



Trade Union 2.0

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Introduction

It is a fact, that European trade union's density is diminishing. The worrying trend for trade unions – among of all – comes from the fact, that unionization rates of young people are low.

Trade unions are losing their power, despite the fact, that studies and literature show that young workers tend to have neutral attitude towards unionization. They are “up for grabs” if trade unions choose right strategy on how to recruit new members, because youth do not have negative attitude against trade unions in general¹. Many analysis based on surveys deny the assumption that young people are not interested or hostile against trade unions. The surveys confirm, that young people should be in the range of interest of trade unions, especially employees between 25-34 years, that finished education and are active on labour market, because they have positive opinion about trade unions². This negates the false thesis raised by trade unionists, that young people have negative opinion on trade unions, thus do not want to organize themselves.

“High youth unemployment rates have resulted in significant social and economic disengagement amongst the European youth”³. More than 10 years ago, in year 2008 ETUI researchers organized a survey conducted among the members of ETUC Youth Committee. One of questions used in the survey was about youth priorities and benefits trade union can provide. As we can see, top three answers were: **youth employment, organizing young workers and life-long learning**⁴.

The results not only confirm neutral attitude of young people to trade unions, but go further and show that organizing young workers is one of the most important issues for young people, that trade unions can provide.

Although the survey was made 10 years ago, the data are still up to date, because the newest reports confirm, that number one issue for youth is youth employment⁵.

There is a widely spread false assumption in the circle of trade unionists, that young people are individualists and they do not want to engage into trade union movement. Literature confirms, that there is a common “stereotype view held by many older unionists, that can hamper an adequate engagement with their younger co-unionists. In fact, one of the most obstinately held beliefs is that young workers are by and large unwilling to unionise due to their individualistic orientations. While there is a little evidence for this deterministic claim in relation to age as such, at least in the English-speaking and some Western European countries, this misconstruction of the “problem” of excessive individualism amongst young people, could engender self-fulfilling-prophecy behaviour affecting union agency”⁶.

The above presented false assumption is one of the reasons, why trade unions are not focused on young people, even though the assumption is not true!

Whether lack of focus on youth is a deliberate action, a convenient excuse or even just a mistake, it is difficult to say with full confidence. Nevertheless, it is a mistake, if trade unions do not to organize young workers intensively.

¹ Vandaele K., Youth representatives' opinions on recruiting and representing young workers: A twofold unsatisfied demand? *European Journal of Industrial Relations* 18(3) 203–218, p.205

² Związki zawodowe w odbiorze społecznym – raport z badań ankietowych w sześciu krajach, *Future of workplace relations: opportunities and challenges for trade unions in Europe*, Matysiak M., Ostrowski P., Owczarek D., p. 19

³ Boosting unions' participation to guarantee quality transitions and employment to young people in Europe, ETUC, 2018, p. 10

⁴ Vandaele K., Youth representatives' opinions on recruiting and representing young workers: A twofold unsatisfied demand? *European Journal of Industrial Relations* 18(3) 203–218, p. 210

⁵ Boosting unions' participation to guarantee quality transitions and employment to young people in Europe, ETUC, 2018, p. 9

⁶ Vandaele K., Trade Unions' ‘Deliberative Vitality’ towards Young Workers: Survey Evidence across Europe, p. 18

On the basis, one will come into one simple but important conclusion - **incorporating young people into trade union movement should be a key element of each and every trade union and in overall trade unionism strategy.**

To reverse the trend of diminishing membership in trade union movement, there is a need to make a significant changes inside these organizations. There is a need to establish Trade Union 2.0 (TU 2.0) – the organization that:

- have:
 - robust internal capacity, marked by a sufficient infrastructural resources and communicative power,
 - effective youth committee at the national level and formal network of members,
 - full time official (FTO),
 - sit on executive committee of the trade union, with voting rights,
 - ‘critical mass’ of young workers,
- fights with false image of young people, especially that they do not want to have a stable employment,
- supports youth employment, that gives young people security,
- eliminates barriers – especially legal solutions and pathologies, that block young people from joining trade union movement,
- develops and promotes networking - makes trade union a place, where young people can gain new skills and diplomas, build their career (CV) on the basis of skills received in TU 2.0, prepared projects and won campaigns,
- is open to problems and focused on youth,
- provides tailor-made services - among of all trainings that prepare young trade unionists to perform their tasks efficiently - directed to young people that solve their problems,
- uses efficiently IT, not only to present itself but also to communicate between members and work on projects and campaigns, that are membership-led campaigns that influence mainstream,
- is permanently accessible and focused on development,
- fights for values, that are important for young trade unionists, such as youth employment, organizing young workers and life-long learning, etc.

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Trade Union 2.0 – theoretical approach

In the literature we can find attempts to define features of Trade Union 2.0. For example in the publication titled “Trade Unions’ ‘Deliberative Vitality’ towards Young Workers: Survey Evidence across Europe” there is an example of ideal organizational setting of executive and influential youth structure.

The author of the publication – Ph. D. Kurt Vandaele – states, that “On the basis of the survey results, it might be possible to devise an ideal organizational settings of executive and influential YS (youth structure). Undoubtedly, any such attempt excludes the economic and labour market context within which trade unions operate and does not take into account their institutional embeddedness, the unions’ decision-making structure and its ideology. Nonetheless, apart from a robust internal capacity, marked by sufficient infrastructural resources and communicative power, such YS will also benefit from having an effective youth committee at the national level, as well as of formal networks of young union activists, with a dedicated FTO (full time official) for youth affairs as the link between these two specific youth-only types. Whereas youth committee probably has a more representative function within the union bureaucracy and hierarchy, organising is likely to prevail within the network, with equality issues playing a secondary role only. This particular youth-only setting is likely to be reinforced if young unionists have reserved seat on the executive committee, ideally with voting rights, and if there is a ‘critical mass’ of young workers. In order to stem the growing demographic gap in union membership, to revitalise unions, and to empower young workers generally, this might well be a suitable model to strengthen or to introduce as a first but necessary step. A new departure or stronger efforts in this direction will require at least rethinking of the unions’ priorities and shift in their power resources”⁷.

On the basis of the definition we can see, that the scheme of organization presented in the definition **works properly regardless of the economic and labour market situation** in the country where the organization operates. Thus the organization is an universal solution.

What is more, the organisation **operates correctly in any kind of trade union’s structure, with any kind of trade union’s ideology and also trade union’s institutional embeddedness**, which makes the structure even more universal.

The definition points out also that important thing for the structure to be efficient is **“a robust internal capacity, marked by a sufficient infrastructural resources and communicative power”**.

As any organization, this also, needs to have **efficient structures, funds and impact** on society. Important part of the structure is **efficient youth committee at the national level** and formal **network of members**. The youth committee at the national level has managing and representing role. Network of members is a background of the committee, which can be divided on working groups, that will handle important topics.

