LiUNA!

Feel the Power

An Internal Organizing Guide for LIUNA Public Sector Local Unions

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JOHNS HOPKINS BLOOMBERG SCHOOL OF PUBLIC HEALTH

INTRODUCTION

LIUNA is committed to growing our public and non-construction membership.

With the recent attacks on our public employees at the state and Federal level, LIUNA has created this Organizing Guide to assist our public sector Locals to continue the great organizing work currently being done, and to share some new ideas and goals. These include: organizing fair share members to full dues payers, membership mobilization, member audits, and informational resources to share with your non-members in both Right to Work and Fair Share states to encourage them to join LIUNA.

We hope that you will find these materials useful to your current and ongoing organizing activities.

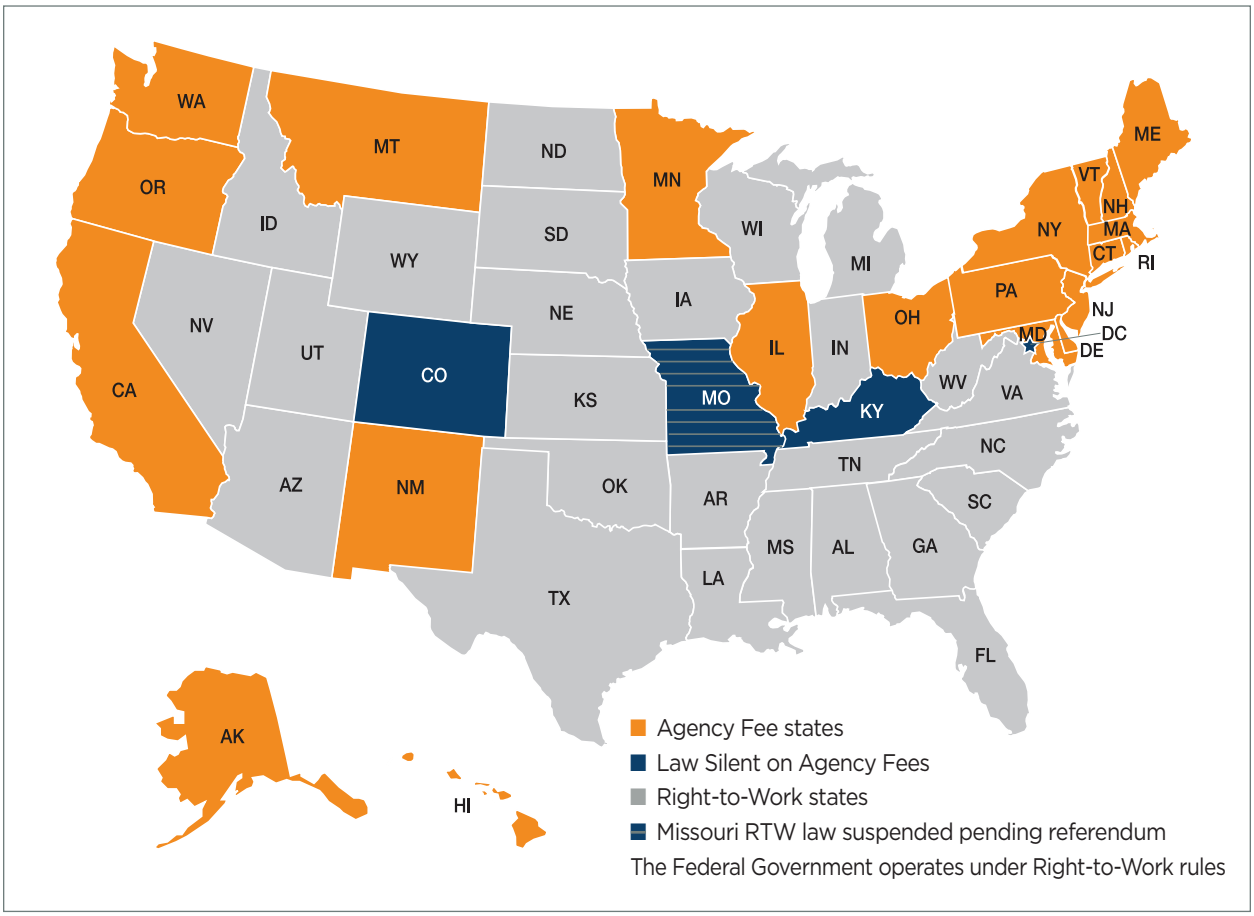
Benefits of Union Membership

Union workers receive many workplace benefits, including job security, progressive discipline, and a **Collective Bargaining Agreement** (CBA), or union contract, that clearly outlines their wages, hours of work, and working conditions. Union workers make higher wages than non-union workers and often receive better benefits, like employer-paid health care and pensions.

