



ORGANISING AND RECRUITMENT

THE PATH FOR STRONG TRADE UNION

Handbook for Union trustees

DECEMBER 2022



Sindikat radnika trgovine
i uslužnih djelatnosti BiH

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The vision of STBIH is to create a unique and strong Trade Union in the trade and services industry, which will using its authority, recognition and numbers of representatives enable its members a high level of protection of their rights and be a legitimate and worthy representative in protecting their interests.

The mission of STBIH is to represent and support workers in the most dynamic and progressive sector, and according to that it defines its main goal as: ensuring decent work for a person in the trade and services sector in BiH. In accomplishing its mission, STBIH committed to working based on the trust of members and the community and a transparent and open approach.

The Trade Union of Trade and Service Workers of Bosnia and Herzegovina has 13,637 members. This number is increasing annually. In 2022 alone, the number has increased by 232 new members.

STBIH strives not only to increase its strength by securing new members, but also to ensure the existing membership remains, and to constantly create an active membership that can be mobilised in order to strengthen the trade union's power in negotiations with companies and employers. Therefore, it is essential to improve organisation, strength and impact of the Trade Union, which is possible only by strengthening solidarity and togetherness, i.e. by adopting an appropriate strategy and increasing advocacy for trade union organising and membership of trade and service workers in all its segments.



A proactive organising strategy requires a shared understanding of STBIH's strengths and weaknesses along with an evidence-based assessment of where the greatest potential for growth exists

LEGISLATION



The primary goal of trade union organising directly depends on the general state of labour and other social rights that workers can exercise, and the possibility of accessing public services.

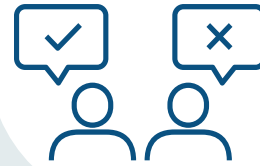
The Labour Laws of the Federation of Bosnia and Herzegovina (Article 8) and the Republic of Srpska (Article 19) clearly mandate the prohibition of discrimination against workers as well as persons seeking employment, with regard to gender, sexual orientation, marital status, family obligations, age, disability, pregnancy, language, religion, political and other opinion, nationality, social origin, property status, birth, race, skin colour, membership or non-membership in political parties and trade unions, health status, or some other personal characteristic.

Furthermore, the aforementioned laws in Articles 14 (FBiH) and 209 (RS) enable workers to exercise their right to organise and join a trade union of their own free choice, in accordance with the statute and rules of the trade union.

According to Article 18 (FBiH), the employer is obliged to provide appropriate conditions for the union's activities in accordance with the collective agreement, and to allow union representatives, who are not employed by the employer but whose trade union has members at the employer, free access to the employer when it is necessary to carry out trade union activities.

According to Articles 17 and 214 (RS), the trade union has the right to demand other information from the employer which might be important for the exercise of the worker's rights, except for information that represents the employer's trade secret, and the employer is obliged to provide the trade union with the technical and spatial conditions for its operation, in accordance with the spatial and financial opportunities, as well as to provide it with access to data and information necessary for the performance of trade union activities.

According to Articles 211 (RS) and 16 (FBiH) employers and associations of employers, when acting on their own behalf or through another person, member or representative, are prohibited from interfering in the organisation and work of a trade union, or by providing financial or other type of support to the trade union, controlling its work.



Social dialogue in Bosnia and Herzegovina is insufficiently developed and insufficiently used.

The most threatened right in the field of labour relations that workers in the trade sector can exercise is the right to trade union organising. In most countries, it is necessary to get the prior approval of the employer so that trade unions can talk with workers about joining, while self-initiated organising of workers into trade unions is often the subject of attacks that results in dismissals and threats. Workers are afraid to join trade unions because this act represents a high possibility of losing their job, being transferred to other unwanted work tasks, and resulting in the disruption of interpersonal relationships in the workplace.

Such practices are rarely prevented by competent public institutions, such as ministries of labour or labour inspectorates. Taking legal action very often does not result in the desired outcome due to the slowness of the system. Employers often implement processes of establishment and informal management of trade unions in their companies in order to ensure control.

Such trade unions not only exist at the company level, but even at the sector level.

WHY ORGANISATIONAL STRATEGY?

