

BUILDING AND ASSOCIATION REPRESENTATIVES

**ORGANIZING & ENGAGING
IN YOUR LOCAL**

Welcome to
WEAC



“ *What can labor do for itself?
Labor can organize, it can unify,
it can consolidate its forces. This
done, it can demand and command.*”

— EUGENE DEBS —

LABOR AND POLITICAL ORGANIZER

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Thank you to the Indiana State Teachers Association for the gracious use of their plan and materials.

Can You Be an Organizer?

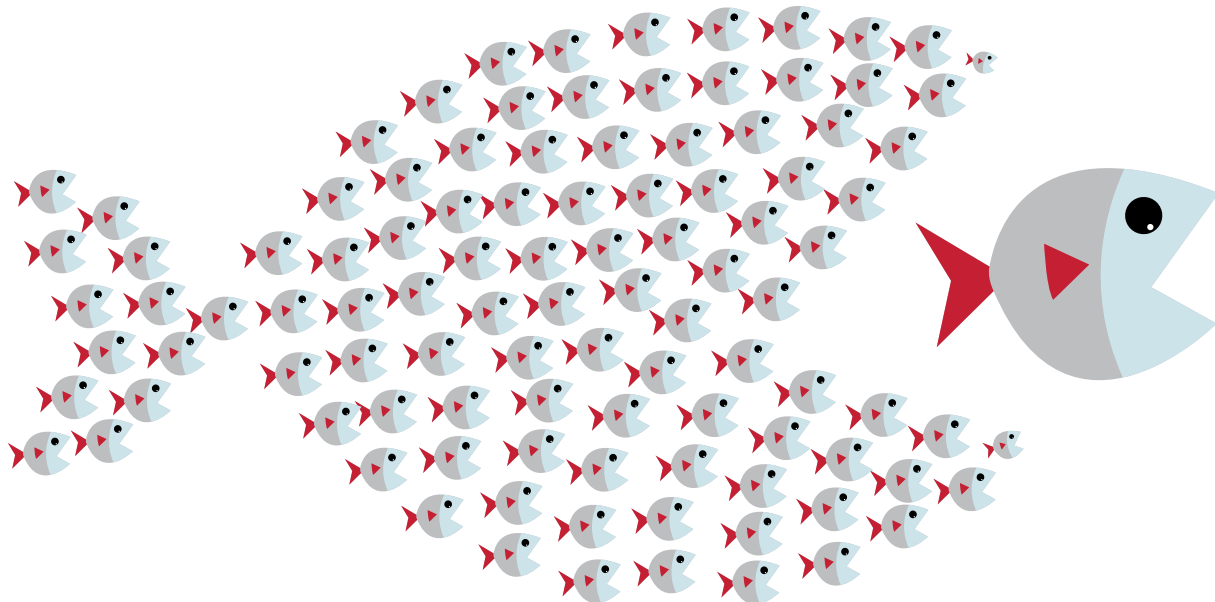
Check all the qualities you believe you possess.

- ! You're good at your job and respected by your colleagues.
- ! People ask for your advice.
- ! You have a strong sense of justice and clear principles.
- ! You are responsible.
- ! You are honest.
- ! You are compassionate.
- ! You are a good listener.
- ! You like people.
- ! You like solving problems as a team.
- ! You put interests of the whole first, ahead of your individual concerns.
- ! You respect group decisions.
- ! You are knowledgeable about your employer and your contract, but not afraid to admit when you don't know the answer.
- ! You can stay cool under pressure.
- ! You handle stress well.
- ! You're willing to stand up to administration when necessary.

What Are the Goals of Organizing?

POWER IS THE GOAL

- | *Leaders* put thought into what is happening and educate the membership on the issues;
- | *A small group of members* works to engage all members on the issues;
- | And *all members* support and engage in actions to deal with the issues.



What Does a Well-Organized Worksite Look Like?

The Association is visible daily in the worksite to members and administration.

