

# GET ORGANISED

YOUR NAPO  
GUIDE TO:

- ✓ ORGANISING
- ✓ RECRUITMENT

# RECRUITMENT AND ORGANISING GUIDE

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# INTRODUCTION

Napo is the largest trade union in Cafcass and in Probation in England, Wales and Northern Ireland.

To build on our current strength, and in order to advance members' interests, both in terms of fighting to protect workers' rights but also promoting and protecting professional standards, we need to grow our membership base, increase activism and get organised.

We already have a relatively high density within the family courts and probation but there is still much potential for recruitment for us out there in order to increase our power and influence in the workplace. But organising isn't just about recruitment. It is also about creating a culture that encourages members to take an active role. The more activists we have in the union, the more power we wield in the workplace.

This guide has been created specifically with branches in mind and will suggest techniques and strategies which will allow you to:

- ✓ Retain and increase membership
- ✓ Increase levels of participation
- ✓ Develop new activists
- ✓ Communicate with the membership
- ✓ Identify priorities for the branch

Our impact as a union and professional association relies on our ability to unite and develop self-sustaining organised workplaces with members participating in democratic processes.

For some more advice and guidance visit our website <https://www.napo.org.uk/organising-recruitment>

Please contact your Branch National Link Official / Officer for any support in organising and recruitment. If you are not sure of who to contact, please email [info@napo.org.uk](mailto:info@napo.org.uk) for their details. We hope you will find this guide useful. We really appreciate all the work you are doing for Napo already or might think of doing in any possible way you can.

## Workplace mapping is an important tool for branches.

Not only will it help identify current and potential members, it also reveals areas of strength and weakness in your branch. This information will help when you are developing your recruitment strategy.

### How to map a workplace

Make use of team contact lists or other sources of information to identify the different departments/sections. For each location note down the number of:

- ✓ Current Napo members
- ✓ Current Napo Reps/activists
- ✓ Members of other unions
- ✓ Eligible, but not Napo members
- ✓ Unknown membership

For the unknown and potential Napo members note down details of the person. These can include:

- ✓ Whether someone is male or female
- ✓ Ethnicity
- ✓ What grade they are
- ✓ Whether they work full or part time

If going on a physical workplace mapping exercise, do explore the question with potential members why they haven't joined a union yet or might not want to join, e.g. what might be holding them back (in a friendly manner, i.e. it's a conversation, not an argument or a sales pitch).

Once completed, look for trends in people not joining the union? Were there any issues preventing them from joining?

Make use of team contact lists or other sources of information and membership data from Napo HQ to locate staff and members in each location/workplace.

# RECRUITING NEW MEMBERS

Napo membership is open to anyone working in Cafcass or Probation.

However, only try to recruit those not already in a recognised union. Napo adheres to the "Bridlington Agreement" which prevents unions poaching each other's members.

- ✓ Aim to have a Napo Office 'Rep'/Convenor/Contact in each workplace.
- ✓ Membership Secretaries (or another member from the Branch Exec) should do their best to attend the regular Membership Secretaries / Recruitment meetings (either in situ or via virtual/hybrid way) organised by Napo HQ to link up and share ideas / best practice.
- ✓ Use incentives to encourage potential members to join. Also promote the Napo 'Recruitment landing page': <https://www.napomagazine.org.uk/join-napo/>
- ✓ Advertise and hold a series of Napo advice surgeries aimed at employees. Try and get those attending the surgeries to join the Union.
- ✓ Ask the employer to keep you updated of New Starters' / Induction events and ask them to attend (working with other recognised trade unions) so you can promote Napo. An up to date Recruitment PowerPoint Presentation and list of promotional materials you can request from Napo HQ can be found at <https://www.napo.org.uk/organising-recruitment>
- ✓ Set up social media accounts for the branch which can be used to promote campaigns and encourage potential members to join the union. See social media advice later in this guide.

## Having a plan of action for recruitment is key.

This model recruitment plan is designed to give you a starting point that you can tweak according to the needs of prospective members in your area.