Negotiating good contracts, filing grievances, and providing proper service and representation to members comes at a cost to the Local Union. Members pay **union dues** to cover the cost of all these services. Recent legislative attacks and upcoming legal decisions could dramatically change all of that.

What is Fair Share?

In numerous states, unions are able to negotiate that public sector workers either join the union and pay dues, or for those workers who choose not to join, they must still pay their **Fair Share** (also known as an Agency Fee) to the union. The union charges this fee to workers to cover things like the cost of representation, servicing, and contract negotiations.



So Called Right to Work

Twenty eight states in this country are **Right-to-Work** states and outlaw union security agreements that require either union membership or at the least Fair Share dues collection.

In Right-to-Work states, even if a worker does not join the union, they still receive all of the benefits of the union contract. Same wages, same benefits, same representation in an unfair firing. By not paying union dues, they are getting a **free ride**.

Under Right-to-Work, non-members don't have to pay a dime of union dues, but still get all of the benefits of the union contract. The union is legally required to provide non-members with the same level of representation as dues paying members because the union is legally bound by its **Duty of Fair Representation** (DFR).

In Right-to-Work states, LIUNA Local Unions must be vigilant in recruiting, signing, and servicing new and existing members. Internal organizing must be a daily priority of every Local Union.

By law, the union must provide the same representation to free riders that it provides to union members. This puts a strain on Local Union resources.

There is a growing number of states that are waging legislative battles to weaken public sector unions, like attacking collective bargaining, raiding retirement security plans, and promoting passage of Right-to-Work laws.

Supreme Court Cases about Fair Share Fees

The U.S. Supreme Court heard arguments in 2016 on a case challenging Fair Share fees—*Friedrichs v. CTA.* The Court issued a 4-4 decision in the case, which preserved Fair Share fees; however, other similar cases attacking Fair Share laws are pending in lower courts as well as the *Janus v. AFSCME* case now pending before the U.S. Supreme Court.

Losing Fair Share Fees will have real impact on Local Unions:

- Immediate loss of all Fair Share Fee payers who have not converted to members
- Loss of unengaged members who do not see value of union membership
- Loss of power
- Loss of revenue
- Loss in membership
- Reduced staffing

Below are some proven messages for how to talk about the attacks on Fair Share laws:

- No workers are forced to join a union.
- The fees paid by employees who do not join the union only pay for representation and bargaining, and may not be used for political activity.
- By law, unions must represent and bargain for every worker, whether or not they join the union. It's not fair for some employees to get benefits for free, while others pay more than their fair share.
- The Supreme Court ruled that Fair Share was constitutional by a unanimous 9-0 vote in 1977.
- The court case and legislation seeking to ban Fair Share is backed by the Koch Brothers, corporate CEOs, and other special interests.
- Some states have already made Fair Share fees illegal, and workers there make lower wages, are much less likely to have health insurance, and have a 36% higher rate of workplace deaths.

Internal Organizing

Local Unions in Fair Share states need to develop a plan now to become a stronger union through **internal organizing**. Simply put, internal organizing means building the strength of your union through effective communication, education, and maximizing member mobilization.

Considering the ever-present and growing attacks on public sector unions, LIUNA's Local Unions must have a plan to address the threat of Right-to-Work in each and every Fair Share state, regardless of whether there is a current attack. Member education is paramount in this fight and should be part of a daily initiative in member communication.

To best be prepared for any legislative or legal changes to Fair Share rules, the Local Union should effectively communicate and educate the benefits of union membership now, so that any changes to the law will not affect members' attitudes or positions of union support.

Member education and mobilization can play a lead role in solidifying union support. By utilizing stewards, volunteer organizing committees, and members for action teams, the Local Union is identifying and using Local Union leaders to help shore up Local Union loyalty and support.

Reference our Member Mobilization Examples on page 21 as a reference tool.

These member-leaders can play a key role in thwarting legislative attacks, developing a proactive political program, and building community-wide support against Right-to-Work.

