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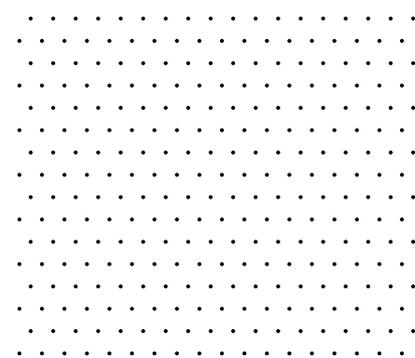
# THE FUTURE OF POWER

**CASE STUDIES OF YOUNG UNIONISTS IN ASIA PACIFIC**



**NOVEMBER 2021**





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# ACKNOWLEDGEMENT

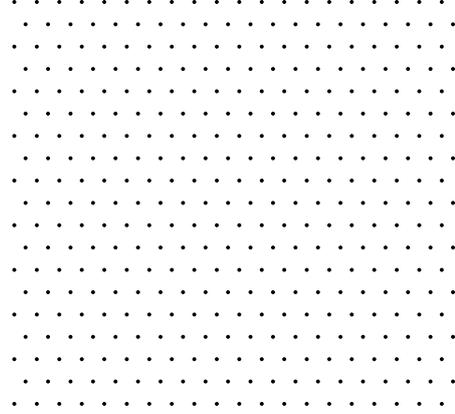
This study was written by Keelia Fitzpatrick, Australia with interviews across PSI affiliates of Australia, India, New Zealand, Malaysia, and Pakistan supported by DGB Bildungswerk Bund. The study was conducted between Nov 2020 and Feb 2021.

The report will be disseminated among PSI affiliates and other trade unions with the intention of building solidarity with young trade unionists and implementing practices that arose as a result of the study.

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# CONTENT

**Introduction**.....

**What we know about young workers and unions (aka literature review)**.....

**Case Studies**.....

**Case Study 1: Public Service Association  
(New Zealand)**.....

**Case Study 2: Sabah Medical Services  
Union (Malaysia)**.....

**Case Study 3: United Nurses Association  
(India)**.....

**Case Study 4: All Sindh Lady Health  
Workers and Employees Union (Pakistan)**.....

**Case Study 5: Young Workers Centre  
(Australia)**.....

**Case Study 6: Social movement unionism**.....

**Case Study 3: United Nurses Association  
(India)**.....

**What we've learnt (or Key Findings)**.....

**References**.....

**Appendices**.....

**APPENDIX A**.....

**APPENDIX B**.....

**APPENDIX C**.....

**APPENDIX D**.....

1.

# Introduction

**T**he general trend of decline in trade union membership and the consequent ‘greying’ of remaining membership bases has led to trade unions across the world grappling with the challenge of engaging and recruiting young workers. Young people are often in precarious employment and do not fit within traditional membership models and in some instances young workers are unconvinced by traditional union organising techniques. In recent years, a growing number of unions have adopted specific strategies that attempt to organise young workers. These aim to increase the number of young workers joining unions, and to improve the representation of young members in unions and their decision-making structures.

Public Services International (PSI) has prioritised young worker organising as it has been identified by its affiliates as a key area of interest. This briefing will document examples of such strategies adopted by unions, primarily those affiliated with PSI in the Asia Pacific region, based on interviews with their officials and members. It is hoped that by compiling a written resource on young worker organising and representation, PSI staff and affiliates will be able to better understand how these initiatives demonstrate ‘good practice’ and will be better equipped to incorporate them into their own strategic planning. Resources (including training agendas, governance clauses, learning modules and videos) mentioned in this report are listed throughout as hyperlinks to those online or attached as appendices.

## 2.

# What we know about young workers and unions (aka literature review)

**M**uch of the literature relating to young workers and trade unions examines the reasons for membership decline amongst this demographic, which broadly fall under 3 themes:

1. Structural transformations to labor markets, including the individualization of working conditions and new developments in work organization (e.g. telework, outsourcing).<sup>1</sup>
2. Inefficiencies in unions in terms of 'recruitment strategies, deficits in internal union democracy, gerontocracy in union leadership and the exclusion of young workers from the unions' decision- making process'.<sup>2</sup>
3. The perception that young people hold negative attitudes towards trade unions. This is in the context of widespread negative media portrayals of unions, which are less likely to be countered by the 'passing down' of union tradition through family and social networks.<sup>3</sup>

These factors, plus the view that young people are 'more individually orientated in their attitudes on working life', has led to the conclusion that they are ideologically opposed to trade unionism.<sup>4</sup>

Consequently, much of the literature and union research on young workers examines their attitudes towards unionism.<sup>5</sup>

<sup>1</sup> K. Vandaele, 'How can trade unions in Europe connect with young workers?' in J.O'Reilly, J Leschke, R.Ortlieb, M. Seelieb-Kaiser and PVilla (eds.), Youth labour in transition, Oxford University Press, 2019, p. 660

<sup>2</sup> L.Krestos, 'Union responses to the rise of precarious youth employment in Greece', Industrial Relations Journal, Vol. 42 No. 5, pp. 454, cited in A.Hodder, 'Young and unionised in the UK? Insights from the public sector', Employee Relations, 37 Vol. 37 No. 3, 2015, pp. 317

<sup>3</sup> A.Hodder, 'Young and unionised in the UK? Insights from the public sector', Employee Relations, 37 Vol. 37 No. 3, 2015, pp.318

<sup>4</sup> Ibid

<sup>5</sup> See for example, a 2019 report by the European Public Service Union entitled '[Young workers: attitudes to work, unions and society](#)' contains survey findings on young Europeans' reasons for joining a trade union

## Measures used by unions to engage with young people

Unions have used a range of strategies to increase membership of young workers. These include reforming union rules and creating new structures to encourage membership and representation, highlighting an agenda appropriate for young people through programs and campaigns and by aiming to change the image of trade unions.<sup>6</sup> Additionally, the use of social media underpins much of the discussion on trade unions' engagement of young workers.

### ***Creating young worker structures within unions***

Many young unionists have long argued that unions need formal and sufficiently resourced young worker structures to 'carry out activities and outreach, space to participate in debates, and opportunities to expand youth leadership'.<sup>7</sup> Within PSI, young workers lobbied to alter the constitution to gain better representation and inclusion of their voices. In 2018 PSI Congress approved constitutional change to double the representation of young workers at the Executive Board and have 1 representative for the steering committee.

More generally, the institutional position of young workers within internal trade unions structures may be at the peak level (within a union confederation's own organisational structure) or at the sectoral (local) level, or can work side by side. Young worker representation at the peak level can be more effective in pushing young people's views in discussion with trade union leadership, helping to overcome the image that unions are for older workers and allow unions to promote broader issues impacting young people in public debate.<sup>8</sup> Young worker representation at a more localised union level can ensure their views and interests are included in collective bargaining and is helpful in developing communication strategies and activities for specific sectoral and workplace cultures of young people.<sup>9</sup>

<sup>6</sup> A. Serrano Pascual and J. Waddington, 'Young People: The Labour Market and Trade Unions', report prepared for the Youth Committee of the European Trade Union Confederation, Brussels, 2000, pp.24 cited in A.Hodder, 'Organising young workers in the Public and Commercial Services union', *Industrial Relations Journal*, Vol 45 No.2, 2014, pp. 156

<sup>7</sup> International Trade Union Confederation Youth Committee, 'Statement by the Youth Committee to the ITUC Congress', International Trade Union Confederation [website], 2010, <https://www.ituc-csi.org/statement-by-the-youth-committee>

<sup>8</sup> M. Keune, *Trade unions and young workers in Seven EU countries*, The Netherlands, Amsterdam Institute for Advanced labour Studies University of Amsterdam, 2015. pp.23

<sup>9</sup> *Ibid* pp.24

## ***Young worker programs and campaigns***

The second type of measure for unions to highlight an agenda appropriate for young people is to run programs, campaigns and by engaging in other social movements. There are several popular programs run by unions around the world, such as the Union Summer internship program which originated in the USA<sup>10</sup> and is now run by several Australian state union bodies. In Norway, regional unions conduct annual ‘summer patrols’ targeting young workers. The patrol is run by other young workers who door-knock businesses from town to town to speak to young workers about their conditions and rights at work. It aims to build the knowledge and experience of future trade union representatives.<sup>11</sup> The UK’s TUC has piloted replicating the summer patrol program in regional areas.<sup>12</sup>

Unions can demonstrate relevance to new young workers by campaigning on salient workplace issues that impact them. Such campaigns do not need to be labelled as being for ‘young people’, but can appeal to young workers using ‘peer to peer’ recruitment and direct action tactics. These can give young people ‘confidence that their own contribution could make a difference’.<sup>13</sup> Such campaigns should be run with a focus on participation and experiment with participatory democracy and informal engagement, as the predominant decision making culture in unions may be seen as unattractive to many young people.<sup>14</sup> Union engagement with campaigns on issues outside the workplace can successfully engage a wider community of young people and bring them into unions. This approach can also build alliances with relevant young people-oriented organisations like student bodies and instigate more transformative changes in union strategies and practices.<sup>15</sup> The [ITUC’s 2010 Guide: A guide to best practice on organising young people](#) embraces this approach.