Next important feature of efficient YS, will be a **full time official (FTO)** that will handle youth problems - a person (or team), that will be responsible for effective communication between youth committee at the national level and formal network or networks of young union activists. A person that will be coordinating matters concerning YS. The person will be also responsible for communication between YS and potential members.

The next important feature of efficient YS is that young unionists **receive sit on executive committee** of the trade union, **with voting rights**, what will give the union the possibility to implement youth goals into the trade union agenda.

⁷ Vandaele K., Trade Unions’ ‘Deliberative Vitality’ towards Young Workers: Survey Evidence across Europe, p. 34

The above presented definition states also, that it is important to have **‘critical mass’ of young workers** for the efficiency of YS. In democracy majority wins, thus the bigger the group is, the better, because it has bigger influence as well in the trade union as in the society. The bigger it is the bigger influence it has, thus the easier it reaches goals.

In the publication titled “Trade Unions’ ‘Deliberative Vitality’ towards Young Workers: Survey Evidence across Europe”, there is stressed also that “YS could prove influential and effective in enhancing unions’ deliberative vitality towards young workers only if their capacity is sufficiently strong and, thus, if they are **not ‘cosmetic constructions’**”⁸. Thus there is a need to remember, that to enhance unions’ deliberative vitality towards young workers (i.e. participation of young members in the life of the union) the structures are not only to exist, but most of all to efficiently perform their tasks using efficient techniques as member-led participation and viral videos in internet campaigns, networking and skills improvement through life-long learning.

Reserved seat on the executive committee

Basing on the survey and report made in 2008 by researchers of ETUI, one can make a conclusion, that for young workers it is important to be employed continuously, so they can feel socially secured and independent.

The conclusion is totally opposite from the false image of young people presented in media and what’s worse by older trade unionists, that misleadingly and incorrectly present youth as people that look and want temporary jobs and need permanent change in their lives.

The continuous employment should be marked as a first aim that Trade Union 2.0 fights for. What’s more, TU 2.0 needs to fight with the false picture presenting that young people do not want to have secure employment and need to change their job as frequently as it is possible.

More than 10 years ago ETUI researchers organized a survey conducted among the members of ETUC Youth Committee. One of questions used in the survey was about youth priorities and benefits trade union can provide.

As we can see below from results of the survey, top three answers were:

- youth employment,
- organizing young workers,
- and life-long learning⁹.

Although it was quite long time ago, this data are still relevant, because the newest reports confirm, that even though survey was made 10 years ago, still number one issue for youth is youth employment. That is confirmed in the report “Boosting unions’ participation to guarantee quality transitions and employment to young people in Europe”¹⁰.

On the basis of that, one can see, that during last 10 years trade union movement was not efficient enough in the fight for the youth priorities. Probably it is caused by the fact, that in the managing bodies problems of young people are presented not strongly enough, due to the lack of youth participation in the bodies with voting rights.

⁸ Vandaele K., Trade Unions’ ‘Deliberative Vitality’ towards Young Workers: Survey Evidence across Europe, p. 17

⁹ Vandaele K., Youth representatives’ opinions on recruiting and representing young workers: A twofold unsatisfied demand?, p. 210

¹⁰ Boosting unions’ participation to guarantee quality transitions and employment to young people in Europe, ETUC, 2018, p. 9

“Additional progress can be made here and in other dimensions of union revitalization since too often youth structures have no more than advisory status: they have been heard but are they really being listened to in union decision-making bodies? Involvement of youth structures and their transformational capacity is still largely dependent on external pressures and in particular the context of increasing youth unemployment and the political attention paid to it”¹¹.

As we can see above, literature confirms that there is a problem in reaching by trade unions the goals of young trade unionists. It is mostly caused by the fact, that there is not enough young people in trade unions.

The second problem is that trade unionists do not treat young workers with respect and do not show them trade union values. That needs to be changed. That is why, there is a need not only to engage more young people into trade union movement, so that trade unions will need to respond to the needs of young people, but also to incorporate them into governing bodies, so the attitude to young workers could be changed. To achieve that, there is a need to incorporate youth needs into the trade union priorities. The best thing to do that, is to reserve a seat on the executive committee for a person that will represent youth's point of view.

To gain more young members, there is a necessity to present their values and needs on the trade union agenda. The easiest and the most efficient way to do it, is to have a representative of the view of young people as a member of the executive committee. A representative that will promote values that are important for young people, that are the values of TU 2.0.

Robust internal capacity

In the ETUI survey from 2008, there was a question about most important functions that union provides.

Top three answers were:

- providing legal advice,
- providing education and training,
- providing specialist services¹².

In the newest report the function - providing services, is included as one of the most successful tools for recruiting.

Also in the article “Framework of actions on youth employment” one of the suggestions is to “promote individual competence development plans jointly agreed by the employer and the worker”¹³.

Considering these data, it is legit to make conclusion that one of the most desired by young people functions of TU could be tailor-made services. Like mentioned before, legal services and educational services should be tailor-made, because it is important that member could rely on trade union's services that solve their problems.

Another important utility for today's trade union should be availability – not only physical but also digital availability on the basis of ‘web’, what is confirmed in literature, because researches show

¹¹ Union responses to young workers since the Great Recession in Ireland, the Netherlands and Sweden: are youth structures reorienting the union agenda? Conclusions, p. 396

¹² Vandaele K., Youth representatives' opinions on recruiting and representing young workers: A twofold unsatisfied demand? p. 211

¹³ Framework of actions on youth employment, Third follow-up report, September 2016, p. 104 [http://resourcecentre.etuc.org/ReportFile-20170118110744_3rd-follow-up-report-FoA-Youth-Sept-2016---Final.pdf] - accessed 06.04.2019

that “young union officials felt that unions needed to engage with technology much more intensively”¹⁴.

It could be useful and strategically correct, if TU 2.0 would have some sort of online question platform, that could be reached at Facebook or Instagram (or another social media platform depending on the region). In Finland, for example, one can send questions online to the national trade unions, and receive advice on matters related to employment. Internet and social media could be useful not only for trade union promotion but also for members support, as we see in example of Finnish trade unions.

“Although face-to-face communication and traditional forms of mass communication continue to be very important, young people’s media consumption is heavily oriented toward the internet and social media via apps on mobile devices. Although unions have increased their presence and activity in this regard, there is often a lack of strategic coherence, meaning that their potential communication power is underutilized, especially because young people’s preferences toward social media communications are based on the opportunities it offers for participation”¹⁵.

It is necessary to increase awareness and understanding of young people about TU. It is crucial to explain youth the importance and benefits which they can receive from TU. To achieve this goal there is a need to choose good and workable communication avenue.

Social media can help to create image of trade union. Positive image is useful for members and should be presented in media. Positive image not only influences potential members and their decisions about joining TU, but also creates feeling of solidarity and cooperation in achieving goals that are similar to people involved in projects and it can be very helpful in organising activities.

There are many forms of spreading information through new technologies. Unfortunately not all of them are efficient. The objective, is to spread information using appropriate technology. Technology, that creates attention in youth’s minds with messages that are not only effective but also simple and unforgettable.