- ✓ Map the workplace (see page 2) and identify existing activists and members in it.
- ✓ Target one workplace or set of related workplaces at a time.
- ✓ Devise a short survey for all staff to find out current issues and how they would like them to be addressed.
- ✓ Arrange and publicise a workplace meeting that is open to all on one or two member led issues. Present the results of the survey to inform a debate. Remember: have membership forms, publicity materials and promotional items from Napo HQ available at the meeting.
- ✓ Take into account shift patterns when planning meetings. You may need to have a few smaller meetings at each workplace, or hold meetings just before a big team meeting everyone will be attending.
- ✓ Contact Team Managers and ask for invitations to team meetings where relevant topics are being discussed, or to introduce yourself to teams.
- ✓ Make sure to present the union activists as people who can co-ordinate action, not solve problems for other people. We want people to see Napo as a club they want to join, not a service they want to buy.
- ✓ Aim to get at least one volunteer in each workplace who will update and maintain a Napo noticeboard. Pin blank membership forms to the noticeboard with details of who to return completed forms to.
- ✓ Leave publicity materials in pigeonholes and noticeboards for staff who could not attend meetings.
- ✓ Repeat as required.

# HANDY TIPS

First impressions count when encouraging potential new members to join the union.

Use an honest, open and friendly tone. Below are some handy tips.

- ✓ Listening is more important than talking (70:30!)
- ✓ You don't have to have all the answers!
- ✓ Remember, it's not an argument – it's a conversation!
- ✓ If someone has negative feelings about unions, that is OK – explore why someone feels the way they do by listening

Advantages of empathetic listening:

- ✓ Largely avoids judgements
- ✓ Validates the other person
- ✓ Confirming of understanding and encouraging more: 'what I think you are saying is....'
- ✓ Articulation of shared understanding / feeling
- ✓ The discussion is enjoyable rather than a battle

## Questions and Answers: Remember to use 'open' questions (who, what, where, when, how)

**Closed question:** Did you think the changes to this particular terms & conditions matter or a professional practice was fair?

**Versus Open questions:**

- ✓ How did the changes to this particular terms & conditions matter or a professional practice make you feel? Or;
- ✓ What did you think about the changes to this particular terms & conditions matter or a professional practice?

### TOP TIP

If you have asked someone to join, or take some form of action and you get a 'NO' or 'MAYBE' – just ask in a friendly open tone:

“Can I ask what might be holding you back?”

**Getting a commitment!**

You may often be nervous of this bit and may try something 'softer' like “can I leave a leaflet with you?” or “have a look on our website for more information” to close the conversation. **HOWEVER**, you have both invested time in the conversation... and nothing ventured, nothing gained!

So try and close any conversation always with an ASK – for example:

- ✓ Will you come along to a workplace meeting (in situ/virtual/hybrid)?
- ✓ Will you speak to colleagues about our current campaign?
- ✓ Will you get involved in our lobby/activity?
- ✓ Will you join Napo?

# SAMPLE SCRIPT

Below are some prompts to use.

- ✓ Probation and family courts is our specialism. Napo members do not have to compete with other sectors for our attention. Our relative size and specialist nature means we are close to our members.
- ✓ Napo's professional association status means we not only fight to protect workers' rights, we also keep professionalism at the heart of what we do. We also produce two internationally respected journals which are FREE to members along with free access to the Sage Criminology Journal Library online.
- ✓ We have a strong commitment to equality, diversity and social justice. We pride ourselves that these are underpinning values of all that we do. We campaign to maintain these values in our members' work and in the Justice System.
- ✓ Napo is a member-led organisation. Our members can get involved at ALL levels of Napo, be it in a local branch, a national Network or Committee or any other focus/interest groups we may set up. Also all members can attend our annual AGM/Conference and help to shape Napo's policies/priorities.
- ✓ As a trade union we are part of the wider union movement and affiliated to the TUC and GFTU. We take a full role in campaigning to protect terms and conditions as well as wider national and international campaigns for justice and to protect the public sector.
- ✓ Napo membership also comes with a wide range of financial, legal advice and support services. You will also have access to the exclusive Napo Extra portfolio of benefits and discounts to support you personally and professionally.
- ✓ We have members spanning all the different grades and roles in Probation. We have a sliding subscription rate to help make membership of Napo affordable.
- ✓ Our Professional Association status also means that you can, uniquely, claim tax relief on your membership subscriptions.

