

Independent Workers’ Union of Great Britain

Policy Advice Report: *Union Engagement with the Gig Economy*



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Contents

Introduction	3
Background	3
Summary of research findings	4
Research aims	4
Results of research	4
1. Vulnerabilities	5
2. Social Interaction	7
3. Union Engagement	8
Conclusions.....	9
Recommendations.....	9
Recommendation 1: Registration process renovation	10
Recommendation 2: Inter-union collaboration.....	12
Recommendation 3: Relational organising workshop.....	13
Implementation	15
Recommendation 1	15
Implementation – Tasks	15
Actor(s)	17
Implementation – Timeline	17
Recommendation 2	18
Implementation – Tasks	18
Actor(s)	19
Implementation – Timeline	19
Recommendation 3	20
Implementation – Tasks	20
Actor(s)	21
Implementation – Timeline	22
Recommendation Analysis	22
SWOT Analysis	23
Cost/Benefit Analysis	24
Return on Investment.....	25
Outcomes and Actions	26
Performance Measurement	29
Recommendation 1	30
Recommendation 2	31
Recommendation 3	32
Concluding Remarks.....	34
Bibliography	35
Appendix	36



Introduction

The following policy advice report has been commissioned for use by the Independent Workers' Union of Great Britain (IWGB) trade union and will provide recommendations for how to better engage with precarious gig workers. Backed by research into motivations of gig workers by the author and leading literature on the gig economy, these recommendations are tailored to IWGB's organisational context for smooth implementation. Ultimately this serves to support IWGB in improving the employment conditions for some of the most vulnerable workers in the United Kingdom (UK).

Background

The gig economy has disrupted the traditional labour market at a fundamental level. This relatively new phenomenon, characterised by flexible, opt-in, platform-based work is set to grow rapidly in the UK and across the globe (Page-Tickell & Yerby, 2020) (Balaram, Warden, & Wallace-Stephens, 2017). Whilst some praise the freedom offered by this means of work, it carries systemic issues for all who partake. In the short-term, issues such as unpredictable income and job insecurity are incessant threats and in the long-term workers are not provided with a pension or sick-pay which will have ramifications decades in the making (Graham, Hjorth, & Lehdonvirta, 2017) (Bajwa, Gastaldo, Di Ruggiero, & Knorr, 2018). A slow and ineffective governmental response has meant that courts have found it necessary to address the issue, but this judicial framework by itself is fragile and so gig workers are still vulnerable (Freedland & Prassl, 2017).

Many traditional unions have been reticent to become involved with the gig economy due to its small size and unconventional work structure, i.e. gig workers are not 'employees'. However, new, smaller unions, such as IWGB, have sought to represent these workers as to counter this shortfall. As this is a new area of employment and these new unions are limited by size and resources, they face challenges in reaching out to gig workers (Johnston & Land-Kazlauskas, 2019). Further complicating matters is the fact that this group is often geographically dispersed, isolated from similar workers, transient, and has no contractual leverage over their employers (Page-Tickell & Yerby, 2020).

Thus, the author looked to better understand the motivations of these gig workers through primary and secondary research. In particular the vulnerabilities that they face, how/if they interact with other gig workers, and how these factors influence their perceptions of unions. This information is of great use to unions like IWGB as a means to improve engagement with gig workers and help them to address the issues that gig workers face. This information is especially pertinent to IWGB as they are constrained by fundamental issues in their high case workload and limited resources, which presents challenges in



innovating new methods of engagement on their own. Thus, this report seeks to alleviate these internal issues whilst simultaneously supporting them in assisting vulnerable gig workers.

Summary of research findings

Research aims

The author's research on gig workers was grounded in established literature on the subject and integrated relevant theoretical frameworks as to analyse gig worker's perceptions of vulnerabilities that they face, social interactions with other gig workers, and their views on union engagement. In the United States of America (USA), it has been found that workers who experience conflict and/or have more social interaction with other workers view unions more positively than those who do not. The notion behind this being that conflict and social interaction improve worker's views on collective action to solve issues, much like a trade union aims to do (Maffie, 2020).

The author sought to apply this framework to the UK context due to similarities in vulnerabilities and job stressors to the USA case (Gilboa, Shirom, Fried, & Cooper, 2008). As well as this, the research looked at a wider range of vulnerability issues than simply conflict which may also drive workers to seek out assistance from others and/or unions. These were categorised into three vulnerabilities: occupational vulnerabilities (dangers faced in the actual work place), precarity (factors surrounding the world of gig work), and platform-based vulnerabilities (issues inherent to work involving platforms). These vulnerabilities were combined with the analysis on social interaction to assess whether they influence gig worker's perceptions of union engagement.

This was assessed through the use of an online survey disseminated amongst gig economy oriented Facebook groups, such as those of Uber, Amazon Flex, Deliveroo and several others. The online survey method was most suitable as, unlike traditional employees, gig workers' work context is often not geographically fixed nor regularly scheduled. This method enabled the collection of a large amount of data in a less resource intense manner whilst also overcoming these barriers inherent to the gig economy.

Results of research

The survey was completed by 367 respondents, of which 232 were found to fit the definition of gig worker. By testing for certain gig work characteristics, this ensured that the results were highly accurate



and relevant to the gig economy. These testing questions included whether a worker used a platform to work, the ability to choosing your own work hours, and whether the tasks were individualised. When looking at the demographics of the respondents, 54.8% were male, 44.1% were female, and 1.1% preferred not to say. The average age of the sample 30.91 years old. This was generally reflective of the wider UK gig economy in that is a younger, more male oriented group and so the sample was reflective of the wider gig economy population (Balaram, Warden, & Wallace-Stephens, 2017).

The questions in the survey were grouped into three categories and each produced key findings:

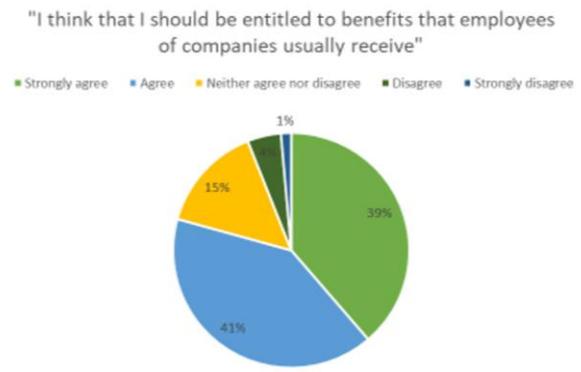
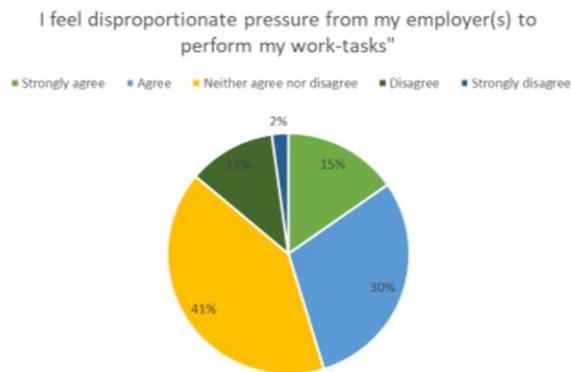
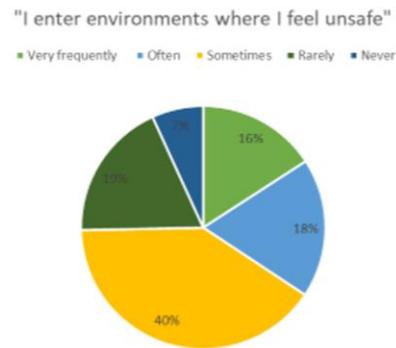
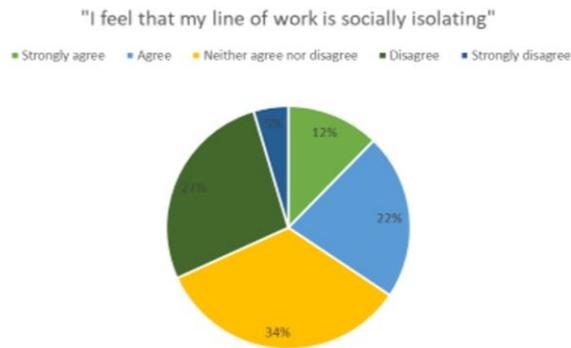
1. Vulnerabilities

This concerned to what extent gig workers felt that they experienced a range of issues that made them feel vulnerable. These were grouped into three dimensions with three questions in the survey per dimension, thus totalling 9 questions (see *Appendix 1-3*).

Dimension	Description	Example
Occupational vulnerabilities	Dangers faced in the actual work place	Car/bike accidents, unsafe client homes
Precarity	Factors surrounding the world of gig work	Opportunities for promotion, consistency of pay
Platform-based vulnerabilities	Issues inherent to work involving platforms	Performance surveillance, social isolation

As can be seen in group of pie charts below, there were several striking results across the different dimensions of vulnerability. A potentially highly useful finding for unions, such as IWGB, is that when looking beyond the tasks of the role itself within the platform-based vulnerabilities dimension, 80% of gig workers agree or strongly agree that they should be entitled to the same benefits as those usually received by employees of companies. This should be a key priority to address for unions when looking at the range of issues faced in the gig economy. Additionally, when looking at this dimension around one third of the respondents felt that their work is socially isolating. This is of no great surprise as one of the characteristics of gig work is that is individualised to a much greater extent than other sectors. Next, within the occupational vulnerabilities dimension, only one fifth of respondents rarely or never entered environments where they felt unsafe. Due to the geographically dispersed nature of this economy through positions such as food delivery and home-cleaning, gig workers can be frequently entering unknown and possibly dangerous locations. Furthermore, when the workers are performing their tasks, over half of individuals say that they feel a disproportionate pressure to perform their job.