## ***Changing the image of trade unions***

The third approach to changing the image of trade unions aims to address young people’s ‘information gap’ including by deploying social media campaigning. Information gap strategies aim to address young people’s limited knowledge of unions and increase the likelihood that students will become union members in the future. Unions run information sessions for larger groups of of young people at secondary and vocational

<sup>10</sup> AFL-CIO, ‘Law Student Union Summer’, AFL-CIO [website], 2018, <https://afcio.org/about/programs/law-student-union-summer>

<sup>11</sup> LO Norge, ‘LO Programme of Action 2017–2021’, Lo Norge [website], 2017, pp.26 [https://www.lo.no/contentassets/708011c661f45c7a0135e0ebd9d7e65/lo\\_programme\\_of\\_action\\_2017-21\\_english-1.pdf](https://www.lo.no/contentassets/708011c661f45c7a0135e0ebd9d7e65/lo_programme_of_action_2017-21_english-1.pdf)

<sup>12</sup> Trade Union Congress, ‘The 2019 TUC Summer Patrol for Young Workers’, Trade Union Congress [website] 2018, <https://www.tuc.org.uk/research-analysis/reports/2019-tuc-summer-patrol-young-workers>

<sup>13</sup> K. Vandaele, ‘How can trade unions in Europe connect with young workers?’ in J.O’Reilly, C. Moyart, T. Nazio and M.Smith (eds), Youth Employment: STYLE Handbook, Strategic Transitions for Youth Labour in Europe, 2017, pp.52

<sup>14</sup> Ibid

<sup>15</sup> Ibid

schools, universities and other forms of tertiary education. These education sessions can position unions as ‘the core organisations with knowledge about labour market and social security issues, capable of informing and supporting working people’.<sup>16</sup> Information gap activities can also help young people by building their knowledge on school-to-work transition issues like contracts, pay, collective agreements and unemployment.

## **Social media**

Social media emerges as a key theme in analyses of unions and young workers. The enormous popularity of social media amongst young people means that unions must use the same technologies in order to reach them.<sup>17</sup> Tapping into the networks of young people by using a language, visuals and messages that appeal to this audience can help present a different public image of trade unions.<sup>18</sup> Social media and other digital platforms have also become transformative for organising and campaigning. These tools are ‘changing the face of community engagement because of their ability to recruit people to causes, organise collective action, raise awareness, influence attitudes, raise funds, and communicate with decision makers’.<sup>19</sup> Some literature suggests that unions should embrace social media’s opportunities for participation and apply them to larger scale organising efforts. These should target sectors where young workers are employed and need union support, such as the gig economy.<sup>20</sup>

It is important that unions follow emerging trends and changes in social media and digital platform usage. For example, in recent years it has been observed that young people are moving away from public, ‘one fits all’ platforms like Twitter and Facebook, and towards ‘closed messenger apps with friends, private..Instagram accounts with friends, and live video streaming, or blogging, through messenger apps such as Snapchat’.<sup>21</sup> Although social media and online platforms allow for direct communication with workers, it cannot replace direct, face to face contact from unions. In the workplace unions have a unique and irreplaceable function. Whereas online, unions are relegated to being another account vying for users’ attention.<sup>22</sup> Thus, it is important that both traditional and modern methods of communications are used strategically by unions.

<sup>16</sup> M. Keune (2015), pp.25

<sup>17</sup> A.Hodder and D.J Houghton, ‘Unions, social media and young workers—evidence from the UK’, *New Technology, Work and Employment*, Vol 35 No. 1, 2019, pp. 40

<sup>18</sup> K. Vandaele (2017), pp. 52

<sup>19</sup> A. McAllister, ‘New Media and New Voices’, *The Philanthropist*, Vol.25, No.2, 2013, pp.93, cited in A Hodder and D.J Houghton, ‘Unions, social media and young workers—evidence from the UK’, *New Technology, Work and Employment*, Vol 35 No. 1, 2019, pp.40

<sup>20</sup> K. Vandaele (2017), pp. 52

<sup>21</sup> A. Hodder and D.J Houghton (2019), pp.46

<sup>22</sup> M. Keune (2015), pp.27

# 3.

## Case Studies

### Case Study 1:

#### Public Service Association (New Zealand)<sup>23</sup>

The New Zealand Public Service Association (NZPSA) represents workers in government departments, local government, the health sector, crown agencies, state-owned enterprises and community and government-funded agencies across New Zealand. Their young worker activities began in 2005. In the 1990s, NZPSA moved from a branch-based regional model to a sector-based model. NZPSA now has 5 Sector Committees covering their whole membership: district health boards, community public services, local government, public service and state sector. In order to connect members from across sectors, the union created a series of ‘networks’ including a [youth network \(PSAY\)](#). In 2015, PSAY membership changed to an ‘opt out’ model, whereby new members 35 and under are automatically signed up to PSAY (and are informed of this on general membership forms). Consequently, the number of opt outs are very low.

PSAY is run by a team of 8 youth conveners (representing Auckland, Christchurch, Wellington, North Island, South Island and national representatives) who are the equivalent of ‘national delegates’ within NZPSA’s structure. Youth conveners do not need to be workplace delegates, which is unusual within the requirements for most other NZPSA governance roles. However, most young members go on to become workplace delegates once their engagement with PSAY and the union builds. Although PSAY does not have formal separate regional structures, local events are run by local youth committees.

#### ***PSAY’s position within NZPSA governance structure***

In order to formalise PSAY and youth representation within the NZPSA governance structure, changes were adopted to its rules and regulations. These changes were made gradually over time, but primarily from 2016 onwards. NZPSA’s 2016 Congress expressed in-principle support

<sup>23</sup> Interview conducted with NZPSA Organiser Lauren Hourigan

to create youth representatives on the Executive Board and on Sector Committees. Over the following 2 years until the 2018 Congress, PSAY representatives worked internally to determine how and what rules changes could best achieve this outcome. During this period from 2016-2018, ex officio youth positions were created on each of the Sector Committees. In 2018, a formal motion changing NZPSA's rules to create youth positions on the Executive Board and on Sector Committees was adopted by Congress (see Appendix A for the relevant rules). These governance changes were necessary to formalise NZPSA's commitment to giving young members serious, decision making credentials within its democratic structures. They were also important in helping to ensure young members involved in PSAY can be released from their workplace by their employer to attend NZPSA business, e.g. leadership training. NZPSA's Māori members are represented by Te Rūnanga o ngā Toa Āwhina, which aims to ensure that a Māori perspective can be heard at all levels of the organisation. The aforementioned rules changes have also led to young worker representatives being included in Te Rūnanga o ngā Toa Āwhina.

### ***PSAY's rules***

Formal networks like PSAY are established under Part 14s. 74 of the NZPSA rules, which requires that they 'organise themselves in ways that are consistent with the policies, rules, regulations and operating manual of the PSA.' Although there is no requirement for formal networks like PSAY to establish its own rules, its governance has become more formal over the years and now has its own rules. These outline PSAY's elected structure, informal structure, Māori representation and election processes.

### ***PSAY activities***

The primary goal of PSAY is to grow the engagement of young members within the union rather than to recruit new young members. PSAY events are open to members only, and in order to be inclusive are sometimes also open to NZPSA members from other networks to attend.