# CHECKLIST

Use this checklist to make sure you have all the resources in place to begin a recruitment campaign. Don't forget to contact your link official if you need any advice or assistance.

-  Workplaces mapped. Existing branch activists and members identified?
-  Napo HQ contacted for publicity materials?
-  Staff survey developed, distributed and results collated?
-  Workplace meetings scheduled and promoted?
-  Office Reps recruited?
-  Noticeboards populated with recruitment material and volunteer recruited to maintain them?
-  Branch activists and reps coached to deliver recruitment script?

# BRANCH STRUCTURE AND ROLES

## Branch structure and branch roles explained ...

**Chair:** The Chair will chair the Branch meetings and Branch Executive meetings and draw up the agendas. The Chair will decide branch constitutional matters based on the local branch constitution. They will act as the main point of contact with other Branches and attend regional chairs' meetings where called by the Link Official and Officer. They will act as the main point of contact with the local media.

**Vice-Chair(s):** The Vice Chair(s) will deputise for the Chair as required and will undertake specific pieces of work on behalf of the Branch Executive as the need arises. They could also act as Convenors (see next page) and be responsible / point of contact for members in a specific local area.

**Treasurer:** The Treasurer will keep the Branch accounts and be responsible for applying for the Branch grant, paying expenses, maintaining the Branch account, keeping the cheque book and submitting accounts annually to Napo HQ and to the branch AGM.

**Anti-Racism and Equal Rights Officer:** These officers will be responsible for ensuring that Anti-Racism and Equal Rights issues are addressed on the agendas of both the Branch and the Branch Executive. They will take the lead in keeping in contact with the national Equal Rights Committee and National Link Official and Officer on all equality matters.

**Secretary:** The Secretary will send out information to members as appropriate to ensure that members are kept informed about local and national Napo matters. They will take the minutes at Branch meetings and Branch Executive meetings and circulate these to members. They will be responsible for arranging the meetings.

**Membership Secretary:** The membership secretary will deal with enquiries from new members and queries about membership by liaising with Napo HQ.

**Health and Safety Reps:** Health and Safety reps act as the initial point of contact for members who have queries or concerns. They also act as points of education and information. They engage with local employers on H&S related matters and attend local H&S meetings.

**Forum Reps (grades 1 – 3):** They will ensure that members of grades 1-3 who are currently underrepresented in Napo are given due attention and represented on the agenda of the Branch and the Branch Executive. They will act as the focal point of contact for members grades 1-3 and assist in organising grade meetings as well as should try to attend the national Forum meetings.

## National Executive Committee

**Co-Representatives:** Elections to these roles are done in a separate process via Napo HQ. Candidates must be a full member of the branch for which they are seeking nomination and must secure the endorsement of a proposer and a seconder, both of whom must be full members of the same branch as the candidate for nomination. Where two people are elected, at least one shall be a woman. Neither may hold the post for more than four years in succession. Only one representative per branch can attend, speak and vote at any meeting of the NEC. As members of the National Committee, the reps do not represent the Branch but take decisions on behalf of the whole membership. They do present issues from respective Branch, including motions, to the NEC and report back to the Branch on national developments, and issues arising in other Branches, that have been discussed at NEC. The NEC collectively is legally the employer of the Napo Staff and this is an important part of the NEC rep role. They must maintain absolute confidentiality about any Napo Staff issues that they are party to.