Servicing Model vs. the Organizing Model

The key to success in any internal organizing campaign is involvement of the membership in the actions and decisions that affect them.

In trying to do a good job, Local Union leaders often defeat their own efforts by relying too heavily on the **"servicing model"** of Local Union leadership—trying to help people by solving problems for them.

Many Local Union leaders are finding that using an **"organizing model"**—involving members in solutions—results in a higher degree of organization and success.

There are several advantages of the organizing model, the most notable is that it can be extremely effective. An employer is more likely to bargain fairly if there is clear indication that a large number of workers are involved in and behind the union.

The organizing model gives members a sense of power as a group, by letting them share in the decisions and victories. It also educates members about disputes and issues, so that they know first-hand the facts involved.

Member involvement keeps workers from seeing "the union" as something separate from them. They learn how the union works, how union members achieve gains, and why compromise is necessary. Instead of sitting back and waiting for service from the union, workers begin to realize that they share the responsibility for both the union's victories and defeats.

A successful organizing model can also help the union take on and solve even more problems once members are enabled to get involved and help.

Representing LIUNA members to the fullest degree is a form of internal organizing.

It is important to remember that the work Local Unions do every day is a form of internal organizing and it needs to be a daily priority each and every day.

Servicing members is internal organizing:

- Introduce yourself and the Local Union to new workers and members
- See and talk to members beyond problem times, grievances, and negotiations
- Keep a calendar and schedule regular visits to each job site and unit on a consistent basis
- Have strong, educated, and assertive stewards at each job site

By focusing on organizing every day, the union will not only lose fewer members if the law changes, but will provide our members with better representation and will build a stronger membership and union in size, strength, and political influence.

This means that you have a program that is written and clear, with outlined commitments and expectations.

Setting Organizing Goals

Every LIUNA Local Union should establish both short-term and long-term internal organizing goals for their membership. By growing in size and strength, an organized Local is better prepared for contract negotiations, will have less workplace issues and grievances, and will be a political force in future election cycles.

Set realistic goals for your Local Union to reach.

Can your Local Union grow by one member per month? Ten members per month?

Can your Local Union convert one Fair Share payee to a union member per month? Ten per month? Thirty percent in six months?

Can your Local Union recruit a member leader at each workplace? Can you establish a committee of 10% of your Local Union members as member-leaders?

Three Question Litmus Test

- Will this campaign build power?
- Will this campaign grow membership?
- Will this campaign develop new leaders?

How will you use the new strength of your Local Union? Is it to be prepared for a bad court decision or legislative or ballot Right-to-Work attack? Is it to enter the next round of contract negotiations from a stronger and more united position? Is it to impact and take credit for the next political election to elect office holders who will support the interests of its members?

Your goals should be strategic. What will your Local Union gain if you are successful in your campaign?

Signing up non-members, including Fair Share Fee payers, is an important job of the Local Union. Non-members are the clearest proof to management that the union does not have the full support of all workers.

Once you have determined their short-term and long-term organizing goals, develop a monthly calendar of activities from the tactics discussed below. Assess your progress and success each month to make changes and revisions to the organizing plan accordingly.

Preparing to Organize

There is a lot of preparation, research, and information gathering needed before starting an internal organizing campaign. You should take inventory of the organizing resources you have available to you.

Your Regional Organizing Fund may be able to provide assistance through staffing, finances, and other campaign support. There are also resources available through the LIUNA Public Employee Department and the LIUNA Organizing Department.

Identify other Local Union staff, elected leaders, and stewards that can help with your internal organizing campaign. Each person should understand their role in the campaign, duties and tasks assigned to them, and the deadline for completion and progress of the tasks.

Identify and recruit jobsite leaders that can play a part in the internal organizing campaign. Include them in early decision making meetings, value their input and ideas, and encourage them to recruit other co-workers to offer their ideas and suggestions. This is how you will create an **Organizing Committee**.

Checklist for Involving Members:

- Appeal to self interest
- Appeal for support of a larger "cause"
- Remind a potential volunteer of skills or experience they have to contribute
- Be honest about the work involved
- Recruit people from all subgroups
- Ask members what they think will improve the union
- Start with specific, easy tasks, then gradually encourage greater involvement
- Match volunteers to tasks based on skills, interest, and time
- Provide training for volunteers
- Teach people how to get others to share the work
- Make it fun to participate
- Point out every small victory to prove that involvement pays off
- Arrange recognition for work volunteers do
- Check on people to see if they need help
- Hold people accountable, and shift them to another assignment if the work isn't getting done

Organizing Committee

The Organizing Committee should be reflective of the bargaining unit. Committee members should come from each shift, site location, and department. The Committee should be inclusive and reflective to the diversity of the bargaining unit, by age, race, language, and gender.

