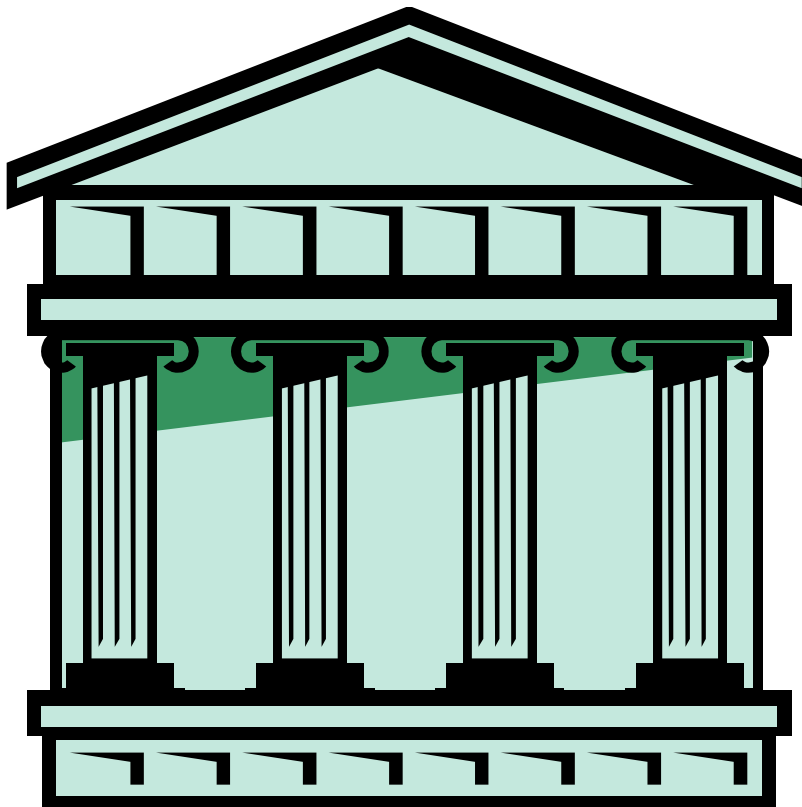
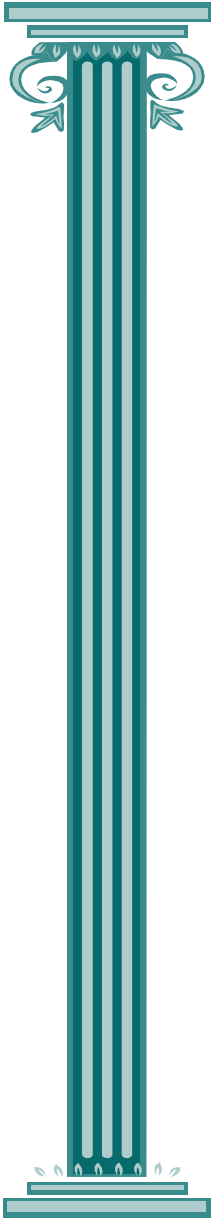


How do we ORGANIZE and MOBILIZE?

By building the “**Four Pillars**”

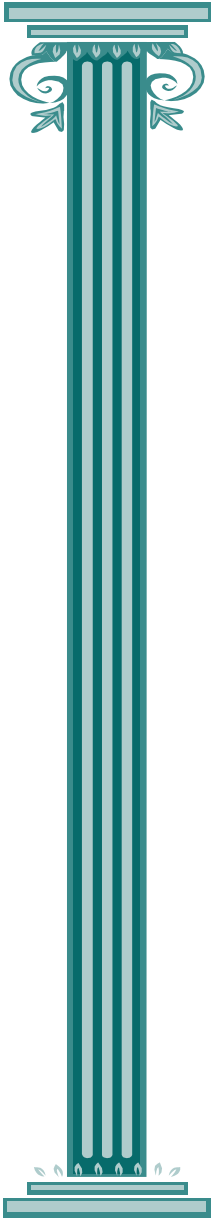


- **Data**
- **Issues-Based Organizing**
- **Worksite Leaders As Organizers**
- **New Employee Outreach**



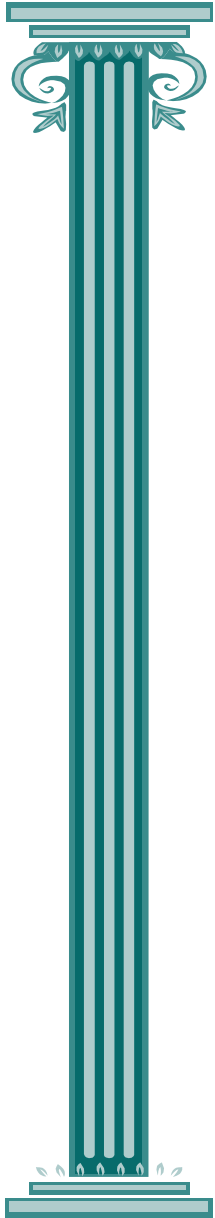
Data Collection and Management, Assessment and Targeting