This may be because star-ratings, location tracking and many other methods are employed by platforms to monitor workers' performance to a far greater extent than is found in many other jobs. These particular results demonstrate a stark reality for a considerable number of gig workers across the UK and should be key focus areas for trade unions to tackle.

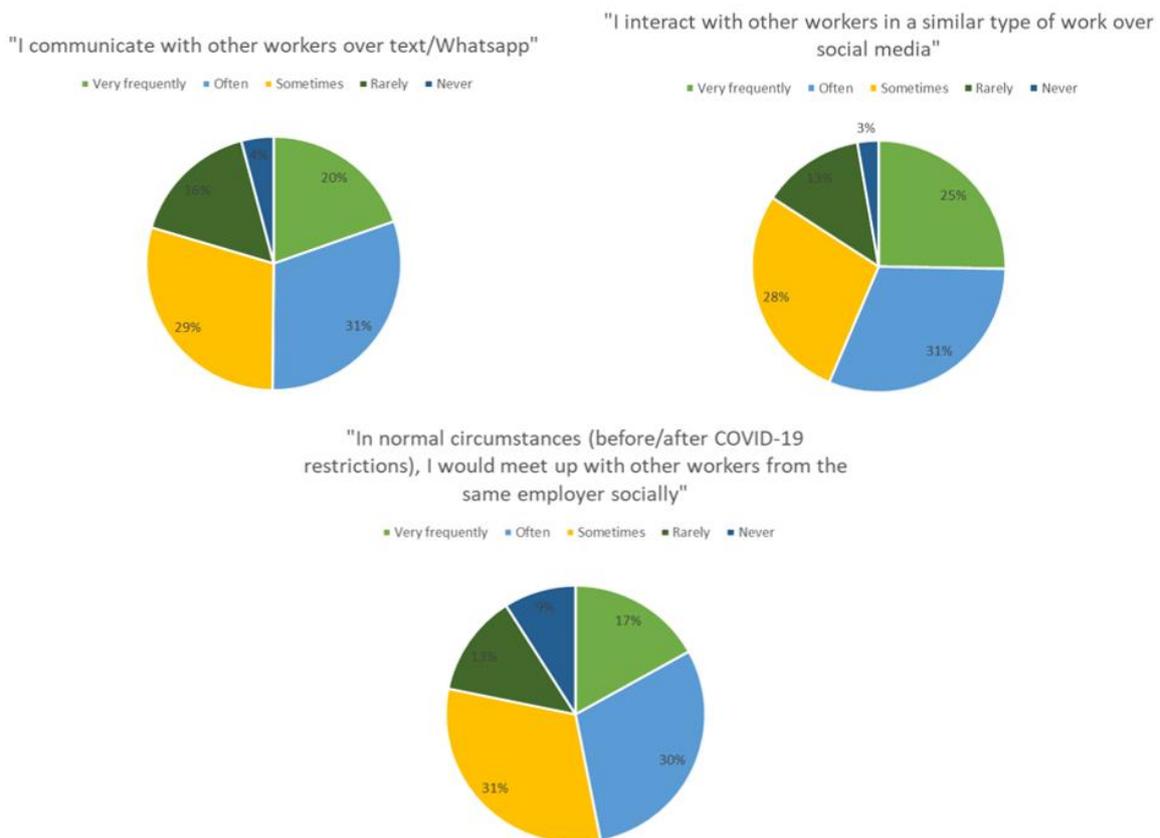


When looking at the broader results across the three dimensions, data analysis found that each dimension produced different levels of vulnerability. For example, the dimension of precarity was not found to be a very large issue overall and that it appears workers do not have an issue with things such as uncertain wage unlike other literature has suggested (Graham, Hjorth, & Lehdonvirta, 2017). It may be that these workers use these jobs to supplement their income or are students and so have low costs of living. On the other hand, occupational and platform-based vulnerabilities were found to be highly problematic by comparison. It can be seen that the wage in itself is satisfactory but they are dissatisfied with a lack of pension/sick pay. Therefore, it is advisable for unions to focus on pension and sick pay but *not* in relation to income, but rather by itself. This nuanced picture is useful for IWGB to be aware of in their approach to the gig economy. Issues around platforms and the realities of the work should be key focusses for the trade union and will be informative in the following recommendations.

2. Social Interaction

Social interaction was the second key element in the research and looked at how gig workers communicated with each other, the means they use to do so, and how frequently. Established literature has found that gig workers will reach out to other workers in order to resolve their issues and this mechanism of collective identity can foster positive feelings towards trade unions due to similarities in collective problem solving (Maffie, 2020). Despite lacking a traditional, fixed workplace, these gig workers can still interact with each other as demonstrated by the survey results below.

Across the three questions posed, it can be seen that the gig workers are highly social. Not only do over half of individuals overcome their isolation from each other by frequently/often using social media and text/WhatsApp, but almost half would also frequently/often meet other workers from the same employer (before/after COVID-19 restrictions).

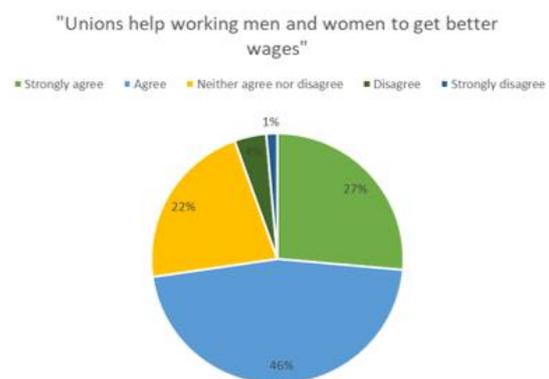
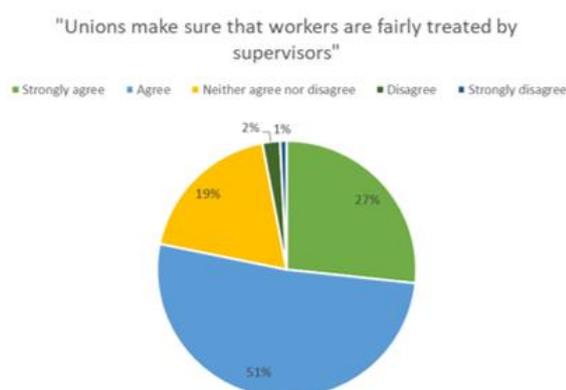
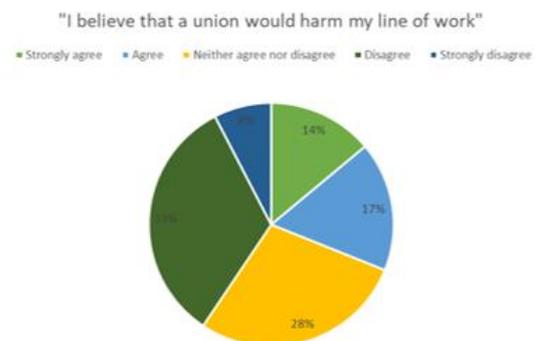
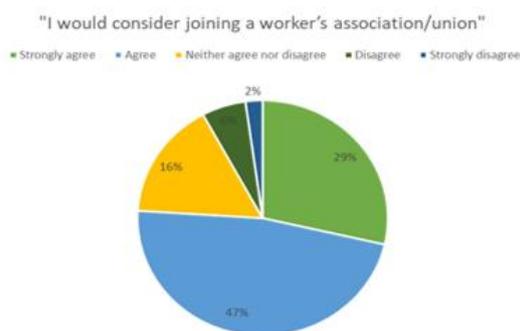


This information is of great use to trade unions as it demonstrates that gig workers can, and do, communicate with other workers, despite lacking a common, fixed workplace. Knowing that the gig economy is strongly interconnected at an individual level means that if a trade union has access to a few members, they potentially can influence many more. Rather than the place of work being the unifying factor, the people themselves are key to penetrating and engaging with the gig economy.

3. Union Engagement

The last subject of the survey looked at gig workers' perceptions of unions in terms of both the work that unions do and their propensity towards joining a union. Unlike traditional employment whereby trade unions are a common feature of employee-employer relations, unions are not so commonplace in the gig economy due to its smaller size and irregularly contracted work (Page-Tickell & Yerby, 2020). Therefore, it could be assumed that gig workers would not be so inclined to resort to a union to solve their numerous vulnerabilities.

Regardless, the survey sample has found that there is overwhelming support for trade union action and willingness to join. Firstly, around three quarters of respondents would consider joining a worker's association or union. Furthermore, 73% of individuals agree/strongly agree that unions help people to get better wages and a similar number feel unions ensure supervisors treat their workers fairly. Additionally, relatively few respondents feel that a union would harm their line of work.



The strength of these results is perhaps the most important and relevant information for IWGB and other trade unions in this area. Not only do workers face a great amount of issues but they also see unions as a positive, welcome force to alleviate their issues. This can be seen as a confident affirmation of the



necessity for trade union involvement in this growing and evolving landscape. Unions like IWGB should seize this opportunity to engage with gig workers and, potentially, turn them into members.

In addition to this survey and associated literature review, other source of data were also considered in the formulation of the recommendations and their implementation. These include IWGB-related sources, such as their website, interviews with staff, as well as literature in which they feature or are associated. As well as this, current practices concerning new methods of union engagement with the gig economy have also been utilised and have informed the following recommendations.

Conclusions

Overall, the survey has demonstrated that gig workers in the UK experience high rates of several types of vulnerability that are specific to their line of isolating, unsafe, and precariously short-term work. Furthermore, they do frequently engage in social interaction with other workers across a variety of means despite their isolation. And most importantly, they have highly favourable views of trade unions. This shows that there is ample need and an opportunity to seize.