Make sure everyone involved in the campaign is on the same page. Know who is part of the campaign, what is each person's specific role and responsibility, and how they will be held accountable for their actions or inaction during the campaign. Be clear about the goals of the campaign and make sure the entire Committee is in agreement and ready to get to work.

Most importantly, you have to know your Local Union's membership. As simple as it sounds, it is important to specifically identify who in each bargaining unit is a dues-paying union member, who is an Fair Share payee, and who is a non-member and does not pay any dues. This information determines your target audience for the campaign.

Map the Job

Draw a diagram of each workplace. Fill in the diagram for each employee by name.

Identify each employee by membership status. (member, non-member, Fair Share Fee payer) Include their contact information, primary or cell phone, e-mail address, home address, etc.

Rate each person's support of the union on a five point scale. 1 = Very Pro-Union, 2 = Pro-Union, 3 = No Opinion, 4 = Anti-Union, 5 = Very Anti-Union. Take notes and record comments about each person's position on the union.

The diagram will tell you where the union has strength in the bargaining unit and where the union is weak. The diagram will tell you where you need to recruit new members, new stewards, and new activists and member-leaders. Identify the number of potential new members or activists per job site.

Organizing Plan

- Identify and engage members who are most likely to drop membership
- Know how to talk to Fair Share payers to convert to full dues payers
- Identify issues to move members to action AND address their interests through collective action
- Identify activists and potential leaders
- Map and chart worksites
- Track members who flip their membership and engage in the Local Union

The diagram will also help you identify strong union supporters who can work in their area to sign up new members, build support for the union, and serve as job site leaders. Keep this list and information current and up to date. Keep up with worker turnover.

Assess the Union

Assess your Local Union's history and performance.

What is the bargaining history with the employer? What gains have been made over the years? How has the membership and union leadership changed with time?

Knowing the background on the union will help organizers and member-leaders explain the past accomplishments and efforts of the union.

This information is important in teaching new members about the success of the union, as well as in energizing other members about the gains they have made in their jobs.

Communicate

Talk to workers, both members and non-members.

Members of your Organizing Committee, staff organizers, Local Union leaders, and stewards need to be trained on the best way to communicate the union's message to members and potential members. One-on-one communication and contact is the most effective method in signing up members and building support for the union.

There are many good resources to help develop the right message for your Local Union. Local Unions can find many resources on our website www.Liuna.org.

Develop a message of what value your Local Union brings to members.

Practicing conversations about the union is a good way to become a better communicator. The committee should make a list of all the questions or responses a co-worker might give them, then brainstorm about how to answer them.

Here are some tips on one-on-one effectiveness:

Listen: This is the most important thing to learn. Everybody has a tendency to lecture people or to try to deliver a canned pitch. Instead of lecturing, you have to learn to draw people out by asking questions. Show them you care what they think. When you interrupt, you don't get to hear a person's real concern.

Don't make assumptions: Often the issues you think are important are not the issues your co-worker or members care about. Keep an open mind so you can be responsive to the person's concerns.

Don't argue: If somebody makes negative comments, try to find common ground. As much as possible, agree that the person has a valid point. Don't make the other person feel defensive—if you do, they'll never change their mind.

Don't evade the tough questions: If you don't know an answer, don't try to fake it. People respect honesty. If you don't know the answer, admit it and tell them you'll get back to them.

Get a commitment: You are asking the worker for something. To either join the union, become a member and pay dues, or to become a more active member in the Local Union. Specifically ask them and have them make a commitment to their union.

- Have non-members join the union.
- Have Fair Share payers convert to dues-paying members.
- Have members sign pledge cards to become leaders in their Local Union.

One-on-one communication Do's and Don'ts
Remember, you are the union to a prospective member. Your appearance and demeanor will make an impact that you can't undo!

DO:
- Be honest
- Maintain eye contact
- Listen more than talk
- Know your contract
- Be prepared
- Have union literature
- Agitate
- Talk from the heart
- Put people at ease
- Know the issues
- Be courteous
- Cultivate leadership
- Ask them to join!