The trade sector is going through drastic changes that are transforming the operations of large and small companies and thereby greatly affecting labour relations. The most significant social processes that are changing all segments of society, and thus the trade and labour sector relations, are globalisation which is becoming rooted in the processes of establishing global supply chains, the large flow of goods and people, then the digitisation and automation of business, and the growth of e-commerce in the last two years.

Organising and motivating trade union members to engage actively is a key factor in strengthening the trade union. It is necessary for the trade union to recruit new members, to mobilise and activate them in order to effectively defend the interests of workers. A strong trade union is able to negotiate collective agreements, improve wages and



working conditions, with the aim of providing a safe and healthy workplace and solving problems when they arise.

The influence of these social trends in everyday life and work is evident and requires an urgent and systematic adjustment of trade union organising.

In such a context, it is urgent to work on building trade union power. This is the only way for every worker to be able to join a trade union without fear, to be protected by the collective agreement and to be provided with a living wage.

The starting point of the strategy should be based on a regional approach, because the chosen general orientation of trade union organising in the countries of the region must be regional networking and unification of trade union action.

Without this approach, trade unions will not be able to individually face the challenges that are already in front of them.



The trade and service sector is characterised by poor working conditions. Frequent occurrences are longer working hours than those stipulated by the law, working on Sundays, the lack of regular contracts and mandated number of annual vacation days, and inadequate wages. Wages are far below those that can provide a decent standard of living for the workers and their families. Overtime work is often not adequately paid. These problems are worsened further down the supply chain where independent supervision decreases and pressure on prices and delivery times increases.

It is essential for the Trade and Service Union to ensure, through the trade union organising strategy, that organising is a priority in the trade union movement, but also in the labour market in general, and that efforts and resources are directed where they will have the greatest effect.

WHAT STBIH CAN DO

The most significant statistic that every trade union must effectively develop is membership records. Along with this record, it is essential that STBIH continuously monitors the labour market in the area of trade and service activities and maps potential membership. In this way, the youth labour market trends can also be monitored. This type of monitoring is crucial for improving the accessibility to new youth trade union members.

Organising is a common activity of every trade union and is an integral part of other aspects of trade union activity. Collective bargaining and daily contacts with members are part of the continuous process of supporting and preserving existing membership while also encouraging new membership. However, trade unions can launch special initiatives aimed at expanding their reach beyond the established boundaries. This means understanding the specific changes that are taking place and that could be related to many factors such as digitisation, privatisation and ageing of the population.

Public or internal discussions can help identify areas where intervention is needed, thus shaping the trade union's organisational strategies.

However, it is not rare that, although well organised, trade unions are not able to establish dialogue with employers, or they cannot negotiate with them. This lack of interest in negotiation makes it impossible for the trade union to represent the rights of workers by promoting and fighting for their equality and justice in the workplace.

Does this diminish the role of trade unions? On the contrary, trade unions play a vital role in the new capitalist systems as that they draw attention to economic opportunities and advocate for workers' rights. Trade union organising in the entire region has proven to be a useful method for the return of members lost during the period of transition, but also for the inclusion of new ones that arose during the transition.

An efficient membership record system should contain information related to the job description, employer's name, company size, average salary, personal data of the worker, and demographic data such as age, gender, etc.

Through the engagement of young people in the trade union, STBIH enables meaningful participation of the youth in the work of the trade union, systematically dealing with topics for young people according to their needs, and builds upon the capabilities of young trade unionists and invests in human resources, which can lead to improvements in the position of young people in the labour market.

It is desirable that STBIH has a national as well as a regional overview of workforce development so that it can adequately develop approaches and strategies for the inclusion of new members.

STBIH must continuously monitor existing and map potential membership. By promoting its success in representing workers, STBIH points to its strength and accomplishments by indicating where the resources for trade union organising can be best applied.

HOW?

In order to increase trade union membership, there are different types of strategies and approaches to organising.

Organising initiatives at the individual level can actively involve workers by creating or activating worker networks, or associations, that mobilise around common goals and thus clearly define the existence of collective interests and identities. Participating in such activities provides an incentive to join trade unions, and it does not constitute an expense. Moreover, trade unions may emphasise the positive reasons for joining a trade union and its ability to respond to individual workers' interests.

