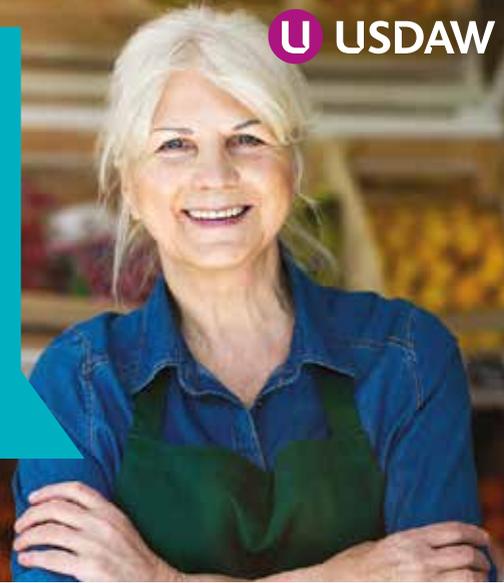
If possible, get other reps in your workplace together along with a list of employees. Spend a minute discussing what you know about each of them.

What Information Should I Gather?

Your map should reflect your workplace and the finished product will depend on what is going on at your location. There is some key information which is generally best to include:

Data Protection

As a rep you will regularly come across personal data and information about your members. Data Protection is therefore an important aspect of the rep's role and you will need to deal with personal data fairly, securely and confidentially. The Union has produced a booklet and an online short course that provides guidance for you to follow. For more details go to www.usdaw.org.uk/gdprguide



For each department or section:

- The names of who works there.
- What are their job?
- What are their working patterns? (Are they full or part-time, permanent/contract/agency?)

Find out if each person is:

- A member (are they active or potentially active, ie would they be interested in distributing union information in their department/section for you?)
- A non-member (and what is their attitude towards the Union, ie are they hostile or just not interested?)
- A rep?

Finally - what issues do workers have? For example, change in hours or contract, holidays, health and safety, bullying and harassment. You will need to speak to workers to find this information out.

How Do I Start to Gather the Information?

You will find a list of workers useful - where Usdaw has a recognition agreement with an employer, we would expect the business to supply you with this. You will also need a list of members so you can cross-reference. You can get a membership list from your local Usdaw office.

These lists will contain personal information and therefore you should treat the information with the utmost care. There is further information about the safe handling of this information on the following pages.

You may find it easier to complete each department or section using a floor plan so that you can visibly identify where there are gaps in members or activists.

Although it may seem like a big task, you may get other reps involved in your mapping exercise.



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Looking at the Information

Once you have collected the information on your workplace and identified your members and non-members, there are a number of things you may want to do:

1. You may want to focus on identifying the areas where you have lower membership, no reps, or where there are particular issues. When approaching colleagues who you believe are non-members, it is advisable to ask if they are in the Union rather than telling them you understand that they are a non-member.
2. You can also use the information you gathered in your mapping exercise to run a campaign on the issues you identified in the workplace.

Usdaw is a campaigning Union and has campaigned on behalf of its members on many issues, including: Freedom From Fear, Supporting Parents and Carers, A New Deal for Workers and Cost of Living. If you are interested in running a campaign, then speak to your Area Organiser.

Remember – There is no hard and fast way of mapping. Reps will develop the best approach for their own workplace. However, if you follow the tips on the next page you will be off to a good start.

Things to do...

Map your department/section or workplace.

Have a go at mapping your workplace. If you are in a large workplace then just map your department.

Successful Mapping

Treat Any Information as if it's Your Own

No one wants to think that their personal information is being left lying around or not treated carefully. Mapping involves collecting information about the people working in your store and using this to build the Union. This information should be treated with the utmost care at all times and handled confidentially between you and the other reps. Your facilities agreement should provide you with a lockable cabinet for storing personal information. Please ensure that any maps produced as part of this exercise are securely destroyed once the mapping activity has been concluded.

Be Creative

Draw a basic map of your workplace – include the different departments or sections where the workers are.

Find the Non-Members

Know who it is you have to recruit before you begin. Use Usdaw membership lists and staff lists to identify where the members and non-members are – you can get a membership list from your local Usdaw office. Put this information on your map.

Gather Information

What are the issues that non-members are particularly unhappy about? Have non-members been asked to join the Union? Put this information on your map.

Put Together a Team of Helpers

Remember the value of teamwork. All reps should work as a team. If you have a large workplace, find out if other reps have recently mapped their particular department or section.