### ***Leadership development training***

This training is PSAY's most regular event and is hosted regionally around the country several times per year. It currently runs for 1 day, but will soon be changing to 2 consecutive days. The previous schedule of 2 days, 6 weeks apart led to a significant drop off in attendance on the second day. The content of the training focuses on leadership within NZPSA including its structure, the role of workplace delegates and other ways to get active in the union. There is also a smaller focus on general leadership, exploring what makes a good leader and different leadership styles etc. The training's framing around 'leadership' is deliberately broad and aims to attract different types of young members including those who are interested in career leadership and may not see themselves as getting more

involved in the union. Participants are guided to complete a ‘PSAY leadership development plan’, the template for which can be found at Appendix B. A sample youth leadership training guide & agenda is attached at Appendix C.

### ***Engagement of young members in NZPSA Congress***

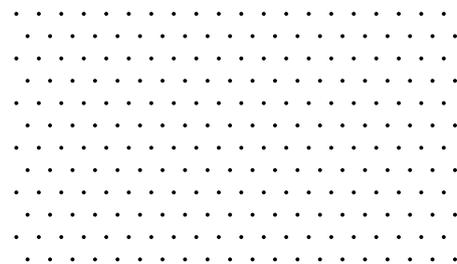
PSA’s national delegates’ Congress is held biennially and is the highest decision making body in the union, bringing together representatives from all sectors to set the overall direction. PSAY saw that only a small number of young members were attending Congress. To remedy this, in the last few years they have started running an online ‘Congress 101’ webinar to encourage attendance and build knowledge of the process. Additionally, youth conveners and Sector Committee youth representatives actively organised PSAY members to attend Congress as delegates. As a result of this work, the number of young Congress delegates grew from 15 in 2016 to 35 in 2018.

### ***Conference and other events***

Every two years PSAY holds a conference (PSAY Hui) bringing together members from across the country. PSAY Hui is structured around a theme which have previously included ‘Sure to Rise’ (a catchphrase from an iconic NZ cookbook) and ‘Back to the Future’ (which had a focus on ‘where we came from and where we are going’). An important component of the Hui is participant led workshops. When members complete an expression of interest attendance form, they are asked if there are any topics that they would like sessions on or would like to run themselves (thereby developing the facilitation skills of participants). Some workshops that have come out of Hui have been developed into new modules added to leadership training (e.g. on mental health and self care).

Other PSAY activities include social networking events including quiz nights, karaoke nights and a regular ‘Solidarity for Tacos’ event at a living wage bar. Political events hosted by PSAY include candidate forums focusing on issues impacting young people. Policy activities have included compiling a PSAY briefing for the New Zealand Minister for Youth, and making a submission into the 2019 Government Inquiry into Mental Health and Addiction.

NZPSA’s youth representation and activities have had a hugely positive impact on membership and delegate numbers. Between 2017 and 2021, there has been a 59% increase to the number of young members and a 61% increase to the number of young delegates (significantly higher than NZPSA’s general growth rates for these indicators).



## Case Study 2:

### Sabah Medical Services Union (Malaysia)<sup>24</sup>

Sabah Medical Services Union (SMSU) represents workers involved in the delivery of public medical services, including pharmacy assistants, drivers, nurses, assistant medical officers, lab technicians, physical therapists, occupational therapists and some doctors in the Malaysian state of Sabah. SMSU has invested heavily in young worker organising, which has led to growth in young worker representation in the union's leadership structures.

#### ***Program for young workers***

The primary goal of SMSU's young worker program is union regeneration through infusing the union with new ideas and new talent. The program does not focus a lot on member recruitment as much of this takes place at civil service inductions. The young worker program is considered a core union activity, and not just a secondary demographic program and is developed in consultation with the union's Executive and the SMSU Young Worker Committee. A key component of the program is that non-members are included in activities, which according to SMSU Deputy General Secretary Melvin Bondi is important because "spending time getting young workers interested in the union early helps to recruit them later".

#### ***Young Worker Committee***

The committee was formed in 2018 and puts proposals to SMSU's Executive Committee for consideration and budget approval. The Young Worker Committee is not included in SMSU's rules, but it has been formally endorsed by the Executive Committee and by the Delegates Conference.

#### ***Young worker leadership program***

SMSU has recently initiated a leadership program for young workers which started in December 2019 (unfortunately many of the planned courses were postponed in 2020 due to the pandemic). The 2 day leadership program includes a seminar about leadership, team building, and discussion on the union and young workers. Melvin Bondi says the emphasis on leadership development is vital because "young people have a lot of ideas, but don't always have the confidence to be vocal about them".

#### ***Young worker empowerment workshops/retreats***

SMSU hosts 2 day young worker retreats which aim to build a sense of community

<sup>24</sup> Interview conducted with Laurence Vun (SMSU Executive Secretary), Melvin Bondi (SMSU Deputy General Secretary) and Sucyana Binti Maipa (SMSU General Treasurer)

young health workers in a union environment. The workshop provides participants with an introduction to SMSU and its platform, sessions on the power of networking, trade union rights in law, social rights awareness and discussion on the challenges ahead for young health workers. The retreats are held off-site at a hotel.

### ***Young workers are represented in union leadership***

The activities outlined above are key to building interest in unionism amongst young health workers in Sabah, but they also provide SMSU's existing leadership with the chance to spot future talent. Laurence Vun, SMSU's Executive Secretary, says that retreats and international events in particular are a good opportunity to assess which young workers should be developed, mentored and invested in. Laurence says that young worker activities are a long term endeavour that may take years to show results. Mentoring also requires that union leaders make time to first develop personal relationships with young workers in non-union settings. This is vital in building trust before a young worker is prepared to take on union commitments that can involve evening and weekend work and international travel.

SMSU's young worker activities over the last 5 years have produced results in the elevation of 2 young members to elected leadership positions. Both are regular executive positions as SMSU has not created any formal young worker positions within its structures. In addition to Melvin Bondi (who works as an Assistant Medical Officer), Sucyana Binti Maipa works as a Pharmacy Assistant and serves as General Treasurer and leads the Young Worker Committee. Melvin has also been elected as Education Officer of Sabah state's Congress of Unions of Employees in the Public and Civil Services (Cuepacs). Prior to their becoming elected officials, both Sucyana and Melvin participated in at least 10 union activities over 5 years. They describe participation in these events as helping to build their confidence, their understanding of unionism and their skills in recruitment, all of which were necessary to get them ready to run for election. Melvin felt that several of these were transformative experiences for him, informing a new belief in himself to help other young workers understand unionism and to build a sustainable union. Though their union involvement has been incredibly rewarding, both mentioned that juggling work, union and study commitments can make time management a challenge for young leaders. Laurence believes that though the development of young leaders requires heavy investment, it has been successful for SMSU and has led to its older union leadership feeling rejuvenated, inspired and has improved the union overall.

## Case Study 3:

### United Nurses Association (India)<sup>25</sup>

United Nurses Association (UNA) was launched in Kerala, India in 2011. The suicide of a young nurse working in a private hospital in Mumbai who was harassed by hospital management spurred a small group of nurses to take action and form the union. It has now grown to 550,000 members with chapters in 16 states in India, a chapter in Qatar and groups in countries such as the UK, Ireland and Australia (representing Indian migrant nurses working abroad). The membership is composed of registered nurses who are largely in the 25-30 year old age bracket. The union's leadership is made up of mainly young workers and all union officials and staff are volunteers. UNA was borne out of a feeling that India's nursing community was not active and not necessarily focused on issues beyond wages. Common issues facing nurses, beyond low salaries, are poor payroll and HR practices such as the late payment of salaries, non-approved salary deductions and no formal staff policies or leave policies. The group of nurses took these concerns to government authorities but realised they would need to become a formal union to be listened to. UNA registered as a union in Kerala in 2011, which was formally approved in 2015. Other state chapters have since been registered under the relevant state laws. They are largely active in private hospitals but with some membership in public hospitals.

