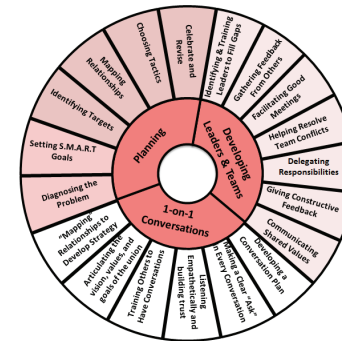
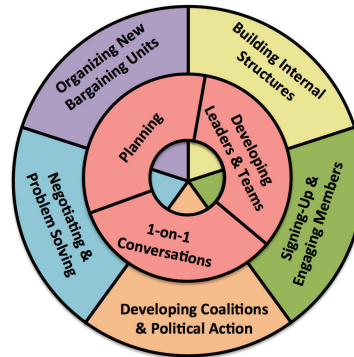
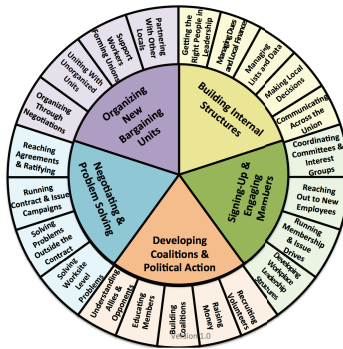




2017 - 2018

Union Building Workbook





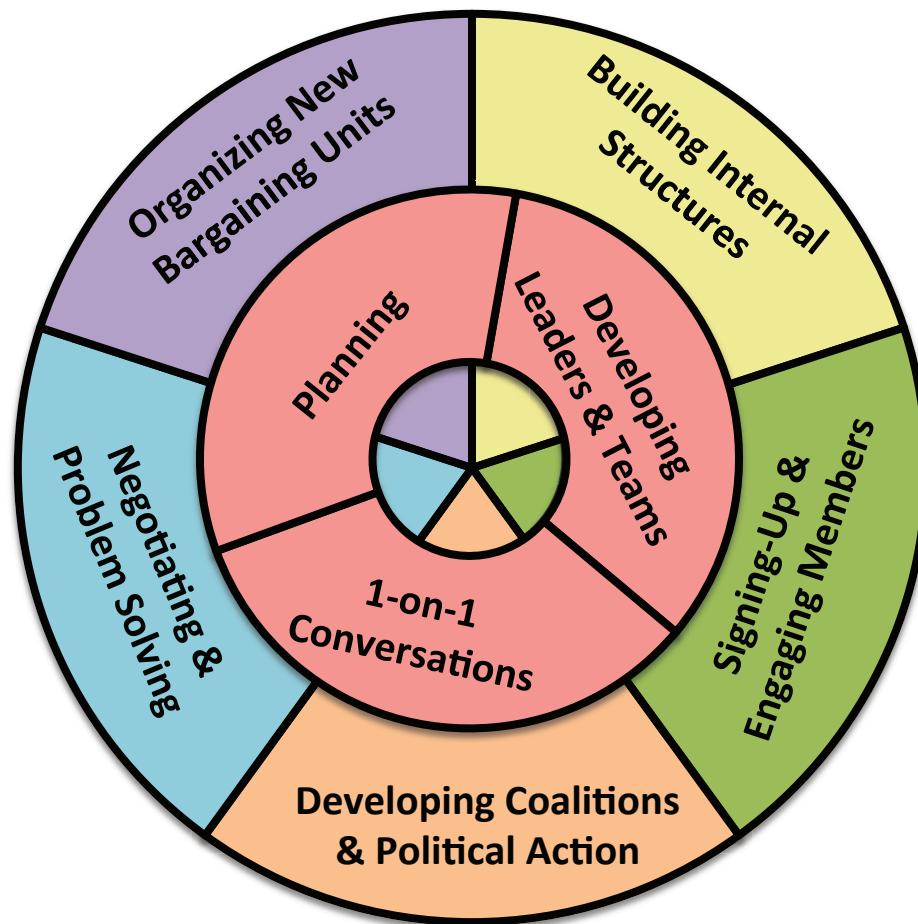
AFT Michigan Union Power Wheel

We began developing this visual representation of union power to help us all work from a common framework and language for thinking about what strong unions need to be doing. In addition, many leaders have mentioned that they would have appreciated such an overview when they were new in their roles, both to understand the big picture and also to plan for developing their own skills.

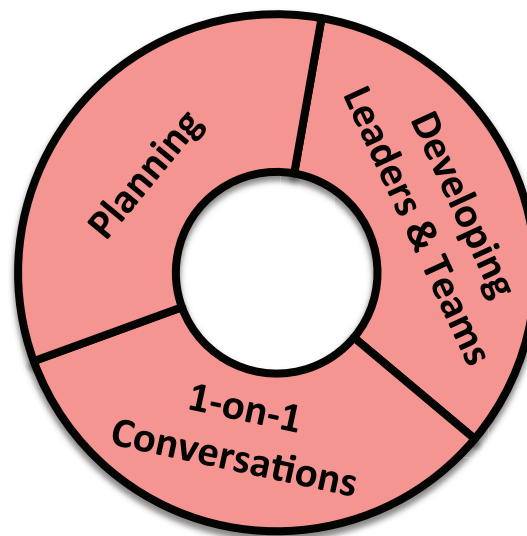
Acknowledging that no model is perfect and there is inevitable overlap between categories, we believe this Union Power Wheel captures the most important skills and activities of union leaders building strong locals.