Meanwhile, IWGB is bottlenecked by a lack of time and resources to properly initiate, and increase, engagement with gig workers. They are a smaller union operating in a highly idiosyncratic, non-traditional area of work and so cases that they deal with are time consuming. Furthermore, gig work is inherently irregular and pay inconsistent which affects membership rates, as well as fees from such. The following recommendations on improving engagement were tailored to this context and were informed by the author's primary and secondary research on the gig economy and IWGB's specific organisational structure.

Recommendations

Based on the results of the author's research on the gig economy, which found that gig workers are social, face specific issues, and are positive towards unions, as well as IWGB's place in the trade union landscape, three key recommendations have been identified. Each recommendation has been tailored to IWGB's context, organisation, and available resources so that each can be implemented in a straightforward manner. Furthermore, they all aim to address the key problem that many smaller, innovative trade unions have, which is: how to do *more* with *less*. Specifically, these recommendations look to alleviate IWGB's of resource-scarcity whilst simultaneously supporting gig workers and resolving the unique vulnerabilities that they encounter. A central element of this "more for less" ethos is to get more out of the resources outside of the immediate organisation, for example the gig workers



themselves are a key resource that can be utilised to a far greater extent, as well as IWGB’s network. It is important to make clear that they all require investments in time, funding, and effort across the organisation, but this investments can pay dividends once implemented.

Recommendation	Description
1. Registration process renovation	Many gains can be made for the organisation by changing the way that new members are introduced into the organisation. By collecting and using data about the registrant to inform IWGB promotion, as well as giving all new members a personal, immediate call to action. So that individuals can contribute more to the organisation and empower themselves straight away.
2. Inter-union collaboration	IWGB can use the strength of its network with fellow (international) unions, civil society bodies and others to share information, best practices and more with each other for mutual benefit. Furthermore, participants can coordinate on creating joint events to spread the requisite workload and increase promotion for such.
3. Relational organising workshop	IWGB already offers several trainings to members but this workshop would equip them with the ability to employ relational organising, whereby the individuals can gain the skills to engage with their colleagues, build strong widespread relationships and to enact collective initiatives within their organisation.

Recommendation 1: Registration process renovation

The registration process for new members offers a lot of potential for gains to be made as this is often the stage where new members are most active and motivated and so this should be fully utilised. The current registration process on the website asks standard, perfunctory questions concerning contact details, work location, and which branch they would like to join. Following this, new members receive a membership card, a welcome letter, and possibly a call from a staff member if they are joining a bigger branch of IWGB.

This recommendation suggests adjusting the registration process in three ways. Firstly, by altering the registration pages as to gain further information about how new members came to IWGB in the first instance. This would include questions like “how did you become aware of IWGB?” and “how do you believe IWGB can support you?” as well as others that the executive committee feels appropriate to add. This information about where workers have seen the union can be used to inform the promotion of IWGB. For example, if a significant number of new members came from a particular social media

platform, then this can be more heavily leaned into when marketing. Similarly, if there is an influx of new members from having seen a particular IWGB-supported campaign, then promotion of joining the union should feature more heavily in campaign materials. The author's research shows that there is frequent social interaction between gig workers (online and offline). This knowledge can be expanded by adding this question in the registration form, and as such find out whether this social interaction also leads to new members, e.g. "have you heard about us via other gig workers?".

Secondly, once the individual has become a member, it should be ensured that every member gets a personal phone call/meeting in addition to the welcome letter and membership card. Personal contact is highly important to creating commitment as each person should be made to feel vital and welcomed. Furthermore, each call should end with a *call to action* whereby the new member is offered a variety of activities that they can take part in and sign up for straightaway. These include:

- Becoming a volunteer for the "welcoming team" of the branch that they have joined. This would involve receiving a training in performing the welcoming call/meeting and doing so on a monthly basis. This would ensure that all branches, big or small, have greater capacity to personally welcome and mobilise new members.
- Register to participate in the relational organising workshop (see *Recommendation 3*).
- Register to participate in one of the existing training courses, such as press training, English classes etc.
- Branch/campaign-specific preparation events, such as those that took place in preparation for the *Kill the Bill* protest (Montegriffo, 2021).

By funnelling new members into activities straightaway through personal one-to-one contact, this decreases the chance that members slip through the cracks and instead can be made to feel useful. This is supported by the results of the survey which indicate that gig workers have largely positive perceptions of the work of unions and so this can be harnessed. Provoking a call to action immediately increases their potential input into any of the variety of actions as above which will then lead to greater outputs, as to alleviate IWGB's resource-scarcity issue. For example, all members will receive a personal welcome not just those from the bigger branches, people will be more likely to attend branch campaigns, and/or will be able to practice relational organising in their work (see *Recommendation 3*). The idea behind this is that people have the capacity to give more to their cause than just their membership fee.

Recommendation 2: Inter-union collaboration

This recommendation is focussed on strengthening the networks of IWGB as to increase gains, share resources, and divide workload. Currently, due to the rapidly evolving nature of the gig economy, no one union is responsible for workers in the gig economy. Rather, there is a schism between the older, larger, more employer-facing unions and the newer, unconventional, off-shoot unions which focus on high-profile campaigns. The newer unions have a greater foothold in the gig economy as many of them have been formed by disenfranchised employees of the older unions who feel that the more traditional approach has not done enough to address new atypical types of employment such as the gig economy (Johnston & Land-Kazlauskas, 2019). Cooperation between these newer unions is currently only on a short-term, ad-hoc basis.

Many of these newer unions are small, much like IWGB, and so share similar issues of resource-scarcity. Furthermore, all unions in this economy, both big and small, are united by a common purpose of improving the livelihoods of workers, including gig workers, and tackling the vulnerabilities that they face. Therefore, it is in the interests of both unions and gig workers that greater collaboration is encouraged between unions. This especially relevant for the smaller unions in which a large portion of time is occupied creating events & campaigns, designing texts & materials, and other associated activities.

By organising a forum in which unions can facilitate the exchange of information, share best practices & texts, and coordinate on events, they can utilise their time more efficiently and improve their output in terms of both quality and quantity. For example, it has been found via the author’s research that pensions and sick pay are key gig worker issues. This presents an opportunity for collaboration by creating a joint campaign around this vulnerability in which the workload is shared. Similarly, if a union is encountering a specific issue, then another union can propose solutions based on their own experience. Additionally, this can be expanded to include international unions, civil society bodies, and social movements for a wider breadth of experience and insights. Potential partners include:

Type	Examples	Description
National unions	<ul style="list-style-type: none"> • United Voices of the World • GMB • Unite the Union • Public & Commercial Services Union 	These unions offer the most possibilities for collaboration as they operate in the same/similar context and often for the same workers. This means sharing practices, campaigns, resources would be most efficiently implemented. Thus, gaining the participation of national unions is vital.
International unions	<ul style="list-style-type: none"> • Federatie Nederlandse Vakbeweging (NL) 	Learning from unions that have succeeded in bringing about change should not be limited to the

	<ul style="list-style-type: none"> • Teamsters (USA) • Independent Workers Union (IR) 	<p>UK context. Being able to observe practices and absorb information internationally allows for a broader cultural exchange of new ideas, as well as promoting solidarity in a globalised world.</p>
<p>Civil society bodies</p>	<ul style="list-style-type: none"> • University groups • Worker advocacy groups • Charities 	<p>In the relative absence of unions in the early stages of the gig economy, other groups have taken the initiative to representing the issues of gig workers and similarly under represented work. Associations formed by gig workers themselves, as well as students, many of which participate in the gig economy, would be a key ally when looking to create/promote an event.</p>
<p>Social movements</p>	<ul style="list-style-type: none"> • Cleaners United (UK) • Fight for \$15 (USA) • Voor 14 (NL) 	<p>Social movements have become increasingly popular as a means to provoke change. Large, concerted efforts that gain high profiles are well suited to IWGB's playbook and so collaborating with representatives from such movements would strengthen turnout and impact.</p>

The form that this inter-union collaboration would take would be via a monthly meeting between members. It would be most beneficial to obtain the participation of national unions, as well as international unions when available. Civil society bodies and social movements would be invited to participate when relevant. The agenda would allow for the discussion of upcoming events, possible ideas for new campaigns, issue-sharing, and any other matters of mutual importance.

This recommendation would allow for a greater amount of output with regards to actions that can support gig workers whilst costing less for IWGB and other unions involved. Working smarter together is better for all than working harder alone.

Recommendation 3: Relational organising workshop

This recommendation is highly focussed on using people power to affect positive change. This is the ethos behind the practice of relational organising, whereby individuals are trained in the ability to use their own story of self to connect with others in their network and create widespread transformation. Established literature finds that the perception of truthfulness of a messenger is more important than the supposed truthfulness of the message, i.e. you are more likely to believe someone you trust and what



they say than simply a message/text by itself or from an unknown source/organisation (Ferdig & Ludema, 2017).

This relates to gig workers by training members in relational organising so that they can connect with their network of fellow gig workers to create initiatives themselves as to solve their issues. This is demonstrative of the idea that members are an under-utilised resource which, when given agency, can create an impact beyond that which IWGB could achieve currently when looking to support gig workers. This is backed by the author's research in that gig workers are highly social and well connected, thus this training presents an exploitable opportunity.

When looking to implement this within IWGB as a training alongside the others that they offer, this would focus on offering using relational organising workshops. Participants in the relational organising training would learn about the implementation of petitions to resolve issues that workers face with a particular employer due to low entry prerequisites in terms of experience, specialist knowledge, cost of petition creation, and so on. Other, more specialist trainings could be offered in future when/if funds become available, such as how to organise a strike, protest, media campaign and more, but a petition is most suitable as a starting point. Furthermore, petitions are a relatively straightforward, but effective way to gauge and demonstrate collective identity and dissatisfaction to an employer, and can be used to predicate further action with which IWGB can be involved, such as legal action or protests.

