

ANNUAL CONGRESS WINTER GARDENS BLACKPOOL
SUNDAY 11TH JUNE 2006 10.00AM–12.30PM
MONDAY 12TH JUNE TO THURSDAY 15TH JUNE 2006
9.30AM–12.30PM 2.00PM–5.00PM



GMB

FOR JUSTICE
AND EQUALITY

CEC SPECIAL REPORT 2006

GMB@WORK

WORKPLACE ORGANISATION

TRADE JUSTICE

ANTI-CORRUPTION

GENDER EQUALITY

HUMAN RIGHTS

CIVIL RIGHTS

SEXUALITY

ECONOMIC JUSTICE

FAIR TRADE

ANTI-DISCRIMINATION

DISABILITY

SOCIAL JUSTICE

EQUAL PAY

EQUALITY

POLITICAL JUSTICE

AGE DISCRIMINATION

CORPORATE JUSTICE

DIVERSITY

RACIAL EQUALITY

LIBERTY

EQUAL OPPORTUNITIES

GLOBAL JUSTICE

CEC SPECIAL REPORT: GMB@WORK

Our union at every level needs to adopt a radically different strategy on recruitment and organisation to grow and prosper. Membership growth must become the measure of every aspect of our work and we must re-build the link between recruitment, representing and retaining new members

Four out of five GMB members first joined us because a GMB Rep where they worked asked them to. GMB Reps in the workplace must be seen as the frontline of our efforts to grow the union, and must be trained, supported and given the resources by the union they need to recruit, organise and represent members.

Effective, active and strong workplace organisation, lead and sustained by GMB Reps is our goal. Our purpose is to grow the union in the workplace not to just achieve recruitment targets but so that our members have more say on the job.

We have a clear view on what works. Effective workplace organisation has five main elements:

1. **Campaigning.** The GMB must always have a “claim on the table” and adopt a pro-active approach in every workplace and with every employer. Instead of waiting for management to propose changes and then responding, the GMB at work should have its own agenda and keep every employer on the back foot, responding to our members demands. GMB members need to know what the union stands for and be involved in deciding the GMB agenda where they work. The GMB at work must go out of its way in every workplace to involve members in decisions that affect them, giving members a vote on every issue we can, and asking them to get involved in the union in any way they can.
2. **Communications.** The GMB must make sure everyone at work knows we exist and what we are campaigning for. Where-ever possible workplaces should adopt their own regular newsletter to keep members informed and involved, to use as a tool for bringing new members in and to deliver better, more local information more quickly.
3. **Contacting Workers.** The GMB reps in each workplace, should know who is joining and who is leaving the job, who is a member and who is not and use this information to talk to potential members in their area regularly about the unions’ work. More up to date membership information is essential. Regular and planned contact with GMB members is an effective way of encouraging members to become more active in the union themselves and make us stronger at work.
4. **Credibility.** In every workplace and sector we need a clear and credible industrial strategy. But our credibility also depends on the strength of our organisation and the skills of our Reps at work. Members must know where to go and who to contact where they work if they need help, advice or representation. We are confident about the commitment, expertise and ability of our Workplace Reps to represent members, set the agenda where they work find ways to include members and build the union. As much servicing of members as possible should be done by GMB Reps at work. Our training needs to stay focussed on providing Reps with the skills they need while our Organisers need to stay focussed on providing on-going support to allow Reps to do their job.
5. **Commitment.** Everyone at work should see the GMB as being a part of the workplace, and in it for the long term. We should replace short term “recruitment drives” with members regularly talking to non members about what the union is doing. Not to sell the union - but to explain where we stand on the issues where they work, why they should join and what they can do to support us.

Nationally, the “National Organising Team” (NOT) has been established with a senior officer representing each region to co-ordinate the contribution regions will make to the new strategy for growth.