Part I: Fundamental Skills Assessment Tool

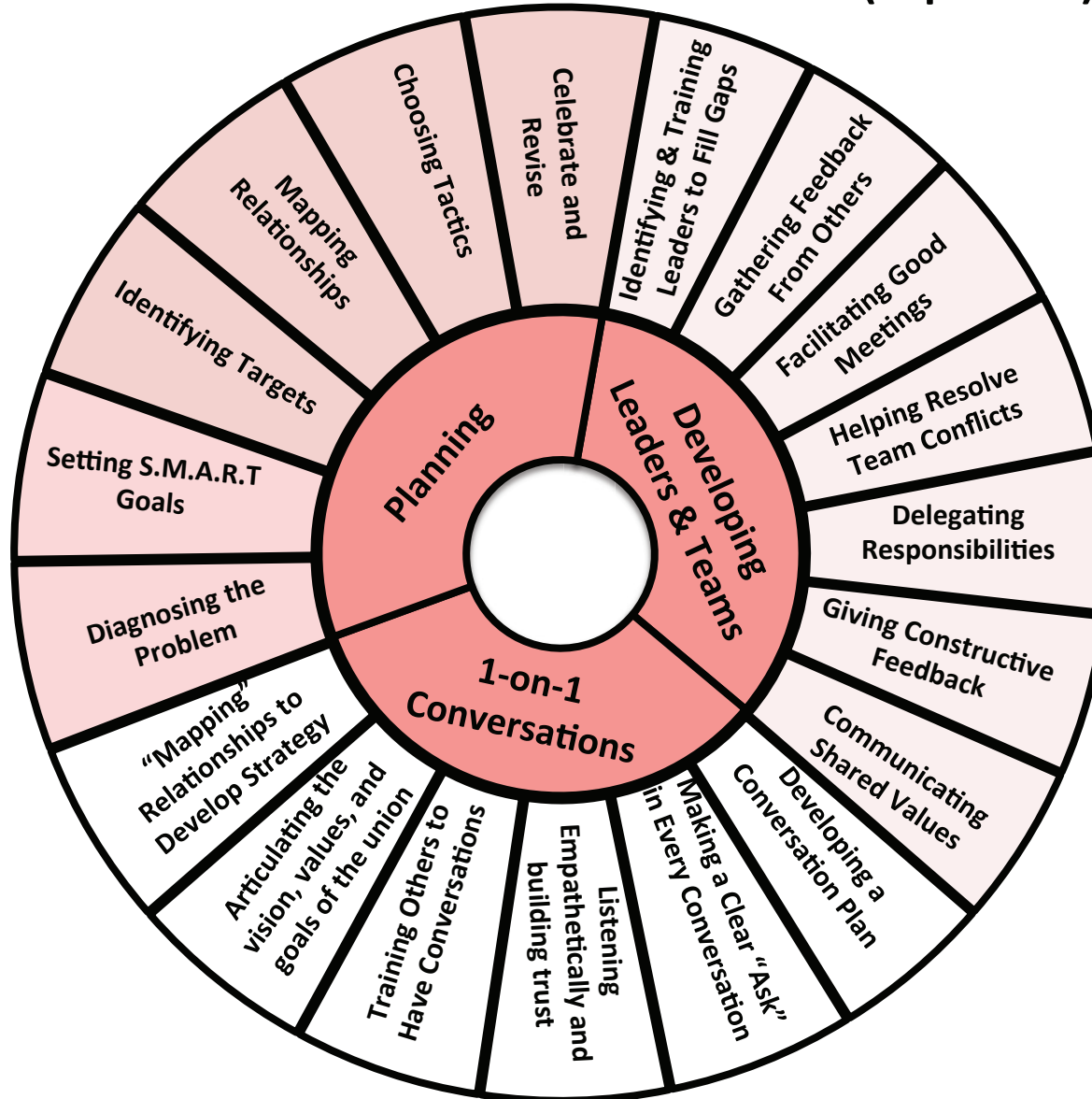
Part I: Fundamental Skills Assessment Tool



Union Power Wheel - Fundamental Skills



Union Power Wheel - Fundamental Skills (Expanded)



What Do We Mean by Fundamental Skills?

These fundamentals are essential to any union leader or staff person, no matter their title. They are never perfected, but can be practiced and improved upon over a lifetime. A core group of leaders with a grounding in these fundamentals provide the “hub” of the Union Power Wheel.

- *One-on-one conversations* are the basis of relationship-building. In a union context, we most commonly think of one-on-ones when asking people to become members, but they are also essential within leadership teams, supporting worksite leaders, and reaching out to community partners.
- *Developing leaders & teams* is central to any kind of organizing. We must constantly expand the pool of members sharing in the work and decision-making and also devote energy to making our various leadership teams as healthy and effective as possible.
- *Planning* is a way of approaching challenges strategically and is relevant from complex situations like contract campaigns to smaller challenges like a year-end membership party. The component skills of goal-setting, choosing targets, power analysis, and tactics provide a common framework that teams can use to make important decisions together.

Using the Evaluation Tool

Fundamental Skills: Each fundamental category is divided into components.

1. On each page, read through each of the components (red) and circle the response (grey) that best describes you as an individual today.
2. What are some things that would help you advance in this area? What could you learn that would make you more effective? Write these things down in the box to the right.
3. After completing each page, place a star next to any area where you would like to focus your growth.

1-on-1 Conversations

How consistently do you do this?

Opportunities to work on this?