In reality, this would involve trained gig workers developing their own story of self and ascertaining their personal motivation for enacting change in their workplace, as well as assessing their personal network for receptive fellow gig workers/colleagues who's self-interests may align. Once the individual has taken stock of their own situation, they can then initiate conversations with others about their (shared) values. This step is greatly aided by the results of the survey which finds common trends between gig workers with regards to specific vulnerabilities that many face. This can serve to connect personal stories. Furthermore, the survey results also demonstrate that gig workers are a highly social group across many mediums so a strong network is well suited to building these connections. Next, the initial contact moments are followed up with further conversations to deepen trust and strengthen shared values. This is crucial as the following step is to ask for commitment, i.e. putting their names to a petition. For this to be successful, the initiating individual must have performed the previous steps correctly as to expect positive responses. If this is successful, then the new signatories must be encouraged to take on the recruiter role themselves and performing the above steps themselves for a wider group. The value to this method is that it should snowball from the personal to the interpersonal, and eventually result in a highly representative petition backed by a united and committed group of colleagues. This has a far greater chance of being heeded by an employer and lays the groundwork for further action from the group if necessary, with which IWGB can also further assist.



This recommendation can deliver a great amount of value for gig workers in reducing their issues of vulnerability, as well as allowing IWGB to play a key, initiating role in doing so. The training is key to starting this process in that a belief in self-efficacy and commitment must be created within gig workers so that they can go into their workplaces and create action. It is important to be aware that this recommendation requires a larger amount of resources in both funding and staff time initially, but can deliver real, ongoing change. Additionally, individuals engaged through this snowball method who feel value in relational organising may like to become members themselves, which offers an additional bonus of greater funding. Overall, this recommendation looks to connect and strengthen networks of gig workers and use this to empower themselves.

Implementation

This section will lay out how each recommendation can be transformed into workable, manageable, and time-oriented tasks. Each recommendation takes a different, but often overlapping, approach to achieving the goals of both supporting vulnerable gig workers and providing effective value-for-money solutions for IWGB's unique context in which it operates. The core idea behind each recommendation is that more efficient and innovative utilisation of staff, members, and other organisations can help to support these two goals. In the following section each recommendation will be broken down into specific tasks with detailed descriptions, identification of suitable responsible actors, and a timeline for action.

Recommendation 1

Implementation – Tasks

Recommendation 1 encompasses a range of areas of the IWGB organisation with the goal to make the union more agile and assertive in their registration process. Within the implementation of this recommendation there are two parallel objectives to be carried out. The first concerns the implementation of a new registration form and the usage of the resulting data. This requires the coordination of several parts of the organisation at various stages (see table below). When this is successfully implemented, IWGB will be more informed about how they can promote themselves more accurately as to gain new members, more fees, and more potential participants for new calls to action. Related to greater calls to action, the second part of the recommendation looks to organise call teams for each of the branches. Being able to train volunteers to welcome new members will serve to increase commitment of incoming members and provide them immediately with activities they can participate in.

Actions	Actor	Description
Decide on questions during registration	Executive committee	In addition to the questions suggested above (“how did you become aware of IWGB?” & “how do you believe IWGB can support you?”), the executive committee can discuss more information that they would like to know about new members as to better utilise them for other purposes.
Adjust website using new form	HR & Operations Dept.	Take the questions as decided by the executive committee and modify the website registration form.
Collate & flow data	HR & Operations Dept. (with Media & Comms. dept.)	The information now entered by registrants can be collected and flowed from the HR & Operations Dept. to the Media & Communications dept. who can use this information to inform their promotion. And ascertain if/to what extent <i>Recommendation 3</i> (relational organising) is attracting new members via the snowballing method (new members indicating they found IWGB via their co-workers).
Repeat the above (monthly)	HR & Operations Dept. (with Media & Comms dept.)	Continue the above step of collecting and flowing data to the Media & Communications dept. on a monthly basis. Over time they can see the impact of specific media on registrants and adapt their promotion strategy based on this.
Recruit volunteers for welcoming team	Media & Communications dept.	An outreach campaign can be created to recruit new and old members who want to become part of a welcoming team. This will be included in the welcome letter that they already receive to initiate the wider process of an immediate call to action. Volunteers will register to do so via a form from the department.
Provide training to volunteers	Branch committee (Comms officer if present)	Branch committees may have their own specialised welcome call protocol/script and so they can adapt this to clarify goals & the calls to action, as well as train the recruits from their branch in how to give this. Some larger branches also have a Comms officer, and if so, then that person will provide the training. This can also support smaller branches with training if willing and suitable.
Implement welcome team calls across branches	Branch committee with welcoming team	Based on the number of trained volunteers gained, the newly formed welcome team will call new members within at least a month of the signing up or more frequently if a branch builds a larger call team. Additionally, the existing member database would be amended to include a column in whereby new members are assigned to a call volunteer and tracked for whether they have been called or not.
Repeat welcome team calls monthly (minimum)	Branch committee with welcoming team	The welcome team calls new members within (at least) a month of joining. They introduce their branch and deliver the aforementioned call to action options. Training for new interested members will occur every six weeks from start of this step. Furthermore, regular check-ins with the teams of call volunteers occur to make sure goals are met and volunteers are satisfied with their volunteer work for IWGB



Actor(s)

Executive committee

Reasons for suitability:

- Understands and ability to set direction on IWGB aims, strategies and policies.
- Positioned to plan future outreach strategies.

Media & Communications dept.

Reasons for suitability:

- Specialist knowledge on IWGB promotion.
- Remit to implement changes to promotion strategy.
- Remit to create outreach for welcoming team participants, e.g. social media posts, mailing lists etc.

HR & Operations dept.

Reasons for suitability:

- Technical knowledge and remit to implement changes to website.

Branch committees

Reasons for suitability:

- Has responsibility for onboarding process for own branch.
- Has specifically tailored onboarding/welcome approach.
- Comms officer (if present) is especially suited within the committee for contact.
- Has knowledge and skills to be able to provide training to volunteers.

Implementation – Timeline

When looking at the two parts of implementation, the first will be initiated by the Executive committee and executed via the technical skills of the HR & Operations dept. on the website. They will perform a handover with the Media & Communications dept. who will be responsible in the long-term via collation and flowing of data to relevant areas of promotion. This half of the recommendation will take a month assuming that each actor has 3.5 hours per week available to perform their task(s) but may take longer if less time is available. The figure of 3.5 hours originates from IWGB staff interviews concerning the average amount of freely available time outside of regularly scheduled workload. The second half of the recommendations focusses on the recruitment, training, and implementation of the welcome team. This largely lies with each branch to carry out and so, again, this depends on how much time/staff has available. This is more easily done by the larger branches and so if Comms officer from these can support the smaller branches then they can be closer to the Gantt chart below. Both elements look to run indefinitely and aims to produce an informed promotional strategy and rapid welcome & call to action for new members.

Action	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9+
Decide on q.'s during registration	■								
Adjust website using new form		■							
Collate & flow data			■						
Repeat the above (monthly)				■				■	
Recruit volunteers for welcoming team	■	■	■						
Provide training to volunteers				■					
Implement branch welcome calls					■				
Repeat welcome call monthly (min.)									■

Recommendation 2

Implementation – Tasks

The general secretary would lead action for recommendation 2 and this would involve a great amount of communication with outside actors in order to function effectively. This will largely focus on creating a suitable meeting format whereby the facilitation of information-sharing, shared campaign planning and so on can be done in a clear and collegial manner. This recommendation is also intended to continue on indefinitely as regular feature of IWGB's monthly activities if proven to be successful. To increase the chances of success, feedback will be collected on the inter-union collaboration process via the use of a pilot meeting and the ability of the meeting format to be amended. Once meetings can begin, a suitable starting point for collaboration could be the general secretary broaching the issue of sick pay and pensions for gig workers, which was found by the author's research to be a highly popular issue to address.

Actions	Actor	Description
Identify list of most suitable unions	General secretary	Using the types of organisations (unions, international unions, etc.), create an overview of possible participants and then develop a shortlist.
Develop meeting format	General secretary (with executive committee)	Decide a draft version of the agenda, schedule, and prepare feedback process suitable for sharing in the following step. Executive committee is also to provide feedback.

Initiate contact with shortlist	General secretary	Use the shortlist above to begin a dialogue with interested organisations. Share and amend meeting format based on feedback and agree on a meeting schedule with interested participants.
Plan and perform goal-setting meeting	General secretary (with participants)	Host first meeting using the agreed meeting format. The focus of the meeting would be to set goals, establish roles, norms & values, and follow-up steps. Afterwards, take feedback on what went well and what needs to be changed.
Perform official meeting	General secretary (with participants)	Using the agreed schedule and pilot meeting feedback, carry out the first meeting in which attendees can share news, text, campaign ideas, collaboration opportunities etc.
Repeat above step (monthly)	General secretary (with participants)	Carrying out inter-union meetings as scheduled using agreed format.

Actor(s)

General secretary – Executive Committee

Reasons for suitability:

- Has an overview of the whole organisation and overall strategy, aims, etc.
- Ability to represent the executive committee on behalf of IWGB.
- Discretion to disclose information from IWGB to other organisations.
- Capacity to take information from other organisations and initiate usage in IWGB.

Implementation – Timeline

The timeline for this recommendation is largely decided by the time allowed by the general secretary for each action as they are the leading actor in this recommendation. This report assumes 3.5 hours per week of availability based on information received from IWGB staff. Another consideration is that this involves the regular availability of the other participating unions and organisations. Therefore, the duration of certain actions such as “plan and perform pilot meeting” depend on the scheduling availability of all involved. Below is a Gantt chart designed under the presumption that the general secretary and participants have 3.5 hours of availability per week. The author understands that the availability of the selected participants cannot be predicted, rather the chart seeks to illustrate a minimum timeline which would be eight weeks with “perform official meeting” occurring monthly as scheduled by participants.