**Convenor(s):** They can – in place of or in addition to Vice-Chair(s) depending on your branch preference – convene local meetings and act as a local point of contact for members. They meet with local management where appropriate. And they can also give members advice and guidance and represent members where appropriate if accredited to do so.

**Edridge rep(s):** This person will assist members locally with applications to the Edridge Fund and maintains links with the Trustees of the Fund.

**Representation Reps:** These posts are not elected annually by the branch but are appointed by Napo HQ after having undertaken Napo accredited training.

The Branch can co-opt other members for specific pieces of work or to act as advisors in specific areas.

# DEVELOPING BRANCH ACTIVISTS

Branch activists are at the frontline of Napo activities and without them we could not function.

It is vital that we develop the next generation of Napo activists who are willing to take on important branch roles.

- ✓ Keep in regular contact with all members in your workplace.
- ✓ Inviting guest speakers to meetings may encourage members to attend and participate. Choose speakers on professional issues to increase collective expertise, or invite staff associations or any of the employer staff networks to keep members informed of equality issues.
- ✓ Create local or workplace union positions that remove some of the barriers to people becoming activists.
- ✓ Link in with local social / labour movement organisations chosen by the membership. This will encourage activism and make the branch more interesting to belong to and participate in.
- ✓ Ensure union meetings and events are held at times and in places convenient for all.

## Not all members will want to hold branch positions ...

but will still want to be active in the branch and union. These tips will allow you to provide opportunities to keep them engaged and most importantly involved. Members are often the largest untapped resource for expanding the organising team. Try and turn members into active members and get them to 'DO SOMETHING UNION' by following these simple rules:

- ✓ Be realistic in what you ask them to do – make sure that it not only appears relevant and effective but is feasible and practical.
- ✓ Make it clear that the union values any and all contributions and emphasise how members strengthen the union and can make it more effective.
- ✓ Make a connection – give them a reason to be active and link what you ask them to do to something they already care about. If they're bothered about something, ask them to find out if there are others who feel the same.
- ✓ Start with small tasks and as confidence grows give volunteers bigger tasks and more responsibility.
- ✓ If members are reluctant to get involved, think about why. While it's important not to pester people, don't give up too easily either.

There is always 'SOMETHING UNION' to be done during a campaign or in the daily running of a branch. You could ask members to do the following (not an exhaustive list):

- ✓ Hand out or share electronically a leaflet or a branch / national HQ newsletter
- ✓ Provide information for a workplace mapping / campaign
- ✓ Canvass friends and colleagues on how they feel about a particular issue
- ✓ Tell others about a union campaign
- ✓ Ask colleagues to take part in a union survey or sign a petition
- ✓ Keep a union notice board up to date
- ✓ Maintain social media accounts
- ✓ Bring someone with them to a meeting
- ✓ Sign an online petition and ask their colleagues to do the same
- ✓ Ask a colleague or a friend to join the union!

# INCREASING VISIBILITY

Members like to know they belong to a proactive union/ branch.

By increasing the visibility of the branch, you let members know their efforts are making a difference, and could also entice prospective members to join.

- ✓ Hold regular branch meetings well-advertised to members. Send out short reports from any branch executive meetings (obviously not any individual case work that may come up occasionally) to give members a feeling they really belong and they could potentially comment on issues in between branch meetings. Also it could help to 'demystify' the work of a branch exec for less active members but also encourage members to come forward for future branch exec roles.
- ✓ Ensure your branch is represented at all important meetings including NEC and AGM. Feedback relevant information to members.
- ✓ Where possible, send delegates to wider trade union / labour movement meetings or conferences. Let members know about any input the branch had in these events and how they can feed into them in future.
- ✓ Share good news stories, branch successes and events via local newsletters. You could also send them into Napo HQ at [editorial@napo.org.uk](mailto:editorial@napo.org.uk) for publishing in the Napo Magazine and online.

Napo is not just about protecting workers' rights and raising professional standards. Our members come from diverse backgrounds, so it is important that issues relating to equality and diversity are well represented.