Evaluation

Get your team together for a full report back and gather your findings – who joined? Who didn't join and why? Record all this information on your map.

Plan Your Next Move

Using the information gathered and your evaluation, draw up an action plan to target non-members and specific issues. Or ask your Area Organiser about running a campaign in your workplace.

Remember! The Union runs plenty of training courses where these techniques can be practised and refined. Make sure all the reps in your workplace go on training courses.

Once the Exercise is Completed

Once you have completed the mapping exercise and developed your next steps, you must securely destroy all of the personal information you have collected. A successful mapping exercise will quickly result in information becoming out-of-date as non-members join the union. It is also likely that individuals will leave the workplace and new starters be taken on. Therefore, we should not rely on old lists which are likely to be inaccurate.

Chapter 4

The Value of Inductions

People are most likely to join the Union when they very first start work and inductions are a rep's best opportunity to recruit new members.

The following advice will help you to make your inductions successful:

Be Prepared

Ask your Personnel/HR Manager if there are any new starters. Make sure you know the date, time, venue, numbers attending etc.

Remember to arrange time off with management so you can attend staff inductions. Your Company/Usdaw Agreement will tell you how long you have to talk to new starters.

Collect your materials - you will need Union leaflets, recent communications and membership forms to present the Union to new starters. You can get these from your local Usdaw office or order them online at

www.usdaw.org.uk/resources

Be clear on what you are going to say before you attend the induction. Shadow a more experienced rep or your Area Organiser if you have never attended an induction before.

Use success stories in your presentation. Tell new starters about the achievements the Union has had in the workplace.

At the Induction

- Introduce yourself. Give the names of any other reps that are in your workplace and the departments or sections where you all work.
- Be friendly.
- Make it clear that what affects them in the workplace also affects you.
- Stress the importance that the more Usdaw members we have in the workplace the stronger the Union's influence will be.
- Talk about the benefits of being in a union. Make sure people are clear that there are very good reasons for joining a union - better terms and conditions, help and support with issues at work, have a voice in the workplace. Use Usdaw's recruitment leaflets to help you.
- Use success stories. Tell them what the Union has done for the members.
- State clearly the company recommends that new starters join Usdaw - you will find reference to this in your Company/Usdaw Agreement if this is the case.
- Talk about the importance of ticking the 'opt-in' notice box on the form for the Political Fund. The Union finances many of its campaigns from the Political Fund.
- Mention any of Usdaw's campaigns that might be relevant and what the union is hoping to achieve.

The Sign Up

It is important to get new starters signed up. The longer they leave it the less likely they are to join. Here are a few tips:

- Leave enough time for people to fill in membership forms.
- Talk them through filling in the membership form.
- Explain the cost of joining.
- Provide everyone with a membership form and a pen to fill it in.
- Collect the completed membership forms.
- Make arrangements to see anyone who has not completed their form at a later date.

Follow-Up

- Return the completed membership forms to your local Usdaw office as soon as possible.
- Make sure you speak to anyone who didn't join at a later date.
- Let your Area Organiser know if you had any problems or if there is anything else you think they can help with for the next time.



Things to do...

Attend an induction with a more experienced rep or your Area Organiser.

Find out from your Personnel/HR Manager when the next staff induction is taking place.

If this is your first induction, why not shadow a more experienced rep in your workplace or, alternatively, contact your Area Organiser and ask if you can shadow them?

Chapter 5

Recruiting 1-2-1

Sometimes workers do not join the Union immediately and, therefore, we need to speak to them individually about the importance of joining Usdaw.

We need to talk to workers, listen to what they say and persuade them that being in Usdaw will make a difference for them and, importantly, everyone in the workplace.

Recruiting new members 1-2-1 is a vital part of organising.