Action	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8+
Identify list of most suitable unions								
Develop meeting format								
Initiate contact with shortlist								
Perform goal-setting meeting								
Perform official meeting								
Repeat above step (monthly)								

Recommendation 3

Implementation – Tasks

This recommendation will have a more narrow, internally focussed approach than the previous two recommendations. The creation of bespoke training in relational organising could have the most direct impact on the goal of supporting gig workers out of the three recommendations but simultaneously it does require a greater amount of resources in both time and funds to implement. The Organising & Branch Support dept. will be responsible for spearheading this action as they are experienced in carrying out training beyond that provided by specific, often larger, branches. A key part of this recommendation is having enough suitable and motivated participants to receive the training. The challenges of this requirement are mitigated by several factors. Firstly, training in relational organising related to petitions requires less prerequisite knowledge skills than more complex, organisational tasks. Secondly, promotion via the welcome call team as a possible action for new members, as well as advertisement by the Media & Communications dept., can both raise awareness of the training. Participants will also have the opportunity to provide feedback after they have had time to practice relational organising in their own workplace to resolve queries and provide feedback on the training itself.

Actions	Actor	Description
Identify suitable training provider	Organising & Branch Support dept.	An organisation that provides relational organisation training needs to be found. This involves obtaining quotes, calculating a budget (and approval from the Executive committee), discussing wishes/goals for training, and staff-availability for attendance. Following this, the training provide will create such a training programme.
Undergo training from provider	Organising & Branch Support dept.	Once the above conditions have been satisfied, then suitable staff will undergo training in relational organising. The length of time required depends on the terms agreed with the training provider.
Develop IWGB-tailored workshop	Organising & Branch Support dept.	Using the training from the above, staff will develop a relational organising training suited to equipping members with the skills to implement petitions. As well as developing a workshop schedule, registration system, and feedback evaluation system.
Workshop promotion	Media & Communications dept.	Widespread promotion of the workshop will be sent out from IWGB social media channels, website, mailing list, and included in the welcome call list of available actions (<i>Recommendation 1</i>). Registration will be made available.
Workshop implementation	Organising & Branch Support dept.	When a suitable date has been, the first workshop on relational organising can occur. Participants will be asked for feedback and performance evaluation one month after the training to monitor their practicing of relational organising and for feedback on the workshop itself. Additionally, a free version Slack workspace or Microsoft Teams team will be created for ongoing contact and follow up sessions.
Repeat above step (every two months)	Organising & Branch Support dept.	Workshops would continue to be offered on relational organising every two months with the possibility of expansion (see <i>Performance Measurement</i>).

Actor(s)

Organising & Branch Support dept.

Reasons for suitability:

- Responsible for activities involving members across branches.
- Currently provides existing IWGB training.
- Ability to adapt outside training into IWGB-specific workshops.

Media & Communications dept.

Reasons for suitability:

- Specialist knowledge on IWGB promotion.
- Ability to promote relational organising workshop across outreach media.

Implementation – Timeline

Much like the previous two recommendations, this one depends on the availability of certain factors. Firstly, a budget has to be formulated and approved. Secondly, free staff time needs to be allowed for in terms of both receiving training from a provider but also in being able to provide the workshops themselves. Therefore, a provisional two weeks has been allowed for in the Gantt chart below. In actuality, the length of time spent receiving training will depend on which training provider has been selected and its duration. Promotion of IWGB’s own training can be preformed partway through the development of such as the training becomes more clearly defined. As the workshops can be time intensive for staff, they will be held every two months but can be adjusted as appropriate based on trainer availability and demand, in the form of the number of registrants for the workshop. Similar to the previous recommendations, this one will be able to go on indefinitely and assumes free staff hours equate to 3.5 hours per week.

Action	Week 1	Week 2	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	<u>Week 16</u>
Identify suitable training provider										
Undergo training from provider										
Develop IWGB workshop										
Workshop promotion										
Workshop implementation										
Repeat above step bimonthly										

Recommendation Analysis

These recommendations would not exist in a vacuum, rather this section aims to illustrate the contextual factors surrounding their implementation within IWGB. By looking more deeply into the practical reality in which the recommendations would exist can provide a clear picture of what exactly can be gained from their employment, and equally, what it would cost IWGB, financially as well as in staff time to put in place. This will start with a SWOT analysis to provide an overview of the organisational advantages and disadvantages posed with regards to the three recommendations. Following this, a detailed breakdown of costs and benefits of each recommendations will be laid out. Both of these elements aim to make the solutions both transparent and tangible.

SWOT Analysis

To illustrate how these recommendations would influence IWGB, a SWOT analysis has been implemented. This can create a more holistic picture, whereby all advantages and disadvantages can be demonstrated for greater contextual accuracy and clarity.

Note, that in the following diagram, bullet points prefaced with “IWGB” indicate general strengths, weaknesses etc. as a result of the recommendations, whereas bullet points prefaced with “R1/2/3” indicate strengths, weaknesses etc. related to recommendation 1, 2, or 3 respectively.

Strengths	Weaknesses
<ul style="list-style-type: none"> • IWGB: Already has ethos of worker-led approaches to action. Recommendations fit well into this. • R1: IWGB already has a basis for the welcoming of new members. • R1 & 2: Low financial cost to implement. • R2: Relationships with fellow unions already exists due to ad-hoc collaboration. • R3: Already has framework for supplying training in place. 	<ul style="list-style-type: none"> • IWGB: Spare time and resources are scarce amongst staff. • R1: Small membership base means a smaller pool to draw volunteers from. • R2: The gig economy is fragmented and fractious in terms of union representation of gig workers, i.e. a competitive field for trade unions. • R3: Underfunding means that budget may be an issue.
Opportunities	Threats
<ul style="list-style-type: none"> • IWGB: Greater utilisation of members. • R1: All members receive a welcome call, increasing likelihood of commitment. • R1: Immediate call to action increases likelihood of member action. • R1: New information gained about membership and which is useful for of promotion. • R2: Increase in number of (collaborative) events. • R2: Source for new ideas, texts, best-practices. • R3: Gig workers can carry out their own actions to solve their issues. • R3: Utilise social interactions between gig workers to overcome their geographical dispersion and setup a strong base of gig workers via relational organising. 	<ul style="list-style-type: none"> • IWGB: Staff time may not be immediately available for implementation of recommendations. • R1: Loss of control if volunteers handle welcome calls. • R2: Lack of/conflicting interest from other organisations. • R2: Organisations may not want to share ideas, texts, best-practices. • R3: Training to perform relational organising is insufficient to provoke change with gig worker’s employer.

Cost/Benefit Analysis

This section concerns the estimated financial costs and benefits of implementing the recommendations as part of the practical analysis. It is important to note that the costs and benefits are estimations based on information from IWGB staff and the going market rate (where applicable).

The scope of costs concerns the initial period of setup, not the ongoing, repeated costs e.g. repetition of bi-monthly relational organising workshops or inter-union meetings. Costs have been broken down into material costs for performing implementation, and staff time consumed in carrying out the recommendation. All staff of IWGB receive an hourly wage of £13.85 (IWGB, 2021), therefore staff time has been calculated as €16.12 per hour (based on conversion rate at time of writing). Additionally, the amount of hours per week is assumed to be 3.5 based on the weekly blocks for each recommendation in their implementation timelines above. This number of available hours per week (3.5) has been provided by IWGB staff as an average figure.

Therefore, the calculation for cost of staff hours below is: hours per week (3.5) multiplied by the number of weeks (e.g. 1), multiplied by hourly wage (€16.12). For example:

$$\text{Staff hours} = 3.5 * 1 * €16.12 = €56.42.$$

Financial benefit takes the form of funding increases through new membership. The IWGB membership fee amount depends on the branch one is a member of but is around £10 (€11.64) per month on average (IWGB, 2021). As the costs are only representative of around one month's time span, similarly the projected membership funding will be on a per month (p/m) basis. Thus, the costings are from the period of implementation whereas the benefits section refers to the first month *after* full implementation in which beneficial effects on membership are more likely to be apparent.

	Costs		Benefits
Recommendation 1	<ul style="list-style-type: none"> Changes to the website and the initiation of the monthly flowing of data. Welcome call training and implementation of welcome calling. 		<ul style="list-style-type: none"> Marketing strategy can be improved for better outreach, thus increasing membership. All members receive a welcome call, increasing likelihood of activity attendance. Membership productivity increases.
	Material costs: €0	Staff time: (9 weeks) €507.78	Membership funding (p/m): €104.74*

Recommendation 2	<ul style="list-style-type: none"> • Shortlist and contact other organisations. • Develop meeting format and perform pilot meeting. • Initiate monthly meetings schedule. 		<ul style="list-style-type: none"> • Platform to collaborate on shared events to reduce workload and increase number & success of events. • Ability to share useful information, practices, and collectively problem solve.
	Material costs: €0	Staff time: (7 weeks) €394,94	Membership funding (p/m): €0*
Recommendation 3	<ul style="list-style-type: none"> • Identify and undergo training from provider. • Develop IWGB’s own workshop and promote. • Carry out first workshop. • Create a Slack workspace or Microsoft Teams team using free versions. 		<ul style="list-style-type: none"> • Gig workers are empowered to solve their own vulnerability issues via relational organising. • Encourages fellow gig workers to take collective action through the above point in a snowball effect. • Collective action of gig workers increases likelihood of new membership.
	Material costs: €264.16**	Staff time: (9 weeks) €507.78	Membership funding (p/m): €104.74*

*Assuming a conservative estimate of an increase of 10% in membership per month as result of promotion and relational organising separately. Based on £10 average membership fee and a current average of 90 new members per month.