Developing an organizing conversation outline	Never	Seldom	Sometimes	Often	
Listening empathetically and building trust	Never	Seldom	Sometimes	Often	
Making a clear “ask” in every conversation	Never	Seldom	Sometimes	Often	
“Mapping” workplace relationships and who talks to whom	Never	Seldom	Sometimes	Often	
Articulating vision, values, and goals	Never	Seldom	Sometimes	Often	
Training others to have good 1:1 conversations (prep & debrief)	Never	Seldom	Sometimes	Often	

Developing Leaders & Teams

	How consistently do you do this?				Opportunities to work on this?
Identifying & training potential leaders to fill gaps in the team	Never	Seldom	Sometimes	Often	
Facilitating good meetings & group decision making processes	Never	Seldom	Sometimes	Often	
Helping teams resolve conflicts and communicate clearly	Never	Seldom	Sometimes	Often	
Delegating responsibilities and fostering accountability	Never	Seldom	Sometimes	Often	
Giving constructive feedback to others	Never	Seldom	Sometimes	Often	
Gathering feedback from others about your style and ways you could improve	Never	Seldom	Sometimes	Often	
Telling stories that communicate the shared values of your team	Never	Seldom	Sometimes	Often	

Planning

How consistently do you do this?

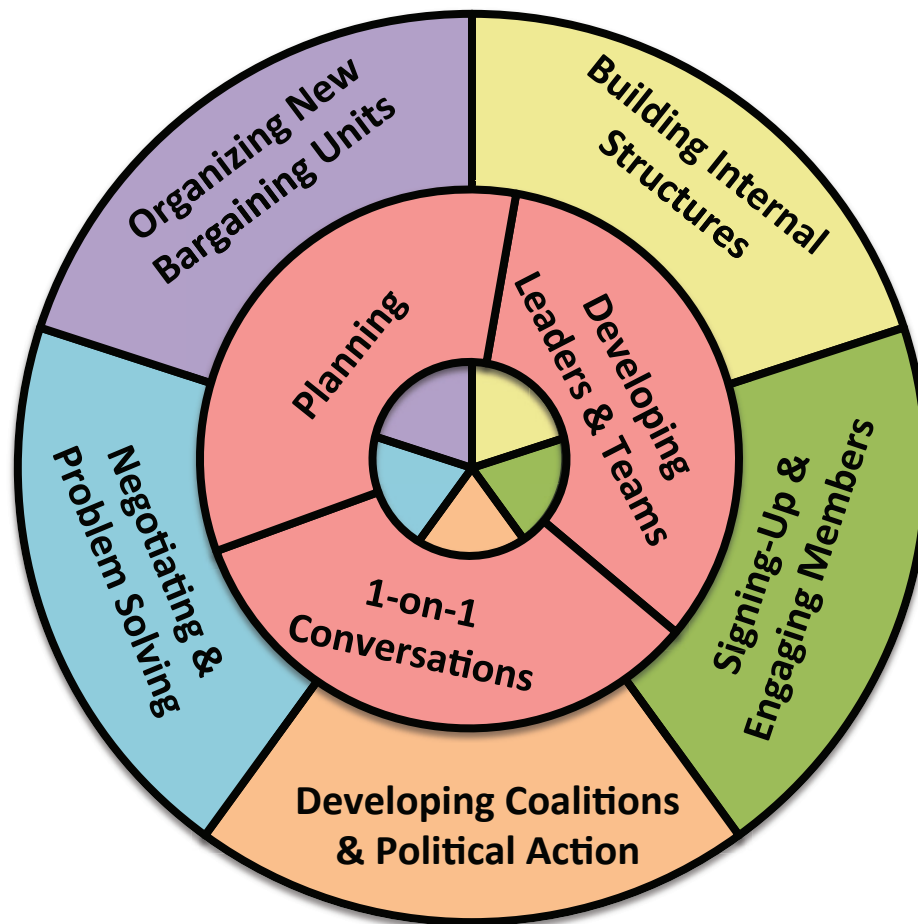
Opportunities to work on this?

Diagnosing the problem you want to solve	Never	Seldom	Sometimes	Often	
Setting SMART goals (Significant, Measurable, Assignable, Realistic, Time-bound)	Never	Seldom	Sometimes	Often	
Identifying the people to target who can give you what you want	Never	Seldom	Sometimes	Often	
Mapping relationships to figure out who can influence your target	Never	Seldom	Sometimes	Often	
Choosing tactics that will help move your target to yes	Never	Seldom	Sometimes	Often	
Reviewing, celebrating and revising your plan along the way	Never	Seldom	Sometimes	Often	