Social networks are very problem-solving and influential constructions as well in real live, as in virtual reality. They are becoming more easy to use in virtual reality because of accessibility of tools created - communicators, virtual drives, forums and groups. It is also important to point out, that nowadays people consume enormous amounts of information from the internet, what confirms graph 1 presented below.

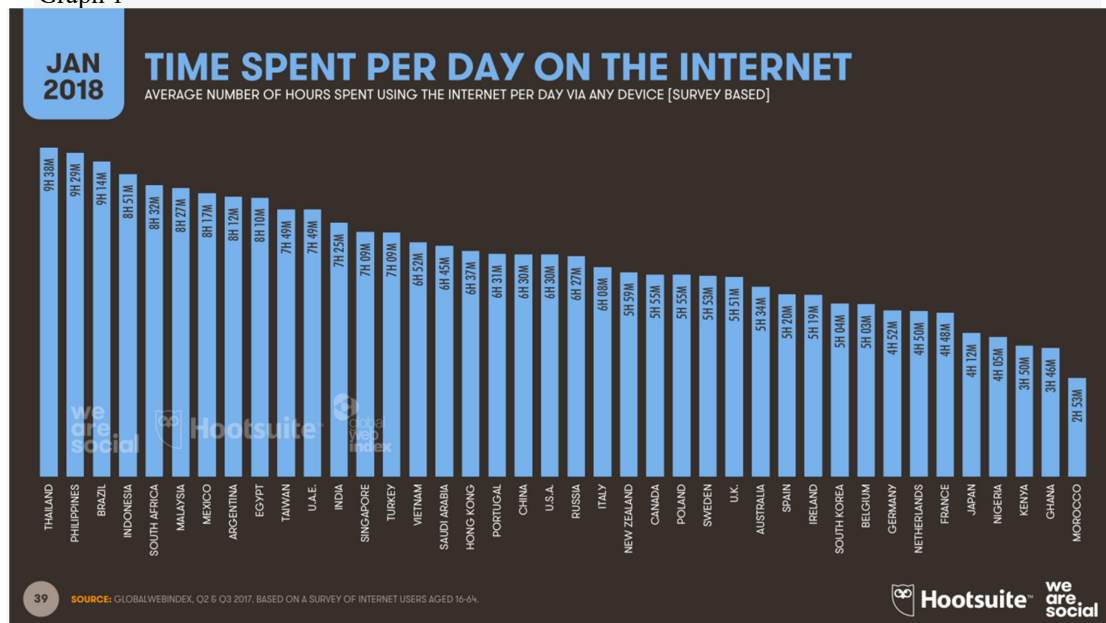
Graph 1 presents time spent per day on the internet. The graph shows that internet is a really good tool to influence and inform constantly. The influence of the internet and its ability to organize people confirms the example of “School strike for climate”¹⁶ - a membership-led action that incorporated thousands of people from different cities around Europe in a protest, that has very strong impact and raises the problem of climate change.

¹⁴ Vandaele K., Youth representatives’ opinions on recruiting and representing young workers: A twofold unsatisfied demand?, p. 213

¹⁵ Vandaele K., How can trade unions in Europe connect with young workers, p. 675 [https://www.researchgate.net/publication/320961521_How_can_trade_unions_in_Europe_connect_with_young_workers] -accessed 06.04.2019

¹⁶ https://en.wikipedia.org/wiki/School_strike_for_climate - accessed 1.06.2019

Graph 1



Data acquired from HootSuite

The latest data from GlobalWebIndex show that the average user of the internet spends now around 6 hours a day using internet. The number represents around a third part of their active life.

If we simply multiply four billions internet users worldwide¹⁷ by the amount of time spend in the internet, we will find that each year people are on-line more than 8 thousand billions of hours.

This information shows that internet is very influential tool and has an important role in one's live. It is also a convenient medium because we can use it 24 hours a day, which gives us almost 100% accessibility. And last, but not least, it is in overall not expensive nowadays.

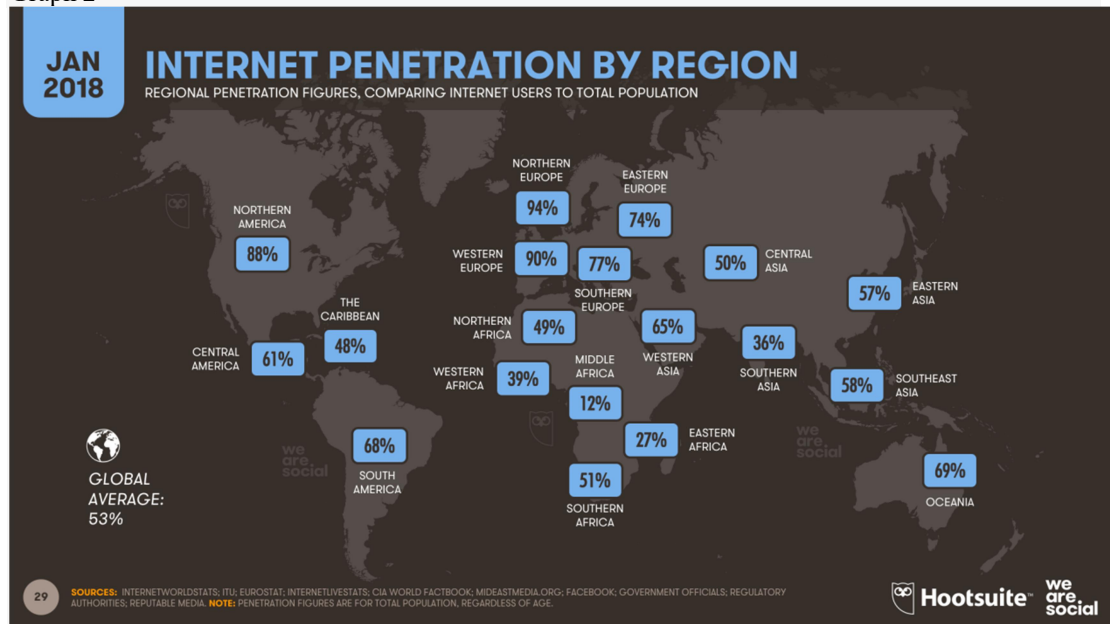
Presently, internet is starting to replace television. It is becoming a platform that influences societies like television, but unlike TV internet demonopolises the information market and make it accessible to different organizations and even to each and every person, that wants to inform about something. Internet influences societies similarly to TV, but without a control of a television company and without the need to make a gigantic economic investment to have couple of seconds of broadcasting time.

Below presented graph 2 shows, that from 74% to 94% of people in Europe have internet access. That means that internet is practically in each and every home in PCs or mobile devices, making people an easy objective to reach.

Nevertheless, reaching almost everybody, does not necessary mean, that one's message will be seen by that person.