Current new membership fee earnings per month (£900 / €1047.39), multiplied by increase in membership (10%):

$$€1047.39 * 10\% = €104.74.$$

** Based on the average cost of a UK-based, online-format communication skills course, per person (Findcourses.co.uk, 2021).

Return on Investment

Overall, it can be seen that costs are mainly borne by the staff in terms of time used to pursue these recommendations, and this amount of hours is considerable. However, these costs are highly concentrated in the initiation stage of the recommendations and once completed, costs in terms of time and finances can not only recouped, but can also allow for new means of funding generation.



There are two primary ways in which IWGB should recover from the cost of investment. Firstly, the implementation of means to empower workers through training will enable them to more easily resolve their own issues. This should reduce the case load that the branches and committees must usually deal with. Reducing the workload of IWGB staff is a key issue that has been identified from research on the organisation. Therefore, if the identified actors for each recommendation can allocate their time to implementing these actions, then they can help workers and themselves in the long-term simultaneously.

In addition to creating more time for staff, the other means through which the recommendations can recuperate costs is by increasing funding. The key to this is increasing membership, and therefore, membership fees as explained above. Specifically, the collecting of registrant data for refined marketing targeting and the use of relational organising allow for the most direct means of outreach to potential members. As the author's survey has demonstrated, gig workers are a highly social group and share many common vulnerabilities, which means that these two methods have a strong basis for success. Additionally, the inter-union collaboration recommendation can also influence membership increases indirectly. This is because working with other unions allows for the creation of more frequent, and larger events and campaigns, as well as the opportunity to learn more about attracting new members from other (international) trade unions. Overall, these recommendations can provide long-term funding increases and reduce staff workload via an, initially intense, period of time and funding investment.

Outcomes and Actions

An essential part of implementing changes to an organisation's operations is to be able to measure the impact of these changes. Knowing what has been effective and what needs to be adjusted is an essential part the learning process. In this section, each recommendation has been evaluated in two interlinked ways.

Firstly, for each recommendation three potential outcomes have been posed which range from *least desirable* to *most desirable*. These include specific indicators related to key elements of the recommendations. Further information on the operationalisation of these indicators is included in the following section, *Performance Measurement*. Of course, the preferable outcome is the *most desirable* category and so this is the target to be achieved. If any/all of the indicators in a recommendation do not match those stated in the *most desirable* category, then it can be said that the outcome of that recommendation needs to be improved.

This leads to the second element of the table which concerns actions to be taken. This part states who is responsible for action to address and correct the outcome towards *most desirable*, as well as points

on how to do so based on the relevant outcome and indicator(s). It is important to be aware that there may be other factors contributing to outcomes and so this whilst this provides a general guide, it is vital for the IWGB to also exercise their own, well-informed judgement in assessing and resolving outcome-related issues.

	Outcomes		
	Least desirable	Neither desirable nor non-desirable	Most desirable
Recommendation 1	<ul style="list-style-type: none"> Decrease in average rate of new membership registration p/m. Less than 60% of new members receive a welcome call within 1 month of registration Decrease in the average rate of sign ups for activities (training, call team volunteers, workshop etc.) p/m. 	<ul style="list-style-type: none"> No change or <10% increase in average rate of new membership registration p/m. At least 60% of new members receive a welcome call within 1 month of registration. No change in the average rate of sign ups for activities p/m. 	<ul style="list-style-type: none"> Increase in average rate of new membership registration p/m by 10%>. All members receive a welcome call within 1 month of registration. Increase in the average rate of sign ups for activities p/m.
	Action to be taken		
	<p>Actor: Branch committee</p> <ul style="list-style-type: none"> Investigate reasons for decrease in membership and activity sign ups in wider organisation, e.g. new policy on increased membership fee or increase in unfinished registrations can have a negative impact. Assess and re-evaluate overall welcome call team strategy for an improved means to achieve the most desirable outcome. 	<p>Actor: Branch committee</p> <ul style="list-style-type: none"> Gather registration-rate data for 3 months to assess a general +/- in membership. If rate decreases, refer to the first <i>action to be taken</i> in the left column. If rate increases refer to the <i>action to be taken</i> in the right column. Revise welcome call script to prioritise the call to action more heavily for new members. 	<p>Actor: N/A</p> <ul style="list-style-type: none"> No action required, proceed according to schedule.

	Outcomes		
	Least desirable	Neither desirable nor non-desirable	Most desirable
Recommendation 2	<ul style="list-style-type: none"> Meetings are held on an ad-hoc basis and content of meetings is deemed unproductive by participants. Meetings are held monthly but content is deemed unproductive by participants. 	<ul style="list-style-type: none"> Meetings are held on an ad-hoc basis but are deemed as productive by participants. 	<ul style="list-style-type: none"> Meetings are held monthly and are deemed as productive by participants.
	Action to be taken		
	<p>Actor: General secretary</p> <ul style="list-style-type: none"> Investigate reasons for irregularity amongst participants, e.g. scheduling conflicts, and adjust based on feedback Take feedback from participants concerning areas of improvement for productivity, such as adjusting the meeting format or agenda. 	<p>Actor: General secretary</p> <ul style="list-style-type: none"> Investigate reasons for irregularity amongst participants, e.g. scheduling conflicts, and adjust based on feedback 	<p>Actor: N/A</p> <p>No action required, proceed according to schedule.</p>

	Outcomes		
	Least desirable	Neither desirable nor non-desirable	Most desirable
Recommendation 3	<ul style="list-style-type: none"> Workshops are carried out on an ad-hoc basis. Less than 60% registrant capacity achieved per workshop. Negative feedback received by participants in evaluation process or participants do not/can not carry out commitments made during training. 	<ul style="list-style-type: none"> Workshops are carried out at least tri monthly. At least 60% registrant capacity achieved per workshop. Neither positive nor negative feedback received by participants in evaluation process. 	<ul style="list-style-type: none"> Workshops are carried out at least bi-monthly. 10% of new members say that they heard about IWGB via a co-worker when joining IWGB (as part of <i>Recommendation 1</i>) Maximum number of training registrants achieved per workshop. Positive feedback received by participants in the evaluation process.

Action to be taken		
<p>Actor: Organising & Branch Support dept.</p> <ul style="list-style-type: none"> Investigate irregular scheduling and revise planning to fit bi-monthly workshops. Advise Branch committees to revise welcome call script to more heavily prioritise the call to action for new members. Process and implement changes to workshop based on participant feedback and follow up on Slack workspace/Microsoft Teams team in review session. 	<p>Actor: Organising & Branch Support dept.</p> <ul style="list-style-type: none"> Investigate irregular scheduling and revise planning to fit bi-monthly workshops. Assess registrant capacity over 3 workshops. If rate decreases, refer to the second <i>action to be taken</i> in the left column. If rate increases, refer to the first <i>action to be taken</i> in the right column. If no negative feedback received, proceed with workshops. But if/when it is received, then adapt workshop based on such. 	<p>Actor: N/A</p> <ul style="list-style-type: none"> No action required, proceed according to schedule.

Based on these three tables, the preferable outcomes from these recommendations align with IWGB’s goals both internally and externally. The above *most desirable* outcomes look to alleviate IWGB’s key internal issues of time and resource-scarcity in two ways. Firstly, productive, and useful meetings can generate new opportunities for working smarter, solution-sharing and collaborative events in which the workload is divided. Secondly, an increase in membership fees directly addresses funding limitations. Similarly, supporting gig workers in carrying out their own petition activities and providing them with a call to action can go towards the external goal of supporting gig workers in alleviating their own vulnerabilities. The achievement of both goals is further reinforced practically in the previous *Cost/Benefits Analysis* section. The next section will also look at the next element of practicality, which is how performance will be measured based on each of the recommendations.

Performance Measurement

The previous section laid out the outcomes as a result of the recommendations and provided brief indicators for each. Particularly, the criteria for the most desirable outcome were stated, which will serve as the definition of success per recommendation. This section will look at each of those indicators in more specific detail by using the SMART criteria commonly found in project management: Specific, Measurable, Assignable, Realistic, and Time-related. The use of the SMART criteria provides a well-

known benchmark test for the suitability and practicality of objectives. If the objectives are found to comply, then this can validate their usage as the measurements of performance success. Following this, potential risks to the success of the recommendations will be identified and solutions will be posed.

Recommendation 1

Evaluation method:

- **Increase in average rate of new membership registration p/m by 10%<.**
- **All members receive a welcome call within 1 month of registration.**
- **Increase in the average rate of sign ups for activities p/m.**

These indicators for the restructuring of the registration process look to rework how members are attracted to IWGB, initially processed, and provided with a call to action. Each of these points are all directly and specifically related to the results of this goal. Furthermore, they can all be clearly quantified and measured for achievement by looking at the relevant data and deciding if, for example, all new members have been called in the past month. This can easily be answered with a “yes” or a “no”, which indicates success.

Via the sections *Implementation* and *Outcomes and Actions*, responsible actors have been assigned to each stage of recommendation initiation and outcome management. Costs, both financial and in staff time, have been calculated and are within achievable boundaries based on information from IWGB staff itself.

When looking to the period when results can be assessed, this will be on a rolling basis whereby each month these indicators will be measured. Naturally, changes take time to take effect therefore, an adjustment period of one month will be incorporated whereby data will be collected but will not be acted upon until the data of the second month, post-implementation. Overall, this recommendation and its indicators can be seen to well suit the SMART criteria and would be effective in measuring success.

