

What are P&MS?

In the context of the TRAN-MAPS project, the European Transport Workers' Federation (ETF) organised debates and exercises with European transport trade union organisations. It aimed to find out how we as trade unions can better meet the expectations of professionals and managers (P&MS). How can we convince more P&MS to join a trade union was the core question of this project?

Before you start organising P&MS, you need to have a clear idea of what the concept of P&MS comprises. What makes someone a manager or a professional?

As a starting point, the ETF has drafted a general description of what the definition of a professional and a manager can be.

A PROFESSIONAL performs a job that requires a higher level of education and has a position that is trusted by the employer. This "trust" can be e.g. defined by the responsibility for other employees' performance.

A MANAGER is a trusted employee who has the responsibility for organising work and in addition performs a number of Human Resource Management tasks.

However, the definition of a manager and a professional can be different in each country, just like every country can have a different labour law.

That is why **you as a trade union need to develop a definition of P&MS that takes into account your national situation and particularities.**



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Project partners



With the financial support of
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Can your union
make professionals
and managers
commit to
union values ?

Can your union
defend the specific
interests of
professionals
and managers ?



TRAN-MAPS
Transport trade unions organising
Professional & Managerial Staff
P&MS



Why organising P&MS?

Where originally the vast majority were blue collar workers, in the course of the 20th century **the workforce gradually shifted to a larger share of P&MS or white collars in the labour market.** However, the trade union movement has not sufficiently adapted its organising strategies to this evolution.

Meanwhile, the **corporate strategy created a divide in the workforce** by transferring to the white collar rankings the responsibility to “discipline” blue collar workers. And together with the introduction of computers and mobile devices, the life changing improvements for P&MS over the years have diminished and been replaced by increasing working time, workloads and even criminalisation.

The price of climbing the ladder to management and thereby increasing the chance to obtain job security and wealth became very high and initiated precarious working conditions. And **higher pressure on P&MS initiates higher pressure on workers and increased risk for social unrest.**

A better understanding of the issues that P&MS face is a first step to better attract those workers to the trade union movement. **Trade unions need to strengthen and revitalise their aims and objectives: defend all workers' terms and conditions, regardless of the colour of their collar.**



What issues do P&MS face?

Some examples

- ▶ Most P&MS are **excluded from working time protection**; in the digital era 24/7 availability of P&MS became the norm.
- ▶ With working time no longer being considered as an effective measure of their performance, P&MS' **workload has risen to critical levels.**
- ▶ With the general tendency for putting responsibilities on individuals rather than at company level, together with the constant pressure to deliver, **P&MS become highly vulnerable for being criminalised** in case of accidents.
- ▶ The high workload, constant availability and increased responsibilities cause **severe health problems** due to stress and a highly unstable work life balance.
- ▶ P&MS are being held responsible to implement **Corporate Social Responsibility (CSR)** policies, but are often not entitled to an equal say in its development nor being offered any training to acquire the necessary skills.
- ▶ **Women P&MS are still not equally recognised for their skills** and contributions compared to men.
- ▶ In economic challenging times, **young graduates are the first targets in restructuring processes** or lose perspective of securing a job following an unpaid traineeship.

On each of the above mentioned issues you can download a discussion paper on the project website www.tran-maps.org.

What can you do?

1. **Start up a discussion in your trade union:** *how well are P&MS represented in your union and what is the benefit of that?*
2. **Define the target group:** *what defines according to your union a manager and a professional?*
3. **List all the services your union (can) offer(s) that are relevant for P&MS:** *what are the benefits for P&MS when joining your union?*
4. **Develop an organising strategy:** *adapted to your national situation, how can you increase P&MS' commitment to union values and better attract them to your union?*
5. **Develop organising materials:** *what type of information are P&MS looking for in your country and sector?*
6. **Train your organisers:** *how can you better prepare your organising team for targeting P&MS?*
7. **Share experiences with other organisations:** *what are your best practices and what can you learn from other organisations?*
8. **Join (ETF) P&MS networks:** *send an email to P&MS@etf-europe.org and ask for more information.*

