

# Organising in the Network Economy

## Introduction

Globalisation, a dominant force in the 20<sup>th</sup> century's last decade, is shaping a new era of interaction among nations, economies and people. It is increasing the contacts between people across national boundaries—in economy, in technology, in culture and in governance. But it is also fragmenting production processes, labour markets, political entities and societies. So, while globalisation has positive, innovative, dynamic aspects—it also has negative, disruptive, marginalising aspects.

In its Human Development Report, the United Nations reports that today's interactions between nations and people are deeper than ever.

- World exports, now \$7 trillion, averaged 21% of GDP in the 1990s, compared with 17% of a much smaller GDP in the 1970s.
- Foreign direct investment topped \$400 billion in 1997, seven times the level in real terms in the 1970s. Portfolio and other short-term capital flows grew substantially, and now total more than \$2 trillion in gross terms, almost three times those in the 1980s.
- The daily turnover in foreign exchange markets increased from around \$10–20 billion in the 1970s to \$1.5 trillion in 1998.
- Between 1983 and 1993 cross-border sales and purchases of US Treasury bonds increased from \$30 billion a year to \$500 billion.
- International bank lending grew from \$265 billion in 1975 to \$4.2 trillion in 1994.
- People travel more—with tourism more than doubling between 1980 and 1996, from 260 million to 590 million travellers a year.
- Despite the tight restrictions, international migration continues to grow. So have workers' remittances, reaching \$58 billion in 1996.
- Time spent on international telephone calls rocketed from 33 billion minutes in 1990 to 70 billion minutes in 1996.
- Travel, the Internet and the media have stimulated exponential growth in the exchange of ideas and information, and people today engage more than ever in associations that span national borders—from informal networks to formal organisations<sup>1</sup>.

Driving this global integration are policy shifts to promote economic efficiency through the liberalisation and deregulation of national markets and the retreat of the state from many economic activities, including a restructuring of the welfare state. Driving integration even faster are the recent innovations in information and communications technology. But global integration is still very partial—for one thing, the flow of labour is restricted, with borders closed to the unskilled.

The world is also more prosperous, with average per capita incomes having more than tripled as global GDP increased nine fold, from \$3 trillion to \$30 trillion, in the past 50 years.

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<sup>1</sup> United nations Human Development Report, 1999, New York; <http://www.undp.org/hdro/report.html>

But these trends mask great unevenness—in the advances and in the new setbacks. They also mask the facts that the new economy is showing a shrinking of union membership, that this increase in prosperity is not even and in fact has shown shrinkage in remuneration of workers in non union jobs.

Coupled with this is the misconception that unions oppose technological change. Joel Yudkin, Policy Analyst for the AFL-CIO, in his recent paper *“The Internet and Labor -- Riding the Wave!”* points out that unions have often been characterised as Luddites opposed to technological change. He notes that “two points are worth making here. First, unions have rarely opposed new technologies introduced into the workplace. More commonly, they’ve gone along or actively tried to help their members adjust to these changes, even when workers were displaced. Also, the labour community well understands the critical role of technology innovation in driving productivity and economic growth.

In any event, unions, rather than opposing the Internet, are embracing it as a means of helping working families obtain a greater voice in the global economy. They employ the Internet to enhance membership communications, do outreach, co-ordinate internal activities, conduct research, mobilise for political and organising campaigns, and deliver training.”<sup>2</sup>

UNI has set a priority of *“Organising in the Network Economy”*. It is not enough just to talk about organising the unorganised workers in this new economy, UNI must also assist unions to be a part of the new network economy.

This paper therefore sets out some facts about what is euphemistically labelled “the Network Economy” and to offer some solutions and priorities for UNI.

## The New Economy

The term “new economy” has been used extensively in recent years to describe the workings of the US economy and in particular the part of its economy that is linked to Information Computer Technology (ICT). It reflects a view that something has changed and that the economy now works differently. Few studies clearly define the term “new economy” and it seems to mean different things to different people.

The three main characteristics of the new economy appear to be the following:

- ***The new economy implies higher trend growth.*** Due to more efficient business practices linked to ICT use, the new economy may experience a pick-up in trend growth.
- ***The new economy may affect the business cycle.*** ICT, in combination with globalisation, may change the short-run trade-off between inflation and unemployment. As a result, the economy can expand for a longer period without inflationary pressures emerging. In this view, ICT puts downward pressure on inflation, while increased global competition keeps wage inflation in check.

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<sup>2</sup> The Internet and Labor –Riding the Wave, Joel S Yudkin, AFL-CIO, April 2000;  
[http://www.cisp.org/imp/april\\_2000/04\\_00yudken.htm](http://www.cisp.org/imp/april_2000/04_00yudken.htm)

- **The sources of growth are different in the new economy.** The value of communications networks and Internet applications, for instance, increases as more people are connected. This contributes to higher growth.

These three characteristics are closely related and the US experience of the past decade provides some support for these assertions, but it is not yet clear to what extent the US economy has indeed entered a new era.<sup>3</sup>

However industries built on telecommunications and computers accounted for nearly a third of US economic growth last year. The High-Tech industries have also played a major role in boosting productivity and holding down inflation.

Despite the increasing importance of IT, it represented a fairly small share -- roughly 8 percent in 1999 -- of the US economy's total output. But IT contributed 32 percent to overall economic growth, the study found. During the period 1994-1998, IT reduced overall US inflation by half a percentage point to 1.8 percent from 2.3 percent. A key factor in that trend has been tumbling computer prices.

In 1998, the number of workers in IT-producing industries, combined with IT workers employed in other industries, totalled 7.4 million or 6.1 percent of the US workforce.

There is also a link between investments in IT equipment and productivity gains but studies show that those investments are most likely to pay off if they are coupled with organisational changes within the companies that purchased the equipment.<sup>4</sup>

In other words, the new economy of the Internet and its associated e-commerce revolution is heralding a new era in the world's economy.

It is perhaps timely to review the current world economic situation and how it has been affected by this revolution.

## **The World's Economy in A New Millennium**

In 1999 world GDP grew by 3.3%, according to estimates by the International Monetary Fund published in April 2000. This is a full percentage point stronger than had been forecast by the IMF experts just a few months before, in December 1999. They expect world economic growth to accelerate to 4.2% or possibly more in 2000.<sup>5</sup>

Owing to the financial crises in East Asia and Russia in 1997-98, the world economy grew by just 2.5% in 1998, the lowest rate since 1994.

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<sup>3</sup> A new economy?: The changing role of innovation and information technology in growth; Based on Stiroh (1999), OECD, Paris 26 June 2000.

<sup>4</sup> Digital Economy 2000, Economics and Statistics Administration, US Commerce Department, <http://www.esa.doc.gov/>

<sup>5</sup> International Monetary Fund, "World Economic Outlook", April 2000. <http://www.imf.org/external/pubs/ft/weo/2000/01/index.htm>

In the 1998-2000 period, the average economic growth of developing countries will have been faster than world growth, while that of the “countries in transition” of Central and Eastern Europe and Central Asia will have been slower. Central Asian economies actually declined by nearly 1% in 1998.

**World Economic Growth (annual percentage change of Gross Domestic Product – GDP\*)**

	1998	1999	2000 forecast	2001 forecast
World Output (GDP)	+ 2.5	+ 3.3	+ 4.2	+ 3.9
Euro-11*	+ 2.8	+ 2.3	+ 3.2	+ 3.2
Japan	-- 2.5	+ 0.3	+ 0.9	+ 1.8
United States	+ 4.3	+ 4.2	+ 4.4	+ 3.0
Developing Countries	+ 3.2	+ 3.8	+ 5.4	+ 5.3
Countries in Transition	-- 0.7	+ 2.4	+ 2.6	+ 3.0

\*Notes: Euro-11: Austria, Belgium, Finland, France, Germany, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain.

GDP: Gross Domestic Product, the total real value of the goods and services produced by an economy during a specified time period. GDP forecasts by *The Economist* poll of forecasters.

Source: International Monetary Fund, “World Economic Outlook”, April 2000.

<http://www.imf.org/external/pubs/ft/weo/2000/01/index.htm>

Growth projections show continuing rapid growth in the USA, with little sign of any slowing. They also show stronger growth in the Euro area this year, and the prospect of growth continuing through 2001. In Japan, however, growth is weak and also appears to be fragile. The decline in retail sales, for instance, points to sluggish current economic activity, and the low job vacancy index throws doubt upon a strong upturn in the near future.

A feature of the 1990s’ US “new economy” that is as remarkable as the long inflation-free expansion, is the growing inequality in income and wealth.

A report by the Centre on Budget & Policy Priorities and the Economic Policy Institute shows that in 1996-98 the average pre-tax income of the top-earning 20% of US families was 10.6 times as large as that of the lowest-earning 20% families. Two decades before, the multiple was just 7.4. And the average income of the top 5% of families has jumped to 18.3 times that of the bottom 20%, from 11 times as large in the late 1970s. Between 1989 and 1999, also the difference between the after-tax incomes of poor and affluent families rose.<sup>6</sup>

The report notes that rising income inequality seems to have many causes, including a shift to higher-skill jobs, globalisation, immigration, fewer factory jobs, and declining unionisation.

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<sup>6</sup> Business Week, 31 January 2000

*Future priority for UNI:*

- ⇒ UNI should highlight workers' concerns that the new network economy is leading to a rising income inequality and that governments, and organisations such as the IMF and the WTO should implement policies to alleviate this situation.

## **Effects on Developing Economies**

Developing countries grew by about 3.8% in 1999, better than 1998, but below the rates observed earlier in the decade. Prospects for the near future are encouraging, as growth is expected to return to Latin America and continue elsewhere. It is forecast that developing countries will grow by more than 5% on average in 2000, as domestic recoveries are sustained and external demand continues to strengthen.

But the 1997-98 financial crises have left more lasting social scars. There were dramatic increases in unemployment, especially in East Asian and Latin American countries. The United Nations points out that the consequences of the crises persist in terms of unemployment, shifts from jobs in the urban and formal sector to lower paid, more precarious employment in the rural and informal sector, and generally heightened insecurity of employment.<sup>7</sup>

### ***Africa***

African economies grew by an average 3% in 1999. This was a negligible improvement over the 2.8% growth in 1998, but signalled an end to two consecutive years of decline. The turnaround, however, was not led by internal factors, being attributable largely to the growth in export earnings of the region's oil-exporting countries, itself the result of rising world oil prices. Growth in the non-oil exporting countries was slightly below the 1998 rate.

Data on unemployment rates in Africa are difficult to find. In South Africa, the largest economy in the region, the official unemployment rate is appallingly high and grew from 19.3% in 1996 to 25.2% in 1998. A survey by Stats SA found that the increase was due not to a decline in the number of jobs, but to a growing labour force, which the formal sector was unable to absorb<sup>8</sup>.

The policies supported by the organisations advocating a new economy are contributing to the serious unemployment situation in Africa. The IMF and the World Bank in making loans available to these countries are insisting on market lead economies. This, for example, has contributed to the situation in Algeria where more than three million people, or 32% of the labour force, are unemployed, according to the National Economic and Social Council. In the past few years, 400,000 people have been made redundant by some 1,000 public enterprises, and trade unions fear that another 400,000 jobs could be cut.<sup>9</sup>

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<sup>7</sup> United Nations, World Economic Situation and Prospects - 2000

<sup>8</sup> Business Day, 19 May 2000

<sup>9</sup> Le Monde, 1 June 2000

## **Asia**

Developing Asian economies staged a stronger than expected recovery in 1999, growing by 6.2% after only 2.3% in 1998. The higher rate of growth is expected to continue or even accelerate in 2000, although the export-oriented economies of Southeast Asia and the Newly Industrialised Economies are particularly vulnerable to the US economy, and in its capacity to absorb their products.

Although the Asian Development Bank calls for greater participation, it does not bother to examine seriously the proposals and motives of trade unions around the world. This explains its denunciation of international fair standards in trade as “the spectre of protectionism in the guise of labour and environment measures”.<sup>10</sup>

## **Eastern Europe**

It is expected that economic activity will rebound in Eastern Europe by 4% in 2000, and in the Baltic countries by 3%, after the previous year when GDP increased by only 1.4% in Eastern Europe and declined in the Baltic countries. In the CIS, economic activity, led by the Russian economy, was much stronger than expected in 1999, with GDP advancing by 2.9% instead of declining as had been widely forecast. Russian, and consequently CIS, economic growth should continue in 2000.<sup>11</sup>

In all three areas together, economic growth should increase to 3% in 2000, which would represent a record.

Recent structural changes in the region that are likely to affect employment and job opportunities for UNI affiliates have been taking place. Again these have been the result of organisations such as the IMF demanding structural changes to economies to make them more “market oriented”. In telecommunications, Hungary completed the privatisation of MATAV, Croatia sold a 35% stake in Croatia Telecoms, and Poland relaunched the sale of a further part of TPSA. The Czech Republic and Estonia advanced legislation to open telecommunications to competition. Bank privatisations proceeded in Albania, Bulgaria, the Czech Republic and FYR Macedonia.<sup>12</sup>

## **Latin America**

Economic growth in Latin America slowed from 1997 to 1998, and conditions further deteriorated in 1999, which saw no growth at all (see Table below). 1999 was the region’s worst year of the decade - even after the Mexican financial crisis Latin America grew by 1.1% in 1995.