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

Birmingham and West Midlands Region:	Martin Hird
Lancashire Region:	Eddie Parker
Liverpool, North Wales and Irish Region:	Terry Mellor
London Region:	Tony Warr
Midland and East Coast Region:	Tim Roache
Northern Region:	Billy Coates
GMB Scotland:	Mick Conroy
Southern Region:	Paul Maloney
South Western Region:	John Phillips
Yorkshire and North Derbyshire Region:	Neil Derrick
National Organising Co-ordinator:	Martin Smith

Each NOT representative will take the lead in their Region in finding new ways to grow the GMB at work. Collectively the National Organising Team will draw up recommendations for action across the union on behalf of the regions. At its first meeting in November 2005 the National Organising Team drew up a checklist of recommendations for immediate action, and the key messages that lie behind the new strategy (*See page 4*).

In the first few months the priorities have been clear:

1. To move away from the monthly league table which compares each region’s recruitment performance with every other. The focus is now on region’s judging their performance on recruitment against themselves rather than against colleagues in other parts of the country where the challenges can be very different.
2. To have a better focus in GMB offices on the organising targets officers pursue, and to make sure these targets are selected openly and on the basis of potential membership gains. Generally we need to adopt fewer targets and pursue them more effectively. Organising projects where we have no access to workers, no problems at work we can organise around and no means to service new members as they join should be given low priority.
3. To focus each region on developing stronger workplace organisation in areas where our membership is weak but the GMB is recognised. To mobilise, train and support our Reps to better use our existing recognition and facilities agreements to recruit and organise new members. Demanding access to consult workers during negotiations on pay and conditions, is an effective way recruit and build the strength of the union.

In addition, the National Organising Team has adopted three national projects which all regions will focus on. These projects will remain in place until they have achieved a momentum of their own nationally, when new projects will be considered and adopted, but never exceeding three at any one time. The NOT will develop the industrial and organising strategy on these national projects with regional colleagues, National Officers and members. Regional and national resources will be diverted to these projects to make sure they succeed.

National Organising Team
March 2006

KEY MESSAGES

All publications, presentations and training recommended must contain the following key messages:

1. **The main cause of our current decline is internal not external.** The answer to membership decline lies in our hands but we need to change how we work.
2. **Our job is not to manage the decline of the GMB** – but to take whatever steps are necessary to halt it and reverse it.
3. **We must be clear about what works and what does not work in recruitment.** We can identify and eradicate failed recruitment and organising practice from our past.
4. **To turn membership decline around we need to focus on workplace organisation.** Increasing the activity of our membership and giving them a role in building the GMB where they work, mobilising our reps to recruit and organise.
5. **Increase officer resources spent on recruitment and organisation** – but direct and target them much more effectively and with much more discipline.
6. **Fewer Targets more effectively organised.**
7. **A bigger role in servicing and organising in the workplace for our Reps will be required.** New and coherent training and education will be required to equip them with the skills they need.
8. **Focus on consolidating membership in existing sites rather than green field.** Adopt a systematic approach to consolidation work and ensure all officers and Reps are briefed on what works.
9. **Expect every aspect of the GMB operation to make a contribution to membership growth.**
10. **Focus on sustained membership growth rather than competitive sales culture.** Integrate recruitment and organising work with industrial issues and workplace organisation. We must end destructive competition on recruitment performance between officers and offices.
11. **We should go out of our way to include Reps, members, and potential members in our organising and servicing work.** We must guard against unconsciously displacing Reps or encouraging dependency on full time officials.

RECOMMENDATIONS FOR ACTION

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.
2. Each region to contribute to increasing the national rolling average by 2000 per month by increasing its rolling average recruitment figure substantially.
3. The adoption of Regional targets with collective performance measurements.

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 Organisers to allocate regular time 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.
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.
9. To change the entry point for new officers, renaming the Recruitment Officer grade as Organiser.

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)

Administrative

16. To ensure each local office co-ordinates calls from potential members with allocated organisers to follow up leads within 24 hours.
17. To have an agreed and understood policy on services available to new members joining with pre-dated problems.
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.
19. To ensure the shift in resources to organising is understood by front line staff and put across to members.

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

NATIONAL

Performance and accountability

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

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.
26. That this team meet 10 times per year.

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.
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.
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.

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.

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.