DON'T:
- Lie
- Make hard sell
- Make assumptions
- Argue
- Evade tough questions
- Exaggerate
- Be insecure
- Be late
- Make guarantees
- Infringe on time or space
- Hesitate
- Be rude
- Give long speeches
- Forget to ask them to join

Keep a record of the workers and members you talk to. When did you talk to them and what did they say?

Other Ways to Communicate the Union's Message

Unless a member has a grievance, they may not have any contact with the union. Most people don't come to regular membership meetings and never will. Even though the Local Union's leadership may be doing a great job, many workers will not know about it.

One solution is to create greater visibility for the union in the workplace. The union should have a presence which people can identify with, that goes beyond the adversarial relationship with the boss.

The following are several ways to increase your union's visibility in the workplace:

E-mails and Social Media: We are in the 21st Century and we should embrace technology as our friend. Most public sector employees have employer-issued e-mails that the Local Union has access to. Send alerts, news, and updates to all members electronically. Robo calls and text messaging are also good ways of using technology to communicate with members. Communicate with members and workers where they are. More and more people use social media, like Facebook and Twitter, to communicate, get news, and share information. LIUNA Local Unions should effectively use these tools, too.

Newsletters and Bulletin Boards: The Local Union newsletter and workplace bulletin boards should be lively, interesting, and fun. Take the opportunity to spotlight personalities. Everyone likes to see their name or their friend's name in the paper. Publicize your successes. Change the bulletin board often.

New Member Orientation Packets: A particular focus of one-on-one contacts and communication must be new employees who are not familiar with worksite issues, the bargaining process, and the workings of the Local Union. Management often makes an organized effort to turn these employees against the union. The union, in turn, must establish contact with them before those management efforts succeed. New employees should be provided with a kit of materials about the union, a copy of the contract, and any other information that would be useful to a new employee. New employees should be told who they should contact if they have a problem or question. Negotiate access to New Employee Orientation and to existing members into your Collective Bargaining Agreements.

Orientation and welcome packages should not just be for new employees. Workers who make the choice to join the union or to convert from being a Fair Share paying member to a union dues-paying member should be welcomed into the Local Union and given the opportunity to become an educated and involved member. There is a public sector Member Orientation Guide and PowerPoint available on the LIUNA website at: www.Liuna.org/documents-and-resources.

Sample MOU/CBA language for New Employee Orientation/ Access to Members

- Ensure the Union has access to both new and existing members.
- Require the Employer to give the Union a good list that has employee's name, jobsite location (as exact as possible), phone number, email.
- Require the Employer's list to be current.
- Ensure the Union gets timely access to new employees—ideally at New Employee Orientation (NEO). At the NEO, require:
    - That the Employer notifies the Union within seven days of a new employee's hire.
    - Require the Employer to either hold an NEO or to at least require new hires to attend a Union orientation during work hours on government time and government property.
    - That the Union is given sufficient notice to attend the NEO.
    - That the Union can hand out whatever it would like/set the content for its presentation.
    - That the Union gets to speak in the first half of the NEO.
    - That the Union gets sufficient time to speak at the NEO (at least 15 minutes).
    - That members can join the Union during the NEO.
    - NEO must occur within one month of the Employee's hire.
- Release time—allow Union members to use release time to talk to new and existing workers about the Union (time paid by the Employer).
- Lost wages—require that the Employer allow Union members to organize while acting as lost wages employees being paid by the Union for as long as they need to, with a guaranteed return to their jobs when the Union outreach is complete, even if several months.
- Ensure that the Union can access its bargaining unit employees who work in secure areas, such as hospitals or prisons.
- Ensure that the Employer allow the Union access to regularly occurring meetings that employees are required to attend, such as harassment or diversity training, and allow the Union to organize workers at those meetings (or at least promote the Union generally and hand out cards).

Stewards: The first, and perhaps most vital, contact between members and their union is the LIUNA steward. The steward is the union's primary representative in the workplace and is a legal representative of the union. A LIUNA steward has many duties, including solving job site problems and issues, educating members on their contract, enforcing the Collective Bargaining Agreement and communicating the Local Union's message to members. Stewards are the cornerstone of the union, and effective stewards build stronger unions. Each jobsite needs a skilled, trained, and assertive steward.

Member-Leaders: A successful internal organizing campaign will generate new energy and ideas into the Local Union. It will also identify members who want to be more involved in their union. Member action committees, volunteer organizing committees, and local political action groups are great ways to engage interested members and new activists.