Brazil was less damaged by its financial crisis of January 1999 than its Latin American trading partners. The Latin American Integration Association (Aladi) reported that trade between its members (South America plus Mexico) contracted by 25% in 1999.<sup>13</sup> However investment in new

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<sup>10</sup> Asian Development Outlook 2000, Asian Development Bank,  
<http://www.adb.org/Publications/ado2000/ado2000.asp>

<sup>11</sup> 2000 Economic Survey of Europe, United Nations Economic Commission for Europe (UN/ECE), April 2000

<sup>12</sup> European Bank for Reconstruction and Development (EBRD), Press Release, 16 May 2000

<sup>13</sup> Latin American Weekly Report, 21 December 1999

economy projects continues to accelerate, with continual investment in the region by Telefónica and other telecommunications companies in Internet structures.

**Selected Latin American Countries and Region:  
Annual % Change in Gross Domestic Product (1997-2000)**

	1997	1998	1999*	2000*
Latin America	+ 5.5	+ 2.1	0.0	+ 3.5
Argentina	+ 8.0	+ 3.9	-- 3.5	+ 3.5
Brazil	+ 3.8	0.0	+ 0.5	+ 3.2
Chile	+ 7.0	+ 3.1	-- 1.5	+ 5.5
Colombia	+ 2.7	+ 0.7	-- 5.0	+ 2.6
Mexico	+ 6.8	+ 4.9	+ 3.5	+ 4.9
Venezuela	+ 6.6	-- 0.2	-- 7.0	+ 3.2

\*1999: Preliminary figures. 2000: Forecasts.

Source: For 1997-1999: United Nations Commission for Latin America and the Caribbean (ECLAC) on the basis of official figures converted into US dollars at constant 1995 prices ([www.eclac.org/English/Publications/bal99/bpi-99.pdf](http://www.eclac.org/English/Publications/bal99/bpi-99.pdf)). For 2000: *The Economist*, 15 April 2000 and *Latin American Weekly Report*, 21 December 1999.

## Many Job Losses –But Less Unemployed?

One of the hallmarks of the massive restructuring that has been going on in the “new network economy”, is that collective dismissals are no longer so closely related to economic distress. Much more than before, profitable companies also cut jobs as part of their shareholder-oriented restructuring plans.

Companies are churning their workforces - even where employee totals are increased, the rule is increasingly “fire many, hire more”. Hiring younger people with more modern qualifications, rather than retraining incumbent staff, allows companies to adapt quickly to new technologies and business methods while keeping their costs down.

This failure to retrain and an ever expanding new economy have led in many countries to a very real shortage of skilled IT workers. The European Union predict that there will be a shortage of IT professionals of 1.7 million by 2003.<sup>14</sup>

This is a situation that UNI and its affiliates have to put more effort into resolving. Firstly companies must be encouraged to invest in their workers’ futures, and not to just see the workers as a “commodity” to be discarded, but to see a good loyal worker as a precious commodity where effort should be taken to retrain them. Secondly there are the implications for union organising. A “redundant worker” who was a union member is invariably being replaced by a younger worker who is not a union member, and therefore additional effort must be taken to recruit them.

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<sup>14</sup> Europe’s Jobs Challenge, *Time*, 8 May 2000

*Future priority for UNI:*

- ⇒ UNI should assist affiliates to put in place workforce transition programmes with companies. These programmes should ensure that incumbent workers are retrained when jobs are changing.

## **Changing Labour Laws**

A common theme that is expounded by the proponents of the "new economy" is the need for the transition to the "new economy" to go hand in hand with the reform of labour laws. A prominent supporter of this view is the International Monetary Fund (IMF). The Deputy Director of the IMF's Research Department, when he presented the agency's World Economic Outlook in April, said; *"If Europe is to achieve stronger economic growth than the mediocre rates achieved in the 1990s - and also experience more job creation and reduce unemployment rates, a crucial element will be further reforms and increased flexibility of European labour markets."*<sup>15</sup>

In the light of such views, it is worth noting that although unemployment for Europe as a whole remains unacceptably high, several European countries have unemployment rates that are near or below the US's. Among these countries are Austria, Ireland, the Netherlands, Norway, Sweden and Switzerland. Although the operation of the labour market has evolved in all of these countries, none of them has embraced wholesale, New Zealand-UK-US-style deregulation. Trade unions are recognised in all of these European countries, and enjoy either a large or a moderate amount of influence.

Among the most heavily criticised labour laws are those that are designed to enhance the employment security of workers. The OECD's 1999 Employment Outlook presented the organisation's first thorough review of the empirical evidence on whether strict employment protection legislation (EPL) is a factor behind high national rates of unemployment. The OECD Employment Outlook concluded that "EPL strictness has little or no effect on overall unemployment. It did however find that "...fewer individuals become unemployed, but those who become unemployed are at a greater risk of remaining unemployed for a year or more". Initiatives to reform employment protection need to confront this policy trade-off.

The same OECD Employment Outlook drew on other research to argue that trade unions and works councils play a positive role in introducing several types of workplace change aimed at making enterprises more flexible. The changes studied were the flattening of management structures, a greater involvement of lower level staff, the introduction of team working, and job rotation.<sup>16</sup>

In an evaluation of the Outlook, the Trade Union Advisory Committee to the OECD, TUAC, concluded that its findings - especially when taken together with the findings of previous OECD Employment Outlooks on minimum wages, collective bargaining and earnings' inequality, show that attempts to deregulate labour markets have had social costs, but have not contributed to

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<sup>15</sup> International Monetary Fund, "World Economic Outlook", April 2000.  
<http://www.imf.org/external/pubs/ft/weo/2000/01/index.htm>

<sup>16</sup> The OECD Employment Outlook 1999, OECD, Paris, <http://www.oecd.org>



better economic outcomes. On the contrary, the evidence supports the maintenance of decent labour standards and the active involvement of trade unions.

*Future priority for UNI:*

⇒ UNI should support the work of TUAC and the ICFTU at the OECD, ILO and other forums, to prevent the implementation of anti union labour laws. UNI should take all opportunities to publicise the positive aspects of social dialogue and actively involving workers in companies' decision-making processes.

## E-Commerce

In order to understand the revolution that is being created by the new network economy, we need first to examine briefly the phenomenon of e-commerce and its effect on UNI.

Electronic commerce is essentially financial transactions carried out over communications networks, notably the world-wide Internet. E-commerce is growing at a phenomenal rate and it is transforming all business models and relationships. The development of e-commerce will be influenced by many factors including availability of suitable networks & terminals, effective cryptography of services, acceptability of electronic signatures, protection of copyright, development of micro-payments, and new rules for taxes and tariffs.

The Organisation for Economic Co-operation and Development (OECD) has defined electronic commerce as:

*"commercial transactions, involving both organisations and individuals, that are based upon the processing and transmission of digitalised data, including text, sound and visual images and that are carried out over open networks (like the Internet) or closed networks (like AOL or Minitel) that have a gateway into an open network."*<sup>17</sup>

E-commerce covers three main areas of activity: business-to-business, business-to-consumers, and government-to-citizen. All current evidence suggests that less than 20% of e-commerce is business-to-consumers and almost 80% is business-to-business.

In a recent report, the financial analysts Merrill Lynch asserted: *"We view the growth of the Internet and e-commerce as a global mega-trend, along the lines of the printing press, the telephone, the computer, and electricity. We believe that it will affect dozens of industry sectors in the world economy over the next decade"*.<sup>18</sup>

There are two basic reasons why electronic commerce is so important.

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<sup>17</sup> The Economic and Social Impacts of Electronic Commerce, OECD, Paris, 1999, [http://www.oecd.org/subject/e\\_commerce/](http://www.oecd.org/subject/e_commerce/)

<sup>18</sup> "E-Commerce: Virtually Here", Merrill Lynch, 8 April 1999, <http://www.e-commerce.research.ml.com>

1. **It is growing exponentially**

Forecasts of growth vary widely, which is not surprising given the problems of definition and the new and uncertain nature of the markets. However, all forecasts show phenomenal growth and no business in any sector can now afford to ignore the impact of the Internet.

The technology research group Forrester Research forecasts that business-to-business e-commerce in the US alone will grow from about \$43 billion a year in 1998 to \$1,300 billion by 2003.<sup>19</sup>

2. **It is changing the fundamentals of commerce**

- a) There will be direct links between consumers and suppliers and this process of "disintermediation" will impact on traditional intermediaries, reduce costs, and extend choice.
- b) On the other hand, new forms of intermediary will emerge - such as information brokers, quality guarantors and "best buy" sites - and generally intermediaries will have to add significant value or perish.
- c) Customers will be much better informed about all aspects of competing products and services, most notably price, and therefore prices and service standards will become keenly competitive.
- d) Company access to commercial information of all kinds - costs, sales, profits, deliveries - will become more rapid, more detailed, and more extensive and data mining techniques will permit the creation of sophisticated customer profiles.
- e) The value of brands will be greatly enhanced since, by building an existing and popular brand, the owner of the brand can enter new, adjacent markets relatively cheaply.
- f) More generally, the cost of entry to new markets will be dramatically reduced, since the Internet significantly lowers the cost of marketing and stockholding and, for intangible products, the costs of distribution.
- g) Business-to-business trade will be much more susceptible to all forms of outsourcing including contracting out, joint ventures and various forms of partnership.
- h) Specialist or 'niche' suppliers will be able to survive and thrive because the Internet will provide a global marketplace.

## Effect on UNI Sectors

### *Banking*

In a word, the implications of electronic commerce for financial services are massive. Since such services are intangible, they are ready-made to be digitalised and conducted through the Internet.

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<sup>19</sup> Forrester Research, Cambridge, Massachusetts, <http://www.forrester.com/>

Consider the following American comparison of banking costs:

### Banking Costs per Transaction

Branch	\$1.07
Telephone	\$0.52
ATM	\$0.27
Internet	\$0.01

Source : "The Emerging Digital Economy", US Department of Commerce, 1998

Issues that are also raised are the encryption of signatures, security of data and the concentration of work in Internet call centres as opposed to telephone call centres

### **Entertainment**

The entertainment industry is also one that is in the process of huge change as a result of the provision of a wide range of entertainment services online. From the direct one off purchase of material such as music, to being able to view video on demand, gamble at a casino online, and the purchase of as many entertainment services as can be imagined.

The issues for workers are again many and examples include: copyright (stealing copyright is the same as stealing a worker's pay packet), payment of fees and royalties, cross border provision of pornographic material etc.

### **IBITS**

The implications for IBITS are obvious, with this sector at the forefront of the development process leading to this new e-commerce revolution.

The issues for workers are numerous and include, for example, mobility of work, training, migration of workers, new types of contracts, and new ways of paying workers such as employee share options.

### **Post**

E-mail is having a profound effect on mail, particularly when you consider that already 80% of e-commerce is business to business transactions and it is predicted that government will do much of its business by electronic means.

E-commerce will also change the nature of logistics' operations, with much of the retail e-commerce requiring physical delivery to customers and the changes that are occurring to supply chain management.

There are therefore likely to be major changes to the way post offices conduct their business, with a number of electronic post offices and businesses such as e-stamps now well established. Counter services will also be affected with many existing transactions being done over the Internet and new services being developed.

### ***Printing and news services***

One of the prime uses of the Internet at the present time is the provision of online, real time, news services. Most major daily news media services, including the daily newspapers, provide online editions. Also many of the newspapers are compiled in one country and sent to another for printing and distribution using data links. The implications of this for workers are obvious.

Another major change that the Internet is bringing revolves around the financing of Internet web sites, many of which are currently provided free. They are generally financed because of the advertising revenue the media companies are able to bring in, and by the purchase of entertainment services that are associated with them. As e-commerce accelerates, this will have a major effect on the revenue that will be available to printed versions of the news.

A further issue for the printing industry is the rapid migration of printed material to the electronic media and the effect this will have on workers' jobs.

### ***Retail***

Retail is already being revolutionised with e-commerce, with most major retailers already heavily committed to e-commerce. Many people also believe that consumers will go to an even smaller number of name brands and retail outlets than they do now because of the need to build trust.

The issues that are raised for retail workers are many and varied. For example: Internet retail call centres, the location of the operations and the ease of changing them to lower costs, the collection of consumer taxes, links to the banking system and a wide range of other issues.

### ***Telecoms***

Electronic commerce is a tremendous market opportunity for all telecommunications' companies, but some will benefit far more than others and, in the medium term, existing players will be challenged by new entrants and new technologies, so that continuous innovation will be vital.

For telecommunications' companies, there are two roles: all of them will want to offer physical infrastructure to carry e-commerce services and increasingly many of them will actually want to provide the online services themselves either directly or (more usually) with partners.

## **How can UNI make a difference?**

How can unions therefore make a difference in this new world of e-commerce? In a recent study conducted by the AFL-CIO, they have suggested that this can be best achieved by supporting workforce transition. There is the need for substantial public and private investments to help workers make the transition to the new economy. Along with income support and job search assistance, we need new training initiatives to equip workers with the skills they need to obtain the newly created jobs. Already there are serious shortages of skilled IT professionals, which has led to the German government to increase the number of visas it allows for the immigration of foreign IT specialists from 115,000 per year to 200,000.