The above mentioned is usually achieved by providing services that are reserved for members, as opposed to collective bargaining, which benefits all workers belonging to a bargaining unit, in this case trade and service industries, regardless of whether they are members or not. Such individualisation of the benefits associated with trade union representation in any case remains embedded in the collective identity that forms the basis of the union, as confirmed by the non-profit nature of the provision of services and the presence of solidarity among members.

Information and awareness campaigns are another way to focus unequivocally on the role and activities of trade unions and their effectiveness in representing workers. By advertising the benefits of collective representation and negotiation for everyday working practices in campaigns aimed at potential members, trade unions work towards increasing their membership.

Common examples of initiatives at the organisational level are the establishment of special committees or bodies within trade unions that have a significant role in relation to certain groups of workers.

It is desirable to create women's sections and committees for equal opportunities or those concerning young workers. This approach may also include the implementation of certain processes to support the representation of relevant groups of workers, such as a gender-sensitive policy or defining quotas in the governing bodies of trade unions.

Regarding the increase of membership, the assumption in this case is that the tendency to join a trade union among certain groups of workers is directly related to the consideration of the interests of such groups in the decision-making process of that particular trade union.

ORGANISING STRATEGY - BASICS AND LEVELS			
		Focus	
		Data that has been collected	Results that have been achieved
Level	Individual	Based on networking: individual participation	Interest-based: individual benefit
	Organisational	Based on groups: representation of categories	Activity-based: union effectiveness

NEXT STEPS

1 Laying down the groundwork for trade union organising



- Ensuring a strong cooperation with each of the trade unions from the region (Croatia, Montenegro, Republic of North Macedonia) considering their specific context in the national framework of the country.
- Creating a shared vision as a product of mapping potential new members and assessing hiring trends to understand where workforce growth is expected.

2 Selecting a company or companies and securing outside support



- Focusing on one to two companies that exist in each of the countries to start the process of social dialogue
- Negotiating directly with UNI Global Union as a global trade union federation with branches in 150 countries to obtain assistance in initiating contact with selected companies
- Obtaining permission or providing a "favourable" contact within the company

3 Forming a committee and starting social dialogue



- Forming the board
- Starting bipartite and tripartite dialogues
- Securing the support of trade union leadership at the national level
- Creating membership campaigns in all four countries
- Informing potential new members about membership campaigns and other membership initiatives
- Creating specially targeted campaigns for young people that are specifically adapted (adequate) for them in order to ensure their joining the trade union movement
- Developing a special plan for attracting new members using the method of individual conversations (face to face) as a trade union organising technique
- Consolidation of trade union partnership and formation of international cooperation



FORTENOVA GROUP employs around 50,000 workers in more than 30 administrative headquarters, 29 production plants and over 2,500 sales locations and distribution centres. With its own operating business, it directly participates in food production, management of retail chains and agriculture in the markets of Croatia, Slovenia, Bosnia and Herzegovina, Serbia and Montenegro.

KONZUM D.D. is the largest Croatian supermarket chain with more than 700 stores and more than 12,000 employees. Konzum also has stores in Bosnia and Herzegovina, the Republic of North Macedonia, Serbia and Montenegro, where it operates under the Idea brand.

MERCATOR D.O.O. operates in the markets of Serbia, Bosnia and Herzegovina, Croatia, the Republic of North Macedonia and Montenegro with the main activity of retailing consumer goods. The Mercator group operates in four regional markets in more than 1,000 stores and employs over 20,000 people.

LIDL D.O.O. has its own retail chains in Croatia and Serbia, employs 6,000 workers and is conducting preparatory activities for the opening of the first stores in Bosnia and Herzegovina, the Republic of North Macedonia and Montenegro.

JYSK D.O.O. is present in all four countries of the region with a mission and vision of well-being for their workers in stores, but also for workers who are suppliers around the world. It has 3,200 stores in 48 countries around the world and employs 30,000 workers.

H&M D.O.O. H&M Hennes & Mauritz AB (H&M) is a Swedish multinational textile company known for its quality fashion creations for women, men, teenagers and children. H&M operates in 62 countries around the world with 4,000 stores, and in 2015 the company had 132,000 employees. It has its stores in all four mentioned countries in the region.