1. Association Representatives or Association Leaders make regular walk-throughs and have relationships with all members and potential members.
2. There is at least one Association Representative in every worksite.
3. Membership meetings happen regularly, are well-attended, and noticed by others.
4. Association Leaders attend every new-employee orientation.
5. There is regular communication through up-to-date bulletin boards, member-to-member communication, flyers, newsletters, social media, and websites.

The Association defends and enforces the contract and work standards.

1. Members mobilize and use collective action to solve everyday problems. Grievances are not the primary line of defense.
2. Contracts are widely available and promptly distributed, both electronically and in print.
3. Association Representatives are trained and empowered to resolve issues at the lowest level.
4. Administrators do not act unilaterally or abusively, because they know they will meet resistance.

Members own their union.

1. Members feel that their Association is strong and resolves problems.
2. Association Representatives provide members immediate access to resources to resolve their problems.
3. Members participate in Association-wide programs and campaigns.
4. Members are proud they belong to the Association.
5. Social events are well attended.

Give Your Worksite a Checkup

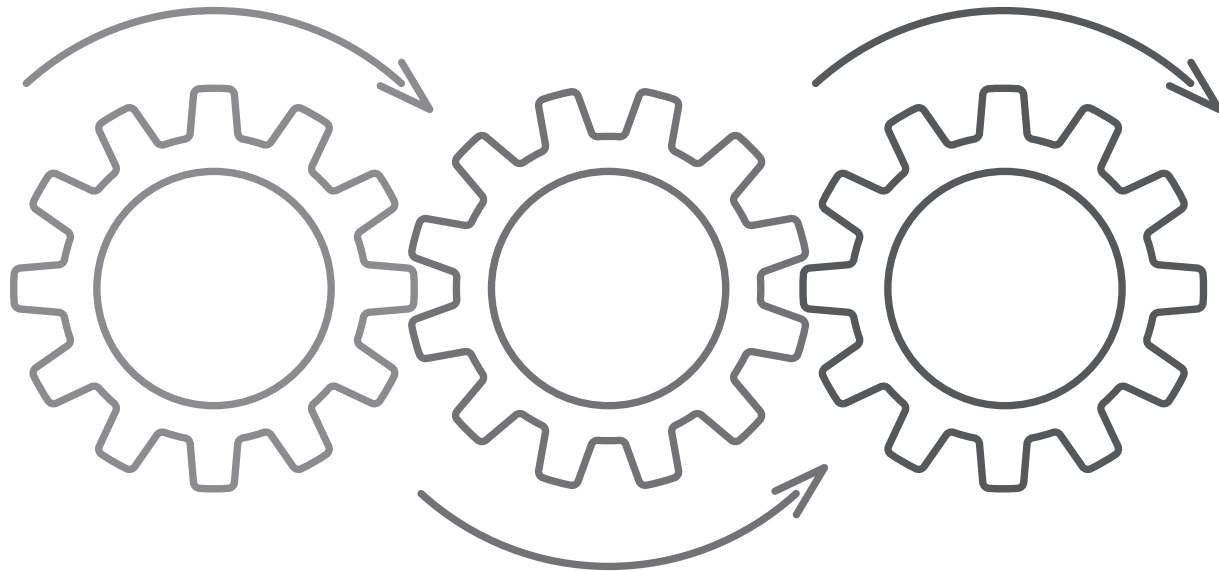
RATE EACH STATEMENT WITH THIS SCALE:

- A. The statement is very true of your worksite.
 - B. It's mostly true.
 - C. It's true, in some areas.
 - D. It's barely true, or not true at all.
-