### Digital strategy: Using Facebook and Whatsapp to organise

#### **Facebook**

UNA started as a [Facebook page](#) in 2011 and its original aim was to build an online network of nurses. UNA's founders perceived that there was no platform for nurses to share and discuss the workplace issues they were experiencing and that an appetite existed for such a platform. To do this, the UNA Facebook page shared nurse testimonies and sought out further testimonies to share, as well as information about rights and where nurses could go for help. Over time, nurses started to contact the UNA Facebook page about a problem at their hospital. These queries started coming from outside Kerala which led to UNA's establishment in other states from 2017 onwards. UNA tries to respond to Facebook queries immediately; they believe that if the union does not provide support urgently the nurse will not trust them (which has been a problem with other nursing unions). The Facebook page is run and moderated by UNA's volunteer staff and the union uses a small budget to pay to promote some Facebook posts.

<sup>25</sup> Interview conducted by Jibin T. C (State President, United Nurses Association Maharashtra)

## **Whatsapp**

UNA Maharashtra President Jibin T.C provided an overview of how Whatsapp is used in the union's organising strategy. A nurse making contact with UNA via Facebook is identified as an 'active person', and is then asked by UNA to create a Whatsapp group for nurses at their hospital. UNA tasks them with adding in their colleagues to the group, and asking them to share success stories and concerns from their hospital to build a sense of online community. Once this Whatsapp group is active and engaged, UNA works with the 'active person' to help organise an in-person meeting with the group near the hospital ('unit meetings'). Around 5 UNA state or district leaders attend the meeting, and talk to the nurses about the benefits of unions (but don't ask them to join straight away). They explain what union dues are used for: legal fees, office expenditure and medical/financial assistance for sick or injured members. In the meeting, attendees will discuss problems at the hospital and provide suggestions on how they might be improved. Follow-up meetings are then held, and new nurses are brought along by their colleagues. This step is important because staff turnover is high and hospitals are constantly hiring new nurses. After several meetings, nurses start to express interest in wanting to join the union and use membership forms or an online link distributed by UNA. This process takes around 3 months. According to Jibin T.C, applying this organising strategy to build the union at a hospital takes 6 months to 1 year. The high turnover of nurses caused by domestic and international migration is a major challenge as it causes UNA to constantly lose the leaders they have developed in hospitals.

UNA supports around 260 hospital Whatsapp groups. UNA's IT volunteer is an administrator of each Whatsapp group, along with each hospital's UNA leaders who manage the content and ensure nothing confidential is shared (as the size of the group means that information will be shared beyond union members). The hospital Whatsapp groups are used to discuss workplace and professional issues and to share information about union activities (seminars, conferences etc.).

## **2018 campaign for growth**

In 2016 following public litigation by a nurses association, the Indian Supreme Court issued a recommendation that the wages of nurses in private hospitals (of a certain size) be lifted to a minimum of 20 000 Indian rupees per month. This recommendation was not supported by many private hospitals and due to the absence of active unions, was not implemented by management nor enforced by workers. In 2018, UNA held a 1 month campaign for members in Kerala with the goal of getting the Supreme Court wage recommendation enforced in the region. The campaign was an important demonstration of UNA shifting its online communities into action. Nurses met with politicians and ministers, held protests outside administration offices and threatened to go on indefinite strike. The campaign involved 50 000 members and was UNA's biggest action so far and successfully increased membership. In November 2018, the campaign secured a commitment from the Government of Kerala to implement the recommendation.

## Case Study 4:

### All Sindh Lady Health Workers and Employees Union (Pakistan)<sup>26</sup>

Formed in 1994, All Sindh Lady Health Workers and Employees Union (ASLHWEU) represents Lady Health Workers (LHWs) and Community Health Workers (CHWs) who deliver health and community health services particularly in rural areas of Pakistan. These services cover maternal care, natal care, child nutrition, hygiene as well as vaccination programs. They also assist with natural disaster and pandemic first response. As there has been minimal recruitment of LHWs since 2006 most of these workers are over 35 years old. Conversely, CHWs tend to be young women workers and are primarily volunteers who are paid a monthly stipend. In the last few years, the union has successfully recruited 3500 CHWs nationally. Locally in the Sindh region, this included the recruitment of 250 CHWs workers in recent months.

#### ***The struggle***

ASLHWEU's decade-long struggle and success in securing wage increases and regularisation for their members has been central to recruiting young workers to the union. From 2008, the union sought for Pakistani law to recognise and regularise LHWs as government workers with ongoing employment status. As part of this campaign they led protests and hunger strikes in front of government buildings which sometimes saw police turning violent against the workers. Following these 2008 actions, many LHWs were imprisoned and divorced by their husbands. That year, the Supreme Court of Pakistan issued an order that LHWs be regularised. Union protests in the following years continued relating to wages and pensions. The union's regional and federation Facebook pages are active and help to educate younger women workers about this history and the union's ongoing struggle to improve workers rights.

ASLHWEU's current demands include expanding coverage of pensions, securing compensation to the families of those LHWs killed on the job (including by targeted killings and during the COVID-19 pandemic), and that wages be paid in line with the qualifications scale paid to other public sector workers.

#### ***Peer to peer organising of young workers***

The union has used a model of peer to peer organising to recruit new young members. Amongst young CHW union members, there is a constant effort to bring in other young workers into ASLHWEU. A group of CHWs will meet with the young worker to build rapport and then invite them to the next union quarterly meeting. Often the CHWs will meet

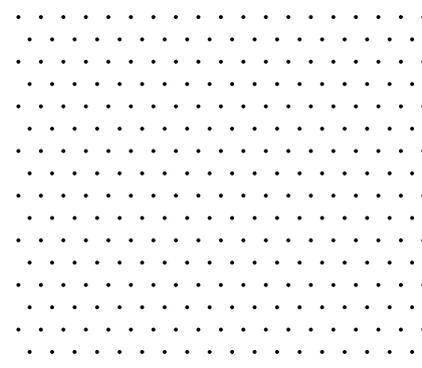
<sup>26</sup> Interview conducted with Halima Laghari (President of ASLHWEU) and CHW member Rehmat Chandico



at the worker's family home to show and emphasise that the union is all women. This is important to help overcome the cultural objections often held by families who see their young daughters joining unions as inappropriate.

The union holds quarterly meetings which are a central pillar in their organising. The meetings are useful recruitment opportunities and allow the union to educate young workers on how to be involved in the union and how worker demands can be put forward to the government. The quarterly meetings are usually 1-2 days long (shorter and smaller in 2020 due to the COVID-19 pandemic) and held in each district. At the meetings workers prepare their charter of demands and develop strategies.

The organising of young workers and promotion of young people into union leadership positions has become a priority for ASLHWEU. Union President Halima Laghari says that prior to their internal 2020 elections, the union did not have a young worker strategy. The older union leadership had begun to realise that they could not continue to withstand the physical demands at protests, rallies and similar union activities that sometimes involve police brutality. Thus, the union has started to train young union members, facilitating the peer to peer organising by young members mentioned above. Intergenerational union education is facilitated by young leaders taking older members to meet young workers, ensuring that young workers learn about the union's struggle, wins and current demands.



## Case Study 5:

### Young Workers Centre (Australia)<sup>27</sup>

The Young Workers Centre (YWC) was launched in 2016 by the peak body for unions in the Australian state of Victoria, Victorian Trades Hall Council (VTHC). Its goal is to reach young people who are at the start of their working lives, who might not know what unions are and may be in a workplace where unions are not active. This includes precarious workers in many fast food and retail franchises, in hospitality, and in the gig economy.

#### Reaching young workers

##### *Schools outreach*

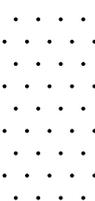
YWC aims to stamp out exploitation by improving young workers' knowledge of workplace rights. Its [education program](#) delivers workplace rights and safety training to students in Victorian high schools, TAFEs and universities. This training equips young people with the knowledge and skills they need to identify and resolve problems at work when they are starting their first or second job. Since 2016, the Young Workers Centre has delivered free training to over 33,000 people across Victoria. Specific educational resources have been developed for high school students, including [e-learning](#) modules for those studying at home and a suite of [video content](#) (such as [7 things you need to know about your rights at work](#)).

##### *Legal program*

Many young workers only learn about unions after talking to people about a workplace problem. Consequently, the young person may be unable to get assistance from a union because their problem is regarded as an issue that existed before they joined.<sup>28</sup> To address this gap, YWC provides free, once-off legal assistance to young workers, including issuing letters of demand and taking matters to the relevant tribunal or court. YWC's legal team, supported by law students completing university placements, also helps young workers to find their relevant union. If the workplace problem affects a group of workers, YWC will help them to organise and run a campaign to demand justice.