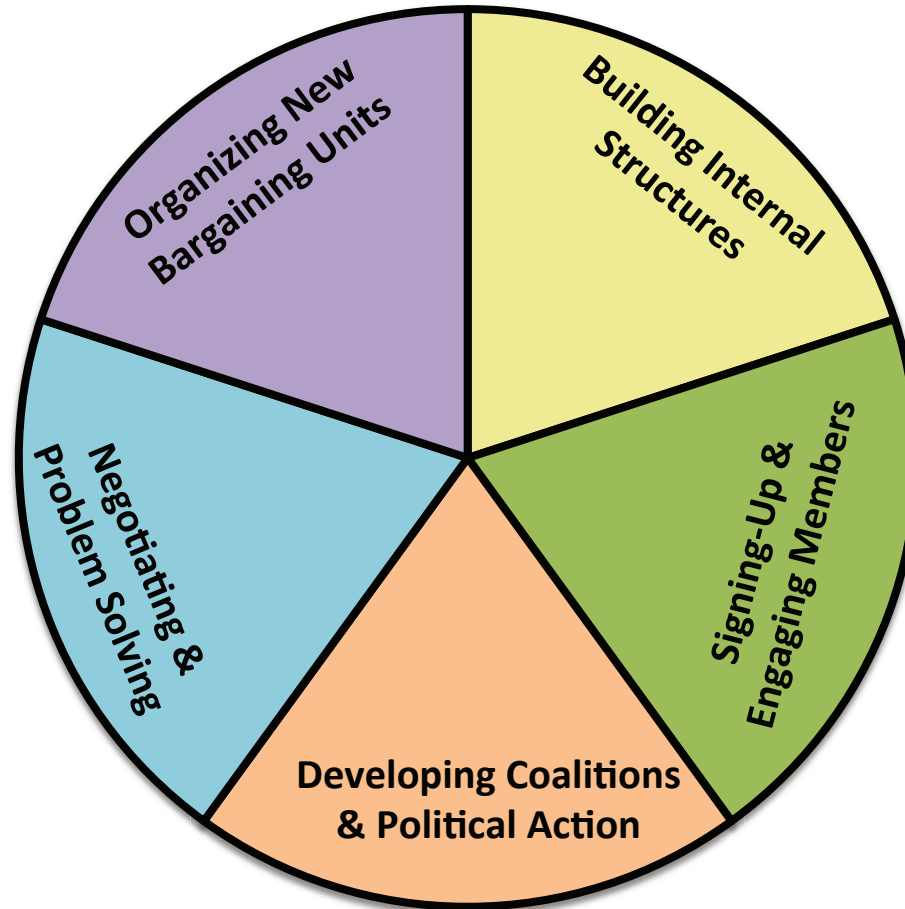
Version 1.0

Part II: Essential Union Capacities Assessment Tool

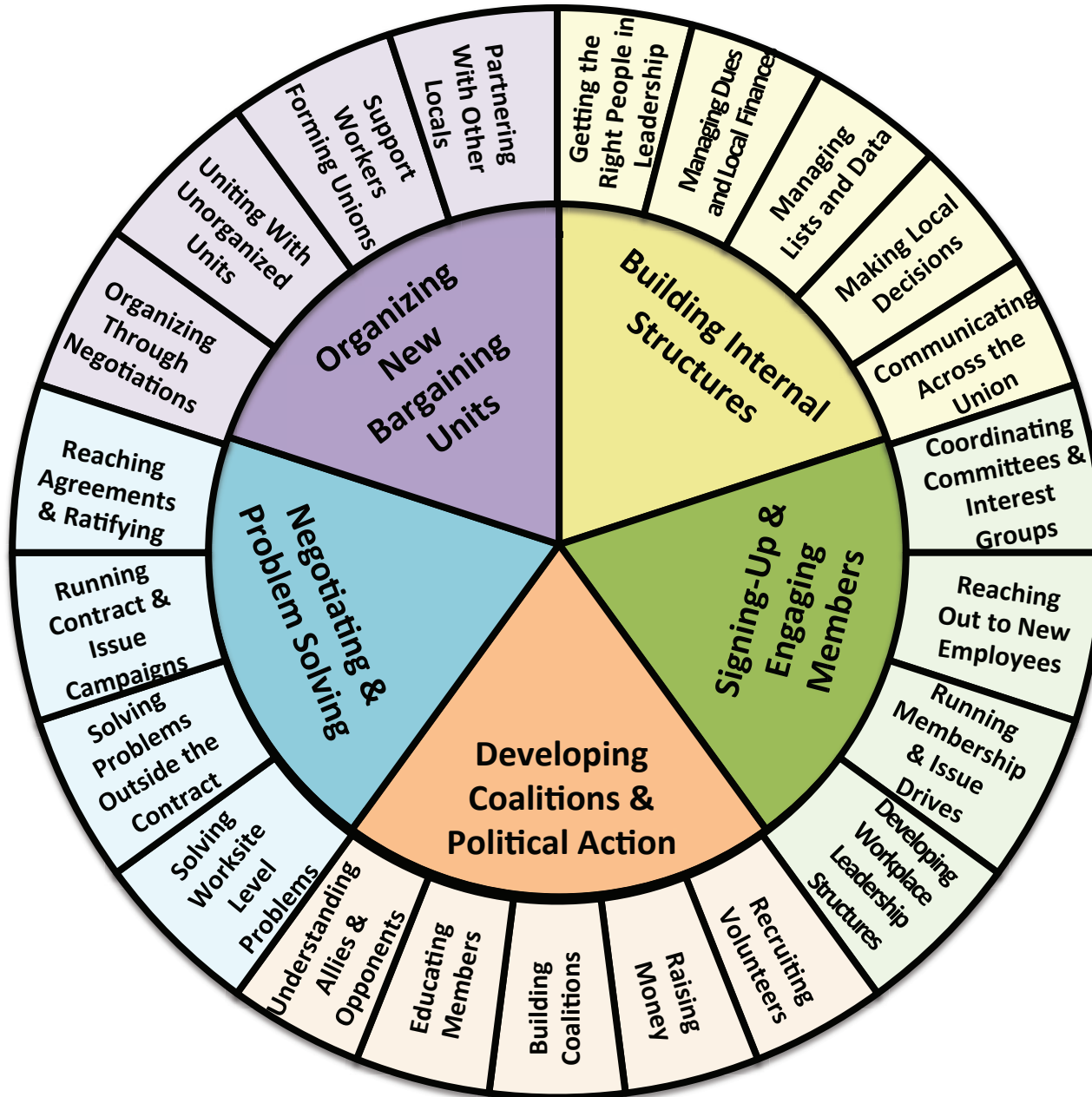
Part II: Essential Union Capacities Assessment Tool



Power Wheel: Essential Union Capacities Assessment Tool



Union Power Wheel - Essential Union Capacities (Expanded)



What Do We Mean by Essential Union Capacities?

If unions are strong in each of these five essential capacities, they are in position to survive and thrive. The five categories can be thought of as “spokes” of the Union Power Wheel. Just like with a bicycle, a weak or missing spoke leads to a bumpy ride. Multiple missing spokes make the wheel extremely vulnerable to any external challenges.