- _____ The Association is visible daily in the worksite to members and administration.
 - _____ Association Representatives or Association Leaders make regular walk-throughs and have relationships with all members and potential members.
 - _____ There is an Association Representative in every worksite.
 - _____ Membership meetings happen regularly, are well-attended, and noticed by others.
 - _____ Association Leaders attend every new-employee orientation.
 - _____ There is regular communication via updated bulletin boards, member-to-member communication, flyers, and newsletters, etc.
 - _____ The Association defends and enforces the contract and work standards.
 - _____ Members mobilize and use collective action to solve everyday problems. Grievances are not the primary line of defense.
 - _____ Contracts are widely available and promptly distributed, both electronically and in print.
 - _____ Association Representatives are trained and empowered to resolve issues at the lowest level.
 - _____ Administrators do not act unilaterally or abusively, because they know they will meet resistance.
 - _____ Members know the Association is their association.
 - _____ Members know that their Association is strong and can resolve problems.
 - _____ Association Representatives provide members immediate access to resources to resolve their problems.
 - _____ Members participate in Association-wide programs and campaigns.
 - _____ Members are proud they belong to the Association.
 - _____ Social events are well attended.
-

Mapping: Knowing Your Bargaining Unit & Building a Structure

Mapping is the way to ensure that you're making these gears move in the right direction.



1

What do we know about all the members of our bargaining unit?

2

Are we being focused, time-efficient and effective in our communication with our bargaining unit?

3

Do we have an effective turnout structure if a worst-case scenario occurs?

Basic Mapping: Learning the System

Mapping is done by assigning each person a color depending on what you know about them. The colors will help you see where to prioritize your conversations and relationship building.

BLUE

- Current members.

GREEN

- Have said they'll join but never followed through.
- May take one or two one-on-ones.
- Should be fairly easy to sign.
- Very few of your potential members are likely to fall in this category.

YELLOW

- New hires, unknowns, people who say dues are too high.
- May take several one-on-ones.
- You will spend most of your time with this group building relationships.
- Majority of your potential members.

RED

- These are those that have been vocal about not being a member and like to engage people in debates about the Association.
- Should be very few people.

Basic Mapping on the Mapping Roster

Steps:

1. Obtain copy of your mapping roster (see sample below) by worksite.
2. Check over the roster for your worksite and add any staff not listed. You should alert the membership chair of any changes.
3. For each potential member, you should write down their job title under grade level/department.
4. Then for each potential member, write down everything you know about them including:
 - a. How many years they've been in the district.
 - b. Issues they have with the district.
 - c. Why they won't join, who has asked them to join, your relationship with them.
 - d. Who they're close to at the worksite.
 - e. What you know about their life outside of school (i.e. husband's job, number of children, stresses outside the school).
 - f. Any other tidbits that you know about them.
5. Once you have written notes for each potential member, use color coding (refer to page 9) to highlight each potential member.
6. For each potential member, assign a current member who has a relationship with him/her so that they can be the point of contact for that potential member.

SAMPLE MAPPING ROSTER

LEA Name	Membership ID	Name	Membership Type	Grade Level/ Department	Estimated Generation	Athletic Coach	Everything We Know About Them	Organizer
A+ Schools Education Association	1565665	David Brown	Potential Member		! Baby Boomer ! Generation X ! Generation Y ! Millennial	! Yes ! No		
	1226598	Jane Jones	Potential Member		! Baby Boomer ! Generation X ! Generation Y ! Millennial	! Yes ! No		