<sup>27</sup> Interview conducted with Felicity Sowerbutts, Director of the Young Workers Centre

<sup>28</sup> Most unions have policies against giving assistance to issues that predated the member joining because of how resource intensive representation and legal advice is.



## **Campaigns**

As YWC is not a union with specific industry coverage, it has the flexibility to run campaigns on issues that are in the public interest but may not otherwise receive attention or resources from unions or other community groups. For this reason, YWC's legal and campaigns staff are uniquely placed to help young workers be heard and take action. After efforts to resolve a workplace problem with an employer have failed, YWC collaborates with and trains affected young workers to plan and run their campaign. Common campaign tactics used are online petitions, workplace blitzes to organise current workers, protests outside stores and savvy media engagement (with a focus on media outlets targeting young people). A [recent campaign targeted a national cosmetics retailer](#) who was accused of having a culture of bullying and harassment. Young workers raised the profile of issues via an Instagram page, launched a petition and bravely shared their stories with the media. Another high profile issue that emerged in the midst of the COVID-19 pandemic was [several big name retail employers who withheld government wage subsidy payments from their young staff](#). The YWC launched a portal to allow young workers to share their story and they were subsequently quickly brought together on Zoom meetings to devise a plan to put pressure on their employer. Various tactics were used, including shaming employers on social media, mobilising supporters to email CEOs and supporting workers to communicate with their employer in meetings or via joint letters. Such public tactics can be quite daunting for precarious workers with minimal job security, so it's important to broach the possibility of speaking out through the media or a petition early on in the campaign.

## **Digital tools**

A key digital organising tool used by YWC is the VTHC-built petition platform Megaphone. Megaphone allows users to create their own petitions about workplace and community issues. Unlike other non-union platforms, Megaphone allows users to access the data generated by the petition for free. Online petitions have become foundational tools in campaigning as they build awareness of the campaign, put pressure on the target and collect the contact details of supporters. Megaphone allows you to ask the petition signer if they're a current or previous worker of the employer being targeted. This function can build a list of new workers for YWC to contact about the campaign, and in many instances has led to increased worker participation, additional worker testimonials and vital new information about the case. Felicity Sowerbutts of the Young Workers Centre explained, "Megaphone.org.au allows young workers to easily launch their own campaigns and in the case of the retail chain General Pants Co. petition identify and connect with co-workers in other stores in their State and Australia. The more young workers who come together to organise, the more power they have".

## Case Study 6:

### Social Movement Unionism

Social movement unionism describes unions working on social change goals that go beyond their traditional economic and industrial agendas. It sees unions building alliances with community partners and mobilizing their members to participate in a social movement. An important example of social movement unionism, discussed below, is the vital role played by unions in pro-democracy movements. Another is unions joining the fight to tackle climate change, working with environmental groups to ensure a 'just transition' to a greener economy and planet. Both examples show how trade union participation in broader movements for social change can lead to unions reaching a new audience of young people and future activists.

#### *Climate justice*

In 2018 PSI affiliates in the Asia and Pacific regions were surveyed to determine which issues should be prioritised in the PSI Regional Action Plan 2019-2023. The highest priority was given to young workers, while climate justice did not rate highly amongst affiliates. The PSI Asia Pacific young workers network was also surveyed and whilst some issues rated highly with both young workers and affiliates, climate justice was amongst the priority areas identified by young workers. As a result climate justice, whereby 'the costs of transition are not borne by those least able to bear them', was incorporated into the plan.<sup>29</sup> To achieve this, unions must 'organise workers in new energy economies, and build alliances with communities to ensure democratic participation so that climate change policies meet the needs of people and planet, and not just the rich and powerful.'<sup>30</sup> PSI aims to contribute to climate justice through union capacity building, by producing research and by supporting affiliates to engage in social dialogue around a just and equitable transition.<sup>31</sup>

<sup>29</sup> Public Services International, 'Asia & Pacific Action Plan 2019-2023', Public Services International [website], 2019, <https://publicservices.international/resources/publications/asia--pacific-action-plan-2019-2023?id=10318&lang=en>, 9.3

<sup>30</sup> Ibid

<sup>31</sup> PSI (2019), 9.9-9.11

## **Community and Public Sector Union (CPSU) (Australia)**

The CPSU covers the Australian federal public sector which includes workers in telecommunications, employment services and science and research. A key moment in the union's climate justice work came in 2014 when the federal government announced budget cuts leading to redundancies at Australia's national science agency (the CSIRO). To campaign against the job cuts and their impact on climate science, the CPSU partnered with Australia's largest youth-run organisation the Australian Youth Climate Coalition (AYCC). The success of this collaboration with AYCC is now included in some CPSU recruitment activities targeting young workers and highlighted as an example of 'why you should join a union'. The union has continued to build on this climate justice work, and in 2020 it launched the [CPSU Climate Action Network](#) for members 'who see that climate change is union business'. The network has 400 members (with around 50 active members) and in 2020 it released a [policy paper](#) providing recommendations for the federal government to address the environmental, social and political challenges posed by climate change.

Union collaboration with environmental and youth-led organisations has grown significantly thanks to the climate student strikes that gathered global momentum in 2019. In partnership with student organisers, Australian unions passed motions supporting the students, sent delegations of members to the strike and produced materials for the actions. Student strikers developed a specific strategy for turning out unions to rallies, which led to more than 30 unions formally endorsing the schools strike and proved particularly successful in engaging [teachers unions](#).<sup>32</sup> Overall, the collaboration invigorated Australian trade union work on climate change and introduced a new generation of young activists to union solidarity. PSI Asia Pacific also participated in the global student strike which coincided with its 2019 regional conference in Bali. Young workers at the conference led a solidarity walk to Sanur Beach alongside union leaders.

### **Unions and democracy**

Social movement unionism is illustrated by the vital role that trade union leadership and organising has played in democracy movements. Examples from South East and East Asia have demonstrated the impact and role of trade unions to the thousands of young people who are leading the fight to defend democracy and shape the future of their countries. Unions have also been able to educate protestors and ally organisations about their tactics and techniques for building worker power and winning disputes.

<sup>32</sup> L. Cox, 'Climate strike in Australia: everything you need to know about Friday's protest', The Guardian, 19 September 2019, <https://www.theguardian.com/environment/2019/sep/14/going-to-the-streets-again-what-you-need-to-know-about-fridays-climate-strike>

## Hong Kong

In Hong Kong, trade unions have played a key organising role in the 2019 pro-democracy protests which saw thousands of young people take action, leading to a surge of interest in organised labor. This included established union bodies like the Hong Kong Confederation of Trade Unions (HKCTU), as well as a number of new ‘upstart’ unions that have recently formed. Many of these new unions are led by young people. According to HKCTU, who in 2019 started running ‘crash courses’ on how to establish unions, by early 2020 around ‘40 pro-democracy unions.. have formed in recent months or are in the process of registering with the government, with dozens more starting to organize’.<sup>33</sup> Parts of the pro-democracy movement increasingly saw unions as an effective form of protest that can protect workers ‘from being punished by employers for expressing their views’. This is a departure from Hong Kong citizens’ traditional perception of unions as ‘clubs for hobby classes, banquets and retail discounts’.<sup>34</sup> Calls to unionise and the promotion of active pro-democracy unions were promoted on a labor organising channel on the messaging app Telegram.<sup>35</sup> This channel grew to more than 74,000 subscribers in less than 3 months.<sup>36</sup> Unions helped diversify demonstrators’ tool kit for civil disobedience, including using industrial action as a protest tool. For example, thousands of members of the brand new Hospital Authority Employees Alliance (HAEA) went on strike in early 2020 and caused disruption at public hospitals.<sup>37</sup>

## Philippines

In the Philippines, trade unions have stood firmly against the Duterte government’s suppression of democratic rights and its harassment of trade unionists, independent journalists, opposition politicians and human rights activists. Unions continue to fight the use of anti-terror and other public order legislation to suppress human rights and the government’s deplorable record of extrajudicial killings in its ‘war on drugs’.<sup>38</sup> Unions have challenged unconstitutional laws in the Philippine Supreme Court and held mass rallies and days of action.<sup>39</sup>