Unions have taken the lead in new training initiatives. In 1996, the Communications Workers of America (CWA), representing 630,000 workers in the IT-producing industries, joined AT&T, Lucent Technologies and the International Brotherhood of Electrical Workers in forming the "The Alliance," a joint training trust which annually trains over 23,000 employees. CWA has also joined with Cisco Systems to provide hands-on-training for IT workers.

UNI can also continue to ensure that unions are part of the debate concerning the implications of e-commerce. Already UNI has participated in e-commerce forums conducted by the OECD, the United Nations and other such organisations, where the implications of e-commerce are being debated and international regulations are being formulated.

At these forums UNI has continued to argue for a place at the table where these issues are being debated. One consequence of this insistence by UNI to be part of the decision-making processes in these issues, is that the UNI General Secretary will be delivering a keynote address to the OECD Forum, Partnerships in the New Economy, to be held in Paris in June 2000. UNI will also be a keynote speaker at the OECD's e-commerce Forum to be held in late November 2000.

#### *Future Priorities for UNI:*

- ⇒ UNI and its affiliates should take action to ensure that organisations such as the OECD, the EU and the ILO and national governments study the implications of e-commerce and debate them with unions in order to develop worker friendly policies to cover such issues as:
  - ◆ Training and education
  - ◆ Cross border trading and its impact on consumer protection, taxation, tariffs etc.
  - ◆ Protection of copyright
  - ◆ Encouragement of regional development
- ⇒ UNI and its affiliates should demand a place at the table when there are discussions and decisions to be made on e-commerce issues.

## **Digital Divide**

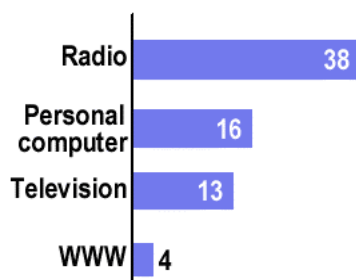
Traditionally, our notion of being connected to the communications networks has meant having a telephone. Today, increased use of computers and the Internet has changed that notion. To be connected today increasingly means to have access to telephones, computers, and the Internet. While these items may not be necessary for survival, arguably in today's emerging digital economy they are necessary for success. The dramatic growth of electronic commerce and the development of information technology (IT) industries are changing the way people work, communicate, purchase goods and obtain information.

Jobs in the new economy now more than ever require technical skills and familiarity with new technologies. Additionally, obtaining services and information increasingly requires access to the Internet. The changes in technology have taken place at a staggering rate, a rate that unions

generally have not reacted quickly enough to. This rate of technological change is dramatically illustrated by comparing how long various technologies have taken to find world-wide acceptance.

**How long before new technologies gain widespread acceptance?**

(years from inception to 50 million users)



A lack of access to the technology, the Internet and the skills has been labelled the "Digital Divide".

Herein lies a major problem for the world, workers and unions. As well as driving globalisation, the information revolution carries the risk of polarisation. The United Nations Human Development report, a major contribution to this debate, has said. "The network society is creating parallel communication systems: one for those with income and education; the other for those without connections, blocked by high barriers of time, cost and uncertainty and dependent on outdated information."<sup>20</sup>

The US, with less than 5 per cent of the world's population, has more computers than the rest of the world combined and is home to 26 per cent of the world's Internet users. South Asia, home to more than 20 per cent of the world's population, accounts for just 1 per cent of Internet users.

Region or country	Regional population (as a % of world population)	Internet users (as a % of Regional population)
United States	4.7	26.3
OECD (excl. United States)	14.1	6.9
Latin America and the Caribbean	6.8	0.8
South-East Asia and the Pacific	8.6	0.5
East Asia	22.2	0.4
Eastern Europe and the CIS	5.8	0.4
Arab States	4.5	0.2
Sub-Saharan Africa	9.7	0.1
South Asia	23.5	0.04
World	100	2.4

Source: United Nations Human Development Report 1999, United Nations, New York, <http://www.undp.org/hdro/report.html>

<sup>20</sup> United Nations Human Development Report 1999, United Nations, New York, <http://www.undp.org/hdro/report.html>

Full details of the world's connectivity is produced in the Tables in Appendix One.

The region or area where a person lives is not the only concern with the digital divide. Education, gender and language are also restricting factors adding to the width of the divide. The UN Human development report also found that the typical Internet user world-wide is male, under 35 years old, with a university education and high income, urban based and English speaking—a member of a very elite minority. English is used in almost 80 per cent of websites. Yet fewer than one in ten people world-wide speaks the language.

The digital divide is also a gender problem. The European Commission, in an analysis that it published in February 2000, found that only 25% of Internet users in the EU were women.<sup>21</sup>

The United States, as the most mature market in terms of the Internet, has therefore been subject to the most research into the Digital Divide. Many of the facts that are available are a reflection on the situation in the US. However that in itself is not such a handicap, considering that the US is also an extremely diverse society, with many different ethnic groups, very diverse urban and rural communities, indigenous people, and large gaps between rich and poor.

The US Department of Commerce, National Telecommunications and Information Administration (NTIA), has been investigating this matter for some time now and is advising the US Government on ways to alleviate the Digital Divide, or as they prefer to say, enhancing digital opportunities.<sup>22</sup>

They report that "information tools", such as the personal computer and the Internet, are increasingly critical to economic success and personal advancement. However, NTIA has found that there is still a significant "digital divide" separating American information "haves" and "have nots." Indeed, in many instances, the digital divide has widened in the last year.<sup>23</sup>

The NTIA found that Americans are more connected than ever before. Access to computers and the Internet has soared for people in all demographic groups and geographic locations. At the end of 1998, over 40 percent of American households owned computers, and one-quarter of all households had Internet access. Additionally, those who were less likely to have telephones (chiefly, young and minority households in rural areas) are now more likely to have phones at home.

Accompanying this good news, however, is the persistence of the digital divide between the information rich (such as Whites, Asians/Pacific Islanders, those with higher incomes, those more educated, and dual-parent households) and the information poor (such as those who are younger, those with lower incomes and education levels, certain minorities, and those in rural areas or central cities). The 1998 data reveal significant disparities, including the following:

- Households with incomes of \$75,000 and higher are more than twenty times more likely to have access to the Internet than those at the lowest income levels, and more than nine times as likely to have a computer at home.
- Whites are more likely to have access to the Internet from home than Blacks or Hispanics have from any location.

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<sup>21</sup> Financial Times, 8 February 2000

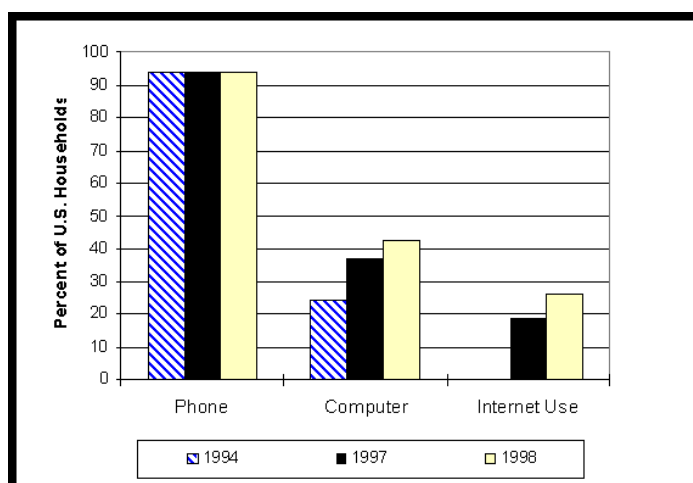
<sup>22</sup> Americans in the Information Age, Falling Through the Net, <http://digitaldividenetwork.org/research.adp>

<sup>23</sup> Falling Through the Net: Defining the Digital Divide, NTIA, December 1999

- Black and Hispanic households are approximately one-third as likely to have home Internet access as households of Asian/Pacific Islander descent, and roughly two-fifths as likely as White households are.

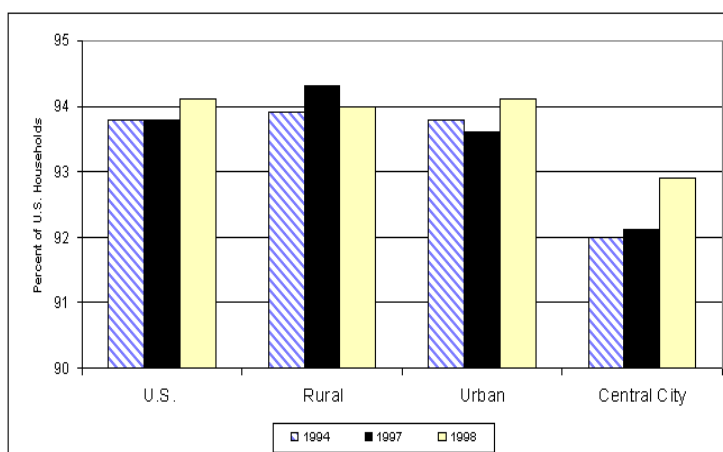
Regardless of income level, Americans living in rural areas are lagging behind in Internet access. Indeed, at the lowest income levels, those in urban areas are more than twice as likely to have Internet access than those earning the same income in rural areas.

### Percent of U.S. Households with a Telephone, Computer, and Internet Use



Source: NTIA, *Defining the Digital Divide*;  
[http://www.ntia.doc.gov/ntiahome/fttn99/FTTN\\_I/Chart-I-1.html](http://www.ntia.doc.gov/ntiahome/fttn99/FTTN_I/Chart-I-1.html)

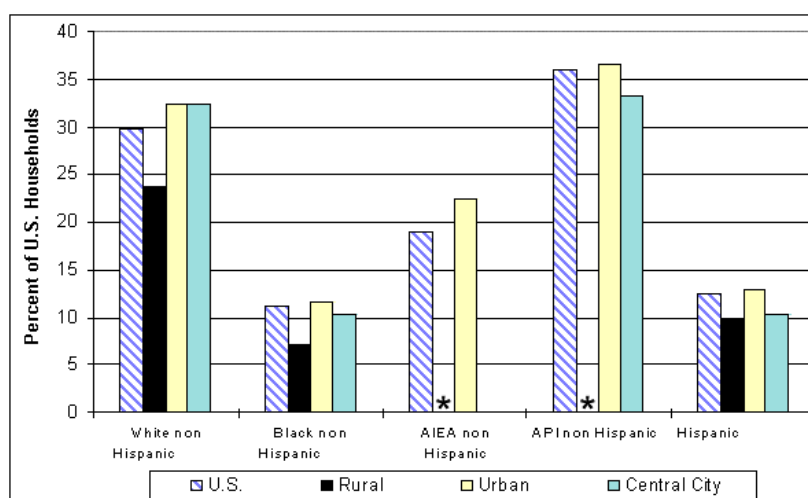
### Percent of U.S. Households with a Telephone By Rural, Urban, and Central City Areas



Source: NTIA, *Defining the Digital Divide*;  
[http://www.ntia.doc.gov/ntiahome/fttn99/FTTN\\_I/Chart-I-2.html](http://www.ntia.doc.gov/ntiahome/fttn99/FTTN_I/Chart-I-2.html)



## Percent of U.S. Households Using the Internet By Race/Origin, By U.S., Rural, Urban, and Central City Areas



Source: NTIA, *Defining the Digital Divide*;  
[http://www.ntia.doc.gov/ntiahome/ftn99/FTTN\\_I/Chart-I-22.html](http://www.ntia.doc.gov/ntiahome/ftn99/FTTN_I/Chart-I-22.html)

For many groups, the digital divide has widened as the information "haves" outpace the "have nots" in gaining access to electronic resources. The following gaps with regard to home Internet access are representative:

- The gaps between White and Hispanic households, and between White and Black households, are now approximately five percentage points larger than they were in 1997.
- The digital divides based on education and income levels have also increased in the last year alone. Between 1997 and 1998, the divide between those at the highest and lowest education levels increased 25 percent, and the divide between those at the highest and lowest income levels grew 29 percent.

In conclusion therefore, the NTIA study showed that in fact the number of Americans accessing the Internet has grown rapidly in the last year; yet, in the midst of this general expansion, the "digital divide continues to widen. The study showed that income level was the main factor determining whether people had Internet access.

This data supports the findings that one of the main factors in the digital divide in the United States, where access to good quality telecommunications services is reasonably easy, is the cost of computer equipment. The NTIA reports that if prices of computers and the Internet decline further, the divide may continue to narrow.

### How UNI can make a difference to the digital divide

The supply of equipment at a reasonable price is certainly one area of activity where UNI can have an effect and provide some positive leadership in the campaign to lower the digital divide

and to provide real opportunities for workers. UNI has been making investigations into how union members can access cheap or even free computer equipment. A number of high profile initiatives have been taken in this regard by employers and unions in the last twelve months. These include deals between Ford Motor Co., Delta Airlines and Intel and their unions and workers, whereby workers receive free PCs and Internet access for nominal sums of money. In Ford's case, \$5 per month. There are a number of schemes that UNI affiliates have been actively involved in, including the initiative taken by UNI's affiliates in Singapore through the National Trade Union Centre (NTUC) in conjunction with PeoplePC.

PeoplePC Inc., which offers low-cost computers and Internet access to individuals and groups, has agreed that it will supply 300,000 low-cost computers and Web access to the NTUC.

"We applaud the NTUC for having the vision to take action in placing computers in the homes of their membership," PeoplePC chief executive Nick Grouf said when announcing the deal.<sup>24</sup>

PeoplePC was also the company which has helped provide more than 450,000 home computer systems to employees at Ford Motor Co. and Delta Air Lines.