- ✓ Do a survey to assess the diversity needs within your branch. Use the findings to help start a debate at branch meetings or via member communications such as newsletters.
- ✓ Focus on the branch having an Anti-Racism Officer and Equal Rights Officer.
- ✓ Try to build local close working relationships (where known) with any staff associations as well as build links with equivalent employer staff networks. Invite staff groups and associations to branch meetings to help support the work of the branch on equality issues.
- ✓ Promote the Napo Black Network and make all members aware of Napo's Anti-Racist Policy Statement and the corresponding Napo 10-point Action Plan and the Individual Member 5-point Action Plan.
- ✓ Promote the Women in Napo Network and events.
- ✓ Link in with TUC or wider union meetings that have a focus on equality. Encourage members who cannot attend to feed information on to the branch and represent their views on their behalf.
- ✓ Publicise demos, protests, rallies, etc. that have a focus on areas branch members may be interested in and encourage them to attend.

# CHECKLIST

Use this checklist to make sure you have all the resources in place for organising. Don't forget to contact your link official if you need any advice or assistance.

-  Have you set up a schedule of regular branch and branch exec meetings and are you communicating these regularly with members?
-  Have you obtained a copy of the National Napo Calendar which contains all important meeting dates and events?
-  Have you recruited to all potential Branch roles?
-  Have you got guest speakers scheduled for branch meetings?
-  Have you considered holding professional / practice meetings alongside or as part of branch meetings?
-  Have you got a list of members who want to be more active in the branch and a list of tasks for them to do?
-  Have you linked in with internal and external groups with an interest in equality and diversity or with any other local social / trade union / activists' groups?

Social media is an effective communication tool. It's free, easy to use and available to anyone who has access to a smartphone, PC or tablet.

Before engaging with your members in this way, check your employers' policy on social media use.

- ✓ Set up social media accounts for your branch and assign / recruit (a) volunteer(s) to manage them. Don't forget to follow Napo HQ's accounts and share any national messages posted.
- ✓ Look for other social media accounts with similar aims and objectives and start positive dialogues with them. This will allow the Branch to tap into events and information that may be of benefit to members, and also allow Napo's campaigns to reach a wider audience.
- ✓ Distribute copies of your employer's social media policy to members and remind them it is important they follow it to avoid any negative consequences. In general members should avoid identifying themselves as an employee of a specific employer in public, including social media, as well as sharing images with people wearing employer ID or showing employer building name plates. Identifying yourself as a Napo rep or member is always safer.
- ✓ To avoid any difficulties, use the social media accounts to share news and information rather than personal opinion.
- ✓ As mentioned before, make sure you familiarise yourself with Napo's 'Social Media Guidance' at <https://www.napo.org.uk/organising-recruitment>. Also, ensure you are familiar with the main principles of the Data Protection Act 2018 / General Data Protection Regulation (GDPR) to avoid any potential breaches for Napo. You can find all the Napo guidance at <https://www.napo.org.uk/data-protection>

# ACCESSING FUNDS

Each branch is given a grant annually by Napo centrally.

Napo also has an Organising Fund in case branches would wish to access this if needed if low on branch funds for a particular recruitment / organising activity. Below is the particular section that can be found in the National Constitution, as established by the National Executive Committee.

## Napo Organising Fund

The NEC established the Fund in 1995. It was reviewed and amended by the NEC in September 2001. The NEC renamed and updated the remit of the fund in 2013.

The arrangements for the Fund are as follows:

- 01** The Fund will comprise monies provided by Branches and from central funds under the provisions set out below.
- 02** The Finance Sub Committee comprising the Chair, Vice-Chair (Finance) and General Secretary along with the Finance Officer will administer the Fund. The primary purpose of the fund will be to support members to pay for Employment Tribunal Fees. Members will be able to access monies from the fund in line with guidelines established by the NEC for the funding of claims made to an Employment Tribunal.
- 03** In addition, branches will be able to access the fund for organising activities. Account will be taken of the state of cash flow through Branch accounts when claims are made and notably the impact of Branch grants claimed and due to be claimed. Branches may be asked to submit a copy of their accounts in support of their claim.