Member Surveys: Whether on paper or on the web, surveys allow members to express their opinion, share their issues and offer input to their Local Union.

Lunch and Learn: Job sites are a great location to communicate, educate, and engage workers. Lunchtime meetings and mini training sessions over the work break can be a comfortable atmosphere to reach workers and sign up new members in a fun setting. Choose topics of interest to your members, including Know Your CBA, labor history, and topics of special interest to women, African-American and Latino Workers, and other demographics.

Worksite Meetings and Visits: Members should see their Business Manager and Local Union Field Representatives in good times and bad times. Union outreach should not just be at negotiations time or during a grievance or problem. Develop a schedule to make sure all bargaining units and job sites are visited.

Local Union Website: More and more LIUNA members have an internet presence. Members should be able to learn more about their Local Union on the web. The LIUNA Strategic Communications Department can assist Local Unions in developing websites.

Membership Meetings:

Make the meetings easy for people to attend

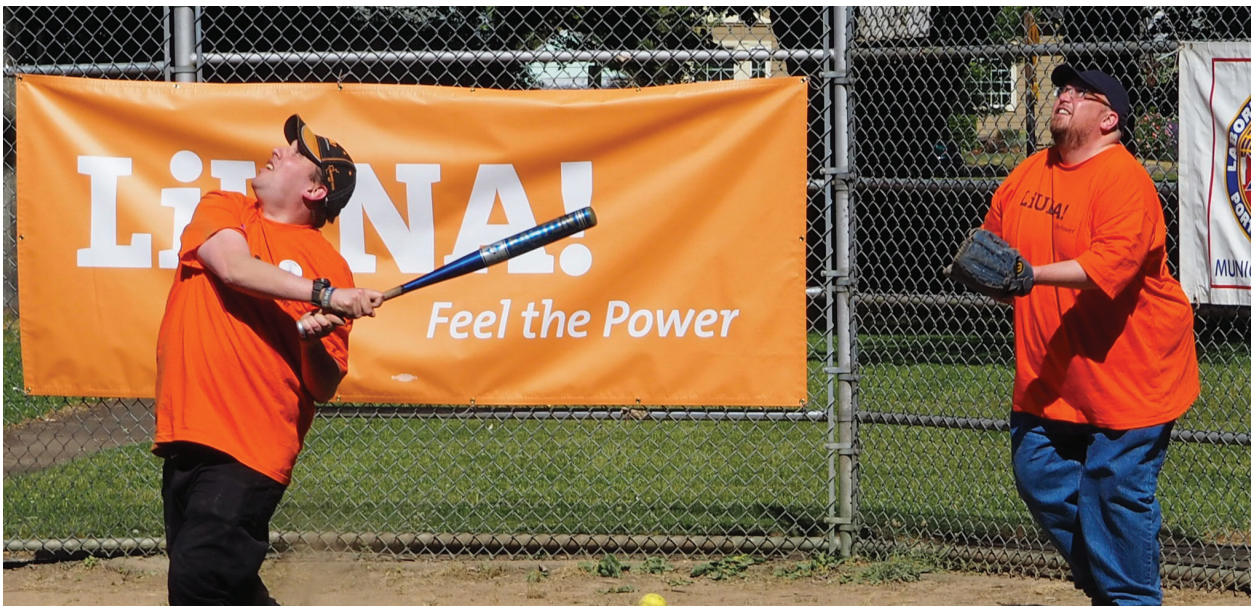
- Set up carpools
- Provide child care
- Invite workers to bring their spouses or partners
- Provide food if the meeting is held during meal times
- Make sure the meeting time and location is convenient
- Keep the meetings brief

Make the meetings interesting and productive

- Advertise one or more specific subjects that will be discussed
- Use outside speakers, film, and video
- Plan ways for workers to participate
- Give workers specific information they wouldn't have had if they didn't attend

Solidarity Days: Group spirit can also be built by distributing hats, pens, note pads, shirts, jackets, coffee cups or other items which display the LIUNA orange branding. These items can help create momentum—the feeling that "everybody" is actively supporting the union.

Social events: Picnics, film festivals, softball games, dances or other similar events can serve a number of purposes, including building group spirit and sense of unity, encouraging non-members to join the union, involving family members so that they feel more a part of the union, building ties between union members and others in the community and educating members while entertaining them.