Tips For Successful 1-2-1 Recruitment

- **Introduce yourself.** This makes for a nice, friendly start to a discussion.
- **Be a good listener.** This is very important; people will not respond to being lectured to or told why they should join the Union. Listen to their issues.
- **Ask questions.** People respond better to being asked their own views. You may ask them if they have any issues that they think the Union should be raising.
- **Use Usdaw's recruitment material.** The Union has many leaflets, surveys and booklets to help you talk to non-members about the benefits of joining.
- **Be prepared.** If you are familiar with the reasons why people do or do not join unions then very few things that people raise will come as a surprise to you.
- **Make your points.** You should know in advance what the key things are that you need to say to people.
- **Use success stories.** People will be more convinced by examples of what the Union has done for others in real life.
- **Use your own experiences.** Say how you found joining the Union to be a positive experience. Tell people that you are a worker and what affects them also affects you.
- **Issues raised.** If a non-member raises an issue with you, give them an indication of what the Union is able to do for them. Remember – you can contact your Area Organiser if you are unsure about anything.
- **Be honest.** If you are not able to explain what the Union can do about issues at the time, say so. Tell them you will make some enquiries and come back to them.
- **Sign them up.** Make sure that you give people a chance to fill in a membership form there and then.
- **Make yourself available.** Make sure people know where, when and how they can contact you.

Chapter 6

Reasons for Joining

Many workers join a union because they believe that a union can make a difference to their working lives.

Some Other Reasons Given By Workers for Joining Unions

- Better pay and conditions.
- Help and support with problems at work.
- Free legal cover.

However, the main reason that workers give for not joining a union is that they have never been asked.

This means you have to get yourself organised so that you see everyone in your workplace who is not a member.

When you get a less than positive response, you need to know how to respond. The next page will give you a few ideas.



Chapter 7

Recruitment Chat

Here are some of the issues that workers may raise when they are asked to join the Union, together with some suggested points that you can use in response.

"I'm part-time and don't work enough hours to join the Union"

One in three Usdaw members work part-time. Part-time workers get all the same benefits as full-time workers.

The terms and conditions of most part-time workers have been won by Unions negotiating for them – the issues that affect full-time workers also affect part-time workers.

"I can't afford to join"

No one underestimates money worries but it's a question of priorities – you wouldn't drive your car without insurance or leave your house uninsured, so think of Union contributions as your workplace insurance.

If you lost your job because you didn't have representation at work, the consequences would be far worse than a burglary or bump in the car. Usdaw has successfully won millions of pounds of compensation for its members – **you can't afford not to join!**

Things to do...

Surveys are a great way of finding out the issues of the workforce. They can also be helpful when talking to non-members face-to-face. Why not have a go at using a survey to talk to non-members?

Try the following:

Survey five non-members in your workplace using one of Usdaw's surveys and find out why they are not a member of Usdaw. You will find copies of different surveys on our website: www.usdaw.org.uk/surveys

Alternatively, contact your local Usdaw office to obtain copies.

"I'm too young to join a Union"

The Union's experience is that young workers are more likely than anyone to have problems at work.

Over recent years, Usdaw has helped young workers enforce their rights. Usdaw has also been able to secure rates of pay that do not discriminate on grounds of age. Tesco, Co-op, Morrison's and Sainsbury's retail employees are paid adult rates, which are considerably higher than the National Minimum Wage.



"Why should I join the Union? I get all the same benefits anyway"

No you don't! True, you get the same terms and conditions that the Union negotiates for its members. However, you wouldn't get Union advice or representation and you would have to meet your own legal costs if you had a serious problem or accident at work.

In some workplaces members will have a vote on things like their pay. **Non-members do not get a vote - remember, every person who doesn't join, weakens the Union and reduces the chances of getting a good deal at work for everyone.**

Chapter 8

Raising The Profile of Usdaw

In a well-organised workplace, the Union will have a high profile. This mainly comes from the activities of the reps, but here are a few other things you can do to raise the profile of Usdaw.

Noticeboard

This should be changed and updated regularly. You should also display the names and contact details of all the reps in your workplace on your noticeboard so members know where to find you. Don't forget to promote Usdaw's success stories on your noticeboard.

Leaflets and Flyers

Usdaw produces lots of different leaflets, posters and merchandise. Make sure you order leaflets or materials specific to your workplace or company and leave them on canteen tables, noticeboards or in staff rooms.

Arena

Arena magazine is posted out to every member. Make sure you have a few spare copies to show potential members or for the noticeboard – you can download copies from Usdaw's website: www.usdaw.org.uk/arena

Network

Usdaw's magazine for activists. *Network* is packed full of useful information to help you in your role. You can download copies from Usdaw's website: www.usdaw.org.uk/network

Union Surgeries

Arrange regular slots where members know they have an opportunity to come and talk to their union rep.

Share Your Experiences

You can contact us regarding any workplace experiences, success stories, organising initiatives or campaigns you have been involved in. Please keep us up-to-date – you can do this either by email, telephone or through your Area Organiser.