- *Building Internal Structures:* The skeletal, muscular, and nervous system of the union, made up of committees, communication systems, leadership and decision-making norms, etc.
- *Signing-up & Engaging Members:* Without an active and dues-paying membership, unions die (more quickly in the open shop). We must constantly reach out to new employees, run campaigns, and take care of our data to remain healthy.
- *Developing Coalitions & Political Action:* Our members live and work in a broader world, and one of the ways we make things better as unions is working together with allies to improve our communities and make our political systems more fair and equitable. This takes education, volunteers, and money.
- *Negotiating & Problem-Solving:* The bargaining table is only the most obvious example of this essential activity. The core reason unions exist is to build power to confront problems that are too big for us as individuals. This happens through collective bargaining, but also many other types of campaigns--from policy changes at the municipal or state level to informal negotiations with building-level supervisors about how to deal with unexpected challenges.
- *Organizing New Bargaining Units:* To survive and thrive in the long term, unions must organize the unorganized. Bringing more workers into the labor movement increases our collective power and reduces the chance that we get played against each other--we want a rising tide that lifts all boats, not a race to the bottom. We have a particular obligation to help workers within our core industry organize (just as other workers and unions helped our locals grow).

Using the Evaluation Tool

Essential Union Capacities: Each overarching capacity is divided into components. Each strand has three columns with checklists of descriptive qualities, reflecting increasing power from left to right.

1. Read through each strand from left to right and check off the qualities that are currently true for your union *from your perspective*. (If an item catches your eye that would be good to work toward, circle it)
2. After completing all strands, look at the overall pattern and assign an overall rating for the page by placing a mark somewhere within the bottom “Feels like” scale.
3. After completing each page, place a star next to any area where you would like to focus your union’s growth.

Building Internal Structures

Matching the Right People with Leadership Roles	<ul style="list-style-type: none"> <input type="checkbox"/> The most important positions are filled with active and trained leaders <input type="checkbox"/> Some delegation of tasks beyond 1-2 core people <input type="checkbox"/> Limited capacity: 1 FTE of release-time and/or staff per 1000 unit members <input type="checkbox"/> Sporadic meetings; often lack a clear purpose 	<ul style="list-style-type: none"> <input type="checkbox"/> All positions filled with active and trained leaders <input type="checkbox"/> Pipeline of emerging leaders (particularly for most crucial roles) given clear roles <input type="checkbox"/> Adequate capacity: 1 FTE of release-time and/or staff per 500 unit members <input type="checkbox"/> Meetings generally have a clear purpose and agenda 	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership team fully reflects membership diversity <input type="checkbox"/> Past leaders stay engaged in appropriate, supportive roles <input type="checkbox"/> Optimal capacity: 1 FTE of release-time and/or staff per 250 unit members <input type="checkbox"/> Broad pool of leaders trained as effective facilitators; good small and large meetings
Managing Dues and Local Finances	<ul style="list-style-type: none"> <input type="checkbox"/> Local regularly procures full unit list with salaries from employer and updates database <input type="checkbox"/> Treasurer and/or president have relatively firm grasp of the union's financial situation <input type="checkbox"/> Yearly budget and financial review are completed and approved by officers <input type="checkbox"/> Financial safety (2 signers on all checks, records and documents kept secure, no petty cash or credit card) <input type="checkbox"/> Compliance (IRS, MERC, AFT requirements) 	<ul style="list-style-type: none"> <input type="checkbox"/> Local reconciles every dues pull with membership lists to make sure correct amount was collected and resolves any issues before the next pull <input type="checkbox"/> Clearly communicated and enforced policies for dues collection and membership <input type="checkbox"/> Worksite leaders have easy access to list of non-payers and others to follow up with <input type="checkbox"/> Budget informed by strategic plan and approved by members <input type="checkbox"/> Bank statements reconciled by non-check-signer <input type="checkbox"/> Regular budget-to-actual reports presented to board 	<ul style="list-style-type: none"> <input type="checkbox"/> Local regularly produces a report of individuals in the unit including what they owe, how much they've paid, payment method, etc. <input type="checkbox"/> Every leader has a clear understanding of how the dues collection system works <input type="checkbox"/> Multi-year budget developed to support core goals <input type="checkbox"/> Financial review committee suggestions for improved processes are generally implemented <input type="checkbox"/> Local reconciles per-caps paid to AFT Michigan annually
Managing Lists & Data	<ul style="list-style-type: none"> <input type="checkbox"/> Data managed between multiple databases by one or two leaders <input type="checkbox"/> Local data includes at least 50% of personal contact information for members <input type="checkbox"/> Locals can produce a up-to-date list of bargaining unit members and dues paying members <input type="checkbox"/> Officer information regularly updated with AFT and AFT Michigan 	<ul style="list-style-type: none"> <input type="checkbox"/> Contract language requires employer to provide bargaining unit list regularly with as much information as possible <input type="checkbox"/> Local has a single database that keeps track of all the people in the bargaining unit and their dues/member status <input type="checkbox"/> At least 70% of personal contact information for members <input type="checkbox"/> Data management work is shared between local leaders with regular trainings to educate others 	<ul style="list-style-type: none"> <input type="checkbox"/> List includes comprehensive data to communicate with bargaining unit members (schedules, worksites, contact info) <input type="checkbox"/> All membership information, including participation in events and groups, is housed in a single database accessible to all relevant leaders & staff <input type="checkbox"/> At least 90% of personal contact information for members <input type="checkbox"/> Local regularly uses data to assess the strength of the local and make decisions
Making Decisions as a Union	<ul style="list-style-type: none"> <input type="checkbox"/> Often unclear who has the power to do what <input type="checkbox"/> Constitution out of date in some key areas <input type="checkbox"/> Use a consistent decision method (often simple majority) 	<ul style="list-style-type: none"> <input type="checkbox"/> Committees coordinate work effectively within larger union structure <input type="checkbox"/> Constitution functional but not updated recently <input type="checkbox"/> Use different decision-making methods as appropriate 	<ul style="list-style-type: none"> <input type="checkbox"/> Full membership engaged in all major decisions & maintain unity through conflict <input type="checkbox"/> Constitution updated regularly
Communicating Across the Union	<ul style="list-style-type: none"> <input type="checkbox"/> Send regular communication to all members (e.g. email or newsletter) but not many read it <input type="checkbox"/> Leaders have diagnosed where gaps in worksite leader system is creating information gaps <input type="checkbox"/> Multiple leaders review mass membership communications for content and message 	<ul style="list-style-type: none"> <input type="checkbox"/> Local uses Action Network or other software that is not owned by the employer to send email communications to the personal email addresses of members <input type="checkbox"/> Local uses multiple forms of communication, but not usually in combination <input type="checkbox"/> Most members in contact with an effective steward to convey any issues to the appropriate union leader <input type="checkbox"/> Most mass membership communications reflect the union's core values 	<ul style="list-style-type: none"> <input type="checkbox"/> Important information is shared via multiple methods (e.g. email, call, 1-on-1) <input type="checkbox"/> Easy for members to access the leadership structure connect with the appropriate person <input type="checkbox"/> Mass membership communications are almost always strategic and reflect a unified position connected to the union's core values
Feels Like	Treading water; a few people holding things together	A room full of voices moving toward unity with a solid foundation	We are all union leaders--out of many, one