¹⁷ <http://www.benchmark.pl/aktualnosci/ile-osob-ma-dostep-do-internetu-na-swiecie-juz-ponad-4-miliardy.html>, accessed 28.05.2019

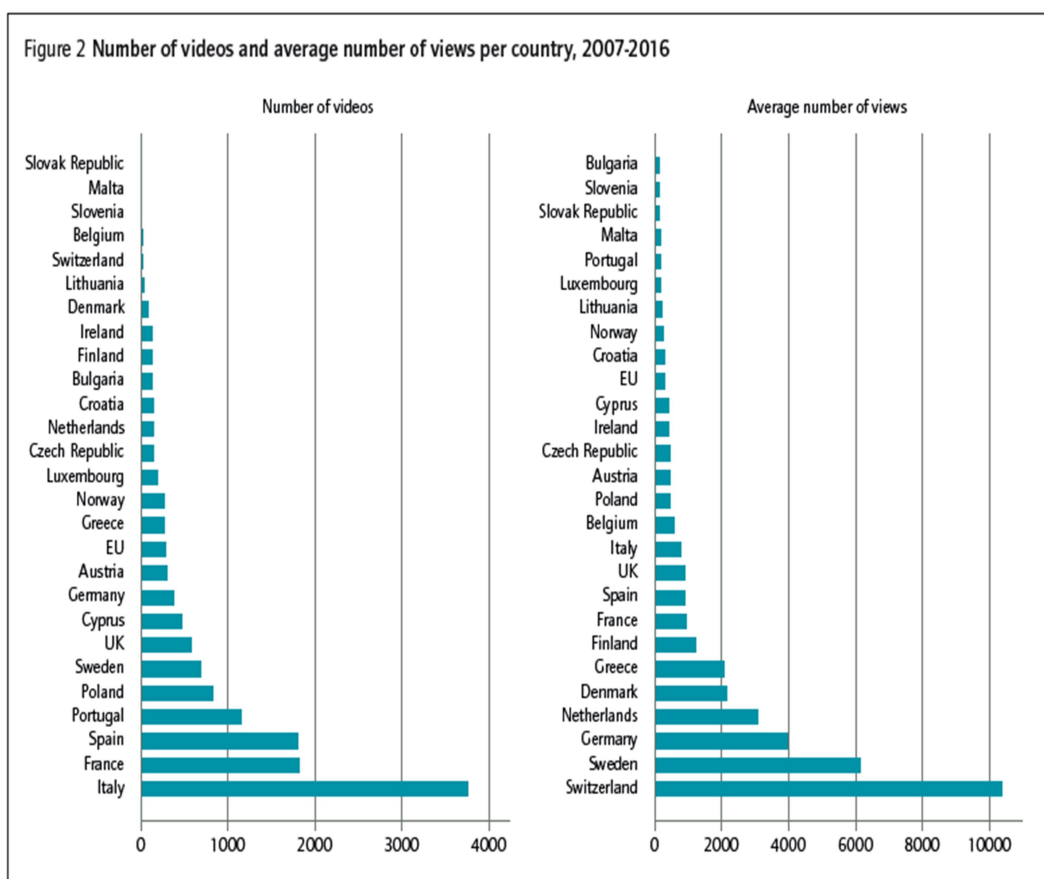
Graph 2



Data acquired from HootSuite

It is very easy to upload a video on YouTube. Uploading of the movie does not necessary mean, that the video will be useful for trade union. We can see in the chart below (Figure 2), that some trade unions upload many movies on YouTube that are not being watched. The example of such action have given trade unions from Italy.

On the opposite side are trade unions from Switzerland, where not many videos were uploaded to YouTube, but they have many viewers, what confirms Figure 2 below, The Figure shows, that in producing videos quality matters, not only quantity.



Source: Jansson and Uba (2018).

YouTube offers great solution for trade unions to reach groups that have been difficult to organise, but till now only few unions use YouTube effectively¹⁸.

For example Swiss trade unions are the best video producers in terms of number of views. On the basis of their products one can see different style of production. Video made by Swiss trade unions contain simple explanation of the core message with clear graphic animation, for example video titled “Die Wahrheit über die Vermögensverteilung in der Schweiz” made by the Schweizerischer Gewerkschaftsbund¹⁹.

There is no doubt that trade union movement has a lot to offer for young members, but often TU does not inform about it efficiently enough. The cause of it, is that trade unions usually do not have a good communication system.

YouTube is an available and efficient tool to widely spread information to people, i.e. members of the trade union and also non-members, that are potential members of the trade union.

Video is a good tool for trade unions even though, it is much more difficult to prepare video, than Facebook or Twitter post and though, it usually takes much more time to create efficiently influencing video.

¹⁸ The untapped possibilities of YouTube as a trade union tool, Jenny Jansson and Katrin Uba, ETUI Policy Brief N° 7/2018, p. 1

¹⁹ <https://www.youtube.com/watch?v=TNgydq7wec>

YouTube videos have also another advantage. Because of the fact, that YouTube collects detailed statistics about their audience (e.g. age group of viewers), author of the movie can find out who has been watching the video.

YouTube is very efficient tool because:

- every month is visited by more than 1,9 billion subscribers and everyday people watch over a billion of hours of videos, what generates billions of views,
- runs a local service in more than 91 countries,
- one can watch YouTube in 80 different languages, what covers 95% of internet users²⁰.

Looking at the content of the trade unions' videos from the point of view, which video is the most popular - movies with many views and likes, but only few unlikes - we can find two types:

1. videos that mobilise for protest actions,
2. videos that inform about issues that are important for unions and their priorities, such as wages or working environment.

The most popular videos are professional movies, usually prepared by professionals, that means paid appropriately.

Nevertheless, we can also find simple and cheap videos, that are also successful, what is measured by the number of views and by the number of likes.

The important measure is also the number of unlikes. Number of unlikes carries two messages:

1. it confirms that the video has been reached and seen,
2. caused an impact – unfortunately negative.

The impact can be described as negative, because trade unions deal with a lot of problems, that maybe debatable or difficult. In many cases there is a need just to raise a discussion and be important part of it. Trade union cannot afford itself to be afraid of receiving unlikes and bad comments. To be important player in media, there is a need to have influencing communicative power and have opinion in difficult and debatable matters.

The best videos made by trade unions, measured by the number of views and by the number of likes, are videos produced by Tjänstemännens centralorganisation (TCO), the Swedish Confederation of Professional Employees.

- Video called 'Like a Swede' - over 800 000 views, 2 770 likes and 197 unlikes (https://www.youtube.com/watch?v=hJ_qHiGo754)²¹,
- and 'Business like a Swede' – 790 000 views, 2 102 likes and 467 unlikes (<https://www.youtube.com/watch?v=OcVoKPTS7AU>).

Both of them are created professionally and both describe benefits of the Swedish welfare including working conditions and working environment.

There are also very popular and also very simple, thus not expensive videos. For example, there is a video uploaded by the Greek union Panergatiko Agonistiko Metopo (All Workers Militant Front) in cooperation with the Greek Communist Party that mobilised for a political strike against the government on the 17 May 2017 (433 likes and 87 unlikes, out of 55 135 views) - (https://www.youtube.com/watch?v=eoKel3H_vYU).