Internet and Usdaw Website

The internet is a great way of getting information to and for your members. Visit the Usdaw website at: www.usdaw.org.uk where you will find leaflets, communications, campaigns and lots of useful information about the Union.

Email

You can sign up to receive regular news and campaign alerts by email from Usdaw's website.

Campaigns

Usdaw prides itself on being the campaigning Union. Our successful campaigns include: Freedom From Fear, Parents and Carers, A New Deal for Workers and Cost of Living – these are down to the hard work of reps who continue to stand up for members wherever they work, whatever they do. Campaigns are a great way of getting members involved.

Contact your Area Organiser if you are interested in running a campaign in your workplace.

Chapter 9

Building Good Relationships

There is no doubt that being a rep is a challenge – rewarding, but it can be tough. It can be hard just to get your members’ voices heard and resolve their issues.

Dealing with management can be difficult and daunting for a new rep. Organising your workplace effectively will be a lot easier with the cooperation of your management. Therefore, it is important to build good working relationships with management.

A strong union membership and an organised workplace will lead to respect from and a professional working relationship with management.

There are a few things you can do to work at this:

Make Sure You Know the Procedures

Make sure you are familiar with your Company/Usdaw Agreement and company policies. Always check them first – if you are still uncertain then speak to your Area Organiser.

Share Information

Try to develop a culture of shared information with management.

If possible, arrange to receive relevant management information automatically.



Communications Are Key

It is only courteous to let management know what literature the Union is circulating at the workplace. Similarly, keep your Area Organiser up-to-date on any information about your workplace.

Keep Up a Regular Dialogue

Arrange a regular meeting with your management so that reps can keep them in touch with the issues in the workplace and, similarly, management can keep the Union informed of any issues in the company.

Always be Courteous and Polite

Some issues that you have to deal with as a rep can be very emotive. It rarely works to your advantage if you lose your temper with management. Always try to build good working relationships with them.

Chapter 10

Developing and Valuing Reps

Usdaw strongly believes that it has big responsibilities to reps and puts them at the centre of everything we do. We pride ourselves on helping reps feel valued and supported.

We are committed to ensuring all Usdaw reps have positive experiences. Above all, we need to ensure you get the support you need to successfully organise your workplace.

Your Area Organiser is there to support you as a rep and Usdaw offers plenty of training and development to assist you in your role. Your Area Organiser will identify further training and development needs with you.

We welcome feedback on your experience of being a rep and we are interested in getting your views.

Further Opportunities

Usdaw provides a range of activities for reps to become more involved in the work of the Union. These include:

- Regional Conferences.
- Federation Schools.
- Annual Delegate Meeting.
- Home Study.
- Campaign Spotlight Days.
- Membership Weeks.
- Trade Conferences.
- Young Workers Committees.
- Equality Forums.
- Regional Political Committees.
- Union Branch.
- Summer Schools.

For more information on how to become more active in Usdaw, speak to your Area Organiser or visit Usdaw's website.

Some reps may go on to even bigger challenges like Stand Down or the Organising Academy.



Stand Down Reps

Usdaw Stand Down Reps spend time on a variety of projects. One day you could be recruiting new members in a workplace. The next day you could be helping other reps get themselves trained and organised.

It doesn't matter if you are working full or part-time. The Union provides the training and support you need to carry out the role. You get the benefit of a varied and interesting job as well as the satisfaction of helping build union membership. What could be better than helping make a difference to people's lives?



Usdaw Organising Academy

The Academy gives dedicated reps the unique opportunity to spend six months out of their workplace working with Usdaw on specific recruitment and organising projects in their region.

As an Academy Organiser, you will receive full training and the support of an Usdaw coach and your wages will continue to be paid throughout your secondment.

There are two Academies. Academy 1 is open to all active reps to apply, while Academy 2 is open only to reps who have been on Academy 1 in a previous year.

If you are interested in any of the above, speak to your Area Organiser.

Chapter 11

What Next?

This Handbook has been all about empowering Usdaw reps and promoting them as the face and voice of Usdaw in each and every workplace.

We hope you enjoyed this Handbook. Have a go at the organising activities – if you are unsure about anything, speak to your Training Officer or Area Organiser.

You will shortly receive the final Handbook in this series, *Representing Members*.

Remember – what starts with small achievements in the workplace can lead to a better and brighter future for Usdaw members.

So get on board and join us in organising!





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