The NTUC said the deal would help its members broaden their skills in information technology, as well as gain Internet access and own personal computers at an affordable rate. While the country of Singapore enjoys one of the world's highest computer literacy rates -- currently 59 percent -- the NTUC said the bar should be raised even further to help Singapore prepare for the digital age.

NTUC members will pay a monthly subscription rate for which they would receive a branded computer with free Internet access (PeoplePC, has relationships with such suppliers as Compaq Computer Corp., Hewlett-Packard Co., Microsoft Corp. among others). The computers will be replaced every three years, and members will have access to a comprehensive service plan, including 24-hour technical support.

UNI should also be promoting the solutions being offered by the United Nations. One of these solutions has been a call by the United Nations Development Programme (UNDP) for a tax on information sent through the Internet, with the proceeds used to help provide expensive equipment in poor countries. With rapid growth of the Internet, a very small tax could still raise sums far in excess of the world's rich countries' official aid budgets.

Another area where unions have to make themselves part of the agenda and have to demand a seat at the table, is the ongoing debate into the digital divide and its solutions. Limited union reaction is one of the reasons that the cause of working people is being ignored in this debate. So far the debate has been controlled by corporations involved in the IT industry, such as Cisco and IBM, whose concerns are that there is a lack of skilled people for their industry. In fact the debate should be focussed on the training and development opportunities for all workers as the e-commerce and the e-business revolution hits their place of work.

The history of the technology revolution of the 90s is littered with redundant workers. Workers who have been laid off because it is cheaper and easier for corporations to lay off workers than to

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<sup>24</sup> Reuters, May 12 2000

retrain them and help them to integrate into the new technology society. These workers were invariably union members. Now they are unemployed, or working in service industries, usually without union membership.

The debate on this issue is widely covered in discussion fora scattered throughout the Internet in many different countries. These fora cover a range of language groups. UNI affiliates should be accessing these web sites, making their views known and capturing control of the debate. An example of one of these web sites is one supported by the US government, the Digital Divide Network. The Digital Divide Network (DDN) claims it tackles the growing gap between those who have access to technology and information skills and those who do not through a powerful knowledge network. It says that the purpose of the DDN is to enable and facilitate the sharing of ideas, information and creative solutions among industry partners, private foundations, non-profit organisations and governments. For the first time, information technology partners from diverse sectors of the industry are coming together to take on this critical societal issue.<sup>25</sup>

Yet not one of those partners is a trade union. The list reads like a who's who of the IT and telecoms industry, government and community organisations. Not a workers' group amongst them. This is just one example of the lack of participation in the digital divide debate by unions. There are countless others. Unions must take the high ground in this debate for the sake of their members and also as an initiative to organise the group of workers being disenfranchised from this technology and the e-revolution.

#### *Future Priorities for UNI:*

- ⇒ UNI will continue to make investigations into how union members can access cheap or even free computer equipment and Internet access with the objective of providing equipment to as many members of UNI affiliates as possible.
- ⇒ To assist in the elimination of the digital divide, UNI will promote, and will encourage affiliates to promote wherever possible the call by the United Nations Development Programme (UNDP) for a tax on information sent through the Internet, with the proceeds used to help provide expensive equipment in poor countries.
- ⇒ UNI and its affiliates will demand a place at the table when there are discussions and decisions to be made on the digital divide and its solutions.
- ⇒ Wherever possible UNI will participate in discussion fora on the Internet and in other instances, and take the high ground in the digital divide debate. UNI and its affiliates will demand to be part of the partnerships with society on this issue, such as that undertaken by the Digital Divide Network.

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<sup>25</sup> The Digital Divide Network, <http://digitaldividenetwork.org/>

## Call Centres, The New Economy Factories

The very rapid growth of call centres has been one of the most striking features of work life in many industrialised countries, with call centre work fast becoming the most prolific type of work in the world. The factories of the new economy.

It is predicted that 1.3% of Europe's working population will be employed in a call centre by 2002. According to technology analyst Datamonitor, it is growing at an annual rate of 30%, creating over 100,000 agent positions a year in Europe, such that call centre workers will outnumber teachers and farmers by 2002. It is also interesting to note that the UK alone has about 3,650 call centres employing 390,000 people, mainly women aged 20-30.<sup>26</sup>

The old, often comfortably chaotic nature of office life has been replaced with a new discipline in the workplace, imposed by the demands of the automated call distribution (ACD) technology. This technology can increase productivity in telephone call handling to an often astonishing degree.

This technology-induced efficiency however requires the human agents themselves to submit to a highly controlled work regime. In fact in a recent television programme on call centres broadcast in the United Kingdom, a call centre worker from Glasgow said, "*You feel like you are on a galley boat, being watched, answering calls every thirty seconds, monitored and told off if there are mistakes.*"<sup>27</sup>

All too often, staff working in call centres have poorer terms and conditions than those of their colleagues elsewhere in the parent company. This has been exaggerated by the trend in some countries away from collective bargaining towards the use of individual contracts.

A serious problem in call centres is the stress that workers are placed under. Six per cent of people working at call centres suffer from "serious psychiatric problems" - double the rate for the general working population - according to CBE, a training consulting company that surveyed 14,000 people in 6 UK call centres.

The CBE survey found that the monotonous nature of the work coupled with employees' lack of control over their work, produced severe levels of stress among call centre workers. "*You cannot turn human beings into machines, making their function little more than a production line of repetitive operations and still expect them to perform all the human and inter-personal skills required in customer service roles.*"<sup>28</sup>

In a recent report on call centres, completed for the UNI Finance Sector, the concerns for unions were highlighted. Call centres originated in the United States, and management techniques from North America have been exported to the rest of the world along with the ACD technology. This means that, regardless of the country or the industrial sector, many call centres have the same attributes.<sup>29</sup>

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<sup>26</sup> Call Centres in Europe, 2<sup>nd</sup> Edition, Datamonitor, May 1998, <http://www.datamonitor.com/>

<sup>27</sup> Channel 4 TV (UK), Special Report, broadcast 14 December 1999

<sup>28</sup> Jim Bennett of CBE, Financial Times, 11 May 2000

<sup>29</sup> Organising in financial call centres, UNI-Finance, Andrew Bibby, March 2000

Trade unions need to mould their organising techniques and methods to fit with the characteristics of call centre life. This involves putting forward an image and message which is relevant to call centre workers, working in a highly structured but apparently informal working environment. Unions also need to bear in mind that many will be younger workers with no previous union experience.

Certainly there are plenty of issues in call centres for UNI and its affiliates to develop organising strategies around for call centre workers. These issues include:

- Pay. The major problem over pay in call centres can be stated very simply: it is that pay is low.
- Hours of work and shift patterns. Flexible and part-time working patterns and working antisocial hours is an expectation of the job, but flexibility needs to be introduced by agreement, not management dictate.
- Employment status and rights. Workers may also suffer from exclusion from pension or social insurance provisions, poorer sick pay or less holiday entitlement. Employment status is also an organising issue with widespread use of agency staff and use of short-term contracts.
- Health and safety issues. These include ventilation, lighting and heating, ergonomic telephone and computer equipment, problems with the use of visual display units, noise at work, voice loss, work-related stress and bullying, employee safety, especially women working late at night.
- Surveillance, electronic monitoring and privacy.
- Training. Qualifications that are recognised and are portable, and the retraining to manage technological change.
- Equal employment opportunities.

UNI has already identified the need to organise call centres and has taken a number of steps to encourage and assist affiliates in this task. The recent UNI Call Centres International Organising Day, as reported in the e-campaigns section of this paper, is an example of this commitment by UNI.

Unions have also been using the Internet as an organising tool and a new on-line means of communication to talk directly to call centre staff. Some examples of this are:

- In New Zealand, the financial sector union FinSec has a dedicated web home page for call centre staff, which includes pay comparisons and health and safety information (<http://www.finsec.org.nz/campaigns.html>). FinSec promotes itself as "Your call centre union".
- FNV Bondgenoten in Holland also makes use of the web, to provide a series of pages of information for call centre workers, regardless of whether or not they are FNV members ([www.callcenters.fnv.nl](http://www.callcenters.fnv.nl)).

In the light of their experience of organising in call centres, a number of unions have developed codes of good practice for the sector. For example model guidelines for call centre working have been published by the HBV, DPG and IG Medien (Germany).<sup>30</sup>

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<sup>30</sup> Arbeiten im Call Center, HBV, Germany, 1999, <http://www.hbv.org/>

### *Future Priorities for UNI:*

- ⇒ UNI and its affiliates should put resources into recruiting and organising staff in call centres. In that regard UNI will work with affiliates to develop a call centres' organising strategy using the concerns and issues identified by the call centre staff themselves.
- ⇒ UNI will encourage affiliates to include in any call centres' organising strategy the need to organise and recruit agency and temporary staff.

## **Organising**

Clearly there are more and more workers that are finding themselves part of the new network economy. These workers are often not part of the established company and union structures that are based around "traditional economy" companies. They are invariably unorganised.

Data from the United States shows that the number of Internet related jobs in that country soared from 1.6 million to 2.3 million in the first quarter of 1999 alone. This has come about as new companies were created or others shifted employees to new assignments to take advantage of the Internet. Perhaps more staggering is the fact that only one in three companies that were surveyed to get this data existed in 1996.<sup>31</sup>

Although reliable data is not available, examples abound in any one of UNI's sectors and in the very heart of the "new economy". There are now a large number of new companies in the "new economy" that are largely unorganised. Vodaphone-Airtouch a mobile phone company with 42 million customers world-wide and which controls four of Europe's largest mobile operators, is also virtually unorganised and actively opposes union organisation. MCIWorldCom, the world's largest Internet backbone company, also actively opposes union organisation and is virtually unorganised. This is a challenge to UNI affiliates.

Other companies in the new network economy have also opposed union organisation, but efforts to recruit union members in these companies are now paying off with the CWA in the United States making some progress with the world's largest software company, Microsoft Corporation. (See page 29 for more details on this campaign). CWA President Morton Bahr said in a recent interview for *The Review*, the journal of with the UK union Connect, that "new economy workers don't respond to traditional ways of organising." The union may never act in a collective bargaining capacity for them. What the CWA has found, however, is that one third of IT workers would join a union, one third wouldn't, and one third want something that helps them in their career development. What has happened is that, like Connect, the CWA has had to find new ways to meet the needs of these people.<sup>32</sup>

Unfortunately there is very limited empirical data available with which we can identify the market share that unions have in the "new economy" and where we need to be concentrating our efforts.

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<sup>31</sup> Centre for Research in Electronic Commerce, University of Texas, <http://www.internetindicators.com>

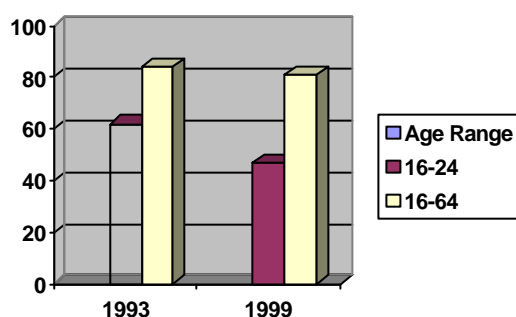
<sup>32</sup> *The Review*, Connect, February 2000

Anecdotal evidence exists and we are able to quote many examples such as those of the Vodaphone and the MCIWorldCom.

The data that is available shows that union membership in most industrialised nations has been declining. Even more alarmingly, it has been falling amongst young people. Young people are the union members of tomorrow yet it would appear that membership of unions amongst young people is falling. At least from Europe there is some data to support this assertion. A recent survey by the Swedish National Institute of Working Life shows that the number of young workers who have joined a union in Sweden is at a record low. Less than 50% of employees aged between 16-24 are currently members of a trade union.

While there was also a small drop in the union membership of all workers, the drop in young workers was the most significant. In 1993 the percentage of young workers who were union members was 62%, in just 6 years this has dropped 15 percentage points to 47%. At the same time the overall percentage of union members (for workers aged 16-64) has only dropped marginally from 84% to 81%.<sup>33</sup>

### Percentage of Workers Who Are Union Members, Sweden



Source: National Institute For Working Life, Sweden

There are perhaps some explanations for this drop in membership amongst young people. For example, the Swedish survey found that 50% of these young people lacked a permanent job, and that many of the jobs were part time. A further factor that was found was that many younger employees were working in the new IT and media companies, where there had been very little union organising efforts in Sweden. These factors should be extremely useful in determining future organising strategies.

However, in order to identify achievable organising targets and the market place that unions need to be aiming for, there is an urgent need for UNI and its affiliates to gather this data from which to base our future strategies. Therefore UNI and its affiliates must urgently develop projects to gather this data. UNI must seek the assistance of organisations such as the ILO to assist in these projects and UNI affiliates must be urged to participate to the maximum extent possible.

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<sup>33</sup> Has The Swedish Model Survived The Crises?, Anders Kjellberg, National Institute For Working Life, Norrköping, Sweden, March 2000

It is important, however, that there are no delays in the changes that need to be initiated in unions right now just because we do not have reliable data. We can certainly start from the basis of the general information and the facts that we already know.

*Future Priority for UNI:*

⇒ UNI and its affiliates should urgently develop a project to gather data on unions' organising levels in all of UNI's sectors, including information on factors affecting organising such as the number of young and women union members, part time work, permanent and temporary workers.