²⁰ <https://www.youtube.com/yt/about/press/> - accessed 28.05.2019

²¹ The untapped possibilities of YouTube as a trade union tool, Jenny Jansson and Katrin Uba, ETUI Policy Brief N 7/2018, p. 3; Data in YouTube channel (likes, unlikes and number of views of the video) are different than data in research document, what can be caused, for example by different moments of accessing the video.

Unfortunately, social media are full of information that “flood” one’s mind. What is more complicating the matter, the information is not presented correctly - for example, it is too difficult to understand.

Fortunately, there are good examples of spreading information.

In the United States of America there have been two success campaigns, that used social media in an innovative way, that created one’s natural need to participate in these campaigns - ‘OUR Walmart’ and ‘Fight for 15’.

Both campaigns are examples of significant successes, because they led to achieve their goals - minimum wage has increased and improvements in working conditions have been implemented. The reason for the successes of the above two campaigns was that they have generated significant impact and led to reach goals, that the campaigns had on their agendas.

The confirmation of success of ‘OUR Walmart’ campaign is the fact, that few hundred workers generated over 300 000 Facebook posts and 60 000 tweets on Twitter. As a consequence of this amplification effect, the media coverage gained by ‘OUR Walmart’ campaign is estimated to be worth \$24 million in advertisements in 2012 and \$31 million in 2013²².

‘Fight for 15’ campaign has also an impressive online presence, with more than 300 000 likes on its main Facebook page, tens of thousands followers on Twitter, and millions of times viewed videos.

Campaign ‘Fight for 15’ started in 2012 with a strike that involved 200 fast-food workers in the New York city. The strike’s aim was to raise the minimum wage to \$15 per hour. It needs to be stressed, that the amount was nearly \$8 higher than the federal minimum wage. That was an increase higher than 100% (from the level of minimum wage)²³.

The key to success of the two campaigns was the fact, that unions did not use social media in a traditional hierarchical way based on top-down communication. Instead, they acted as facilitators of network participation, seeking to increase bottom-up communication.

This shows that successful union organising technique in social media requires leadership commitment to build membership-led organising campaigns while coordinating strategy and structural change being made from the centre²⁴.

The most efficient way to communicate through videos is to create useful videos instead of many videos. The golden rule in this regard sounds - quality counts, not quantity.

Useful video, means a movie, from which people not only understand presented information, but also they like it and share it. The best way to prepare useful video is to make a viral video – a movie that is professionally made and carries message²⁵. A viral video is a movie that becomes popular through a viral process of internet sharing, typically through video sharing websites such as YouTube as well as social media and email²⁶.

As we can see, common feature of member-led participation campaigns and viral videos is to engage internet users in spreading prepared message.

²² The power of social media as a labour campaigning tool: lessons from OUR Walmart and the Fight for 15. Vincent Pasquier and Alex J. Wood, ETUI Policy Brief N° 10/2018, p. 3

²³ Ibidem, p. 4

²⁴ Simms M., Managed activism: two union organising, campaigns in the not-for- profit sector, Industrial Relations Journal, (2007) 38 (2), p. 119–135

²⁵ The untapped possibilities of YouTube as a trade union tool, Jenny Jansson and Katrin Uba, ETUI Policy Brief N°7/2018, p. 2

²⁶ https://en.wikipedia.org/wiki/Viral_video#cite_note-Guardian_2010-6, accessed 1.06.2019

Next important feature of efficient communication strategy is the organic traffic. The organic traffic are the visits that website receives from entrance to the website basing on search results. Those are the search results that are at the top of results presented by any browser.

Paid results are not organic traffic, thus one cannot mistake organic traffic with paid results. Organic traffic also cannot be mistaken with direct traffic, that is happening when an user types directly the needed URL. The organic traffic in overall is a system that will inform how many visits came from searches made by browser.

The organic traffic is very important because:

- it is free, unlike Google Ads or other paid platforms,
- the visits are highly qualified visits, because people visiting the page receive information that they were looking for.

The organic traffic is essential for the success of a website and everything that is behind it, for example a trademark, a company or an online business.

Its importance is not measured only in quantitative amounts (as we have explained, the organic traffic is what brings the highest amount of visitors), but also we cannot forget the qualitative side. The side is also important, because it shows that visitors are interested in the content presented on our website.

For making an impact, it is important that visitor:

- have found our website searching through a keyword or a sentence related with our business or activity sector (directly or not),
- a visitor is someone who is interested in topics that are on our website,
- a visitor is on our website in a natural way, not intrusive – visitor have found our website while he/she was trying to find an answer to question or problem that he/she had.

Unfortunately the organic traffic is not enough. Websites cannot be known world-wide basing only on the organic traffic. It is an important issue, but additional knowledge of internet based solutions is also needed, and that is why, there is a need to have a person or communication team, that handle the “oceans” of information, that exist in the internet and make a path for browsers to see the content of TU 2.0 website. The team or person should be skilled in SEO, daily keywords, Photoshop, video edition, social networks, content creating, communication and dissemination of information. Without such a team or person message presented by TU 2.0 will be only letters that nobody will be able to read, because it will “drown in the ocean” of information.

Dedicated FTO

Different trade unions have different economic resources, thus can afford sometimes for a team, sometimes for one employee, and sometimes just for a volunteer. Nevertheless Full Time Officer (FTO) needs to be skilled in social media and internet solutions. This person would be in charge of internal communication. FTO needs to maintain internal communication structure in the form of a "web", a concept that at the moment is not being applied correctly within unions or at least not good enough. The concept of a “web” states that everyone has to be connected internally like in spider web. Thanks to that, it is easy and efficient to spread information between members of the union. It does not matter that members will upload photos from their private life, if they want to. The “web” connection between members assures that each person uses an account to help as much as possible. That the information flows outside, through the people that create the network. The concept is a basis to create such a structure, that could implement projects based on membership-

led participation, that is very efficient, what confirm examples of 'Fight for 15' and 'OUR Walmart'.

FTO cannot be a subordinate of the board of the whole TU, because it would create a problem for example with presenting youth demands to executive committee, because something natural for FTO would be to watch over the interests of the President of the whole TU, not over the interests of YS.

The person should be focusing on YS problems and aims. FTO should be responsible for efficient cooperation of structures of TU 2.0. The person would be involved in every action of the YS and responsible for coordinating actions and avoid wasting YS resources.

Because TU 2.0 is an organisation prepared for the digital era, FTO need to be acquainted with IT. This knowledge will help him/her (and TU 2.0) to quickly communicate. This person need to be responsible for fast answers when someone through any channel of communication (for example Messenger) will try to contact TU 2.0. If he/she receives for example a question concerning participation, services or legal issues and will not know the answer he/she will be responsible to forward the question to an expert, that will give FTO input to the answer of the person that has sent the question. Thanks to this, the person that has sent the question will receive correct answer almost immediately (or in acceptable period of time), because he/she contacted TU 2.0.