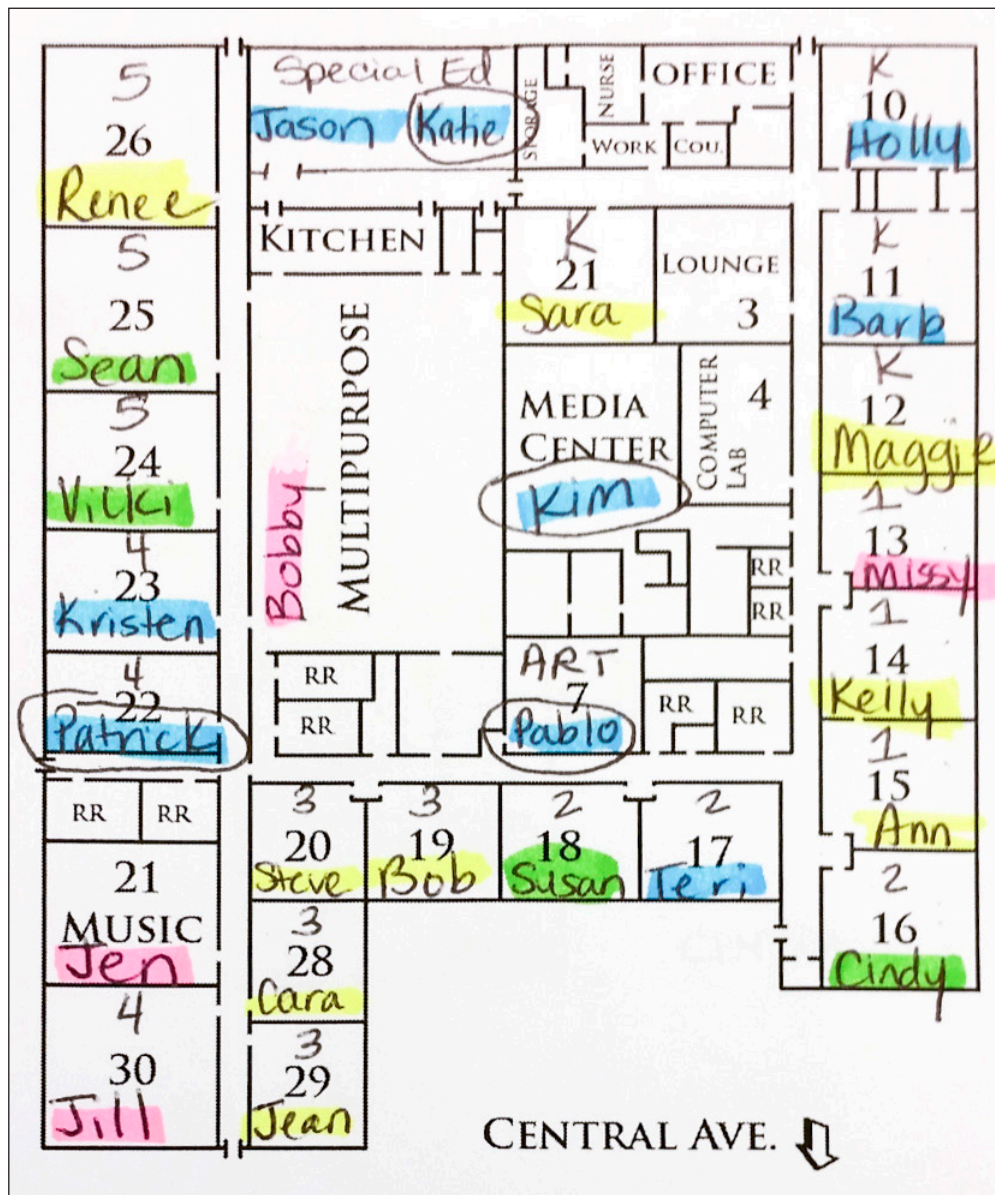
Advanced Mapping: Connections & Trends

Now that you've prioritized your potential members and are starting to see your membership increase, it's time to take your mapping deeper.

Steps:

1. You're going to need a map of your worksite (if your worksite isn't just one place, i.e. bus drivers, use a chart).
2. On your map, write down each member's name and highlight his/her name with the same color you used on your roster.
3. Current members should be highlighted with blue and those members who are strong leaders should be circled.
4. Once you have your map and chart highlighted, look for trends:
 - a. Is one area full of yellow potential members?
 - b. Is one department strong in membership and another low?
 - c. Are any of your members people who get to see most of the workforce (i.e. special education teachers, specials teachers, librarians, district maintenance workers)? Think about how to get these members to be leaders.
5. On your roster, look for trends. Mark the columns for "Estimated Generation" and "Athletic Coach."
 - a. Are all your coaches yellows? Why do you think this is? Have you developed a plan to work on coaches?
 - b. Are all your baby boomers blue and your millennials yellow? How are you reaching out to millennials?
6. Next, look at the notes you wrote down. Do you see any trends there?
 - a. Are all of your potential members who live out of the district yellows?
 - b. Are potential members who are close with a certain current member greens? Is that member asking them to join or just giving them the information without asking them to be a member?
7. The next step to advance mapping can be charting potential members and current members based on their schedules.
8. See the next pages for examples of visual mapping.