<sup>33</sup> S. Wu, ‘Hong Kong workers flock to labor unions as new protest tactic’, Reuters, 10 January 2020, <https://www.reuters.com/article/us-hongkong-protests-unions-idUSKBN1Z9007>

<sup>34</sup> Ibid

<sup>35</sup> T. McLaughlin, ‘Democracy Drives Labor in a Hyper-Capitalist City’, The Atlantic, 6 February 2020, <https://www.theatlantic.com/international/archive/2020/02/unions-hong-kong-protest-coronavirus/606136/>

<sup>36</sup> S.Wu (2020)

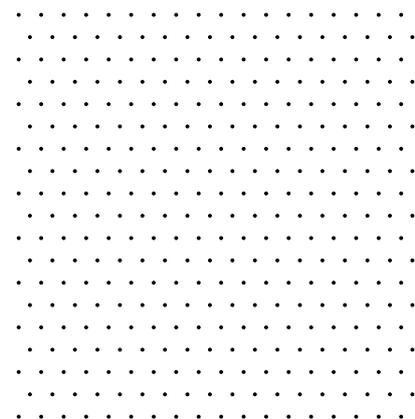
<sup>37</sup> T. McLaughlin (2020)

<sup>38</sup> Council of Global Unions, ‘Global Unions denounce suppression of democratic rights in the Philippines’, Public Services International [website], 2020, <https://publicservices.international/resources/news/global-unions-denounce-suppression-of-democratic-rights-in-the-philippines?id=10973&lang=en>

<sup>39</sup> IndustriALL, ‘End repression and killings of trade unionists, Duterte told’, IndustriALL [website], 2020, <http://www.industriall-union.org/end-repression-and-killings-of-trade-unionists-duterte-told>

## Myanmar

Trade unions have a long history of fighting against undemocratic military rule in Myanmar and they are again organising to protect democracy in 2021. Worker strikes were one of the first tactics used to protest against the military coup which took place on 1 February 2021. The very next day, doctors and health workers from 70 hospitals stopped working in protest.<sup>40</sup> Strikes have since spread across the country to Myanmar National Airlines, railways, mines, schools, construction sites and to the military controlled Myanmar Oil and Gas Enterprise.<sup>41</sup> Women garment workers are also playing a key role in organising against the military takeover. The country's garment sector has grown quickly in the last 5 years which has also led to widespread unionisation. Consequently, many garment workers have become experienced in building local networks and organising militant strikes. They are now applying these union skills to the political movement, and many garment workers are emerging as its key leaders and organisers. Many are also using their position as factory workers to 'attract the attention of international fashion brands, highly sensitized to scrutiny of the industry supply chain-and, through them, the wider world.'<sup>42</sup> Workers have called on brands to 'tell factory owners to unequivocally respect workers' rights to assemble and freedom of expression', which led to retail giant H&M to cease orders to its 45 suppliers in the country.<sup>43</sup>



<sup>40</sup> International Trade Union Confederation, 'Join the trade union movement fighting for democracy in Myanmar', International Trade Union Confederation [website], 2021, <https://www.ituc-csi.org/global-noise-barrage>

<sup>41</sup> Ibid

<sup>42</sup> E.Paton, 'Myanmar's Defiant Garment Workers Demand That Fashion Pay Attention', The New York Times, 12 March 2021, <https://www.nytimes.com/2021/03/12/business/myanmar-garment-workers-protests.html?searchResultPosition=1>

<sup>43</sup> Ibid

## 4.

# What we've learnt (or Key Findings)

### *Digital tools must be used interactively*

Digital tools were featured in most of the young worker organising examples studied. These are most successful when used interactively to recruit and organise members, rather than just as information or contact pages for a union (which is how Twitter and Facebook are sometimes used in their most simple functioning). UNA, for example, emphasise the importance of responding quickly to all messages sent to them on Facebook in order to build trust and credibility with the nurses who are contacting them about issues at their hospital. Whatsapp groups (used for workplace groups or young worker networks) are also commonly used for more localised organising, as noted by UNA and SMSU. Whatsapp (or other group messaging apps like Signal or Telegram) has become more widely used in countries across the world and unlike Facebook, it does not require you to have a profile (usage only requires a mobile phone number). Consequently, it is a useful platform for ongoing communication threads with a large but select group of people. Sustaining a meaningful, interactive digital presence is resource intensive, however it is essential for engaging young people who are digitally fluent and consequently have high expectations in all of their online interactions. YWC, who tend to organise around short and sharp campaigns, use purpose-built digital tools that have been developed by VTHC. Online petitions are used to build a list of supporters and to find and recruit new workers to a campaign. Issue specific websites where workers can input testimonials are used to collect new data and case information which feeds into the campaign's communication and legal strategies.

***Recommendation: Digital tools should be used interactively to facilitate meaningful and sustained communication with workers. This requires that union digital platforms and social media accounts are properly resourced by staff or volunteers.***

### ***Leadership as frame for engagement***

Both NZPSA and SMSU use the frame of ‘leadership development’ for some of their young worker activities, suggesting that it is successful in attracting young worker interest. Both unions offer leadership development workshops to young workers or members as part of their activities. The programs combine curricula on general leadership skills with a focus on leadership structures and opportunities within the union. This framing may not be appropriate or successful to all young workers across different occupations and sectors, but it does seem to have resonance for young workers with a profession or those on a more formal career path. These young workers are likely to already participate in various types of professional development. Consequently, linking union training experiences and opportunities to their career track can help to overcome negative perceptions of unionism.

***Recommendation: Incorporating leadership skill development into training for young workers can help to grow interest and participation in union events.***

### ***Governance***

NZPSA leads the way in developing formal young worker structures and incorporating them into its rules and regulations. In addition to recognising PSAY as a formal network under its rules, it also mandates elected young worker representation on its powerful Sector Committees and executive board. This demonstrates a long term commitment to ensuring young member’s perspectives are heard across the union’s leadership structures. However, these important governance steps are backed up by a substantial investment in young workers organising through PSAY’s impressive program of activities across the country which are supported by a youth organiser on staff. PSAY started in 2005, but the process of embedding youth representation into the union’s rules wasn’t finalised until 2018. According to NZPSA Organiser Lauren Hourigan it was important to start with organising before looking at governance. Lauren said

“let’s not just create a (youth) position, let’s do the organising first and build the network”.

An alternative to the NZPSA approach to young worker representation in governance is SMSU’s development of young activists to run in union elections. SMSU has not altered its rules to reflect its impressive commitment to and investment in young worker programs. Instead, the union has focused on identifying, developing and mentoring talented young members over a number of years so that they are ready to run for positions on the Executive Board. This has led to 2 young workers holding positions on SMSU’s board.

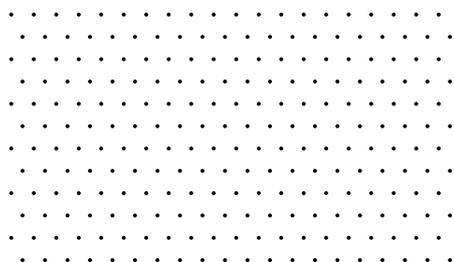


***Recommendation: Unions should work with young members to determine how they can be best represented in the union’s structures and decision-making bodies. Unions should invest in mentoring young members to prepare them for leadership positions.***

### **Peer to peer organising**

Peer to peer organising is a common feature across all case studies. This reflects the shared view that when engaging young workers the messenger is very important. The messenger is necessary to quashing the widespread attitude that trade unions are obsolete and are for older workers. For ASLHWEU, peer to peer organising by their young women members is essential to overcoming some cultural objections to union activities and to allowing worker home visits to take place. For UNA, its organising of nurses by nurses is integral to building trust with potential and new members. This also extends to the digital organising which has been a core element of the union’s success.

At YWC, its organisers are all young people who can build rapport quickly. This is essential in its secondary school outreach activities, as the audience of teenagers may be less open to new ideas about unionism if the messenger seems like their teacher or parent. At workplace meetings, YWC aims to include someone who has been in insecure work so they can share their story of taking action with their coworkers. Similarly, the public face of YWC’s campaigns is always a young worker from the affected workplace or sector. Seeing their peers speak out helps other workers to feel confident in taking action and getting involved.