- Maintenance of a comprehensive database that contains up-to-date, accurate information on members and potential members (*e.g., name, home address, phone number(s), work location, e-mail addresses, job title or classification, date of birth, date of hire, voter registration status and political affiliation*).
- Enhancement of database using the results of periodic, personal assessments of individual members and potential members to determine degree of support for the union, thereby allowing the union to determine priority targets for organizing, either individually, by interest group or on the basis of worksite type or specific location.
- Enhancement of database by collecting and adding information specific to individual members and potential members that can be used to guide organizing strategies specific to them (*e.g., issues of concern, professional interests and associations, union events attended, interests and activities that bring them in contact with union members outside of work*).
- Regular use of polls, surveys, focus and discussion groups to collect information supportive of effective organizing (*e.g., job satisfaction/dissatisfaction, issues of concern, union performance ratings, effective appeals for membership, identified, objections to membership*).
- Effective utilization of data to identify priority targets for organizing and to inform the development of programs and issues advocacy



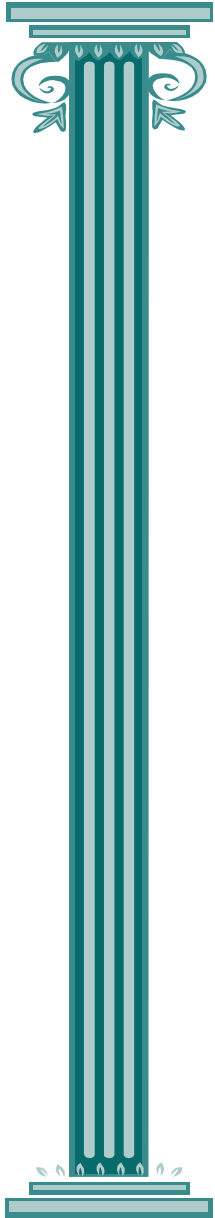
Issues Advocacy-Based Organizing

- Regular development of advocacy campaigns on issues of concern to members and potential members that seek to maximally involve them in the resolution of these issues (e.g. in collective bargaining, in school district and administrative policy-making processes, in political and legislative action, in in community engagement).
- Utilization of such campaigns as a vehicle for assessing individual potential members on their degree of support for the union and for engaging them in activities that move them closer to union membership and activism (e.g., completing union surveys or participating in union discussion groups, petition signing, letter writing, phone banking, attending rallies or demonstrations, leafleting, public displays of support).
- Development of effective appeals for membership and activism based on the union's recent accomplishments or current efforts in issues advocacy and incorporation of these appeals into all forms of union communications, including one-on-one contacts, publications and websites.



Worksite Leaders as Organizers

- Clearly established expectations for worksite leaders (job description), especially specific when it comes to organizing. Programs of training and systems of ongoing support for worksite leaders to develop their skills and reinforce the critical nature of their position.
- Continuing efforts to recruit teams of leaders at each worksite with goal of building to one identified activist for every ten members/potential members.
- Development of internal organizing plans specific to worksites, utilizing worksite-specific issues and data on members and potential members to be targeted for membership and activism.
- Emphasis on transformational (vs. transactional) organizing that positions the union as a cause (vs. a service) and is based on worksite leaders developing personal relationships with members and potential members and continuing one-on-one communication to motivate higher and higher levels of engagement and involvement in the union.
- Ongoing attention to maintaining an optimal environment for internal organizing at the worksite level (e.g., effective employee advocacy, union visibility, union site meetings and other forms of two-way communication, social and good and welfare activities).



Comprehensive New Employee Outreach

- Timely identification of newly hired potential members.
- Quality, personal introduction of new hires to the union as soon as possible utilizing methods that complement “captive audience” opportunities such as orientation events.
- “First friend, best friend” programs that make the union relevant for the variety of ways in which it assists the newly hired get acclimated and become successful on the job (*e.g., helpful resources, professional development programs, hotlines, mentor and buddy systems, rap and support groups, social activities*).
- Specifically defined outreach programs led by union building reps and membership at the worksite level (*e.g., walkaround tours and introductions, union and contract orientation, ongoing personal support, periodic drop-in visits*).
- Integration of issues of concern to the newly and more recently hired in the union’s issues advocacy agenda.