Examples of Charting



Examples of Charting

	Elementary School Route	Middle School Route	High School Route
Morning Drivers	Bill	Fred	Dave
	Teresa	Brenda	Sara
	Catherine	Craig	Steve
Field Trip Drivers	Bill	Brenda	Steve
	Teresa	Craig	Sara

1. Bill is a member, but it appears he isn't promoting membership or building relationships with co-workers.
2. How can Brenda and Craig help the High School Route drivers? What if you knew that Brenda's and Sara's kids play on the same sports team? Or that Craig and Steve previously worked together in another district and Steve has just recently joined your district?

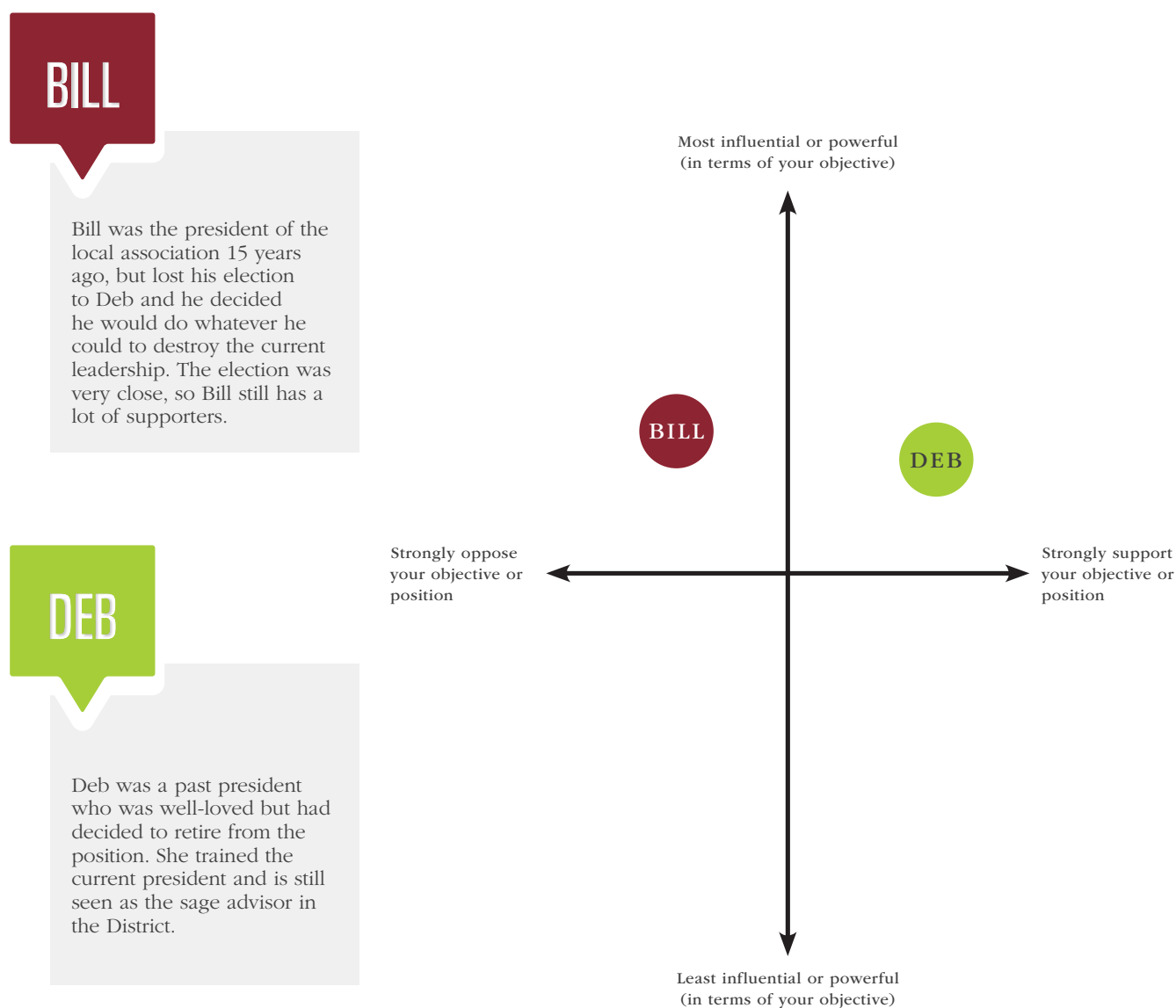
Another Example:

1st Lunch Period	2nd Lunch Period	3rd Lunch Period
Bill	Fred	Dave
Teresa	Brenda	Sara
Catherine	Craig	Steve

Point of Influence: Mapping Those Who Have Influence Over Others

There are people who influence others, leading them in both positive and negative ways. It's important when mapping to know who is influential and how they feel about the Association.

A power map can be used to examine the positive or negative influences of leaders in each worksite. For example, positive leaders for the Association are circled, negative leaders for the Association are underlined.

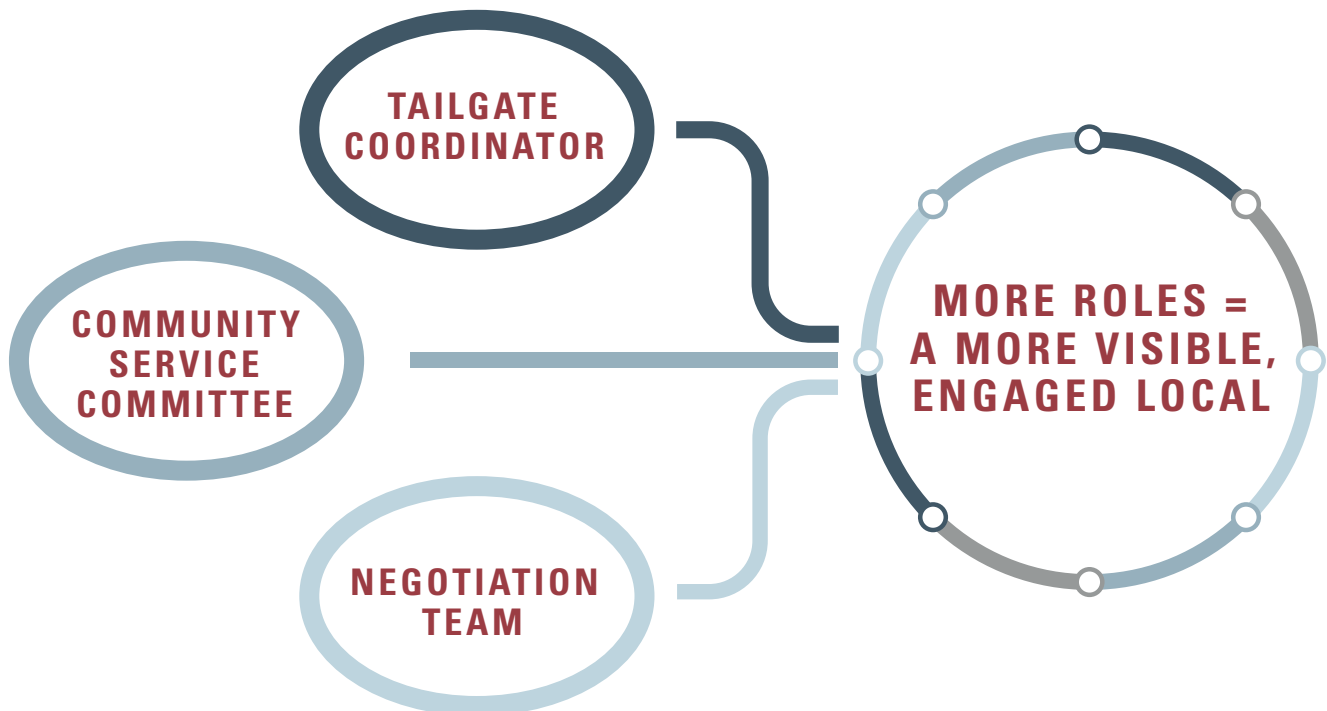


Mapping For Engagement

You've built your membership above 90%; however, the same ten people are the only ones who volunteer or attend events. Mapping for engagement will help you find ways to get more members involved and active.

Steps

1. The goal here is to engage members based on individual interests, strengths, and personality.
 - *Example 1:* Ask a member who excels at analyzing data to serve on negotiating team.
 - *Example 2:* Ask a member who plans staff potlucks to chair a member engagement committee.
2. Begin by mapping current members only. Then repeat the same exercise with potential members to identify individual recruitment strategies.
3. At this point in mapping, you want to evaluate member strengths and what roles they can play in your local association. Fill those in for each current member. See the next pages for examples of local roles.



Examples of Local Roles

BASIC LOCAL ROLES

- Building Discussion Team
- Building/Association Representatives (BRs/ARs)
- Calendar Committee
- Curriculum Committee
- Election Committee
- Evaluation Committee
- Negotiations
- Grievance Committee
- Membership Chair
- Officers
- Political Action Committee (PAC)
- Sick Bank Committee
- Insurance Committee
- Textbook Committee

NEXT LEVEL ROLES

- Joint Administrational Association Committee
- New Teacher Welcoming Committee
- Newsletters
- Social Media Director
- Scholarship Committee
- Social Committee

ACTIVE/ENGAGED ROLES

- Birthday Club/E-card
- Book Giveaway
- Candy Delivery
- Community Service Committee
- Cookout Committee
- Coordinate Bargaining Team Support
- County Fair/Parade
- Data Entry
- Did You Know/Contract Communications