## **Unions Must Organise**

These changes and the need to organise are perhaps best summarised in the introduction to UNI's Organising Manual where it says that the concept of a job for life is changing. Workers have to face new forms of atypical work such as telework and different types of contracts as employers adopt more and more flexible resourcing policies. The major challenge for trade unions is how to organise these workers.

Organising new members is at the heart of building strong, viable and representative trade unions. There are many obstacles to organising, including both government repression and corporate hostility. The organising environment is also affected by changes in work and employment relationships, where many workers face growing insecurity and changing employment structures.

Trade unions need to share experiences, co-operate closely and find new and often innovative ways to meet these challenges.

New groups of workers have to be recruited, including women, young and migrant workers. Strategies need to be developed for workers in atypical employment, such as part-time, contract labour, and home work.

We need to change in many ways. For example, unions who have traditionally organised just one company – perhaps a state owned monopoly – must now organise across the whole industry. This means that we have to change the way we work, our traditional bargaining agendas, our organisation and our priorities if we are to succeed in this task.

In the past – for good reasons - we have concentrated mostly on servicing and bargaining for our traditional members in our traditional companies in traditional collective contract arrangements. We now have to concentrate on organising new workers in new companies and organising workers in a variety of contract arrangements. Developing an Organising Culture is the key to success. It is the means whereby we can continue to have an active role in the defence of the workers' rights, to raise standards of living of those workers and to contribute to create a better and fairer society.

As part of this change we have to look again at workers' expectations. We have to prove our worth to a new generation of workers. This means questioning long held beliefs and adopting a



much more open approach. We have to listen to these new workers, to understand their concerns and expectations and to show how unions can meet their needs. Only in this way can we hope to organise them. Unions must recognise that traditional collective bargaining is not the only way to respond to their members' interests. New approaches and new services may be necessary.

In short, if trade unions want to continue to maintain our influence, to continue to be strong and respected we have to modernise ourselves. We have to change the way we work to invest more in organisation and recruitment both in financial and human resources.

Organising has to be both a long-term commitment and everyday work. We cannot always expect results overnight. But we should not be discouraged by this fact – experience shows that organising work is a good investment for the future. We can help each other by co-operating and exchanging ideas and best practice.<sup>34</sup>

UNI affiliates, without a traditional organising culture, have also been debating these issues internally. One example is UNI's Australian affiliate, the Association of Professional Engineers, Scientists and Managers (APESMA).

In a major report commissioned by the Australian Council of Trade Unions (ACTU), APESMA's strategy is singled out for positive comment. The report acknowledges that approaches to recruitment vary, some relying on professional identity rather than workplace organisation and some having achieved excellence in delivering services tailored to the needs of their members.

The experience of APESMA supports this broad approach. Focus on organising will work for some. Provision of high quality member services embracing both industrial advice and lifestyle services are equally as important in marketing union membership for other organisations. For APESMA the challenge in growing its membership by over 4 per cent a year since 1992, has been to find the right blend of both.<sup>35</sup>

However, while the workers in the new economy are targets for organising campaigns, we have to be careful that we do not look too far into the world of the Internet and new technology for answers to all the organising problems that unions face in the new economy. Certainly the new economy provides unions with new tools and new opportunities to communicate simply and cheaply with workers, but in many companies it does not substitute for the hard grind of traditional organising techniques.

This was certainly borne out in a recent survey carried out by the UNI UK affiliate the Communications Managers Association (CMA). In their fifth annual survey the CMA found that as many as 80% of the members had been recruited either by a local union representative (47%) or by themselves taking the initiative (33%). Another 13% were recruited through a colleague. Only 1.1% attributed their recruitment to mail advertising by the union or to a union leaflet, although 2.5% were recruited through a union recruitment action day. Significantly for recruitment activities, 75% said they would be prepared to recommend the union to colleagues.<sup>36</sup>

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<sup>34</sup> UNI Organising Manual, <http://194.209.82.11/orgtitle.htm>

<sup>35</sup> ACTU Blueprint For Membership Growth, By Bruce Nadenbousch, Director Industrial Relations, ACTU, October 1999, <http://www.actu.asn.au>

<sup>36</sup> CMA News, February 2000

What is absolutely certain however is that the Internet and e-mail provides great opportunities to organise, to campaign, to allow unions to participate in solidarity actions, to lower their costs and to provide a wide range of online services to members.

#### *Future Priorities for UNI:*

- ⇒ UNI will make it its absolute priority to work with affiliates and to devote as many resources as possible, to develop a culture of union organising throughout the whole of UNI.
- ⇒ UNI will work with affiliates to enhance the power and influence of the union movement through organising. UNI will work with affiliates through the sectors and regions to build a strong and representative trade union movement.
- ⇒ UNI will work with affiliates to assist them to investigate and develop new services and find new ways to assist union members facing new work methods, new types of contracts and new bargaining situations.

## **UNI and Organising**

UNI cannot do the organising itself, that must be done by affiliates and their members. What UNI can do, however, is initiate an organising strategy that puts in place infrastructures, stimulates debate, encourages the sharing of best practice between affiliates, directs potential members to a UNI affiliate and co-ordinates international organising campaigns.

While the conference that this paper is first to be presented to, the UNI Conference on Organising in the Network Economy, to be held in Edinburgh, July 2000, will be the catalyst to developing a comprehensive UNI Organising Strategy, UNI already has in place some organising strategies.

As indicated earlier, UNI has developed and is using an "Organising Manual". This manual is available on UNI's web page for the use of all affiliates. The manual has been designed as a guide to affiliates on how best to approach organising. It includes information on what exactly organising means, what resources are needed, identifying organising targets, setting up an organising campaign, using project management tools to improve recruitment, recruitment training, effective publicity, and avoiding common organising mistakes. This is already a useful resource that is being utilised by many affiliates.

UNI can also assist unions to share the experiences of affiliates with successful organising strategies. For example, the strategy that the CWU Ireland has been successfully using in organising motorcycle couriers. This group of workers was at one time scorned by postal workers as their competition, but was in reality fellow workers in the delivery industry. While the CWU are not bargaining collective contracts for them, they have been organising motorcycle insurance at a cheap rate, and arranging a type of buyers co-operative for motor cycle parts. Some may say that the union has become in effect an owner/operators' association. None the less they have been servicing the employment related needs of these workers, while at the same time they have been organising them collectively.

UNI Sectors, Professional Groups and Regions will also be developing organising strategies to meet the specific needs of their particular sector or region. All UNI Sectors will therefore be ensuring that organising is a priority in all of their activities.

UNI can also target its education programme to meet the needs of the sectors and the regions. For example the UNI Trade Union Development Programme is already focussed in many regions on supporting the training of union officials in organising activities and in developing new union services and strategies. UNI will continue to focus the Trade Union Development Programme on these matters and to ensuring that donor organisations understand and support these programmes.

Wherever possible UNI can also assist affiliates to be able to utilise the new tools that are available with the Internet and other Information Technologies. In that regard The Trade Union Development Programme should try and target the training that is available to affiliates to include these topics.

Another aspect of the globalisation of work is the mobility of workers. We are seeing many more workers crossing borders to carry out their work. At present the UNI Professional & Managerial Staff have developed a programme called the UNI Passport. This programme allows union members to carry their union membership with them as a UNI Passport so that wherever they may be working in the world, if there is a UNI P&MS union, then they will be able to get help and assistance on employment matters. The concept of the UNI Passport is another service that UNI is operating to assist UNI affiliates in organising workers in the "New Network Economy".

UNI can also be at the forefront of the campaign to ensure there is freedom of expression and union recognition. It can also lead campaigns at the World Trade Organisation (WTO) and the World Bank and other such organisations with so much influence in today's new network economy, to ensure there is union involvement in all their projects. UNI can work with affiliates to put in place codes of conduct and protocols and insist that multinational corporations recognise unions and allow them to undertake organising activities wherever they may operate.

In other words, UNI will be working to ensure that wherever there is a job then there is a right to join a union.

#### *Future Priorities for UNI:*

- ⇒ UNI will initiate and implement an organising strategy that puts in place infrastructures, stimulates debate, encourages the sharing of best practice between affiliates, directs potential members to a UNI affiliate and co-ordinates international organising campaigns.
- ⇒ UNI and its regional organisations will incorporate the issue of organising in all regional, sector, inter-professional and educational activities, encouraging exchanges of information and experiences between affiliates and offering assistance and advice where relevant. This initiative will include the organisation of regional and sector meetings, seminars and projects to assist unions to share the best practices and the experiences of affiliates on the specific theme of organising. All UNI sectors, regions and inter-professional groups will therefore ensure that organising is a priority in all of their activities.

- ⇒ UNI will update and assist sectors and regions to customise the UNI Organising Manual. UNI will also consider ways of sharing this resource with sectors, regions and affiliates including developing printed and CD-ROM versions.
- ⇒ UNI will target its education programme to meet the needs of the sectors and the regions to support the training of union officials in organising activities and in developing new union services and strategies. UNI will continue to focus the Trade Union Development Programme on these matters and to ensure that donor organisations understand and support these programmes.
- ⇒ UNI will support and further develop the concept of the UNI Passport so that wherever UNI union members may be working in the world, if there is a UNI union, then they will be able to get help and assistance on employment matters.
- ⇒ UNI will work to ensure that wherever there is a job then there is a right to join a union. To achieve this objective UNI will:
  - be at the forefront of the campaign to ensure there is freedom of expression and union recognition. In that regard UNI will lead campaigns at the World Trade Organisation (WTO) and the World Bank and other such organisations to ensure that there is recognition of labour rights in all trade and other agreements.
  - work with affiliates, UNI Multinational Alliances, global and regional works councils and organisations such as the ILO and the OECD to put in place codes of conduct and protocols so that multinational corporations recognise unions and allow them to undertake organising activities wherever they may operate.
- ⇒ UNI will give special priority to developing organising strategies to deal with the concerns of youth, women, part time and temporary workers. In that regard the UNI Youth and Women's Committees will concentrate on organising issues.
- ⇒ UNI will assist affiliates to utilise the new tools that are available with the Internet and other Information Technologies.

## **The Internet: A Great New Tool for Unions**

The Internet is still in its infancy. However unions have already started to use the exciting new tool in a variety of different ways.

Already UNI and many affiliates are utilising e-commerce for day to day functions. For example this is how UNI is using the Internet:

- Provides on line access to a number of databases containing information and documentation for the UNI Executive Boards and for affiliates.
- E-mail communications is becoming the preferred method of communications ensuring rapid responses to such issues as solidarity actions.
- A comprehensive web page for news, information sharing, co-ordination of solidarity actions, publication of research material and links to affiliates and other appropriate sites.

- Cyber pickets and other solidarity actions utilising e-mail and the UNI web page

## Using the Internet as an Organising Tool

A number of UNI affiliates have been using the Internet as an organising tool. Either as a tool to contact potential members regardless of which industry they may be in, or as a tool to contact potential members in the Internet industry itself.

One of the more mature examples of organising new economy workers using the Internet is the CWA's WashTech Alliance.<sup>37</sup> The Washington Alliance of Technology Workers, known as WashTech, is a grouping of IT workers, that started originally in Washington State (the home of Microsoft) as an alliance of workers employed (usually under contract) in the computer and software companies that are based there.



*WashTech's Home page on the Internet*

WashTech's objectives are:

- a voice for high-tech workers
- working to obtain sick pay, holiday pay, medical coverage
- education on trade union rights
- provision of low-cost professional training and classes
- career advice, contract negotiating
- operation of a non-profit employment agency

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<sup>37</sup> Washtech, <http://www.washtech.org/index.php3>

All these objectives have been tackled using their web page and their presence on the Internet as the main tool. This has been backed up by other actions such as:

- leaflets distributed at Microsoft's workers bus stops
- e-mail newsletter (subscription)
- regular e-mails to programmers etc.
- organising forums for high-tech workers

Reports from WashTech's members on how they have benefited from the WashTech Alliance can be found in Appendix Two.

As reported earlier in this paper, the Australian union APESMA has taken a similar approach. Their approach has been that their members are not only interested in collective contracts but services that the union can provide for career development, training and employment opportunities. In a recent report to members they have said that "Collective action for us is important but so too is empowerment through education and the provision of information. This is backed by an extensive range of non-industrial, career assisting and life-style services."<sup>38</sup>

In order to achieve this APESMA makes extensive use of the Internet. The services which they provide, and which can all be accessed over the Internet are:

- Salary surveys
- Their own law firm providing employment related legal services
- Member networks
- An employment agency
- Non employment legal services
- MBA study programmes
- Accountancy services
- A regular updated web page with links to all the union's services

Notable in the range of services that both WashTech and APESMA provide is an employment service. This is also an extremely valuable service that has proved invaluable in the organising efforts of the UK based union Connect. Connect has direct links to its OPUS II employment agency from its web page. Members who are looking for a job in the IT and telecommunications industries can register direct with OPUS II by filling in a registration form online. The person is then matched with OPUS II's database of jobs and is given the contact details of the company concerned. Jobs are also advertised on Connect's web page. Members can also use other OPUS II services such as help and advice with their CV.<sup>39</sup>

Another example of an online organising effort is the Alliance@IBM. This is another US based Internet organising effort assisted by the CWA<sup>40</sup>.

