



GMB ANNUAL CONGRESS  
SUNDAY 3<sup>rd</sup> JUNE – THURSDAY 7<sup>TH</sup> JUNE 2007

CEC SPECIAL REPORT 2007

GMB@WORK: WORKPLACE ORGANISATION

**“Our purpose is to get a better deal at work by building the union in numbers and in power in every workplace we have members.”**

## **Recruitment and Organisation Performance 2006/7**

The GMB@Work Organising Strategy aims to tackle long term membership decline within existing budgets - changing how we work as a union to make sure membership growth becomes central to all we do.

Using the process of bargaining to grow the union, organising every workplace as if a ballot for action was imminent, and mobilising members to organise themselves, setting the agenda in their workplace.

### **National Projects**

To give a focus to our new organising strategy, in January 2006, all GMB regions through the National Organising Team, collectively adopted three National Projects in Health and Social Care, Security Guarding and Education.

To the end of March 2007, these National Projects have produced over 13,000 new members, including over 6,000 School Support Staff, 4,000 Care Staff in Southern Cross Homes and 3,000 Security Guards at G4S.

### **Sustained increase in recruitment**

Nationally the union is signing up new members at a rate of 78,000 per year, compared with 70,000 per year two years ago. Our target remains 90,000 per year.

To make sure our improving recruitment performance is being sustained, regions average recruitment over the last 12 months is now watched closely and monthly figures published across the union.

All Regions of the union have increased their average recruitment performance over the last two years. Two regions have seen an increase of over 20% in their average recruitment per month, four more have increased their average recruitment per month by over 15% and three have increased their recruitment by 8% or less since September 2005.

## **Membership Growth**

This improved recruitment performance and the work started on retaining existing members has resulted in the GMB starting to show a net growth in membership, turning around a 5% year on year membership decline two years ago.

## **Stewards Training and Mobilisation**

The workplace is the basic building block of the GMB. It is here where our members have the power to change their working lives.

Effective, active and strong workplace organisation, led and sustained by GMB Reps is our goal. Membership growth is fast becoming the measure of every aspect of our Reps work. Recruitment, representation and retaining members is being re-united in the workplace.

To sustain this momentum, new stewards training is being rolled out across the Regions in 2007, on an agreed national programme. This will be supported by similar training for existing Stewards in target workplaces within each Region and nationally within the National Projects and campaigns.

# Key Messages

GMB Congress 2006 adopted a clear set of principles to guide us in 2006 which we should maintain and update for 2007.

1. **Our future is down to us.** As we get ourselves better organised we become better at organising workers into the GMB
2. **Our job is to manage the growth of the GMB** becoming inclusive and representative of our new members in the service industries.
3. **We must have the discipline to focus on what works and learn from each other.** Sharing best practice between Regions should be routine.
4. **Improving Workplace Organisation is central to our strategy.** Mobilising our Reps to organise a workplace map and a members newsletter in every workplace.
5. **Increase union resources spent on recruitment and workplace organisation towards 20% of the total**– effectively directed within Regions.
6. **Fewer Targets more effectively organised and monitored.** Choosing targets by assessing the access we have to workers, the issues they face and potential to gain momentum, involving new members in growing the union.
7. **A bigger role in the workplace for our Reps** New training to equip them with the skills they need in workplace organisation
8. **Priority to consolidating membership in existing sites exploiting existing pay bargaining to gain access to potential members.** Organising in every workplace as if a ballot for action was imminent and always having a claim on the table.
9. **Assess every aspect of GMB services and campaigning potential contribution to membership growth**
10. **Reps, members, and potential members included and involved in our workplace organising and servicing work.** We must reverse the dependency of some of our members on full time officials.

## National Organising Department

The National Organising Team (NOT) has been established since October 2005 with a senior officer representing each region to co-ordinate the contribution regions are making to the new strategy for growth.

The team will continue to steer the work of the Organising Department, consult with colleagues in the regions and reach collective decisions over strategy.

The National Organising Team members from each region are as follows:

Birmingham and West	
Midlands Region:	Martin Hird
London Region:	Tony Warr
Midland and East	
Coast Region:	Tim Roache
Northern Region:	Billy Coates
North West and Irish	
Region:	Karen Lewis
GMB Scotland:	Mick Conroy
Southern Region:	Paul Maloney
South Western	
Region:	John Phillips
Yorkshire and North	
Derbyshire Region:	Neil Derrick

The role of the NOT member in each Region is to consult officers and staff on the National strategy and targets, help implement agreed policy on Organising, and inform colleagues of progress and new developments.

In April 2007 four appointments as Lead Organisers were made to the Organising Department. These posts are in addition to a small number of special project workers, research and admin support.

National Organiser: Martin Smith  
Lead Organiser: Avril Chambers  
Lead Organiser: Paul Clarke  
Lead Organiser: Paul Hayes  
Lead Organiser: Keith Williams

Casinos Organiser: Adrian Baker (Half Post)  
ASDA Organiser: Jim McDermott  
ASDA Organiser: Brendan Kemp

Research: Eamon O'Hearn Large (Half Post)  
Admin: Emma Cole

# Progress on 2006 Agenda for Action

Much of the agenda adopted by Congress 2006 have been put into effect within Regions or will be fully introduced shortly. By adopting these recommendations Regions have produced significant and sustained improvements.