Signing Up & Engaging Members

Reaching Out to New Employees	<ul style="list-style-type: none"> ❑ All new hires are contacted in writing and asked to become a member ❑ There is no systematic way to track and follow-up with membership asks ❑ New member packets exist, but they are outdated and there is no distribution plan 	<ul style="list-style-type: none"> ❑ All new hires are asked to join the union with an in-person conversation within first month of employment ❑ One-on-one conversation with all new members documented within the first semester of employment. ❑ New member packets explain opportunities to get involved with the union 	<ul style="list-style-type: none"> ❑ All new hires are asked to join the union with an in-person conversation within first week of employment ❑ There is a one-on-one conversation with with all new members within the first month of employment. ❑ Welcoming ceremony for every new member that joins the union
Running Membership & Issue Drives	<ul style="list-style-type: none"> ❑ Membership asks and issue drives happen, but are often disconnected and have vague objectives & timelines ❑ Local relies exclusively on bargaining survey to determine member issues for negotiations 	<ul style="list-style-type: none"> ❑ Local engages in campaigns as they arise, but are not organizing to identify issues ❑ Membership drives have S.M.A.R.T. goals, strict timelines, and include a member survey/story collection ❑ All campaigns (contract, political, issue-based) incorporate a membership ask 	<ul style="list-style-type: none"> ❑ Local is always engaged in a campaign that directly relates to the union vision ❑ Worksite leaders have the capacity to identify organizing issues and initiate worksite-level campaigns
Developing Workplace Leadership Networks	<ul style="list-style-type: none"> ❑ At least one active leader in every worksite willing to send emails or pass out flyers ❑ Worksite leaders (Building reps/stewards) pass most problems on to local officers 	<ul style="list-style-type: none"> ❑ Worksite leadership teams with 1:25 ratio who have 1-on-1 conversations with most of the bargaining unit at least once a year ❑ Most members know who their worksite leader is and go to them for help with issues ❑ Most members feel informed about union and community issues 	<ul style="list-style-type: none"> ❑ Worksite leadership teams with 1:10 ratio regularly talking with entire unit ❑ Most issues resolved at the worksite level (with appropriate communication) ❑ Members work together on proactive worksite-level campaigns
Coordinating Committees & Interest Groups	<ul style="list-style-type: none"> ❑ Mismatch between reality and constitution in terms of committees that exist ❑ Committees often have unclear power to act within the larger union ❑ Inconsistent training of new leaders 	<ul style="list-style-type: none"> ❑ The most important committees and/or interest groups are active and functioning ❑ Committees have clear process to make recommendations to the Executive Board ❑ Ad hoc training of new committee & group leaders 	<ul style="list-style-type: none"> ❑ Committee structure evolves based on the interests and needs of members and the local ❑ Committees are empowered to initiate appropriate action within the local ❑ Systematic training program for new committee leaders
Feels Like	Disorganized, coasting	Goal-oriented, reacting to external pressures	A dynamic union of co-workers proactively tackling issues in every workplace