Potential risk	Solution
Smaller branch committees do not have the capacity to organise and manage call teams themselves.	Larger branch committees, especially those with Comms officers can create their own call team organisation and management systems and either support small branch committees in arranging their own or provide a toolkit and/or template to use.
As call team volunteers are performing welcome calls themselves, there is little control over this process.	Call team volunteers should receive appropriate training from their branch committee and should be able to pursue supplementary training from them as well. Additionally, an appropriate and adaptable welcome script for volunteers should be employed. Concerns of control are irrelevant if volunteers are trained well with an appropriate script and are trusted to be motivated and perform well.
A considerable number of new members are not interested in pursuing the call to action options during the welcome call.	If this appears to be widespread, then the call team training can be adapted. For example, by learning new techniques, such as asking questions about the new member and their issues and relating them to how a certain action-option could benefit them.

Recommendation 2

Evaluation method:

- **Meetings are held monthly and are deemed as productive by participants.**

This measurement concerning the introduction of a frequent inter-union meeting can be further clarified in its use of the term “productive”. To make this performance measurement clearer, productivity will be assessed by implementing a participant feedback survey in which attendees can state what they like about this collaboration, what they do not like, and suggestions for improvement in areas such as information sharing, event collaboration, agenda, and so on. This data will then be analysed and will serve to measure whether the meetings are productive. This feedback can then be used to improve the collaboration process.

As above, this recommendation has been assigned to a qualified and suitable actor. Similarly, the availability of resources has been well considered and accounted for. When looking to the time scale, seven weeks have been allotted to implementation but availability to perform each step is conditional on the General Secretary having the required number of hours free per week (3.5). When looking to post-implementation, performance will be assessed using both the monthly meeting requirement and the aforementioned survey, which would be disseminated after every other meeting following the first

meeting. With further clarity provided concerning this indicator, it complies with the SMART criteria and can be ably used to assess performance and the success of the recommendation.

Potential risk	Solution
Not enough potential participants are interested in collaboration with IWGB.	The General Secretary can request further information on what exactly does not interest them and why. Using this information, they can either adjust the collaboration format to address their issues or engage in a dialogue to find a way to demonstrate that this could be mutually beneficial. If neither method is successful, then find another suitable organisation whilst maintaining a relationship with the initial potential participant in case they are interested in the future, based on the results.
Participants are unwilling to share potentially sensitive information with each other.	It is understandable that organisations fear that exposing secret is to their detriment and another’s gain, therefore trust must be built. The General Secretary can begin this process via small steps, e.g. sharing the story of IWGB, its successes and its issues. An honest and critical appraisal of the organisation, as well as an explanation of how everyone can benefit, can start trust-building. This is not a straightforward process but over time and with correct techniques, trust and respect can be used to overcome resistance.
Participants conflict on a specific method of joint action.	Ideas and methods for cooperation may not always align for different organisations and this to be expected. Therefore, when looking to work together, the overall aim of the action should be mutually agreed, if this cannot be then it is preferable not to perform a joint action for the sake of the ongoing relationship and efficiency. If the aim can be agreed then the participants can either initiate a dialogue on the best course of action or perform a vote when particularly troublesome, however a consensus on action is always preferable if feasible.

Recommendation 3

Evaluation method:

- **Workshops are carried out at least bi-monthly.**
- **10% of new members say that they heard about IWGB via a co-worker when joining IWGB (as part of Recommendation 1)**
- **Maximum number of registrants achieved per workshop.**
- **Positive feedback received by participants in the evaluation process.**



These indicators look at a range of considerations concerning the relational organising workshop. The first and third have clear and specific parameters for achievement using collected data, however the second and third points can be expanded upon. To test whether relational organising is influencing the colleagues of a gig worker who has undergone the training, the new registration data from *Recommendation 1* will be analysed via the registration question: “how did you hear about IWGB?”. This would be made measurable as a percentage could be produced showing the number of new registrations who answered that they heard of IWGB via a co-worker. As for the fourth indicator, the instrumentalisation of the feedback process would be through the use of evaluation form given to workshop participants one month after their training. Within this, they can reflect on the workshop itself, their learning experience, and areas for improvement in the training, as well as an assessment of their ability to implement relational organising to create a petition in their own workplace, e.g. how many signatures/conversations have they had? Additionally, follow up sessions and communication would be facilitated on a Slack workspace or Microsoft Teams team. This ongoing feedback would then be used to improve the workshop where necessary over time as to eventually achieve overall positive experiences for attendees. This would be the means to measure achievement of the third point.

Much like the previous two recommendations, this one has been assigned a responsible actor and an assessment of its feasibility has been made. Particularly important to this recommendation is the financial cost of the initial training for IWGB staff as a key consideration. However, the *Return on Investment* section provides a breakdown of the value generated from the investment of time and resources. Therefore, the practical realities have been especially well considered due this. Additionally, the criteria of time has been covered through its inclusion in the first indicator as well as the provision of a timescale Gantt chart in the *Implement - Timeline* section concerning this recommendation. Similar to the previous recommendations, the SMART criteria has been suitably considered.

Potential risk	Solution
A considerable number of participants find the content of the workshop difficult to understand.	When looking to introduce a new training, especially one as abstract as relational organising, it is logical to expect challenges in doing so. The feedback form is useful for refining the process for ongoing improvement but equally important is being able to adapt <i>during</i> the workshop to the participants needs. Therefore, the trainers must make sure to regularly take stock of any issues that are presented during the sessions and address/adapt to them when they develop.

<p>Participants find it difficult to practice relational organising for petitioning in their workplace.</p>	<p>Aside from the evaluation form method for feedback, relational organising and/or petitioning may not be suitable for a member's work context or they may not be as socially connected to their colleagues as suggested by the author's research. Therefore, the member can engage with their branch committee and find alternatives that would be more suited to their needs, such as campaign training, call team volunteering or pursuing a legal case against their employer etc.</p>
<p>Maximum capacity for workshops is regularly met, with excess demand.</p>	<p>Whilst concerns of too little demand have been addressed, there is also an issue if not enough members are receiving the training they feel they need. In such a circumstance, scope for more frequent workshops should be considered and/or more staff should undergo training. Further staff training would be less costly as the trained, and now-experienced, IWGB staff could train them. Additionally, if greatly successful, new, more complex types of training could be introduced, such as how to organise a strike or protest.</p>

Concluding Remarks

In summary, IWGB performs a vital service for some of the most vulnerable workers in a rapidly evolving and unstable area of employment. Despite their small size and difficult area of operation, the gig economy, they are making tremendous gains for gig workers through a grass-roots approach. However, they are constrained by an excessive workload and meagre funding. This constrains them internally, which in turn limits their ability to even more greatly promote the cause of gig workers.

By investing in smarter ways of working with their existing network of social members, fellow organisations & unions, and their own staff, they can transform the organisation. Whilst any one, or two of the above recommendations can be implemented, employing all three solutions can more effectively and efficiently harness available resources to alleviate internal issues that effect IWGB, as well as resolving systemic problems faced by vulnerable gig workers.

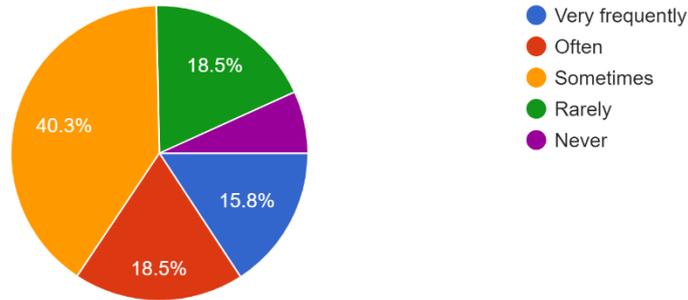
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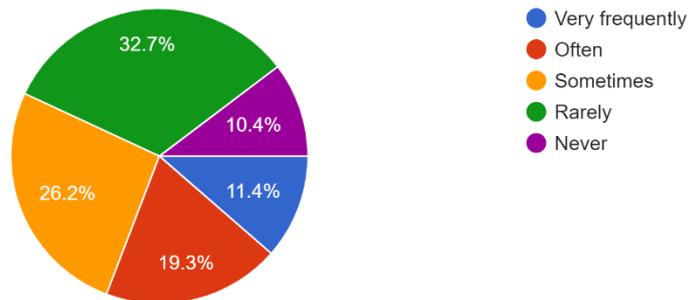
Appendix

1. Occupational vulnerability survey results

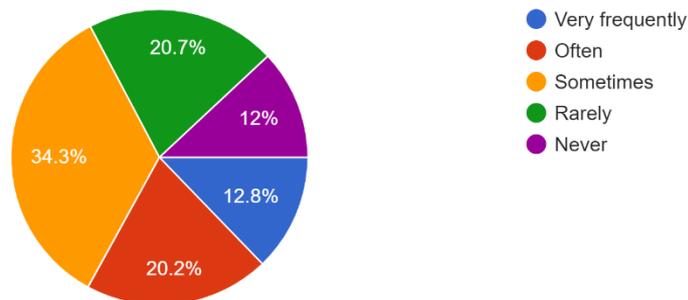
Please indicate how frequently the following statements apply to you while working: "I enter environments where I feel unsafe"



"I experience situations where I feel my health is at risk". For example, car or bike traffic accidents

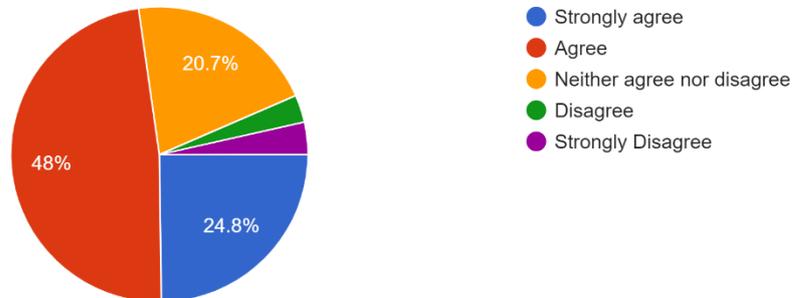


"I think that current health & safety regulations in my line of work are not effective"