Members-Only Benefits: The fact that non-members receive the same pay and benefits as members is a persistent problem in Right-to-Work states. It is useful to be able to offer members special benefits that are not available to free riders. Union Privilege offers benefits such as scholarships, discount legal services, a travel program, supplemental dental and life and disability insurance. Many Local Unions have negotiated discounts with local merchants which are available to union members, as well as supplemental disability and other life insurance programs. Certain training classes are only available to members.

Provide Recognition

Active and involved members deserve thanks and recognition for their service and commitment to their union. There are many ways to acknowledge the contribution of member-leaders. Examples include:

- Shirts, hats, and other union swag. Some items can be exclusive just to members who volunteer their time, attend meetings, or participate in union functions.
- Progressive Recognition Programs: The more you do, the more you get!
- Public acknowledgement in union newsletter or membership meetings
- Certificates, plaques, and trophies
- Pinning ceremony recognizing years of service
- Dues reimbursement to stewards who attend meetings and provide workplace updates
- Raffles for gifts
- Food

Conclusion

This guide provides Local Unions with ideas, tips, and resources to launch a successful and effective internal organizing campaign.

Running a service model at Local Unions will build the strength of your Local Union: In numbers. In bargaining strength. In reputation. In political influence.

The work involved is too important not to do it. A negative U.S. Supreme court decision could impact every public sector Local Union in LIUNA. To be prepared for the decision, we must lay the foundation for organizing and growth right now. Organize, organize, organize. Feel the Power!

FREQUENTLY ASKED QUESTIONS

What is a union?

A union is an organization where a group of workers have the legal right to join together to improve and guarantee their wages, benefits and working conditions. A union also gives employees a way to achieve respect and fairness on the job and a stronger voice to impact employer decisions. The union is the exclusive representative for union members (and also, non-members in Right-to-Work states) and negotiates with management to ensure that a strong Collective Bargaining Agreement (CBA) is negotiated for members. The CBA is a written agreement between the union and management for a specific period of time that defines conditions of employment (wages, work hours, overtime pay, holidays, vacations, benefits, etc.) As membership increases, so does union strength, resulting in better wages, benefits and a better contract for workers.

Who is the Laborers' International Union of North America (LIUNA)

LIUNA is a union that was chartered in 1903 as a construction union and represents approximately 500,000 members. LIUNA now represents more than 70,000 members in the public, healthcare, education, federal, state and provincial sectors across North America, making diversity one of our union's strengths.

Why is it important to become a member of LIUNA?

Becoming a LIUNA member is the basis for building a better workplace for all employees. Union membership sends a strong message to the employer that workers are united.

How do I join LIUNA?

If LIUNA represents your workplace but you are not yet a member, you can contact your Local Union to join. You can find your Local Union staff at: http://www.liuna.org/find-a-local.

If your workplace does not have a union representing your workforce, you can contact LIUNA to organize your workplace. If a majority of co-workers show support by signing union authorization cards (or a petition), a request can be made to the appropriate Labor Board to conduct a secret ballot election. The election will officially determine whether or not a majority (50% plus one of those who vote) want to have a union. Once the election is won, the law requires the employer to recognize the union as the exclusive representative and negotiate a CBA in good faith. Unions can also be certified through a process called card check. Card check is when a majority of employees in a bargaining unit sign authorization cards, indicating they would like to be represented by the union, at which time the law or employer recognizes the union without the need for an election.

Does my vote really matter in LIUNA?

Yes. The Union is a member-powered organization, whose fundamental purpose is to give all members a voice. Upon becoming a full voting member, you can vote on important issues including union officers and your CBA.

What is the difference between being a LIUNA member and being a Fair Share payer?

If you are a LIUNA member, you have the right to vote on your CBA and elect union officials. Although Fair Share payers choose not to be part of the union, they generally pay the same amount of union dues. These Fair Share payers are not eligible to vote on their union officers and CBA and do not have access to additional benefits offered to union members.

How are LIUNA dues spent?

Dues are used to negotiate strong contracts; defend members and enforce contract rights; organize new members to improve bargaining strength in existing workplaces; improve standards in a particular industry; train and support Shop Stewards and other union activists; fight for laws to protect and expand workers' rights on the job; keep members informed through newsletters, union publications and the website; and provide educational opportunities for union members.