Developing Coalitions & Political Action

Understanding Allies & Opponents	<ul style="list-style-type: none"> ❑ Basic power mapping to determine who are real decision-makers ❑ Initial outreach to potential community allies 	<ul style="list-style-type: none"> ❑ Power map includes community leaders and groups that can influence decision-makers ❑ Understand the goals of allies and have a plan to support their efforts 	<ul style="list-style-type: none"> ❑ Up-to-date power map of the local community showing relative power and attitude toward the union ❑ Working with allies to achieve mutual goals ❑ Long-term goal to reshape power map by neutralizing opponents and strengthening allies
Coalition-Building & Local Campaigns	<ul style="list-style-type: none"> ❑ Pay per caps to local AFL-CIO labor council ❑ Ad hoc community coalitions around issues 	<ul style="list-style-type: none"> ❑ Delegates regularly participate in local AFL-CIO labor council ❑ Participate in formal coalition with other unions at the same employer ❑ "Permanent" community coalition with core partners (K-12: parents; Higher Ed: students) 	<ul style="list-style-type: none"> ❑ Proactive work to ensure a pro-education majority on employer governing board ❑ Multi-year issue campaigns with core partners to win better policy at the local level
Educating Members & Community	<ul style="list-style-type: none"> ❑ All worksite leaders distribute flyers and encourage members to vote for endorsed candidates ❑ Occasional local events addressing current affairs, labor history, 	<ul style="list-style-type: none"> ❑ Regular, topic-based membership discussions of relevant issues (union connection to social justice movements, how politics works/works against us, aft/afl-cio structure) ❑ Some worksite leaders engage members in big-picture conversations 	<ul style="list-style-type: none"> ❑ Most members engage friends & family to explain attacks on unions and public education & our plan to fight back ❑ All worksite leaders have a plan for site-based education ❑ Working with coalitions to educate the community about relevant issues
Recruiting Volunteers	<ul style="list-style-type: none"> ❑ 20% of members volunteered at least once last year (talking to voters or legislators) ❑ All members are asked by email or flyer to volunteer for shifts 	<ul style="list-style-type: none"> ❑ 50% of members volunteered at least once last year (talking to voters or legislators) ❑ Some members willing to go to high-need areas ❑ All members asked to volunteer through face-to-face conversation 	<ul style="list-style-type: none"> ❑ 75% of members volunteered at least once last year (talking to voters or legislators) ❑ Most members willing to go to places with the most need ❑ Database tracks volunteer preferences to target the best individuals for the job
Raising Money	<ul style="list-style-type: none"> ❑ 20% of members contribute to union PAC ❑ 10% of members give their target contribution (\$52 FT/\$26 PT) 	<ul style="list-style-type: none"> ❑ 50% of members contribute to union PAC ❑ 30% of members give their target contribution (\$52 FT/\$26 PT) ❑ Local is actively engaged in AFT Michigan PAC discussions 	<ul style="list-style-type: none"> ❑ 75% of members contribute to union PAC ❑ 50% of members give their target contribution (\$52 FT/\$26 PT) ❑ Local surpasses the target totals by member
Feels Like	Passive, nostalgic, but hopeful for better future	Engaged, active, most members "get it"	Empowered, local seen as progressive leader, most members are independently active

Negotiating & Problem Solving

Solving Worksite Level Problems	<ul style="list-style-type: none"> ❑ Worksite leaders pass problems on to an officer but are not proactively looking for issues ❑ President or Grievance Chair does most of the worksite problem-solving 	<ul style="list-style-type: none"> ❑ Team of members at each worksite able to effectively administer the contract and handle basic problems ❑ Worksite leaders proactively handle basic conflict resolution & most members understand contract basics 	<ul style="list-style-type: none"> ❑ Worksite leadership teams represent all constituencies and resolve most problems ❑ Proactively engaging members to find & address issues early
Solving Problems Outside Contract	<ul style="list-style-type: none"> ❑ Willing to raise non-contract issues with admin, but drop them if response is, "No, we're not interested..." 	<ul style="list-style-type: none"> ❑ Creatively "stretch" the contract to address issues (e.g. establishing workgroups, MOUs) ❑ Willing to push admin to address "popular" issues (e.g. class size) even if the administration says it's prohibited 	<ul style="list-style-type: none"> ❑ Regularly take non-contractual issues to admin proactively ❑ Engage broad groups of members and community stakeholders in problem-solving
Running Contract & Issue Campaigns	<ul style="list-style-type: none"> ❑ Local creates campaign committee separate from bargaining team ❑ Develop issues via survey of some members and grievance committee identifying patterns ❑ Administration usually sets the timeline for negotiations ❑ Pressure tactics often feel disconnected from the negotiations process 	<ul style="list-style-type: none"> ❑ Strategic coordination between relevant committees to create plans and adapt ❑ Systematic surveys get responses from 80% of members ❑ Union establishes its own timeline for admin to respond ❑ Escalating tactics based on understanding of power and leverage within admin 	<ul style="list-style-type: none"> ❑ Build unity by running campaigns even if you think you can win without one ❑ Issues identified via regular 1-on-1 conversations with members ❑ Run multiple campaigns, balancing the energy devoted to each ❑ Strategies usually balance capacity and situation to maximize effectiveness
Reaching Agreements & Ratifying	<ul style="list-style-type: none"> ❑ TA is summarized for members to read before vote ❑ Bargaining team presents unified front in support of TA, but other leaders sometimes publicly disagree ❑ Execute constitutional decision-making process as written 	<ul style="list-style-type: none"> ❑ Members are personally invited to vote to maximize turnout ❑ Core priorities are clearly communicated to members and the administration ❑ Full leadership team maintains united front; nobody speaks against TA ❑ Clear process communicated to members well in advance (including adaptations to constitutional process) 	<ul style="list-style-type: none"> ❑ 2-way communication from start to finish of negotiations means no surprises or confusion at ratification ❑ Full leadership team actively organizes to achieve a super-majority "yes" vote ❑ Members presented with a clear choice: "Voting no for this TA means you are willing to do X to help get a better deal."
Feels Like	Cautious, worried about rocking the boat	Cool, calm and collected (except when we decide not to be)	Members do not fear raising difficult issues and standing up for what's right