***Recommendation: Young worker organising should be carried out by young organisers, delegates and members. For some workers, it is also important that union organising be led by those from the same profession or sector.***

### **Reaching students**

Running sessions on unions in educational settings is key to addressing young people's 'information gap' and to countering negative media on trade unions. Peak bodies or non-sectoral organisations like YWC are well placed to enter secondary school settings and provide general industrial and union information. In vocational and university settings, it is more common and advantageous for the union with occupational or sectoral coverage to deliver the sessions as they can offer tailored, expert industrial information and advice. For example, many nursing unions across the world conduct student outreach activities which often include signing student nurses up to a 'student membership' that brings them into the union community at the very start of their careers. Student memberships are usually free or discounted and convert to regular membership once the member enters full time employment. NZPSA's young worker activities also include student recruitment at universities for fields such as allied health, mental health nursing and social work.

***Recommendation: Unions should resource educational visits to secondary schools, vocational training centres and universities and these should be delivered by young organisers, delegates or members.***

### **Organising in greenfield sites**

Much of UNA and YWC organising takes place at greenfield sites where there are no union members and no history of union activity. This can be incredibly challenging and resource intensive work. YWC emphasises that as soon as an organising opportunity is identified, it is important to explain to workers the theory of change, why sticking together as a collective is powerful and to highlight cases where other young workers have been able to organise. This will help to identify a workplace leader, who should be quickly tasked with speaking to other workers and asking them to sign a petition or attend a meeting etc. For young people in insecure work it's important to bring workers together to discuss the workplace issues, but also to have an honest conversation about their fears and allay these by reminding them of their workplace rights.

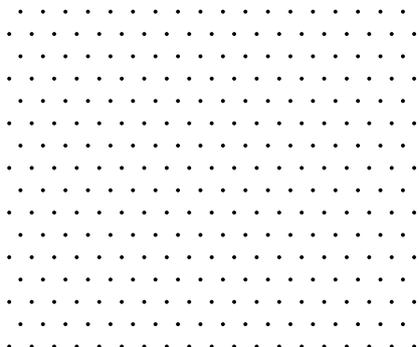
For UNA, organising work at a new site is best led by workers who are enthusiastic and are sociable with their work colleagues. UNA aims to identify 2 or 3 workers with these traits who then help to implement the union building steps outlined in Case Study 3. During these early months, it is vital that workers hear regular updates from the union. Jibin T.C from UNA Maharashtra also emphasises the importance of the union engaging in broader public interest issues. For example, in 2020 UNA established a call centre in Maharashtra where COVID patients and their relatives could seek help and information about hospital care. UNA also organised teams at hospitals to liaise with COVID patients' families. These kinds of public interest activities grow the union's profile as a trusted community actor, which in turn helps to quickly build credibility with nurses at a new site.

***Recommendation: Finding the right workplace leader and providing them with support and training is essential to the success of organising a new site. This organising can also be aided by building the union's public profile through work in the community.***

### ***Connecting to social movements***

Across the world, young people are showing how passionate they are about the climate crisis and many other social issues and are mobilising in huge numbers. To show this generation of young people that trade unions are their allies and key partners in these fights, unions should embed broader social issues like climate justice into their work. Unions should support youth-led organising on these issues by building relationships with relevant organisations, and provide them with resources, expertise and solidarity.

***Recommendation: Unions should build alliances with organisations and movements that share our values, and build solidarity by sharing resources and 'turning up and turning out' in moments of crisis or urgency.***



# 5.

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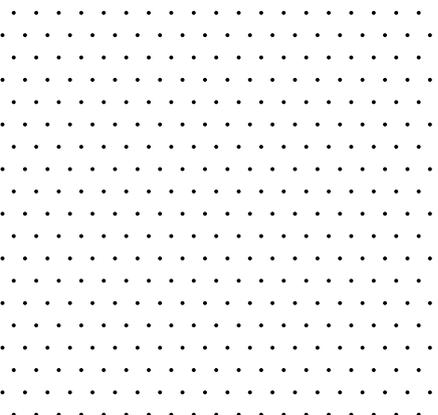
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# 6.

## Appendices

### APPENDIX A

#### PSA rules and regulations

##### Part 6 Sector Governance

###### 32. Sector committees

- (2) Sector committees are comprised of the following representatives who are elected for a two year term:
  - a. Representatives elected by a vote of delegates within a constituency.
  - b. Two sector māngai as provided for in rule 37(3).
  - c. Youth representative elected by a youth constituency within the sector as established in the regulations and sector procedures.
- (5) The election shall be conducted in accordance with rule 9 with the addition that delegates must use their best endeavours to consult with members in the constituency to which they are responsible, before voting.

##### Part 8 Executive Board

###### 42. Members

- (1) The executive board shall consist of:
  - a. The president;
  - b. A convenor (tuakana) and deputy convenor (teina) of Te Rūnanga o Ngā Toa Awhina;
  - c. A duly elected co-convenor of each sector committee;
  - d. The secretariat;
  - e. A co-representative of the staff group
  - f. A national co-convenor of PSA Youth, as a youth representative

## Part 14 Clusters and Networks

### 74. Networks

- (1) Networks are groupings of members with common interests that can cut across the sectors.
- (2) Networks communicate through the use of telecommunications and face to face meetings as appropriate.
- (3) Networks may be either formal or informal.
- (4) Formal networks have no formal governance responsibilities and cannot speak on behalf of the PSA unless authorised by the executive board, but may work with PSA staff to:
  - a. Provide advice to the executive board, sector committees or Te Rūnanga o Ngā Toa Āwhina;
  - b. Co-ordinate union activities that are consistent with union policies and strategies;
  - c. Enable those involved to provide each other with support including mentoring;
  - d. Facilitate information sharing among their members;
  - e. Submit notices of motion to the national delegates' congress;
  - f. Organise themselves in ways that are consistent with the policies, rules, regulations and operating manual of the PSA.
- (5) Groupings recognised as formal networks under these rules are:
  - a. PSA Pasefika (see rule 75);
  - b. Women's network (see rule 76);
  - c. PSA Youth network (PSAY) (see rule 77);
  - d. Out@PSA (see rule 78).
  - e. Deaf and disabled network (see rule 79).

### 77. PSA Youth (PSAY)

- (1) In accordance with rule 74, there will be a Youth Network of the PSA, for PSA members aged 35 and under, which shall be subject to the rules, regulations and policies of the union.
- (2) The Youth Network exists to:
  - a. Promote the interests of young people within the PSA;
  - b. Facilitate the sharing of information and experiences;
  - c. Encourage and support young people's participation in the representative structures at all levels.

# APPENDIX B



## PSAY LEADERSHIP DEVELOPMENT PLAN

Name:.....

Are you happy for us to share this with PSA representatives such as your local organiser?

Skill or attribute I want to develop further	Further support/training E.g. TED Talks, courses, mentoring	No fail next step(s) E.g. Google TED talks or courses, set up meeting to talk to potential mentor

## LEADERSHIP ASPIRATION PLAN

	ASPIRATION	NO FAIL FIRST STEP
PSA/PSAY		
WORKPLACE		
COMMUNITY		

# APPENDIX B

## PSAY Leadership Development – One Day Programme

### Learning outcomes:

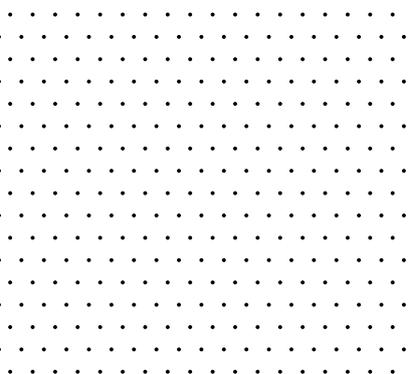
1. Participants will be ready to take on leadership roles
2. Participants will be actively involved in the wider union and their workplace
3. Participants will be actively involved in PSAY

**Resources:** Whiteboard, markers (whiteboard & vivid), handouts, speakers, powerpoint, laptop, speakers, attendance sheet, folders, pens, post-its, prizes, A4 paper, scissors