Effective Youth Committee at national level

"If unions want to help young workers develop agency in their working lives, effective internal structures for youth representation are also a necessity, insofar as they make unions more responsive to and knowledgeable about the inspirations, interests, and needs of young people"²⁷.

Youth Committee has a representative function²⁸ and consist of members that should represent youth of the trade union with its differences (for example regional).

Unionists that will be in the Youth Committee should be prepared to perform representative role for trade union and especially represent the voice of trade union's youth. Regarding that, many trade unions should provide trainings for unionists, so that they could efficiently execute their tasks.

A good example of the program for trade union's young activists is Trade union academy. It is an educational program organized by ČMKOS with the support of the Friedrich Ebert Stiftung foundation (FES)²⁹. The Academy is mainly aiming at young and active members of trade unions and other organizations. FES is supporting the Academy financially and organizationally. FES does not have any special rules to whom the financial support should be given and in what amount, but everywhere, where FES is represented, develops long term cooperation and support for trade unions.

The age limit of participants for admission to Trade union academy is 40 years, but it is also possible to attend the Academy even if the age of the participant is over 40 years, but only when a member is recently elected as a union functionary.

The Academy prepares four weekend meetings during each year, that start on Friday and end on Sunday. One group of participants consists of 16 members, that come from basic trade union

²⁷ Vandaele K., How can trade unions in Europe connect with young workers, p. 677 [https://www.researchgate.net/publication/320961521_How_can_trade_unions_in_Europe_connect_with_young_workers] -accessed 06.04.2019

²⁸ Vandaele K., Youth structures in six European trade union federations: a short overview, p. 3 [https://www.researchgate.net/publication/281463608_Youth_structures_in_six_European_trade_union_federations_a_short_overview]

²⁹ FES [<http://www.fesprag.cz/>] - accessed 06.04.2019

organizations of various trade unions from all over Czech Republic associated in ČMKOS. The size of the class is limited what ensures high quality of learning, appropriate intensity and personal interaction with, and between participants, resulting in higher learning efficiency.

In January 2019, 43 participants were successfully trained in the Academy. They are further involved in activities performed by ČMKOS, for example in project “End of cheap labour”, work fairs, ČMKOS promotion in regions and educational projects.

The Academy’s training is mostly focusing on how to acquaint members. Students receive in the Academy information regarding history and structures of trade unions in Czech Republic, social policy, labour law, digitalization, collective bargaining, communication, self-presentation and recruiting new members.

Lecturers, who teach at the Academy, have a lot of experience, thus participants meet with people that are professionals in the field that they present. For example members of government of Czech Republic, honourable representatives of ČMKOS, lawyers, etc. Confirmation of this, is a fact, that in the past couple of years participants had the opportunity to meet Minister of labour and social affairs - Jana Maláčová, former Prime minister of Czech Republic - Vladimír Špidla, chairman of ČMKOS - Josef Středula.

There is a need to point, that graduating from the Trade union academy does not end the contact between the participants. There are regular meetings and periodical systematic work with young and active unionists.

It is only one example of education system prepared for young trade unionist on national level. For example NSZZ Solidarność, also provide many trainings for young trade unionists, as well on national as European level³⁰, that are prepared for young members and provide them with skills on law, public presentation, media and trade unions’ regulations.

Beside national trainings, very educational and skill developing are trainings performed on the European level, as for example ETUI training titled “European training for young trade union leaders”³¹. The training is designed as a nine-month course combining three residential seminars with group activities on specific issues to be completed between the seminars. By successfully completing the training, participants will have the possibility of gaining an officially recognised qualification, accredited by the UK NOCN through a partnership with the TUC and the Edinburgh College. This qualification is mapped to the European Qualifications Framework.

The course objectives are:

- to reinforce relationship skills in a multicultural environment,
- to enhance communication skills on trade union issues,
- to develop leadership skills,
- to strengthen the identity of trade unions within Europe,
- to understand the importance of and find ways to integrate an European and national dimension/perspective into trade union work,
- to analyse complex situations and to design trade union strategies.

There is a need to point, that not only trade union organizations prepare trainings for youth. In the field of youth, the EU sets out a framework for cooperation among member states through the EU Youth Strategy. Through the Erasmus+ programme, the EU also provides funding, tools and resources for individuals and organisations in areas such as:

- study, training and development for students, trainees and education professionals abroad,
- opportunities abroad for young people and young workers,

³⁰ <http://www.solidarnosc.org.pl/szkolenia>, accessed 2.06.2019

³¹ <https://www.etui.org/Training/Courses-Archive-2018-2019/Priority-6-Capacity-building/European-training-for-young-trade-union-leaders-week-1>, accessed 2.06.2019

- opportunities for organisations to develop partnerships for innovation in education, training and youth,
- knowledge exchange and policy reform to support growth, jobs, equity and social inclusion within Europe.

Education and trainings are key elements to “arm” everyone, especially young trade unionist to efficiently perform his/her tasks. The funds can be for example directed to develop managerial skills, thus TU 2.0 can prepare career path for young trade unionists. It would be an alternative path for employee – that is also trade unionist – if employer do not propose and implement career path for him/her. This results not only in enhancing young people to join trade union, but also provides unions with skilled representatives, that on the basis of the acquired skills are prepared to efficiently perform tasks, for example: trade union campaigns, negotiations or manage a team. We need to remember, that the skills are universal, because each and every organisation needs skilled employees and is willing to pay for their skills accordingly.

We cannot forget, that the skilled trade unionists also perform tasks in trade union projects, that will confirm their value on the labour marked and give them experience, what is lacking in CV's of young people. Trade union can eliminate the lack – the lack of experience of young employee by taking them on board to projects, that are performed by the union.

We cannot also forget that the lack of experience is also a barrier that can be difficult to eliminate, because it creates vicious circle - if no one wants to hire employee without experience, how can she/he get one?

As an addition to the career building, one cannot forget the power of networking which is efficient especially in such organizations as trade unions. As social partners they have an enormous influence on many bodies, organisations, funds and even single companies, where is a need to have appropriately skilled employees, efficiently performing tasks, that lead the company to success.

We cannot also forget, that EU has programs directed to Youth, where youth voice should be presented loudly and efficiently, for example regarding funds on trainings³². Trade unions, as social partners should place in bodies, that have influence on the funds young trade unionists. Young trade unionists find life-long learning as one of the most important values for them, thus their presence in bodies, that create frameworks for the funds will positively influence the efficiency of the programs, which objective will be life-long learning.

Trade union 2.0 should lobby for youth employment at all levels – European, national and sectoral, thus fight for the most important goal for the young unionists – i.e. youth employment.

Formal networks of young union activists

Social media and digitalisation could be a good solution for trade union movement. For example, literature shows that “web-based services could inform potential young union members on the nature of union services and the internet technology could enable them to sample union services before becoming a union member”³³.