Organizing New Bargaining Units

Organizing Through Negotiations	<ul style="list-style-type: none"> <input type="checkbox"/> ID excluded groups and research CBA language to bring them under the contract <input type="checkbox"/> Ask non-represented workers who else they know that might be interested in working together <input type="checkbox"/> Research unit sizes and develop reports for individuals who are in various positions 	<ul style="list-style-type: none"> <input type="checkbox"/> Propose language to bring excluded groups into union <input type="checkbox"/> Identify leaders and develop an Organizing Committee of non-represented workers <input type="checkbox"/> Local officially votes to welcome other individuals into their locals 	<ul style="list-style-type: none"> <input type="checkbox"/> Bargain neutrality and card check agreement with the employer <input type="checkbox"/> Prioritize union growth/inclusion of unrepresented workers in bargaining platform
Supporting Workers Forming Unions Around the World	<ul style="list-style-type: none"> <input type="checkbox"/> Local signs letter of support for new union <input type="checkbox"/> Some members attend events for new union 	<ul style="list-style-type: none"> <input type="checkbox"/> Occasionally adopt campaigns to officially support new unions <input type="checkbox"/> Occasionally devote some money and time to assist new unions <input type="checkbox"/> Educate members about new unions and encourage them to support 	<ul style="list-style-type: none"> <input type="checkbox"/> Push affiliates to devote capacity to support new organizing efforts <input type="checkbox"/> Donate significant time and money to help support organizing efforts for new unions
Partnering with AFT Michigan to Organize New Members	<ul style="list-style-type: none"> <input type="checkbox"/> Ad hoc collaboration/support for a new bargaining unit when they are organizing 	<ul style="list-style-type: none"> <input type="checkbox"/> Allocate funds to support organizing efforts <input type="checkbox"/> Use non-bargaining years to support other locals win their campaigns <input type="checkbox"/> Map member connections to unorganized workers <input type="checkbox"/> Amalgamated structure allows new bargaining units to form as chapters of the local 	<ul style="list-style-type: none"> <input type="checkbox"/> Merge or federate with other locals to create a better situation to organize the unorganized (resources, geography, classification) <input type="checkbox"/> Local works alongside AFT Michigan to develop a joint organizing and funding strategy for new targets
Feels Like	Organizing seems overwhelming, but we hope they succeed!	Solidarity with those in similar situations, value growth of labor movement	Interconnected with worker movements around the world, excited about organizing & building power

Part III: Individual & Local Planning Worksheets

Part III: Individual & Local Planning Worksheets



Filling Out the Planning Forms

These forms are intended to help you decide which Essential Union Activity it makes sense to “major” in.

1. Based on your knowledge of the Essential Union Activities (Part II), fill out the boxes for the Individual Development Worksheet.
2. In conversation with others from your leadership team, discuss who might be the best fit for each (with the goal of spreading out to develop maximum knowledge). This information should be tracked in the Local Team Development Worksheet.

Individual Development Worksheet

Essential Activity	Key Components	Rate Yourself from 1-10 on Your Knowledge of the 5 Essential Activities	How Crucial is Each Activity to Your Union Role?	Based on the Previous 2 Columns, How Relevant Would Majoring in This Activity be to you?
Building Internal Structures	<ul style="list-style-type: none"> ▪ Getting the Right People in Leadership Roles ▪ Managing Dues & Local Finances ▪ Managing Lists & Data ▪ Making Local Decisions ▪ Communications Across the Union 		<input type="checkbox"/> Very Crucial <input type="checkbox"/> Somewhat Crucial <input type="checkbox"/> Not Very Crucial	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant
Signing-Up & Engaging Members	<ul style="list-style-type: none"> ▪ Coordinating Committees & Interest Groups ▪ Reaching Out to New Employees ▪ Running Membership & Issue Drives ▪ Developing Workplace Leadership Structures 		<input type="checkbox"/> Very Crucial <input type="checkbox"/> Somewhat Crucial <input type="checkbox"/> Not Very Crucial	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant
Developing Coalitions & Political Action	<ul style="list-style-type: none"> ▪ Recruiting Volunteers ▪ Raising Money ▪ Building Coalitions ▪ Educating Members ▪ Understanding Allies & Opponents 		<input type="checkbox"/> Very Crucial <input type="checkbox"/> Somewhat Crucial <input type="checkbox"/> Not Very Crucial	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant
Negotiating & Problem Solving	<ul style="list-style-type: none"> ▪ Solving Worksite Level Problems ▪ Solving Problem Outside the Contract ▪ Running Contract & Issue Campaigns ▪ Reaching Agreements & Ratifying 		<input type="checkbox"/> Very Crucial <input type="checkbox"/> Somewhat Crucial <input type="checkbox"/> Not Very Crucial	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant
Organizing New Bargaining Units	<ul style="list-style-type: none"> ▪ Organizing Through Negotiations ▪ Uniting With Unorganized Units at Employer ▪ Support Workers Forming Unions ▪ Partnering With Other Locals 		<input type="checkbox"/> Very Crucial <input type="checkbox"/> Somewhat Crucial <input type="checkbox"/> Not Very Crucial	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant

Name: _____

Local: _____

Local Team Development Worksheet

Essential Activity	Key Components	How Relevant are These to Your Union This Year?	List the People Who are Responsible for This in Your Union	List The Team Members Who Will "Major" in Each Role
Building Internal Structures	<ul style="list-style-type: none"> ▪ Getting the Right People in Leadership Roles ▪ Managing Dues & Local Finances ▪ Managing Lists & Data ▪ Making Local Decisions ▪ Communications Across the Union 	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant		
Signing-Up & Engaging Members	<ul style="list-style-type: none"> ▪ Coordinating Committees & Interest Groups ▪ Reaching Out to New Employees ▪ Running Membership & Issue Drives ▪ Developing Workplace Leadership Structures 	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant		
Developing Coalitions & Political Action	<ul style="list-style-type: none"> ▪ Recruiting Volunteers ▪ Raising Money ▪ Building Coalitions ▪ Educating Members ▪ Understanding Allies & Opponents 	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant		
Negotiating & Problem Solving	<ul style="list-style-type: none"> ▪ Solving Worksite Level Problems ▪ Solving Problem Outside the Contract ▪ Running Contract & Issue Campaigns ▪ Reaching Agreements & Ratifying 	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant		
Organizing New Bargaining Units	<ul style="list-style-type: none"> ▪ Organizing Through Negotiations ▪ Uniting With Unorganized Units at Employer ▪ Support Workers Forming Unions ▪ Partnering With Other Locals 	<input type="checkbox"/> Very Relevant <input type="checkbox"/> Somewhat Relevant <input type="checkbox"/> Not Very Relevant		

Name: _____

Local: _____