Aim	Session/activity	Duration	Speakers notes
Get to know people, understand purpose of the training	Scene setting and intro <ul style="list-style-type: none"> <li>• Welcome including Māori welcome, programme and venue -</li> <li>• Leadership bingo</li> <li>• Introduce yourself –               <ul style="list-style-type: none"> <li>Name</li> <li>Worksite</li> <li>Leadership aspirations</li> <li>Why here/what want from today</li> </ul> </li> <li>• Ground-rules</li> <li>• Social media/competition</li> </ul>	<b>45mins</b> 5mins 10mins 10mins 5mins	Lots of union leadership, but applicable to all forms of leadership  Schedule fluid, but lots to get through Reduce introductions if large group  Phones on silent
Basic understanding of the PSA, PSAY, and the wider union movement  Identify leadership roles in the union  Participants encouraged to get actively involved	Understanding your union and network <ul style="list-style-type: none"> <li>• What is a union? (brainstorm on whiteboard) –</li> <li>• PSA structure overview –</li> <li>• PSAY overview (roles, structure, objectives, activities) –</li> <li>• Unelected roles – other ways to be active in the PSA (bargaining, meetings, raising issues, campaigns, political lobbying) –</li> <li>• Stand Up –</li> </ul>	<b>35mins</b> 5mins 10mins 15mins 2mins 3mins	How do young members view the union?  If time, ask people with experience to speak about these roles/experiences (convenors, delegates, etc)  Stand Up for students & zero hours campaign
<b>MORNING TEA</b>		<b>15MINS</b>	
Basic understanding of areas of PSA and workplace that need better age representation	Representation in your workplace and union <ul style="list-style-type: none"> <li>• Demographics in your workplace (draw or discuss with work colleagues, then discuss in groups) –</li> <li>• Demographics in the PSA &amp; sectors –</li> </ul>	<b>25mins</b> 10mins 5mins	Prompt: Managers, leaders, delegates, gender, ethnicity, age  Sector groups

Inspire to get actively involved	<p>Speaker on union leadership  <a href="https://youtu.be/RirKkJiYWcs">https://youtu.be/RirKkJiYWcs</a></p> <ul style="list-style-type: none"> <li>• Questions?</li> </ul>	20mins video	
<p>Support aim of getting more young people involved</p> <p>Consider ways to help get more young people involved</p>	<p>Getting young workers involved</p> <ul style="list-style-type: none"> <li>• What young workers bring to the table (post-its in groups, then share and sort) –</li> <li>• Barriers to participation (group brainstorm) –</li> <li>• Strategies for overcoming the barriers (give each group one barrier to consider then report back) –</li> </ul>	<p>40mins</p> <p>10mins</p> <p>15mins</p> <p>25mins</p>	<p>If there were no young leaders in the PSA/your workplace, what would be missing?</p> <p>Prompt as a member, active member and leader</p> <p>Keep report back brief!</p>
<b>LUNCH &amp; Group photo</b>		<b>30mins</b>	
<p>Build confidence to take on leadership roles</p> <p>Identify leadership styles</p>	<p>What is leadership and what makes a good leader?</p> <ul style="list-style-type: none"> <li>• Group activity – build a paper tower</li> <li>• You-tube - first follower  <a href="https://www.youtube.com/watch?v=3EKAXQbYA9U">https://www.youtube.com/watch?v=3EKAXQbYA9U</a></li> <li>• Summarise key messages and what leadership means to you</li> <li>• Identify skills of a good leader (on large woman – gallery report back).</li> </ul>	<p>50mins</p> <p>15mins</p> <p>5mins</p> <p>5mins</p> <p>15mins</p>	
<p>Identify how already a leader</p> <p>Identify leadership goals</p> <p>Identify leadership style &amp; strengths and weaknesses in different contexts</p>	<p>Individual leadership style and goals</p> <ul style="list-style-type: none"> <li>• Community involvement brain storm – your role as a leader (shout out of examples) –</li> <li>• Leadership aspirations - what other activities are you interested in leading? (Discussion in groups) –</li> <li>• What is your leadership style (matrix) – <ul style="list-style-type: none"> <li>- Strengths and weaknesses of each style and when appropriate to use them</li> </ul> </li> </ul>	<p>50mins</p> <p>5mins</p> <p>10mins</p> <p>10mins</p> <p>25mins</p>	<p>In workplace, PSA, network, community</p>
<b>AFTERNOON TEA</b>		<b>15mins</b>	
<p>Identify individual skills</p> <p>Develop individual leadership development plan</p>	<p>Individual leadership development plan –</p> <ul style="list-style-type: none"> <li>• Using the large women, translate individual skills/ talents to A3 person <ul style="list-style-type: none"> <li>- Which skills do you already have?</li> <li>- Which skills do you want to develop further?</li> </ul> </li> </ul>	<p>50mins</p> <p>10mins</p>	<p>Mark differently skills you're confident in, and skills to develop (can share with us or keep to yourself)</p>

	<ul style="list-style-type: none"> <li>• Complete individual leadership development plan</li> <li>• Share ideas on support needed to get to the table and stay at table</li> </ul>	<p>25mins</p> <p>10mins</p>	<p>What are the next steps for doing this? What support/training can you access? – to get to and stay at table</p> <p>Are you happy for us to share this? Take copies</p> <p>Mentoring</p>
<p>Commit to involvement, action and staying in touch</p> <p>Plan for day 2</p>	<p>Regional PSAY planning</p> <ul style="list-style-type: none"> <li>• Discuss interest in PSAY involvement, activities</li> <li>• How can we inspire others to get involved?</li> <li>• Keeping in touch (meetings, communications)</li> <li>• Responsibilities, commitments</li> <li>• Hui &amp; Champions</li> </ul>	<p>20mins</p>	<p>Can play around with content for this session depending on time available, interest and energy levels!</p> <p>Photocopy leadership plans</p>
<p>Summary and evaluation</p>	<p>Wrap up and evaluation</p> <ul style="list-style-type: none"> <li>• Recap of day</li> <li>• Evaluation forms</li> <li>• Share one next step, and one reflection on the day</li> <li>• Certificates</li> </ul>	<p>15mins</p>	<p>Only if time</p> <p>Collect up evaluation forms</p>



# APPENDIX D



**Programme**

## YOUTH EMPOWERMENT WORKSHOP SMSU

**SABAH**

DAY 1	Time	Activity
	1.30 pm	Check - in
	2 pm	Registration National Anthem / Sabah State Anthem Doa (Prayer)
	2.30 pm	Welcoming Speech by Programme Coordinator - <b>Bro Selyvester J Kundian</b>
	2.40 pm	Opening Speech by SMSU President - <b>Bro Ajulahin Japin</b>
	2.50 pm	Briefing for Participants/Grouping - <b>Bro Laurence Vun (Immediate Past General Secretary)</b>
	3 pm	Ice-breaking / Team building concept
	4 pm	INTRODUCTION TO SMSU by SMSU Vice President - <b>Sis Sanisah Siah</b>
	4.30 pm	Group Work/Discussion - 5 groups
	5.30 pm	LITE N EAZY
7 pm	SOLIDARITY NITE ( Coordinated by YOUTH Participants)	

DAY 2	Time	Activity
	7 am	Breakfast
	7.45 am	'Solidarity Forever' - Group singing
	8 am	POWER OF NETWORKING by SMSU General Secretary - <b>Sis Bertha Eldo</b>
	8.30 am	LAW & PLATFORM by Bro Maiman Muntial (Immediate Past President)
	9.15 am	YOUNG WORKERS & SOCIAL RIGHTS AWARENESS by - <b>Bro Selyvester J Kundian (Exco member)</b>
	9.45 am	Group Presentation - 3 Groups
	10.15 am	Coffee Break
	10.30 am	Group Presentation - 2 Groups
	11am	CHALLENGES AHEAD FOR YOUNG HEALTH WORKERS by MNU President, <b>Sis Nor Hayati Abd Rashid</b>
	11.30 am	Youth Sharing Experience - <b>Beatrice / Nicholas / Sarawak / Sucyana</b>
	12 pm	CLOSING by GENERAL SECRETARY OF CUEPACS - <b>Bro Abdul Rahman Bin Hj Mohd Nordin</b>
	1 pm	Lunch
1.30 pm	CHECK-OUT	

\*Each group is given a specific topic to work on. Range of topics include current issues faced by young workers and also on building stronger unions.