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<sup>38</sup> Professional Update, October 1999. The Association of Professional Engineers, Scientists and Managers, Australia (APESMA), <http://www.apesma.asn.au>

<sup>39</sup> Connect, <http://www.connectuk.org>

<sup>40</sup> Alliance@IBM, <http://www.endicottalliance.org/>



In their own words, *"the Alliance@IBM is made up of career-minded IBM employees who are concerned about our future. We are concerned about recent actions which undermined the retirement security of tens of thousands of IBM's most devoted employees. Over the last several years, we watched as management made reductions in other benefits. It sharply increased our healthcare costs and it excluded many of us from getting paid for overtime. We formed Alliance@IBM to restore policies that value us for our contributions. We are committed to IBM's success, but we are also stakeholders in IBM and we deserve a voice in shaping policies that affect our pensions, healthcare benefits, and livelihood.*

*We have affiliated with the Communications Workers of America, which is supporting our cause. Our leaders will be elected by IBM employees who belong to the Alliance."*

The objectives of the Alliance are:

- to advocate pension protections.
- to build support for collective bargaining,
- to gain professional assistance,
- because collective action works.

*Future Priority for UNI:*

- ⇒ UNI will assist affiliates to utilise the new tools provided by the Internet for organising. In that regard UNI will:
  - Maintain links to affiliates and other appropriate sites for union organising
  - Highlight best practice in respect of online organising
  - Continue to develop its web based databases and research information
  - Investigate the provision of web based services that can assist affiliates to attract union members, such as online employment services, insurance, banking services, purchasing, travel, etc.

- Develop further the use of Cyber pickets and other solidarity actions utilising e-mail and the UNI web page

## Joining a union online

Unions are now also using the Internet as a tool for members to easily and quickly join the union. Potential members can fill in an application form to join the union direct from the union's web page and submit it online. This is an organising activity that UNI can participate in up front.

UNI is developing a "Join A Union Web Page". This is a page where the potential union member can find a union, and then join it online. If there is no union immediately available online, where they can fill in a form for immediate forwarding by UNI to the appropriate UNI affiliate.

*Future Priority for UNI:*

- ⇒ UNI in conjunction with affiliates, will develop a "Join A Union Web Page" where the potential union member can find a union, and then join it online, or make an application to join a union.

## Teleworkers and Virtual Union Branches

The UNI affiliate in Ireland, the Communication Workers Union (CWU), has established a "virtual" union branch. The main objective with this branch has been to become a vehicle for the union to have contact with members who telework and who have no fixed place of work. In Ireland, as in many other parts of the world where the Internet has become a preferred, and in many cases a necessary way of working for many people, there are now many thousands of teleworkers.

In fact millions of people world-wide "telecommute," doing office work at home on a personal computer, according to the International Telework Association and Council. And while the growth of home-based work has occurred largely in the office-working, white-collar sector, the trend has begun to spill over into the industrial and services blue-collar sector.

Once again we look to the US for examples. In 1999, according to the Telework America survey, there were 19.6 million full-time workers in the American workforce. By the year 2001, analysts estimate there will be between 60 and 110 million full and part-time teleworkers.<sup>41</sup>

The CWU, in recognising this and the difficulties these workers encounter, has established its virtual branch so that these workers can be in contact with the union, where they can interact with each other and share their concerns and problems, and where they can talk online to a union official about these issues.<sup>42</sup>

Other examples of virtual branches could also be considered to be the two previous examples that we have provided in another context in this paper, being WashTech and the Alliance@IBM.

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<sup>41</sup> News Alert, 23 February 200; <http://www.newsalert.com>

<sup>42</sup> CWU, Ireland, <http://www.cwu.ie/may00/about.htm>



*Future Priority For UNI:*

- ⇒ UNI will publicise the concept of virtual union branches and other facilities for teleworkers, and will assist affiliates to establish virtual branches.

## Unions and e-mail

E-mail is becoming a preferred method of communication for many organisations including unions. It is cheap, efficient and, above all, extremely fast. It sends information instantly and retains its formatting and presentation.

It can be a very inexpensive way of getting the same message to thousands of people at the same time. It is also a good way to get right into peoples homes and to their actual work places without even having the problems of gaining the right of entry into a building. In a modern organising culture, the first thing an organiser does is try and gain lists of workers' e-mail addresses. This is one the most valuable resources that an organiser can have.

While it is essential to the modern organising programme that there is e-mail communication between workers and unions, it is also essential that that communication is secure and private.

- Privacy. The information being transmitted cannot be read by unauthorised parties.
- Integrity. The form and content of the message have not been altered.
- Authentication. The union must be sure that they are in fact communicating with the intended party.

Another difficulty can be that companies are learning to block e-mails from "unwanted" sources.

E-mails can be used to cheaply and regularly send news and information to members. UNI already provides this service with the UNInet.news, a monthly (soon to become fortnightly e-mail of the latest news and information from UNI. This is also posted on the UNI web page.<sup>43</sup>

Another example of the use of e-mails as organising tools can be seen with the regular E-Memo for Alliance@IBM activists produced by the CWA's Alliance@IBM. An example of this E-memo can be found in Appendix Three.

However, at the present time only just over 50% of UNI affiliates have e-mail access. Therefore in order to be able to fully utilise this means of communication, both for UNI to be able to get e-mail messages to affiliates, and for affiliates to be able to use the power of e-mail, it is essential that an urgent programme be put in place to get all UNI affiliates online for e-mail.

Some affiliates have already approached UNI with proposals for assistance in projects that they have underway to try and implement a programme of computerisation and connection to the Internet and consequently e-mail access. For example, the National Union of Government & Federated Workers of Trinidad & Tobago has sought the assistance of UNI in a development programme that will see them:

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<sup>43</sup> UNInet.news, [http://www.union-network.org/Unisite/News\\_Info/NetNews/uni\\_net\\_news.htm](http://www.union-network.org/Unisite/News_Info/NetNews/uni_net_news.htm)

- Launch a web page
- Improve their visual image
- Establish a Local Area Network (LAN) to share information inside the union
- Develop union publicity and resource material
- Expand their uses of new technology

These are all important objectives for a union that wishes to develop its capabilities and organising ability in the new network economy, a union such as the National Union of Government & Federated Workers can only achieve these aims with some form of assistance.

UNI is therefore proposing to proceed with a major campaign with the objective of having all UNI affiliates with online e-mail ability by the First UNI World Conference, in Berlin in 2001.

In that regard the following is the proposed three point plan of action in the proposed UNI Campaign.

1. Analysis of the current situation
  - UNI regional staff will make assessments for their region
  - UNI will investigate other successful e-mail implementations and setups and develop a plan of action
2. Fund raising phase
  - UNI will create a budget and investigate fund raising possibilities
3. Implementation phase
  - A plan of action for the provision of hardware, and software
  - Investigate and establish alliances with phone companies and ISPs
  - Training

There are a large number of possibilities that will need to be investigated in the UNI Connect Affiliates by E-mail Campaign. These include the use of UNI Regional Liaison Councils and groups of affiliates in the same or similar locations sharing some of the facilities.

*Future Priority For UNI:*

- ⇒ UNI will develop an action plan for a major campaign with the objective of having all UNI affiliates with online e-mail ability by the First UNI World Conference, in Berlin in 2001.

## **E-Campaigns**

The instant access and speed with which communications and information dissemination works on the Internet has meant that e-campaigns will become an essential weapon in the arsenal of trade unions in their struggle for equality and fairness for workers. Already UNI has been part of some exciting and very successful e-campaigns.

E-campaigns that UNI has been involved in have mostly been concerned with solidarity actions, but there have also been campaigns to reach workers associated with the new economy such as call centre workers. We have previously mentioned the campaign that was originally started as the IBM Alliance and has now lead to that Alliance being a virtual branch, conducting most of its

activities online. The possibilities for these e-campaigns to assist unions in their organising efforts is almost limitless.

We will concentrate though on four different examples of e-campaigns. The first two fall into the category of online campaigns and the second two in the solidarity category.

The first example is one of UNI's first actions. This action was actually taken prior to the final merger date of the four organisations that make up UNI. This was the 1999 call centres campaign. This extremely successful campaign was designed to assist unions throughout the world to focus their organising efforts on call centres. For some industries call centres are a new and expanding way of working. The problems for unions and workers in call centres are many. Another feature of call centres is that employers have often tried to avoid union participation.



Therefore UNI's founding partners developed an international call centre organising action day. All the documentation, logos and artwork associated with the campaign was posted on the web for affiliates to download and use. An Internet discussion forum was established and potential union members were able to access an Internet site where they could contact unions and voice their concerns about their work environment.

The campaign was a huge success with more than fifty unions from all the continents with countries ranging from Argentine to Australia, combining their efforts on the day.

If affiliates wish to view the campaign web pages, they can still be accessed from UNI's web site at the following address: <http://194.209.82.10/Call%20centres/callcent.htm>



The second example was an international action day organised by the UNI Ameritech Multinational Alliance. This Alliance used a day to highlight the problems that workers were having throughout the company with working time. The whole campaign and action day was conducted entirely on the Internet with information on the actions being taken in each country posted on the Internet. There were also links to information and advice for workers on working time and also an open discussion forum monitored by trade union experts to air their concerns on working time.

The second type of campaign is the solidarity or cyber picket campaign. One of the most successful examples (although the dispute still continues) is the Calgary Herald solidarity campaign that is being conducted by UNI's Canadian affiliate the Communication Paper and Energy Workers Union (CEP).

The CEP and other unions have been in dispute with the owners of the Calgary Herald, trying to settle a collective contract. These unions have developed a cyber picket that they have been urging people to join. Many UNI affiliates and members have done so. The cyber picket sends messages to all people who have registered on the picket with updates on the dispute, suggestions for actions they can take to assist in the dispute. They also initiate "click 'n send" messages, whereby people only need to click on a link, add their signature and an e-mail protest or support message is automatically sent.

This has been an extremely useful method for getting fast and instant reaction to the issues that have been coming up during the dispute.

UNI has been maintaining a database of information and access to the cyber picket on its web page at the following address:

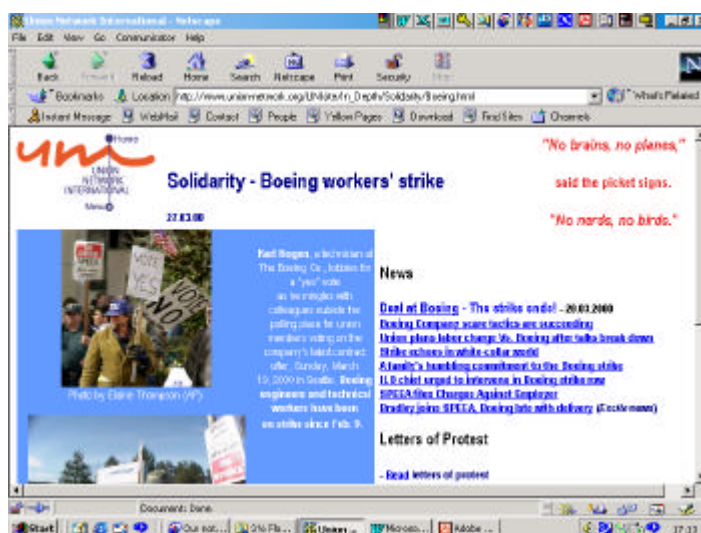
[http://www.union-network.org/UNIsite/In\\_Depth/Solidarity/Solidarity.html](http://www.union-network.org/UNIsite/In_Depth/Solidarity/Solidarity.html)

(This address is the address where all UNI's solidarity actions are co-ordinated and publicised on the Web)

People can join the Calgary Herald cyber picket by going to the following web page: <http://www.heraldunion.com>

A second solidarity action that UNI successfully took part in was the action associated with the workers who were on strike in March at Boeing plants throughout the United States. Both of the unions involved, the SPEEA and the IFPTE and UNI made extensive use of the Internet to get information to striking workers, to publish information for journalists and to gain the public support that was an essential part of bringing this dispute to a successful conclusion.

As soon as UNI was advised that the Boeing workers were to go on strike, a UNI web page was established for the strike with links to the web pages of the unions concerned. Literally thousands of hits came into UNI's web page in the first few days of the strike as the strikers and the news media sought news of the dispute and went to see the solidarity messages that were flooding in to UNI.



The web was used to advertise meetings, pickets, and stories that gave the dispute a whole new emphasis every time the Boeing Company tried to issue some new propaganda message. The power of being able to get the real and factual information to the strikers cannot be underestimated as the company tried to scare and intimidate the workers into giving up their strike action.

UNI's web page on this strike is still able to be viewed at the following web address:  
[http://www.union-network.org/UNISite/In\\_Depth/Solidarity/Boeing.html](http://www.union-network.org/UNISite/In_Depth/Solidarity/Boeing.html)

*Future Priorities for UNI:*

- ⇒ UNI will further develop the concept of e-campaigns and will share its experiences with all UNI affiliates. UNI will publicise the UNI e-campaigns and solidarity web pages and will encourage affiliates to use the UNI web page to publicise their campaigns, solidarity actions and disputes.
  
- ⇒ UNI will investigate the possibility of extending the cyber picket concept and will investigate ways to make the "click' n send" protests and solidarity messages more effective and useful for affiliates.