- 04** Branches are required to pay to the Fund by 1 May, half of any surplus held in the Branch account(s) on 31 December the previous year, in excess of the previous year's eligible Grant, e.g. Branch A's allocated Grant was £1,000. At 31 December that year the Branch had funds of £1,400. The Branch pays £200 to the Fund on 1 May the following year (i.e. half the difference).
- 05** 50% of unclaimed Branch Grants (Annual not AGM) from the preceding year will be placed in the Fund.
- 06** Any monies remaining in the Fund will be carried forward to the Fund in the following year. If, at the time when the budget is set, the size of the Fund is deemed to be sufficient to meet potential calls upon it during the year, then a decision may be taken by the Finance Sub Committee to recommend to the NEC not to trigger transfers under Points 4 and 5.
- 07** The maximum cumulative amount that can be claimed by a branch for organising activities will be one-third of the annual grant, or £500, whichever is the greater.
- 08** Branches intending to submit a claim should do so stating the amount requested, how the grant is to be used and the Branch Account/s current balance/s.
- 09** The ability to meet claims on the Fund for organising activity, in whole or in part, will be subject to monies available in the Fund.

# COMMUNICATING WITH MEMBERS

Communicating effectively with members is vital if the union is to keep them up to date and engaged.

By increasing the visibility of the branch, you let members know their efforts are making a difference, and could also entice prospective members to join.

## Developing Branch Communications

- ✓ Contact [membership@napo.org.uk](mailto:membership@napo.org.uk) if you need advice on how to access your local membership lists via the Napo secure website membership secretaries' section and how to be able to communicate with your members in line with GDPR Rules.
- ✓ Keep it simple when creating newsletters, circulars and bulletins. Some IT systems may block large attachments or have difficulties recognizing documents made in older/newer versions of Microsoft products.
- ✓ Encourage members to pass on information that may be relevant to members of the branch.
- ✓ Try to take pictures where possible. Photographs break up large volumes of text, and can sometimes convey messages more quickly and more powerfully than text alone.
- ✓ We cannot stress this enough. Please ensure you are familiar with the main principles of the Data Protection Act 2018 / General Data Protection Regulation (GDPR) to avoid any potential breaches for Napo. You can find all the Napo guidance at <https://www.napo.org.uk/data-protection> and do contact [info@napo.org.uk](mailto:info@napo.org.uk) if you need any further advice.

# BRANCH PRIORITIES

Branches should undertake regular reviews regarding pointers/tips in this guide throughout (with support from our Napo National Link Officers and Officials) to turn any thoughts/ideas into a further plan of action/strategy to build the branch and our union.'

This is not an exhaustive list – but as mentioned in the guide, we hope the below is a helpful starter:

- ✓ How many reps / activists does the branch have?
- ✓ Have all branch reps undertaken / looking to attend appropriate education/reps' courses?
- ✓ Are we including Membership / Recruitment as a standing item on branch agendas?
- ✓ Do the branch and branch exec have regular meetings?
- ✓ Does the branch exec get communications out to members on a regular basis?
- ✓ Are we doing regular mapping exercises in workplaces?
- ✓ Are we identifying potential campaigns to organise around?
- ✓ Are we making links with wider local and national trade union / social campaigns?
- ✓ Are we asking local reps / activists to maintain a Napo Notice Board?
- ✓ Are we asking information from employers regarding new starter events to attend?

# ORGANISING AND RECRUITMENT SUPPORT

If you need more information or support

And as mentioned throughout you can go to: [www.napo.org.uk](http://www.napo.org.uk) plus the resources section at <https://www.napo.org.uk/organising-recruitment> including the <https://www.napo.org.uk/data-protection>

Please contact your Branch National Link Official / Officer for any support in organising and recruitment. If you are not sure of who to contact, please email [info@napo.org.uk](mailto:info@napo.org.uk) for their details.

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