FAIR SHARE CHECKLIST

1. Who are your current union members?

Prior to developing an internal organizing campaign, it is critical to know who you are targeting. First, compare a recent employer-generated bargaining unit list to your union member database. Next, create a separate database that contains all Fair Share employees. Remember to note each Fair Share employee's job classification, department, worksite and bargaining unit.

	STEP-BY-STEP TO DO LIST	REMINDERS
1	Request an updated bargaining unit list from each employer	Full employee name, home/ mailing address, job classification, department, worksite
2	Print the Local Union's current union membership list	Include the above information
3	Compare the employer's list to the union membership list—mark all Fair Share employees	If available, you may also want to compare union sign-up cards to the employer lists
4	Create a database (excel, numbers, etc.) listing all Fair Share employees	Include their mailing address, department, worksite, personal email and personal phone if available
5	Do you allow electronic union member sign-up, or must it be a hard copy? If a hard copy, ensure you have plenty on hand to distribute	As a rule, have at least three times the number of sign-up cards as you do Fair Share employees to sign up

2. A letter from the Business Manager.

Often, Fair Share employees think they are already union members. Why is that? Normally, both union members and Fair Share employees pay the same amount in union dues or fees. Fair Share employees often think that "fee" makes them a union member. Sending a letter from the Business Manager describing the benefits of union membership to Fair Share employees often converts Fair Share employees to union members. Please remember to include a union membership sign-up form and a stamped, return envelope, or website address if your members can join the union on-line.

STEP-BY-STEP TO DO LIST		DETAILS	REMINDERS
1	Prepare request letters	Prepare a letter from the Business Manager to all Fair Share employees, encouraging them to join the union	Remember to list recent accomplishments—such as grievances won or a newly negotiated contract, as well as members-only benefits
2	Gather mailing materials	Printed copies of the Business Manager letter, mailing envelopes, return (stamped) envelopes & union sign-up cards	
3	Prepare welcome letters	A welcome letter for all Fair Share employees who sign-up as union members	Acknowledging new union members ensures employees feel welcome to the union
4	Mail or email packets		
5	Create a deadline	Count two weeks from the date packets are mailed, mark the date on your calendar	
6	Update your Fair Share list	Continuously update your Fair Share employee list as union sign-up cards arrive in the mail	
7	Send welcome letters	As each new sign-up card arrives, send the prepared welcome letter to each new union member	
8	Review and update list	On the deadline date, review your Fair Share employee list to ensure it is up-to-date	
9	Move to Step Three below		

3. Peer to peer organizing.

Organizing, whether internal or external, is always more effective when everyone is involved. Always meet with your Executive Board and union stewards to review your newly created Fair Share employee list. Ask union leaders to meet with Fair Share employees individually to both discuss the benefits of union membership, and convert Fair Share employees to union members. Don't forget to create packets for each steward, including: union sign-up forms, the union-negotiated contract, union member benefit information and other LIUNA branded giveaways (pens, stickers, lanyards, etc.).

STEP-BY-STEP TO DO LIST		DETAILS	REMINDERS
1	Ensure your Fair Share employee list is up-to-date		Verify each employee's department and worksite
2	Prepare union literature	Target as needed to different worksites and job classifications	
3	Create Executive Board and Union Steward lists	Who do you want recruiting new union members?	Peer-to-peer organizing is the most effective organizing
4	Gather materials	Union membership sign-up form, union literature, union-negotiated contract, union benefit information, other LIUNA brand materials	
5	Prepare a meeting agenda	Example topics: What is the Friedrichs Supreme Court case? What is Fair Share? Why is it important to convert Fair Share employees to union members? What is your Local Union goal? Do you have deadline to speak to all Fair Share employees?	This ensures both expectations are clearly communicated, and, all questions are answered prior to field activity
6	Meet with Executive Board and Union Stewards	Walk through the prepared agenda, establish a deadline to follow-up on Fair Share employee contacts	
7	Follow-Up	Assign one person to follow-up with each Executive Board and union steward	Do not forget to send all new union members the welcome letter from Step Two

4. New Employee Orientations.

The easiest, and most effective way to educate new employees on the benefits of union membership is to meet them at a new employee orientation. New employee orientations are a great opportunity to introduce the union to new employees, and sign up new union members. When possible, bringing the union negotiated contract, business agents' contact information and lanyards, pens, bumper stickers, etc., which are a great way to introduce new employees to LIUNA. Bring membership cards for workers to join the union, and dues-check off forms if needed.

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