## Appendix One

### Penetration of Telecommunications and the Internet

HDI Rank	COUNTRY	MAIN TELEPHONE LINES		TELEVISIONS		FAX MACHINES		PERSONAL COMPUTERS		INTERNET HOSTS
		Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people
		1996	1996	1996	1996	1996	1996	1996	1996	1998
HIGH		502	132	595	123	44.6	395	204.5	254	34.50
1	Canada	602	118	709b	124b	26.7	267	243.6	270	53.50
2	Norway	555	114	569	140	..	..	284.5	..	71.80
3	United States	640	125	806b	110b	64.6b	334b	362.4	178	88.90
4	Japan	489	113	700	117	113.7	210	128.0	221	11.00
5	Belgium	465	121	464b	106b	18.7	271	167.3	194	16.00
6	Sweden	682	103	476b	105b	50.9	265	214.9	193	35.10
7	Australia	519	122	666	137	26.3b	170b	311.3	223	42.70
8	Netherlands	543	121	495b	106b	32.3b	200b	232.0	257	34.60
9	Iceland	576	119	447b	148b	..	..	205.4b	550b	78.70
10	United Kingdom	528	121	612b	144b	30.8b	240b	192.6	238	23.30
11	France	564	117	598b	114b	32.7b	328b	150.7	220	7.87
12	Switzerland	640	115	493	128	29.2	249	408.5	..	27.90
13	Finland	549	105	605	126	34.9	239	195.2	200	108.00
14	Germany	538	138	493	106	22.0	259	233.2	292	14.90
15	Denmark	618	112	533b	102b	47.6b	250b	304.1	271	17.90
16	Austria	469	117	496	110	35.4b	335b	148.9	251	18.40
17	Luxembourg	592	133	628	196	36.3	429	..	..	16.60
18	New Zealand	499	121	517	123	18.1b	232b	266.1	..	49.70
19	Italy	440	113	436b	103b	31.4b	1,056b	92.3	252	5.75
20	Ireland	395	141	469	161	..	..	170.4	161	12.80
21	Spain	392	122	509	129	17.8	485	94.2	336	6.26
22	Singapore	513	148	361	107	29.6	271	216.8	..	15.10
23	Israel	441	156	300b	139b	24.7b	400b	116.3	..	14.20
24	Hong Kong,	547	139	388	158	49.8	283	150.5	..	20.50
25	Brunei Darussalam	263	225	417	202	7.0b	175b	..	..	2.41

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		Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people
		1996	1996	1996	1996	1996	1996	1996	1996	1998
26	Cyprus	485	149	146	105	..	..	40.9b	600b	5.89
27	Greece	509	135	442b	235b	3.8	435	35.3	211	3.89
28	Portugal	375	157	367	201	5.0b	476b	67.4	261	4.74
29	Barbados	370	134	287b	110b	6.8b	137b	57.5b	..	5.44
30	Korea, Rep. of	430	148	326	165	8.9b	174b	131.7	376	4.27
31	Bahamas	315	128	233b	114b	..	..	..	..	1.96
32	Malta	483	141	497	71	16.0	412	80.6b	600b	3.00
33	Slovenia	333	157	375b	..	8.9	452	47.8b	..	9.85
34	Chile	156	261	277	148	1.8b	439b	45.1	433	2.07
35	Kuwait	232	118	373b	109b	23.7	..	74.1	1,389	3.98
36	Czech Republic	273	174	406b	..	7.7	1,746	67.9	..	6.73
37	Bahrain	241	154	429	124	10.6	226	66.8	..	0.62
38	Antigua and Barbuda	423	175	412b	117b	12.9	243	..	..	3.69
39	Argentina	174	198	345b	148b	1.7	400	34.1	..	1.75
40	Uruguay	209	161	305b	81b	3.5b	..	22.0b	..	5.02
41	Qatar	239	145	538	158	18.6	1,095	62.7	..	0.09
42	Slovakia	232	175	384	..	10.3	2,203	186.1	..	2.65
43	United Arab Emirates	308	186	282	386	18.8	289	66.7	..	6.07
44	Poland	169	198	418	144	1.4b	944b	36.2	560	2.57
45	Costa Rica	155	187	221	121	..	..	..	..	0.85

a. Data refer to change in total value. b. Data refer to 1995.

Data sources: Columns 3–10: ITU 1997; column 11: Network Wizards 1998a.

Source: United Nations Human Development Report, 1999; <http://www.undp.org/hdro/report.html>

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		1996	1996	1996	1996	1996	1996	1996	1996	1998
MEDIUM		54	432	182	200	0.7	1,167	7.2	..	0.24
46	Trinidad	168	133	318b	107b	1.6	116	19.2b	..	3.13
47	Hungary	261	267	442b	105b	4.4b	464b	44.1	..	8.20
48	Venezuela	117	179	180b	125b	1.1b	..	21.1	..	0.63
49	Panama	122	151	229b	153b	..	..	..	..	0.86
50	Mexico	95	165	193b	143b	2.4b	367b	29.0	..	0.92
51	Saint Kitts and Nevis	382	161	244b	111b	11.0	..	..	..	0.17
52	Grenada	243	159	..	..	2.7	180	..	..	0.14
53	Dominica	264	161	183	260	5.6	180	..	..	1.23
54	Estonia	299	137	449	122	8.8b	..	6.7b	..	13.20
55	Croatia	309	169	267	117	10.1	1,363	20.9	..	1.34
56	Malaysia	183	238	228	178	5.0b	250b	42.8	..	2.09
57	Colombia	118	192	185	192	3.6	402	23.3	..	0.52
58	Cuba	32	106	199	100	..	..	..	..	0.01
59	Mauritius	162	331	219b	138b	22.0	..	31.9b	900b	0.34
60	Belarus	208	135	292b	109b	0.9b	..	..	..	0.07
61	Fiji	88	165	94	682	3.8b	198b	..	..	0.17
62	Lithuania	268	127	376	107	1.5	..	6.5b	..	2.87
63	Bulgaria	313	122	361	136	1.8b	..	29.8b	..	0.81
64	Suriname	132	155	208	164	1.9	400	..	..	0.34
65	Libyan Arab Jamahiriya	68	173	143	178	..	..	..	..	(.)
66	Seychelles	196	171	191	290	8.5	235	..	..	0.60
67	Thailand	70	317	167	169	2.1	1,977	16.7	..	0.03
68	Romania	140	134	226	113	0.9b	519b	5.3b	1,200b	0.62



## Appendix One

### Penetration of Telecommunications and the Internet

HDI Rank	COUNTRY	MAIN TELEPHONE LINES		TELEVISIONS		FAX MACHINES		PERSONAL COMPUTERS		INTERNET HOSTS
		Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people
		1996	1996	1996	1996	1996	1996	1996	1996	1998
69	Lebanon	149	154	355	123	..	..	24.3	..	0.46
70	Samoa	..	50	201	45	121	..	..	..	..
71	Russian Federation	175	125	386	106	0.4	..	23.7	..	1.05
72	Ecuador	73	175	148b	193b	..	..	3.9b	..	0.21
73	Macedonia,	..	170	129	170b	..	1.2	..	..	..
74	Latvia	298	119	598	151	0.3b	..	7.9b	..	3.40
75	Saint Vincent and the Grenadines	171	148	234b	173b	13.3	..	..	..	0.03
76	Kazakhstan	116	144	275b	97b	0.2	..	..	..	0.14
77	Philippines	25	293	125	300	0.7b	500b	9.3	670	0.21
78	Saudi Arabia	106	162	263b	118b	8.4b	556b	37.2	184	0.01
79	Brazil	96	161	289	148	2.2	389	18.4	..	1.04
80	Peru	60	254	142	163	0.6b	827b	5.9b	..	0.15
81	Saint Lucia	235	199	301b	200b	..	..	..	..	0.25
82	Jamaica	142	335	326	254	..	..	4.6	..	0.67
83	Belize	133	171	180	129	..	..	27.8b	..	2.26
84	Paraguay	36	157	144b	323b	..	..	..	..	0.15
85	Georgia	105	105	474b	232b	..	..	..	..	0.26
86	Turkey	224	208	309	152	1.6	311	13.8	440	0.54
87	Armenia	154	103	217b	109b	..	..	..	..	0.16
88	Dominican Republic	83	195	84	113	0.3	..	..	..	0.63
89	Oman	86	189	591	118	2.5	419	10.9	833	0.30
90	Sri Lanka	14	210	82	250	..	..	3.3	2,000	0.04
91	Ukraine	181	131	341	103	(.)	..	5.6b	..	0.43

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		Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people
		1996	1996	1996	1996	1996	1996	1996	1996	1998
92	Uzbekistan	67	109	190b	118b	..	..	..	..	0.01
93	Maldives	63	265	39	197	14.3b	1,489b	12.3b	..	0.34
94	Jordan	60	136	..	..	7.3b	..	7.2	..	0.10
95	Iran, Islamic Rep. of	95	265	164	276	..	..	32.7	..	(.)
96	Turkmenistan	74	154	163b	105b	..	..	..	..	0.07
97	Kyrgyzstan	75	109	..	..	..	..	..	..	0.04
98	China	45	802	252	172	0.2b	688b	3.0	..	0.02
99	Guyana	60	386	42b	117b	..	..	..	..	0.09
100	Albania	17	160	161	211	..	..	..	..	0.03
101	South Africa	100	128	123	141	2.4b	..	37.7	..	3.82
102	Tunisia	64	193	156b	215b	3.1	1,120	6.7b	286b	0.01
103	Azerbaijan	85	104	212	114	..	..	..	..	0.04
104	Moldova, Rep. of	140	128	307	100	0.1	1,620	2.6	..	0.15
105	Indonesia	21	393	232	435	0.4b	567b	4.8	..	0.10
106	Cape Verde	64	306	45	1,800	2.5	..	..	..	(.)
107	El Salvador	56	260	250	305	..	..	..	..	0.02
108	Tajikistan	42	103	279	165	0.3	..	..	..	0.01
109	Algeria	44	161	68	115	0.2	388	3.4	400	(.)
110	Viet Nam	16	1,204	180	519	0.3	3,960	3.3	..	(.)
111	Syrian Arab Republic	82	242	91b	176b	1.4	..	1.4	..	(.)
112	Bolivia	43	178	202b	200b	..	..	..	..	0.09
113	Swaziland	22	151	96b	600b	1.3	352	..	..	0.47
114	Honduras	31	216	80b	122b	..	..	..	..	0.04
115	Namibia	54	161	29b	150b	..	..	12.7	..	0.39
116	Vanuatu	26	172	13	169	3.3b	..	..	..	0.27

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		Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people
		1996	1996	1996	1996	1996	1996	1996	1996	1998
117	Guatemala	31	180	122b	274b	..	..	2.8b	..	0.92
118	Solomon Islands	18	165	7b	..	2.1b	626b	..	..	0.06
119	Mongolia	39	139	63	108	2.3	..	..	..	0.01
120	Egypt	50	189	126b	130b	..	..	5.8	..	0.05
121	Nicaragua	26	240	170b	292b	..	..	..	..	0.17
122	Botswana	48	274	27	201	2.3	416	6.7	..	0.41
123	São Tomé and Príncipe	20b	114b	165b	..	1.3b	..	..	..	..
124	Gabon	32	169	76b	233b	0.5	263	6.3	..	0.02
125	Iraq	33	100	78b	123b	..	..	..	..	..
126	Morocco	46	310	..	..	..	..	1.7b	..	0.02
127	Lesotho	9b	144b	13b	250b	0.3b	228b	..	..	0.01
128	Burma	4	255	7	270	(.)	1,006	..	..	..
129	Papua New Guinea	11	156	4	183	..	..	..	..	0.01
130	Zimbabwe	15	141	29b	107b	0.4b	276b	6.7	4,000	0.07
131	Equatorial Guinea	9	282	98	1,333	0.2b	..	..	..	..
132	India	15	287	64	222	0.1b	1,400b	1.5	..	0.01
133	Ghana	4	176	41b	311b	0.3b	260b	1.2b	2,747b	0.02
134	Cameroon	5	175	..	..	..	..	1.5b	..	(.)
135	Congo	8	135	7	154	..	..	..	..	(.)
136	Kenya	8	149	19b	141b	0.1b	190b	1.6	625	0.04
137	Cambodia	1	161	9	132	0.0	..	..	..	0.01
138	Pakistan	18	282	24	156	1.2b	6,913b	1.2b	1,033b	0.02
139	Comoros	8	153	4	231	..	..	..	..	0.02

a. Data refer to change in total value. b. Data refer to 1995.

Source: Columns 3–10: ITU 1997; column 11: Network Wizards 1998a.

