SUE: There would be problems, of course. In the Fred Nile example, given attitudes to homosexuality in the community, if you put that to a vote on the shopfloor, you mightn’t get the response you’d hoped for!

SONIA: I’d suggest you’d try and argue through those issues. You’d have to address the issue as a case of a minority group being targeted for intimidation. Most of our members could identify themselves with the description ‘minority group’ in one way or other.

SUE: That was the case in the miners’ strike in Britain a few years ago. When the miners were being targeted by the government as ‘the enemy within’, a lot of other minority groups drew links with that and said ‘We’ve been treated in the same way because we’re gay, or black, or women’. It became a coalition around a broader human rights issue, rather than the rights or wrongs of the dispute itself.

Which raises the environment. That’s an issue where the unions have actually been perceived to be behind public opinion, not ‘held back’ by it - although the members’ opinions in certain industries are obviously another question...

ANNA: Well, the members’ opinions in those industries have carried the policy of the whole trade union movement with them, unwittingly to the bulk of the movement. Now obviously it’s impossible in those instances to decide every matter of immediate policy from the grassroots - it would make it impossible to make quick comments on issues, apart from anything else. But a proper union leadership should be able to develop draft policies on issues of public importance, if they’re mindful of their members’ concerns. What really becomes a travesty of democracy is when a small portion of the movement can carry the policy of the whole movement with them, simply by virtue of their prominence. That’s why I think the environment policy passed at Congress was a big step toward a policy with some integrity. And it also indicated an interest in our members’ concerns not just in terms of their immediate interests as workers, but in terms of quality of life issues as well.

Bill Kelty’s grand vision to reverse the shrinking fortunes of Australian unionism is well-documented. The question now is whether the trade union movement is capable of rejuvenation, or whether, like much of its officialdom, it is reclining in its twilight years.

The survival clock is ticking, with the rate of unionisation down to 42%, according to the Australian Bureau of Statistics. This represents a fall of 17% since 1954, with an accelerated crash of nine percentage points during the life of the Hawke government. The ACTU itself believes the level of unionism is now less than 40%, and the doomsayers have predicted a twenty-five percent rate of unionisation by the year 2000 if the decline is not arrested.

The August ACTU Congress was the forum to relaunch the revival strategy in earnest, after a response to the 1987 Future Strategies document which Kelty sarcastically described as ‘a big yawn from the union movement’. An arresting publication, Can Unions S...
it has taken them into the Rubik's Cube of complex wage systems since 1987.

The unions will be confronted with propositions for internal restructuring, to change the way their own officials operate, to increase subscriptions and offer new services to members, and to introduce supportive provisions for female employees with children. Perhaps most importantly, there will be pressure on the trade union seniority system which has given the union movement a top layer of ageing senior officials which could remain in place for at least another half dozen years - perhaps the time span which will make or break the strategy.

But if the ACTU pushes too hard, it will face a backlash. Long terms in senior posts and appointments to the ACTU executive are regarded as sacrosanct at the end of long union careers: the young must bide their time.

If the revitalisation is not underway within a few short years, there is little chance of a turnaround. But there are many middle managers in the union movement who use their positions for personal political power. These will not be the movers and shakers of the new era, and by the time the next generation of unionists has been able to cement its control, critical years will have been lost. In that period the growing non-union sentiment among women, the young and the part-time and casual workers in the growth sectors of the economy could be institutionalised and irreversible.

The history of the union movement - or at least of its officials - has been essentially male. But with the entry of women into the workforce in the 'seventies and 'eighties, there is new pressure for representative positions for women in the trade union hierarchy.

At the recent Congress Kelty announced his intention that women should make up half of the ACTU executive by the turn of the century. He nominated the nurses' Pat Staunton to succeed Martin Ferguson as an ACTU vice-president when Ferguson becomes ACTU president at the next federal election.

However, in what became a hallmark of the difficulties faced by Congress delegates this year, the most senior official in the footwear and textile workers union, Bill Hughes, rejected all attempts to persuade him to relinquish his ACTU Executive seat to the clothing trades union's Anna Booth. Hughes will retire anyway in a year's time and the seat will then go to Booth. But the struggle between the old and the young, the male and the female, was a microcosm for many observers of the problems facing the ACTU.

The risk of alienating the elders of the union movement by moving too quickly is balanced by the risks to the very survival of the union movement if change is not immediate.

Already the question of 'how fast' appears to have caused disension between secretary Kelty and his ally for the future, Martin Ferguson. Ferguson is a relative youngster at 36, but nevertheless a unionist in the traditional mould. He has an ear to the Kelty strategy, but also to a sense of trouble brewing in some unions as amalgama-

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