Creating networks is one of the most valuable things organisation can do, to be involved, because internet has become an essential tool to advertise and launch promotional campaigns.

³² https://ec.europa.eu/youth/policy/youth-strategy/youthgoals_en - accessed 2.06.2019

³³ Vandaele K., 'Youth representatives' opinions on recruiting and representing young workers: A twofold unsatisfied demand?', p. 213

Bearing that in mind, TU 2.0 on the basis of internet solutions with FTO as a coordinator should create networks and working tables, that will handle topics that are important for TU 2.0. The tools to do that, are widely available (social networks solutions, forums, virtual drives, communicators, etc.).

“One need to remember, that virtual and informal networks do not have a significant influence, whereas the correlation between other types and their influence is more doubtful, judged in terms of conventional level of significance. Finally, there needs to be stressed that only formal networks and youth committees at the national level are significantly correlated with influence within robust YS”³⁴.

Networks created on the basis of IT solutions would be a base for elected officials, that will present outcomes of the work done in the groups (working tables) created in the networks to solve problems of young trade unionists. Literature confirms, that through engaging in discussions, workers were able to learn about similarities in their experience and provide each other with support. This fostered their identification with each other’s situations and interests.³⁵

There are many positive aspect of social networks, for example:

- digital forms of action can be an initial step towards personal engagement,
- digital actions with offline actions, may be a very effective tool for putting pressure on companies (their brand and reputation),
- create and sustain online coalitions with digitally structured activist networks,
- develop group’s identity,
- eliminate the problem of distance, because through the network, that is geographically dispersed across whole country or even further, members can interact at any time, all the time,
- people are building their own groups, learning from each other and support each other,
- IT groups provide space, where union organisers and worker activists could develop new ways of brainstorming,
- simple communication, 24 hours a day, as a result of viewing posts on social media or joining an online group,
- social media can more easily give voice to marginalised workers and enable them to provide their personal testimonies and participation in society,
- social media can also help unions to reach out to potential allies³⁶.

Digitalization and IT-platforms are a challenge for TU, but the process cannot be stopped, thus there is a need to adjust to it, that it would be beneficial for trade unions from the perspective of pool of potential members. It can also be beneficial from the perspective of changes on the labour market, because it will create new jobs with higher responsibility and skills needed, what will influence positively on the salary of the employee.

Using working groups/tables employees can organize themselves and work on issues that are important for them. For example they can work on changes in law, that will allow to organize people regardless of their “employment” contract bearing in mind, that regardless of the form of contract they also perform their tasks through their work, and should have the right to organize themselves. Working groups should work on topics important for young trade unionists and give representatives background for their engagement. For example working groups should work on the objectives of the TU 2.0. In the working groups, there should be presented topics for brainstorming like for example TU 2.0 values and actions. The groups should look with ‘critical eye’ on

³⁴ Vandaele K., Trade Unions’ ‘Deliberative Vitality’ towards Young Workers: Survey Evidence across Europe, p.30

³⁵ The power of social media as a labour campaigning tool: lessons from OUR Walmart and the Fight for 15. Vincent Pasquier and Alex J. Wood, ETUI Policy Brief N° 10/2018, p. 2

³⁶ Ibidem

propositions, discuss them and afterwards propose outcomes to members of the executive committee.

‘Critical mass’ of young workers

In social dynamics, critical mass is a sufficient number of adopters of an innovation in a social system so that the rate of adoption becomes self-sustaining and creates further growth. The term is borrowed from nuclear physics, and in that field, it refers to the amount of a substance needed to sustain a chain reaction³⁷.

To implement changes, there needs to be a will for such an action. The will is the start, but to implement the will there needs to be a critical mass of individuals to support the idea. In trade unions, or wider in democracy, a good idea is not enough, there also needs to be majority to support it.

Trade unions stand in front of a problem of diminishing membership and yet, they do not eliminate legal barriers, that narrow the pool of potential TU members. They turn away their heads from young people that perform activity in legal forms, that forbid them to unionize, thus force young people to work in poor working conditions, poorer than on the basis of labour law contracts or as members of trade union. It is happening despite the fact, that young people should work accordingly to the labour law conditions and also could join trade unions movement.

Nowadays in Poland people that work in companies, that have less than 10 employees are unable to create trade union. To be honest, in 2019 in Poland a positive change of law in the aspect of widening the pool of potential trade unions members appeared. Nowadays, not only people that work on labour law contracts can be members of trade union, but also people that work on civil law contracts and self-employed under certain conditions can be members of trade union. Nevertheless, there is still a lot of pathologies that people that perform work are facing.

The fact is confirmed in literature, for example by Ph. D Kurt Vandaele, who has written, that “It is no coincidence that unions’ diminishing access to the workplace (linked to the firm size via legal eligibility requirements about union representation) is clearly associated with lower youth unionization”³⁸.

Polish regulations are a good example of that. To establish trade union in Poland there is a need to gather 10 employees as members. Because of the fact, that in Poland over 96% of all companies have less than 10 employees, and 40 percent of all employees work in small enterprises, the vast amount of employees cannot establish trade union in accordance to Polish legal provisions, thus cannot join the trade union movement.

In many countries, there are people that work on the basis of self-employment or on the basis of contracts regulated by civil law. The forms of performing work do not allow these people to join trade union even, if they wanted to. The situation was also true regarding to Poland, but in 2019 a positive change has been made and from 2019 people that perform their tasks despite the form of legal form the contract (labour law contract, civil law contract, self-employment), can be trade union members³⁹.

³⁷ [https://en.wikipedia.org/wiki/Critical_mass_\(sociodynamics\)](https://en.wikipedia.org/wiki/Critical_mass_(sociodynamics)) - accessed 2.06.2019

³⁸ Vandaele K., How can trade unions in Europe connect with young workers, p. 671 [https://www.researchgate.net/publication/320961521_How_can_trade_unions_in_Europe_connect_with_young_workers] -accessed 06.04.2019

³⁹ <https://www.tysol.pl/a22114-Przelomowy-podpis-Prezydenta-pod-ustawa-o-zwiazkach-zawodowych-to-dzien-sukcesu-Solidarnosci%21> - accessed 06.04.2019

For couple past years labour market has changed significantly and allows to use many forms of employment, different from an ordinary employment we used to have. Some of them can be placed directly in the category of precarious work or social dumping.

Nowadays, we can face for example, the following legal solutions of performing work.

- Temporary workers/freelancers

People that perform work in these forms, sometimes work from day to day, which means they do not have the same rights as an employee with an ordinary employment. They often do not raise their problems, because they cannot risk of losing their job, so instead contacting trade union, they just do what employer wants them to do or find another job.

- Platform workers

Platform workers have no employer, thus there is no labour law contract nor collective agreement concerning them. Nevertheless in Denmark the world's first collective agreement was made with a cleaning platform HILFR. Even though, there are still some problems with it, because the consumer, who orders a platform cleaner from HILFR can still choose between the cheapest or the most expensive cleaner and the cheapest one is the one without a collective agreement. This form of employment is leading to working poor which by no means should be called a pathology.