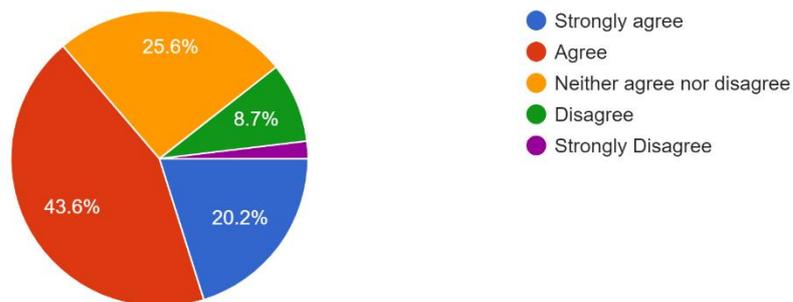


2. Precarity survey results

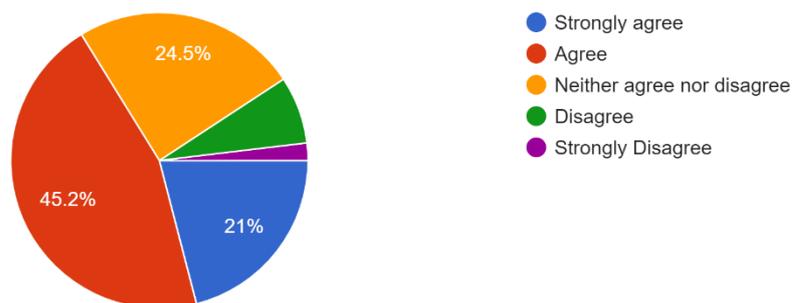
Please indicate your response to the following statements: "I feel that I have the ability to develop myself professionally in my line of work" For example, promotion opportunities or additional training



"I am satisfied with the wage that I am paid for the hours that I spend working."

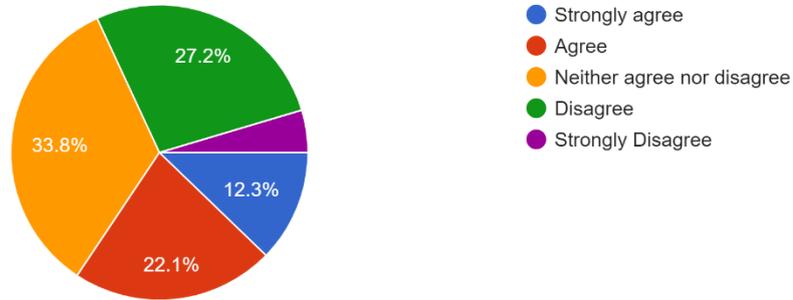


"I feel the equipment/tools that my employer(s) provide is satisfactory to do my job"

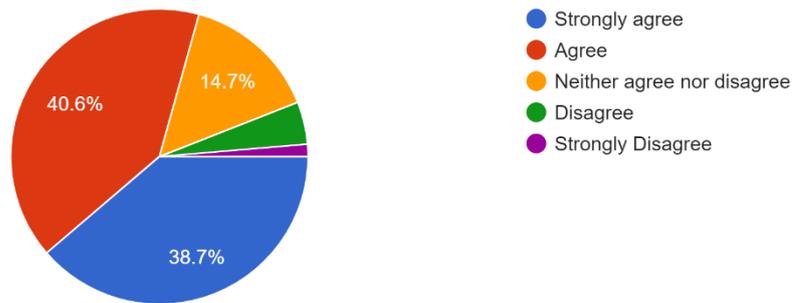


3. Platform-based vulnerability survey results

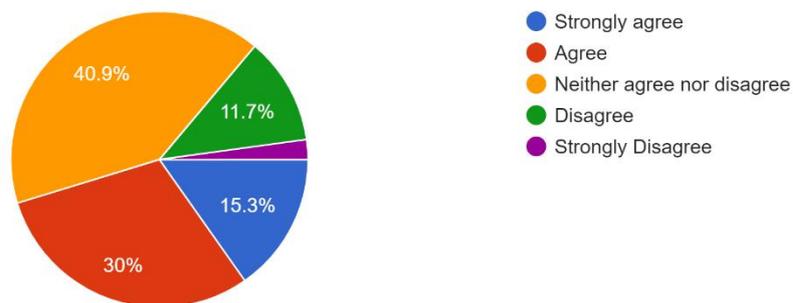
"I feel that my line of work is socially isolating"



"I feel that I should be entitled to benefits that employees of companies usually receive, such as a pension and sick pay"

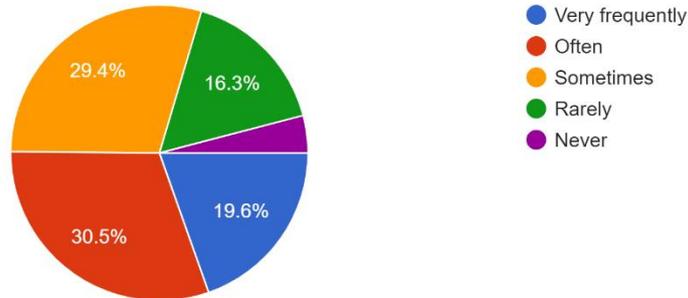


"I feel disproportionate pressure from my employer(s) to perform my work-tasks"

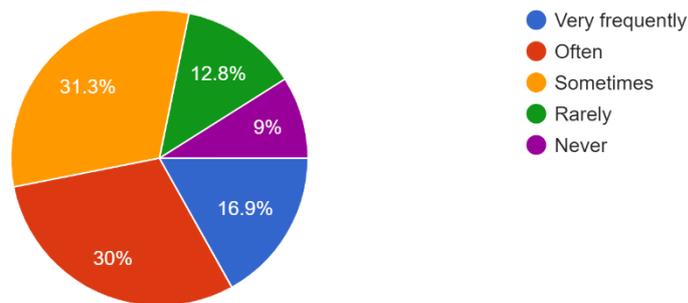


4. Social Interaction survey results

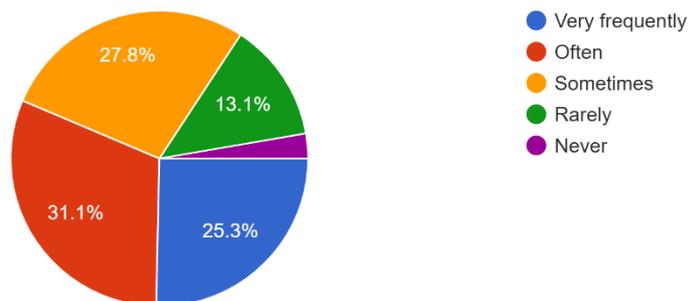
"I communicate with other workers over text/WhatsApp"



"In normal circumstances (before/after COVID-19 restrictions), I would meet up with other workers from the same employer socially"

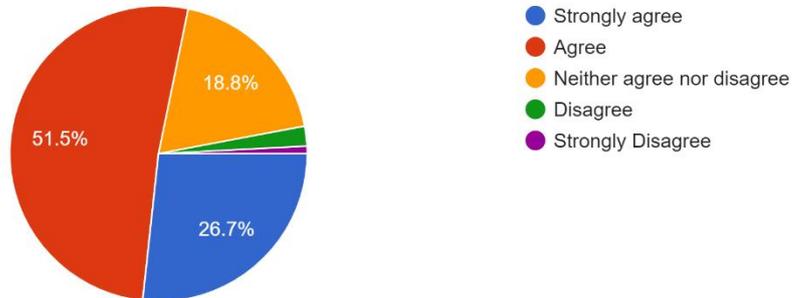


"I interact with other workers in a similar type of work over social media (e.g., Facebook, Twitter, etc.)"

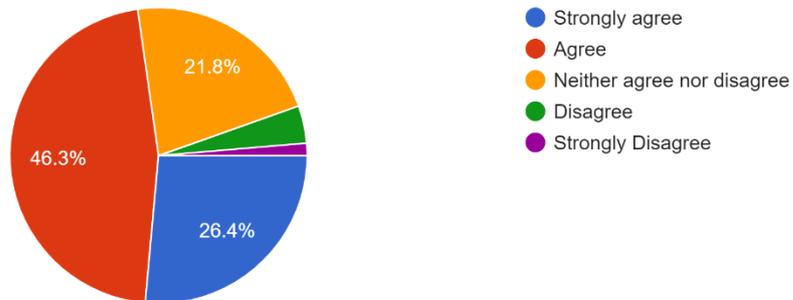


5. Union Engagement survey results

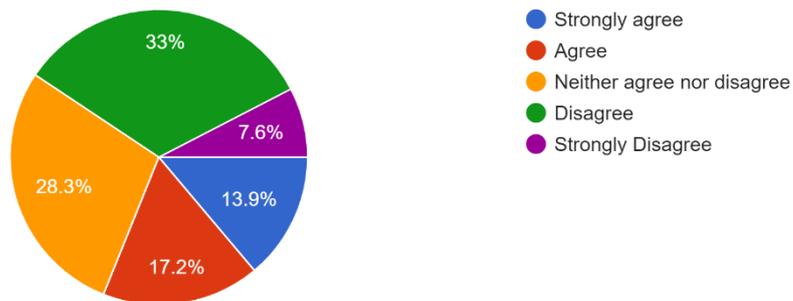
Please indicate your response to the following statements: "Unions make sure that workers are fairly treated by supervisors"



"Unions help working men and women to get better wages"



"I believe that a union would harm my line of work"



"I consider joining a worker's association/union"