- Member Benefits Chair
- Membership Gifts
- Mentors
- Retirement Dinner
- Tailgating Committee
- Teacher Appreciation Week Committee
- Personal Advisor
- Communications Coordinator
- Volunteer Coordinator

Mapping Reminders

- | Mapping rosters, maps and charts should not be shared outside of those actively building the plan for membership (officers, UDs, membership chair, ARs).
- | Mapping is only useful as long as it is accurate. Set aside 10-15 minutes each AR meeting to check mapping data and update as needed. Talk about challenges and see if there are connections elsewhere that can assist.
- | Celebrate your successes!

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

— MARGARET MEAD —

“The fight is never about grapes or lettuce. It is always about people.”

— CESAR CHAVEZ —
ORGANIZER OF FARM WORKERS

Are You a Good Listener?

Check to see if you have the makings of a good listener who is ready to organize.

- | *Avoid distractions.* Look the other person in the eye and put your phone away.
- | *Slow down.* Our brains process thoughts four times faster than spoken words. It's easy to skip ahead in a conversation, using assumptions to fill in the gaps to plan your response. RESIST THE URGE. Focus on what is actually being said and how it's being said.
- | *Don't interrupt.* Take time to hear the full story.
- | *Keep an open mind.* Don't assume you already know what motivates somebody. People will surprise you.
- | *Don't fish.* Avoid leading questions such as, "Don't you agree that..."
- | *Practice empathy.* Sometimes people need to let off steam. Don't discourage them. Your immediate task is to listen, not to judge.
- | *Show that you hear what they're saying.* React, ask follow up-questions, repeat back what you understood. If you don't understand, ask.
- | *Find common ground.* You don't have to agree with every point, but look for areas of agreement and acknowledge where you differ.
- | *Don't feel you need to sell something.* An organizer is not a salesperson. You care about the other person and want to understand their position.
- | *Follow the 80/20 rule:* 80% listening, 20% speaking.
- | *Be attentive. Go with your instincts.* The majority of listening has more to do with nonverbal body cues than what the person is actually stating.