## Regions

### Performance and Accountability.

1. Change performance measurement from league tables to a rolling average figure over the preceding year to replace competition between regions.

Completed under review

2. Each region to contribute to increasing the national rolling average by 2000 per month by increasing its rolling average recruitment figure substantially.

In Progress

3. The adoption of Regional targets with collective performance measurements.

Completed in part and under review.

### Organising Teams

4. To divert resources into organising in each region under the control of a dedicated Senior Organiser.
5. To organise these resources into an Organising Team including an appropriate mix of skills and experience.
6. To require Servicing organisers to allocate regular time (ie one week per quarter) to the Organising Team on a rolling basis, to work on Project Board priorities at the direction of the Senior Organiser.
7. Organising Teams to include RHSO's to assist in identifying consolidation targets.

Implementation In progress in each Region

8. To consciously break with the “Recruitment Team” sales culture by full integration of the Organising Team into every aspect of regional activity, using servicing work as an opportunity to build membership.

In progress in each region

9. To change the entry point for new officers, renaming the Recruitment Officer grade as Organiser.

Completed and under review

## **Organising Project Boards**

10. A single Organising Project Board in every region to ensure disciplined targeting of resources, with a clear, open and transparent method of selecting projects, regularly reviewed.
11. Organising Project Boards to include collective quarterly numerical targets and be on open display.
12. Organising Project Boards to include no more than 6 main projects and the numbers expected to deliver in the quarter – and no more than 5 developmental targets.
13. Most targets to be consolidation – but in workplaces with membership density below 60% . Above 60% we should expect existing workplace organisation to improve density further – with external support and training.
14. Consolidation targets to be identified using organisers own workplace maps, and centrally produced information on membership levels, existence of check off and numbers of postholders.
15. Targets to be prioritised using the Aim Organising Test (Access, Issues, Momentum)

In discussion/implementation in Regions

## **Administrative**

16. To ensure each local office co-ordinates calls from potential members with allocated organisers to follow up leads within 24 hours.

In discussion/implementation in Regions

17. To have an agreed and understood policy on services available to new members joining with pre-dated problems.

Completed and under review

18. To adopt a systematic policy of contacting apparent leavers which involves the relevant servicing officer and establishes the scale of the problem of apparent leavers.

In hand under NOT review. Detailed recommendations imminent.

19. To ensure the shift in resources to organising is understood by front line staff and put across to members.

In discussion/implementation in Regions

## **Training**

20. Follow on training in workplace organisation to be targeted at reps in consolidation targets. Training to be standardised, based around the 5 key principles and delivery to include organisers involved in the workplace.

21. Regional Training programmes to be reviewed and standardised, shifting the focus from dependency on officers to workplace organisation.

In progress. Currently being rolled out

22. Regional training programmes to be open for entry at every level to allow retraining of Reps in targeted workplaces.

In discussion. Implementation planned during 2007.



# National

## Performance and Accountability

23. To produce monthly reports of average performance and the trend in each region.

Completed and under review

24. To standardise evaluation system for projects into output measures (members recruited, increase in membership density, Reps coverage) and activity measures (contact time with potential members, workplace activity).

Implementation during 2007 with the appointment of Lead Organisers

## Organising Teams

25. To form a National Organising Team from the Senior Organisers appointed to make recommendations to the CEC organisation group on policy, review, monitor and manage recruitment work, share good practice and prioritise National organising projects.

Completed and under review

26. That this team meet 10 times per year.

Subsequently agreed 5 times per year in 2007

## Organising Project Board

27. To develop a National Project Board on the same basis as in the regions but containing no more than 3 main projects at any one time.

Completed and under review

28. To grade national projects into three streams: Stream One where we ask regions to divert some resources towards a common goal and place the project on their project board, Stream 2 where we ask regions to assist in developing a target, and Stream 3 where we launch projects designed exclusively to be run and lead by activists.

Partially completed, implementation to be progressed by Lead Organisers

29. To produce data to assist in the identification of consolidation targets in regions.
30. To produce data to assist in the prioritising of National Projects.
  
31. To construct a clear streamlined decision making process to assess and prioritise National Projects: proposals come to MS or JM, are referred to the monthly NOT meeting for consideration and a recommendation made to JM for action.

Completed and under review

## **Training**

32. To produce a new Stewards Handbook to assist local reps learn the skills they need to improve workplace organisation – to re-define the role of workplace reps.
33. To use the Reps mailing to re-inforce the workplace organisation message to existing Reps.
34. To standardise training for new reps, follow on training for reps in consolidation targets and training for officers in consolidation techniques.
35. Briefing for all officers in consolidation techniques to be delivered in region, by the SO with support from the NOT and standardised nationally.

In progress. Implementation during 2007

## **Administrative**

36. To make the arrangements to allow workers to join us online.
37. To establish a centralised lead Book in national office to allocate leads to the Senior Organiser in each region.
38. To shorten the time between a TUC lead arriving and a local officer making contact.

Completed and under review