Source: United Nations Human Development Report, 1999; <http://www.undp.org/hdro/report.html>

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HDI Rank	COUNTRY	MAIN TELEPHONE LINES		TELEVISIONS		FAX MACHINES		PERSONAL COMPUTERS		INTERNET HOSTS
		Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people
		1996	1996	1996	1996	1996	1996	1996	1996	1998
LOW		144	36	538	0.2	..	..	..	(.)	
140	Lao People's Dem. Rep.	6	380	10	162	..	..	1.1	..	(.)
141	Congo, Dem. Rep. Of the	1	106	41b	4,500b	0.1b	..	..	..	..
142	Sudan	4	160	80b	124b	0.3	..	0.7	..	(.)
143	Togo	6	229	14	273	3.8	4,776	..	..	0.02
144	Nepal	5	197	4	226	..	..	..	..	0.01
145	Bhutan	10	325	19	..	1.7	..	..	..	(.)
146	Nigeria	4b	140b	55b	174b	..	..	..	..	(.)
147	Madagascar	3	125	..	..	..	..	..	..	(.)
148	Yemen	13	164	278b	135b	0.2b	358b	..	..	(.)
149	Mauritania	4	174	82	664	1.7	1,343	5.3	..	0.01
150	Bangladesh	3	131	7	160	(.)b	..	..	..	(.)
151	Zambia	9	120	80	264	0.1	141	..	..	0.03
152	Haiti	8b	133b	5b	117b	..	..	..	..	0.02
153	Senegal	11	214	38b	121b	..	..	7.2b	333b	0.04
154	Côte d'Ivoire	9	178	58	117	..	..	1.4	..	0.02
155	Benin	6	221	73b	533b	0.2	739	..	..	(.)
156	Tanzania, U. Rep. of	3	127	..	..	..	..	..	..	0.02
157	Djibouti	13	143	73	196	0.1	69	6.9b	..	..
158	Uganda	2	172	26	292	0.1	430	0.5	..	0.01
159	Malawi	4	133	..	..	0.1	349	..	..	..
160	Angola	5	75	51b	965b	..	..	..	..	(.)
161	Guinea	2	143	8b	133b	0.1	125	0.3	..	(.)
162	Chad	1	149	2	150	0.0	243	..	..	..
163	Gambia	19	346	..	..	1.0	577	..	..	(.)

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		Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people	Index (1990=100)	Per 1000 people
		1996	1996	1996	1996	1996	1996	1996	1996	1998
164	Rwanda	..	..	..	..	..	..	..	..	..
165	Central African Republic	3	194	5	131	0.1	..	..	..	..
166	Mali	2	191	11	150	..	..	0.3b	..	(.)
167	Eritrea	5	..	7	..	0.3	..	..	..	..
168	Guinea Bissau	7	133	..	..	0.5b	..	..	..	(.)
169	Mozambique	3	126	3b	150b	..	..	0.8	..	(.)
170	Burundi	2	191	2	240	0.7	667	..	..	..
171	Burkina Faso	3	210	6	138	..	..	..	..	0.01
172	Ethiopia	3	119	4b	217b	(.)	663	..	..	(.)
173	Niger	2	166	..	..	(.)b	218b	..	..	(.)
174	Sierra Leone	4	129	17	177	0.4	..	..	..	(.)

a. Data refer to change in total value.

b. Data refer to 1995.

Source: Columns 3–10: ITU 1997; column 11: Network Wizards 1998a.

Source: United Nations Human Development Report, 1999; <http://www.undp.org/hdro/report.htm>

## Appendix Two



Welcome to the Web site of the Washington Alliance of Technology Workers

WashTech is a democratic, worker-driven union for all high-tech employees, both contract and permanent. We provide a strong and effective voice for IT professionals both in public policy and in the workplace. Below are some of our members' stories.



48  
Barbara Judd  
married, 3 children, 1 grandson  
business systems analyst  
avid books on tape listener

*"As a permanently temporary employee, I was stuck between a rock and a hard place. I couldn't get benefits or a pay raise because neither my employment agency nor my client company would take responsibility for me as their employee. While they passed the buck, I joined WashTech and learned how to improve my working conditions. After that, my colleagues and I won job reclassifications and pay adjustments. There really is power in numbers...."*



25  
Elijah Saxon  
single  
programmer  
Object Publishing Software  
bicycle commuter

*"...I like my job. But the company I work for belongs to the Washington Software Alliance, which convinced our state government to deny me and other high-tech workers our overtime pay. Since my boss pays dues to lobby against my best interests, I had to do*

*something to make my voice heard in the halls of government. That's why I joined WashTech..."*



29  
Kamal Larsuel  
married, no kids (yet)  
software test engineer  
The Cobalt Group  
on-line movie reviewer

*"...About a year ago I heard about the law that lets software companies deny time-and-a-half pay to high-tech workers. This convinced me that we need a seat at the bargaining table. So I joined WashTech. When my membership materials came in the mail, I knew how my grandparents felt when they got their NAACP cards... the feeling that you're part of something bigger than you are that can improve the lives of thousands of people."*

## Appendix Three

E-Memo for Alliance@IBM activists

January 4, 2000

Welcome to "E-memo," a periodic news and information service for Alliance@IBM members and subscribers.

### NEW HEALTH CARE "CALCULATOR"

IBM's new, pared down health care plan for retirees (effective July 1, 1999) has many employees wondering how they will be able to keep up with their medical costs when they retire. IBM replaced its longstanding health care plan with a "defined contribution" plan that provides a retiree with a finite amount of funds to cover medical costs.

Soon, IBM employees will be able to compare how much they will receive under the new scaled-back plan on a Retiree Health Care Calculator on the Alliance@IBM's website [www.allianceibm.org](http://www.allianceibm.org). The calculator, expected to be online in late January, will allow IBMers to calculate how much health care money they will have to spend under the new plan, and then compare that to their projected health care costs.

The Alliance has also published a booklet on the plan, entitled "IBM's Retiree Health Care Rip Off." This is available on our website, or by calling the Alliance at our Endicott, NY, office at 607-658-9285.

### ALLIANCE@IBM WINS "EMPLOYEE OF YEAR" AWARD

"Disgruntled," the Internet's most popular website magazine ("e-zine") for workers unhappy with their workplace, presented Alliance@IBM with its annual "employee of the year" award.

The e-zine also known as "The Business Magazine For People Who Work For A Living," said it was the first time that the award has been presented to a group. The award goes to that "person or organization that best embodies or inspires disgruntled employees everywhere."

In announcing the award to the Alliance@IBM, Disgruntled's editor, Daniel S. Levine, said workers' collective efforts to form organizations to protect their interests is an idea that has value in the workplace today.

"Everybody likes to talk about the new economy, but for many employees the old story of employers trying to improve their bottom lines by screwing their workers out of much deserved rewards still holds," said Levine. "When it comes to employees fighting for their rights and protecting their benefits, some ideas from the old economy, such as collective action, still have value today."

"These are highly-skilled and highly-educated workers that unions tend to overlook," said Levine. "But despite today's tight labor market, even these types of workers are finding it difficult to leverage their strength individually."



## UPCOMING

### Overtime survey

We are conducting a survey covering overtime and other workplace issues at IBM. The purpose of the survey will be to gauge how widespread "wage and hour" problems are at IBM and to guide future Alliance activities and programs on the issue. IBM employees - both salaried and hourly - will be able to take the survey online. Watch for the survey on our website by this weekend (Jan. 7).

If you wish not to receive these e-memos, reply to this e-mail and type UNSUBSCRIBE in the subject line of your reply.

Alliance@IBM is affiliated with the Communications Workers of America. Our Endicott, NY, office is located at 36 Washington Ave., 2nd Floor, Endicott, NY 13760. 607-658-9285. Our Washington, DC, office at CWA is located at 501 Third St., NW, Washington, DC 20001. 800-424-2872.

# Organising in the Network Economy

## Future Priorities for UNI

### The New Economy

1. UNI should highlight workers' concerns that the new network economy is leading to a rising income inequality and that governments, and organisations such as the IMF and the WTO should implement policies to alleviate this situation.
2. UNI should assist affiliates to put in place workforce transition programmes with companies. These programmes should ensure that incumbent workers are retrained when jobs are changing.
3. UNI should support the work of TUAC and the ICFTU at the OECD, ILO and other forums, to prevent the implementation of anti union labour laws. UNI should take all opportunities to publicise the positive aspects of social dialogue and actively involving workers in companies' decision-making processes.

### E-commerce

4. UNI and its affiliates should take action to ensure that organisations such as the OECD, the EU and the ILO and national governments study the implications of e-commerce and debate them with unions in order to develop worker friendly policies to cover such issues as:
  - a) Training and education
  - b) Cross border trading and its impact on consumer protection, taxation, tariffs etc.
  - c) Protection of copyright
  - d) Encouragement of regional development
5. UNI and its affiliates should demand a place at the table when there are discussions and decisions to be made on e-commerce issues.

### Digital Divide

6. UNI will continue to make investigations into how union members can access cheap or even free computer equipment and Internet access with the objective of providing equipment to as many members of UNI affiliates as possible.
7. To assist in the elimination of the digital divide, UNI will promote, and will encourage affiliates to promote wherever possible the call by the United Nations Development

Programme (UNDP) for a tax on information sent through the Internet, with the proceeds used to help provide expensive equipment in poor countries.

8. UNI and its affiliates will demand a place at the table when there are discussions and decisions to be made on the digital divide and its solutions.
9. Wherever possible UNI will participate in discussion fora on the Internet and in other instances, and take the high ground in the digital divide debate. UNI and its affiliates will demand to be part of the partnerships with society on this issue, such as that undertaken by the Digital Divide Network.

### **Call Centres**

10. UNI and its affiliates should put resources into recruiting and organising staff in call centres. In that regard UNI will work with affiliates to develop a call centres' organising strategy using the concerns and issues identified by the call centre staff themselves.
11. UNI will encourage affiliates to include in any call centres' organising strategy the need to organise and recruit agency and temporary staff.

### **Organising**

12. UNI and its affiliates should urgently develop a project to gather data on unions' organising levels in all of UNI's sectors, including information on factors affecting organising such as the number of young and women union members, part time work, permanent and temporary workers.

#### *Unions Must Organise*

13. UNI will make it its absolute priority to work with affiliates and to devote as many resources as possible, to develop a culture of union organising throughout the whole of UNI.
14. UNI will work with affiliates to enhance the power and influence of the union movement through organising. UNI will work with affiliates through the sectors and regions to build a strong and representative trade union movement.
15. UNI will work with affiliates to assist them to investigate and develop new services and find new ways to assist union members facing new work methods, new types of contracts and new bargaining situations.

#### *UNI and Organising*

16. UNI will initiate and implement an organising strategy that puts in place infrastructures, stimulates debate, encourages the sharing of best practice between affiliates, directs potential members to a UNI affiliate and co-ordinates international organising campaigns.
17. UNI and its regional organisations will incorporate the issue of organising in all regional, sector, inter-professional and educational activities, encouraging exchanges of information

and experiences between affiliates and offering assistance and advice where relevant. This initiative will include the organisation of regional and sector meetings, seminars and projects to assist unions to share the best practices and the experiences of affiliates on the specific theme of organising. All UNI sectors, regions and inter-professional groups will therefore ensure that organising is a priority in all of their activities.

18. UNI will update and assist sectors and regions to customise the UNI Organising Manual. UNI will also consider ways of sharing this resource with sectors, regions and affiliates including developing printed and CD-ROM versions.
19. UNI will target its education programme to meet the needs of the sectors and the regions to support the training of union officials in organising activities and in developing new union services and strategies. UNI will continue to focus the Trade Union Development Programme on these matters and to ensure that donor organisations understand and support these programmes.
20. UNI will support and further develop the concept of the UNI Passport so that wherever UNI union members may be working in the world, if there is a UNI union, then they will be able to get help and assistance on employment matters.
21. UNI will work to ensure that wherever there is a job then there is a right to join a union. To achieve this objective UNI will:
  - a) be at the forefront of the campaign to ensure there is freedom of expression and union recognition. In that regard UNI will lead campaigns at the World Trade Organisation (WTO) and the World Bank and other such organisations to ensure that there is recognition of labour rights in all trade and other agreements.
  - b) work with affiliates, UNI Multinational Alliances, global and regional works councils and organisations such as the ILO and the OECD to put in place codes of conduct and protocols so that multinational corporations recognise unions and allow them to undertake organising activities wherever they may operate.
22. UNI will give special priority to developing organising strategies to deal with the concerns of youth, women, part time and temporary workers. In that regard the UNI Youth and Women's Committees will concentrate on organising issues.
23. UNI will assist affiliates to utilise the new tools that are available with the Internet and other Information Technologies.

### **The Internet: A Great New Tool for Organising**

24. UNI will assist affiliates to utilise the new tools provided by the Internet for organising. In that regard UNI will:
  - a) Maintain links to affiliates and other appropriate sites for union organising
  - b) Highlight best practice in respect of online organising
  - c) Continue to develop its web based databases and research information

- d) Investigate the provision of web based services that can assist affiliates to attract union members, such as online employment services, insurance, banking services, purchasing, travel, etc.
- e) Develop further the use of Cyber pickets and other solidarity actions utilising e-mail and the UNI web page

#### *Joining a Union Online*

- 25. UNI in conjunction with affiliates, will develop a "Join A Union Web Page" where the potential union member can find a union, and then join it online, or make an application to join a union.

#### *Teleworkers and Virtual Union Branches*

- 26. UNI will publicise the concept of virtual union branches and other facilities for teleworkers, and will assist affiliates to establish virtual branches.

#### *Unions and e-mail*

- 27. UNI will develop an action plan for a major campaign with the objective of having all UNI affiliates with online e-mail ability by the First UNI World Conference, in Berlin in 2001.

#### *E-campaigns*

- 28. UNI will further develop the concept of e-campaigns and will share its experiences with all UNI affiliates. UNI will publicise the UNI e-campaigns and solidarity web pages and will encourage affiliates to use the UNI web page to publicise their campaigns, solidarity actions and disputes.
- 29. UNI will investigate the possibility of extending the cyber picket concept and will investigate ways to make the "click' n send" protests and solidarity messages more effective and useful for affiliates.