LISTENING = LEARNING

Three Questions

Build a relationship with three questions.

1. Gather volunteers and assign each 5–10 current and potential members to speak with.

1

What excites you about your job?

2. Volunteers ask their designated current or potential bargaining unit members these three questions face-to-face and record their answers.

2

What challenges you about your job?

3. Volunteers report findings to the local association which decides a potential course of action.

3

What can your union do to help?

4. Executive committee or membership committee members follow up with non-members to discuss their responses and the likelihood of joining the Association.

What's the Real Problem? Stagnation v. Motivation

1. Listen to their stories to identify the reasons for *stagnation*.
2. Use our stories to *motivate* then activate.

PROBLEM

Stagnation due to
APATHY

ACTION

Must get people to care deeply.

PROBLEM

Stagnation due to
FEAR

ACTION

*Must move people to see that
there is hope.*

PROBLEM

Stagnation due to
ISOLATION

ACTION

*Must move people to feel the
solidarity of being in the union.*

Two Ways of Understanding the World



THE HEAD

*Deals with the HOW;
the strategy and
analysis of how to
solve problems and
develop plans.*



THE HEART

*Deals with the WHY;
the motivation and
stories that move
people to act and get
involved.*

SUCCESSFUL ORGANIZING

Apathy Isn't Real...SAY WHAT?

APATHY

"No one comes to meetings."

"No one seems to care."

"It's hard to see how things could change."

"No one is willing to do anything."

ORGANIZING

Take the meeting to them.

Everyone cares about their worksite and being respected.

Point out the changes the Association has won.

Are you asking people individually and making them feel wanted?

One-on-Ones Build Relationships

Organization building occurs one-on-one.

- You need to build relationships with people one-on-one if you want them to become involved.
- People become involved in an organization because they have a relationship with another person who is already involved.

Our relationships give meaning and richness to our work and to our lives.

- Feeling connected through the stories and conversations helps make the victories better and the challenges easier.
- A little bit of camaraderie goes a long way.

LISTEN

Hear their stories, issues, and concerns.

CONNECT

Tell your stories, issues, and concerns that will connect with theirs.

RELATIONSHIP

When you share yourself and listen to others sharing themselves, you've trusted each other. That's the first building block to relationships.

How to Have an Organizing Conversation

Nobody should follow a script when having a one-on-one; however, having an outline can be a helpful tool.

1. *Introduction*

- Place the conversation in a clear context. Let the person know why you're interested in having the conversation (*"We're eager to hear people's perspectives on..."*).

2. *Story*

- Share, ask questions, and prompt reflection 20% of the time, Listen 80% of the time.
 - *"How long have you been doing your job?"*
 - *"What do you love about this work? How did you come to be here?"*
 - *"When you have a particularly good/bad day, what tends to be the cause of that?"*

3. *Agitate*

- *"If you could improve one thing about our school(s), what would it be?"*
- *"What is the impact on you? Your students? Your family?"*
- *"How does that make you feel? Is that frustrating?"*
- *"Who do you think has the power or authority to change this? Is this the way it should be?"*

4. *Hope*

- Explain what is being done (or what can be done) to address or work on this/these issue(s).

5. *Urgency*

- Explain why it is important to act now.
 - *"Clearly these issues aren't going to change on their own...It's time for people like us who really care to start leading a change. The longer we wait, the worse it gets."*

6. *Educate*

- Educate them on the Association and what we are doing (mission, vision, purpose), dues, victories, benefits, etc.
- Dues and people = POWER!

7. *You*

- Ask! Join your union, fill out a commitment card, wear a button, come to a meeting.

Remember the Basics



MAPPING

*First step to
having a SMART
organizing plan.*



ONE-ON-ONE CONVERSATIONS AND RELATIONSHIPS

*The only way
to build a
STRONG union.*

“Our movement is of the
working people, for the
working people, by the
working people.”

— SAMUEL GOMPERS —

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