* Clanovi od koje gdje su je bolje (u dokumentima, bilježnicama, firmi, odobrenje u drugu, bolje plaćeno, istu dnevno, u drugu sredstvo - relativno)

* Mlađi ljudi se više angažiraju, istu dnevno, u drugu sredstvo - relativno

* Najveći problem je stari

* Neophodno je izdvojiti se i dati kontakt - mreža i mreža

* Da li UN Global Union može ostvariti svoje ciljeve u B.S.?

(direktno reagirati na ljudima)

H&M (u B.S. dnevno, u firmi, u firmi)

JYSK (u B.S. dnevno, u firmi, u firmi)

LIDL (u B.S. dnevno, u firmi, u firmi)

DM (u B.S. dnevno, u firmi, u firmi)

Forta Nova (Hennes & Mauritz AB) → Regionalni odbor sindikata (u B.S. dnevno, u firmi, u firmi)

1) Odlaze u investicijama zbog dva perspektive

- Nesamovoljstva rada sindikata

2) Uvoljavaju se u sindikat

- Polaganje: stvaranje škole srednje zanimanja

- Mlađi radnici (obavljavaju)

- Dječji radnici (mogućnost)

3) Inditex

- Polaganje - Face to Face

- Dječji radnici - upitnici, prijava

- Javna privatna partnerstva

- Ovisnost

1) * Vani / bazi ovajsi mreže - dnevno sektor

* Vredina u B.S. dnevno

2) Učinci

Potencijalni rast - nove kompanije

30% obsega - u kojima vel djelujemo

Čuvanje - 30-35%

Čuvanje - 30-35% je aktivni i je i je moze/duz

Polaganje - 30-35%

Standardno ulaganje

* Sekcija u B.S. dnevno

Srednje škole - regionalna kompanija

INFORMISANJE NOVIH ČLANOVA (u B.S. dnevno, u firmi, u firmi)

EDUKACIJA (u B.S. dnevno, u firmi, u firmi)

BOLJA PODRŠKA ZA RADNIKA (u B.S. dnevno, u firmi, u firmi)

PRISTUPAČNOST (u B.S. dnevno, u firmi, u firmi)

PRISTOJA ČLANARINA (u B.S. dnevno, u firmi, u firmi)

PRAVNA POMOĆ (u B.S. dnevno, u firmi, u firmi)

VELIKA JARADILJA SINDIKAT - POSLOVAC (u B.S. dnevno, u firmi, u firmi)

POTPISIVANJE KOLEKTIVNOG UGOVORA (u B.S. dnevno, u firmi, u firmi)

NOVOOTVORENE KOMPAKNE U KOJIMA JE SAGREBANI (u B.S. dnevno, u firmi, u firmi)

POTPISIVANJE KOLEKTIVNOG UGOVORA (u B.S. dnevno, u firmi, u firmi)

VLADA ZA VEŠI SINDIKAT NA POSLOVACI ZA (u B.S. dnevno, u firmi, u firmi)

POTP KOLEKTIVNI UGOVOR (u B.S. dnevno, u firmi, u firmi)

ČLANOV - LOJALNI ZAČINIC (u B.S. dnevno, u firmi, u firmi)

SARADNJA PREDSTAVNIKA SINDIKATA I FIRME (u B.S. dnevno, u firmi, u firmi)

* SINDIKAT (u B.S. dnevno, u firmi, u firmi)

* KONTAKT (u B.S. dnevno, u firmi, u firmi)

* POSLOVAC (u B.S. dnevno, u firmi, u firmi)

* POKREĆE (u B.S. dnevno, u firmi, u firmi)

* ČLAN (u B.S. dnevno, u firmi, u firmi)

UJEDIN (u B.S. dnevno, u firmi, u firmi)

DE (u B.S. dnevno, u firmi, u firmi)

Image of trade union

Not relevant - not competitive - quality assurance

Let's see?

Outside the region

other sector

other well organized companies

4. Strength

The potential target group (largest potential)

• shopkeepers

• NGOs

informal meetings etc. from activity

let the youth be a part of the power

More communication

Trade unions

people to be a part of work

future members

1. Idea

Lidl

Supporting Support from

exchanging experiences

networking

public building

and EU

Trainers

This document was created as part of the joint work of Trade and Service Trade Unions of Bosnia and Herzegovina, Montenegro, Croatia and the Republic of North Macedonia and its members.

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UNION CUSTOMIZED BY WORKERS

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