- Self-employed/single-person firm/company

Single-person company has no employer thus – in many countries - cannot join trade union. This is a problem because of the fact, that one need to remember, that in many countries, for example in Denmark, one can work as a childminder (day care), as well on the basis of labour law contract as on the basis of self-employment. In Denmark, in the public sector where there is a collective agreement, because the municipality is the employer, the social rights are secured. But if one performs work as a private childminder, as a single-person company, there is no collective agreement (unless the private childminder has it owns employees), because he/she is not employed, thus there is no employer, thus there are no social rights secured. The form also, can lead to working poor, which as has been written above should be called a pathology. In Poland self-employed people till 2019 could not join trade unions, but since 2019, there is such a possibility, because changes in law forced by trade unions, among of all NSZZ Solidarność⁴⁰ were implemented.

One need to bear in mind, that a lot of young people work on the basis of the above mentioned types of employment, and despite the fact, that they perform their work, they cannot be members of trade union. It is particularly strange, when we compare them to pensioners and unemployed people, that - even though, that they do not perform any work - can be TU members, for example in Poland.

People, that work in the above mentioned forms, cannot be members of trade union, because law forbids them. Nevertheless trade unions in Poland fight also for them. For example NSZZ Solidarność has fought to increase minimum wage and to incorporate to Polish legal system minimum payment for hour of work performed on the basis of Civil Code. The fight was successful, because it made junk contracts less favourable to employers and created kind of minimum wage in Civil Code – a minimum payment for hour of work⁴¹. The solution pushes employers to employ people on the basis of labour law, that gives people social security.

⁴⁰ <https://www.tysol.pl/a22114-Przelomowy-podpis-Prezydenta-pod-ustawa-o-zwiazkach-zawodowych-to-dzien-sukcesu-Solidarnosci%21> - accessed 06.04.2019

⁴¹ <http://www.solidarnosc.org.pl/aktualnosci/wiadomosci/kraj/item/14823-zglos-nieuczciwego-pracodawce-akcja-13-zl-i-nie-kombinuj> - accessed 06.04.2019

In each of the examples people work (perform their tasks), but their rights are limited, for example they cannot be trade unionists. On the basis a question arises - Why should they be discriminated by the lack of possibility to join a trade union, especially when a member of a trade union can be pensioner - who, in overall, left the labour market, or an unemployed person, that from the definition is not employed?

Trade unions in each country and also in the EU influence law, so if they want young people to join the trade union movement, they should give young people the possibility to do so instead living youth with their problems!

Trade unions can, and should change present situation. The necessity of the action is confirmed not only by common sense, but also by the literature - "Integrating young workers into union activities solely through forms of representative democracy seems insufficient for instigating a more transformative change in union strategies and practise. New forms of participatory democracy and self-expression, informal engagement around issues (e.g. precariousness) and training and education, (also via mentoring and union leadership development programs) may contribute to a greater – and more politicized – involvement of young unionists in union life and activities and also empower them"⁴².

Trade Union 2.0 should eliminate above mentioned barriers, that forbid people to be TU members. It is a discrimination that people who perform the same work cannot have the same rights (especially to unionize), because of the fact that they are employed in small company.

Labour law eliminates pathologies, but alternative forms of performing work open lives of people to them. Trade unions should be loud about the fact, and about the fact, that it is a pathology, that people, who perform work cannot afford living.

It is also important from the point of view of creating the 'critical mass' of young trade unionist.

TU density is falling in the European countries, even in Nordic countries that have high density of trade union members. Bearing in mind the problems of the Nordic countries TU 2.0 should try to use their examples to reach as high density as they have, to reach 'critical mass', that will provide trade union, with even higher density.

TU 2.0 should also incorporate good solutions from different positive examples. For instance in Italy, the Netherlands and Slovenia, trade unions set up separate organizations or networks for representing atypical or freelance workers, whose jobs are often characterized by precariousness.

Furthermore, regarding recent labour market developments, so-called "Self-employed" workers in the "gig economy" (more likely to be younger) have been building solidarity outside of the traditional unions to deal with employment issues. They have set up their own grassroots campaigns, collective actions, (virtual) community-based self-organisations, and "labour mutuals"⁴³. That shows, that young people want to be organized and trade union movements obligation is, to make it possible.

Trade unions have influence on law, but they are not doing enough to give the possibility to access trade unions by people, that are by law excluded from trade union movement. Law should be changed in that regards, so that everybody can be a trade union member.

There needs to be a shift in thinking! There needs to be a Trade Union 2.0!

⁴² Vandaele K., How can trade unions in Europe connect with young workers, p. 677 [https://www.researchgate.net/publication/320961521_How_can_trade_unions_in_Europe_connect_with_young_workers] -accessed 06.04.2019

⁴³ Vandaele K., How can trade unions in Europe connect with young workers, p. 675 [https://www.researchgate.net/publication/320961521_How_can_trade_unions_in_Europe_connect_with_young_workers] -accessed 06.04.2019

Summary

As one can see, there is (or should be) “demand” for young people in trade union movement from the one side – side of trade unions.

From the other side, there is (or could be) supply of young people to join the trade union movement.

Nevertheless, neither the demand, nor the supply, are strong enough to reach the critical point and receive a snowball effect⁴⁴. As a result, density of trade unions is diminishing and power of trade unions is getting smaller.

It is so, despite the fact, that the situation could be changed very easy.

As we can see above, there is “demand” on the both sides:

- trade unions need to engage young people into the trade union movement (demand from the side of trade unions),
- young people can, and want to benefit from trade union movement (demand from the side of young people).

If that's the true, a question appears: Why the participation of young people in trade unions' movement is so low?

There are many reasons that cause the situation, that is not good neither for trade unions' movement, nor to young people.

The power of the trade union movement comes from people. It comes from the density of trade union members. That is a fact.

In recent years, trade unions all over the Europe have experienced a decrease in number of members, thus in their power. That is also a fact.

Young people participation in trade unions' movement is too small. Density of young people in trade unions is very low, lower than their elder colleagues. That is next fact.

The tree facts, nobody can deny.

A fact that nobody can deny is also that, young workers are future for trade unions. Thus if trade unions want to have a significant future, they need to be more responsive to the interests of new generation⁴⁵ - the future.

On the basis of the above presented facts, answer to the problem of diminishing power of trade union movement is simple -

involve more young people into trade union movement, thus trade unions will regain and increase their strength and influence!

If trade unions will not incorporate youth, do not change into Trade Union 2.0, they will have no future, because as there was mentioned above, it's a truism, that young people are the future - also the future of trade unionism.

⁴⁴ https://en.wikipedia.org/wiki/Snowball_effect - accessed 4.06.2019

⁴⁵ Vandaele K., Youth representatives' opinions on recruiting and representing young workers: A twofold unsatisfied demand? p. 203.