



- 1. Decline of membership Union density rate in Germany**

1999 2,70 Mio	1980 34,9 %
2005 2,34 Mio	1995 29,2 %
	2002 23,2 %.

- 2. Changing nature of work and composition of labor force**
 - **Growth of atypical forms of employment**
 - **Shift towards Knowledge economy and industrial services**

1993 27 % non manuals in the metal/electronics industry
2003 41 % non manuals in the metal/electronics industry
 - **Growth of high-qualified employees**
 - **More employment in small establishments**

- 3. Increasing gap between employee- and member structure**

- 4. Non manuals, women and younger people clearly under-represented.**



Responses and experiences

- of a union, organising all categories of employees
- historically based on manual workers culture and organising
- „free-riding“ bigger problem than competition between unions.



Recruitment has become a key issue

- investment in more resources for recruitment
- development of new strategies and recruitment campaigns
- intensification of training for union representatives and organiser
- introduction of a system of commitments with
obligation for the local union to set up annual plans
- every member, who has declared termination of membership gets a retention phone call by trained persons with good results.



Main Elements of the organising approach

- **improvement of union presence and influence at the workplaces through good, active, well-trained workcouncils and stewards**
- **development of a systematical recruitment process at the workplaces**
- **focus on key companies and industrial sectors (Automotive, Siemens, Bosch, Airbus)**
- **differentiated approaches for different member groups**
- **more direct contact and service to the individual member**
- **environment for creative involvement of members and potential members**
- **Media outreach and upgrading of union image.**



Key issue: make the union more attractive for non-manual workers and younger well-educated people

- clearer focus on different groups of employees with specific needs
- Intensifying contacts to
 - > engineers and technicians > women > students and graduates,
- Networks and communities for members and activists among that groups
- WEB-Strategy, new communication tools and rooms for involvement in union life
- good experience: union offices in universites, participation at CEBIT, faires for graduates
- adressing issues that matter to them
 - > campaign „working without end“ and worklife-balance
 - > support for professional developpment
 - > family-friendly working conditions.



Extension of individual services

- **complementary to the traditional model of collective policy**
- **leverage for organising: benefits and added value for members**
- **more services that satisfy a need**
- **focus on help and consultance around job, working/income conditions and professional development**



- Examples:

> legal advice

> statistics on income

> service centers

> Package for individual orientation and support regarding career planning and coaching, competence inventory („Job Navigator“).



Changing bargaining agenda and policy

- **more integrated strategy: bargaining and organising in the system of predominantly regional agreements**
- **focus on new themes**
 - **securing employment through complementary agreements (600 cases)**
 - **stronger involvement of members with good success**
 - **launch of a campaign „better than cheaper“, promoting pro active innovation instead of simple cost-cutting**
 - **rights for life-long-learning and training.**



Lifelong learning – leverage for organising

- **for-reaching dimension of the topic**
 - ° **future of employment**
 - ° **crucial role for innovation**
 - ° **individual perspektive of each member**
- **new collective agreements in the whole metal-/electronics industry since July 2006**
- **Stronger rights for workscouncils to achieve agreements on the level of establishment**
- **Stronger the rights for individuals including regulations in the case of disputes**
- **Developping a check package for individual help and advice**
- **Building-up on infrastructure in cooperation with external experts and universities.**