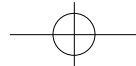
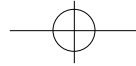


5. Promote and sign up your members in the P.E.O.P.L.E. Club (Public Employees Organized to Promote Legislative Equality). Any CSEA member can join the P.E.O.P.L.E. Club. If workers are to have any influence in the political arena, we must be able to help elect public servants who are sympathetic to the issues and concerns of workers. Write or call your elected officials to voice your concerns about legislation that affects working people. CSEA will inform you in advance when your political help is needed. Our government is designed to give each of us a voice in the political process. Let's make sure we don't waste that opportunity.



## Introduction to Organizing and Servicing

Organizing builds and strengthens our Union. As a Steward, you are an organizer and everything you say and do in the workplace builds and strengthens workers' commitment to CSEA. Sometimes, the contractual grievance procedure may not be the best way to solve a problem. Most procedures contain several steps, and often end in arbitration by an outside party if an agreement cannot be reached between CSEA and the employer. It takes time, and during that period, the problem remains unresolved. Workers see that the Union, from their point of view, is doing nothing to right the wrong.

What about organizing workers around an issue? In addition to resolving problems through the contract and other labor-management procedures, you should consider organizing members to put pressure on the employer to solve a work problem. File the grievance, being careful not to miss the time limits, but also look for ways to organize workers around the issue(s). Discuss ways to organize pressure, in addition to going through the grievance procedure, with other Stewards, Local and Unit Officers and CSEA Staff.

Just because a work problem is not a grievance doesn't mean you can't solve it. Federal and State labor relations laws, wage and hour laws, safety and



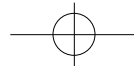
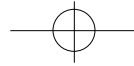
health laws and other laws guaranteeing various rights should be researched. Finally, organizing workers about an issue may be as or more important, especially if no contract violation is involved.



### Mapping Your Workplace

Before you can organize workers around an issue, there is some basic preparation, research and information gathering that must be done. You need information on the workforce — who the Union members are, who the agency shop fee payors are and who the non-members are. How are workers already organized, both formally and informally? By the work processes? And by social networks? Mapping the workplace will help you draw some conclusions about the membership and find natural leaders who already exist in every workplace.

14



1. Begin by drawing an outline or diagram of your workplace or department, putting in work stations, desks, machines, etc. Create a floor plan.
2. Indicate where each worker is usually stationed, and write their names and membership status. If you can, chart the flow of production by using a broken line or arrow. Indicate on your map where bosses are usually stationed and their normal path through the workplace.
3. Mark the areas where workers tend to congregate (break areas, lunch rooms, bathroom, water coolers).
4. Identify and circle informal work groups. Informal work groups are groups of workers who work face to face with each other every day. They have an opportunity to communicate to each other every day while working and perhaps spend time together on breaks, eat lunch together or generally hang out with each other.
5. Mark influential people or informal work group leaders. Who are those that seem to enjoy a special influence or respect? Do conversations ever get to shop talk? What do they talk about? Is there an unspoken code of behavior in these groups towards management or problems at work?
6. Mark the loners or people who don't mix with any group. Also, identify the weakest links: part-timer, new hire, anyone who is particularly shy or the supervisor's favorite.

15



7. Take notes on each worker and record such things as address, telephone number, job title and seniority date, date of hire, grievances filed, whether they have been active in any union projects, etc. Keep these notes on separate index cards in a file.

### Analyzing Your Workplace

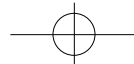
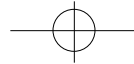
If you have an important message to communicate, but you don't have the time or the resources to reach every worker, use your workplace mapping. If you can reach the leaders of the informal work groups and get them on your side, word will get to everyone. Once you have workers helping you, you will be able to develop a network which includes anyone who can exert considerable power and influence.

Use the mapping to figure out unified strategies for problems and take advantage of workers' tendency to stick up for those who are close to them.

When you find yourself trying to resolve problems that involve more than one work group, work with the natural leaders of the two work groups to seek a solution that helps both groups and places the blame where it probably belongs, with the employer.

This type of workplace organization can tilt the balance of power in the worker's favor. It can win grievances, because you are using the natural organization and

16



loyalty that exists among work groups, showing unity and concern of all workers to put pressure on the employer to resolve the problem.

Use the information you gathered from the map of your workplace and your index cards to analyze your workplace:

1. Number of workers in workplace area.
- 2a. Number of management/confidential.
- 2b. Number of workers in other Unions.
3. Number of CSEA bargaining unit employees.
4. Number of CSEA members.
5. Number of bargaining unit agency fee payors or
6. Number of bargaining unit non-members.
7. List the names of individuals who expressed an interest in participating in your Local or Unit.
8. What conclusions can you draw from the information gathered? (What do you now know about your bargaining unit employees?)
9. What worker's concerns/issues/problems did you identify from the workplace mapping?
10. What new information did you learn about your workplace through the workplace mapping?

(Note: Adding the results of #4, #5 and #6 will total #3.)

17



## Recruitment of New Union Members

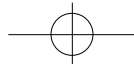
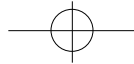
You are responsible for signing up new members or helping your Local or Unit's Membership Committee recruit new members. To do this effectively:

**IDENTIFY** or target new bargaining unit members: newly hired, transferred into the bargaining unit (sometimes without even changing employers), reassigned or displaced to a new bargaining unit or worksite because of a reduction in force or changed from part-time to full-time or from seasonal to permanent.

**CHECK** your collective bargaining agreement(s) for language that requires the employer to provide CSEA with information on new workers on a monthly or quarterly basis. Payroll records are also a source of updating the membership information. If you do not have such a provision, perhaps arrangements can be worked out through labor/management meetings.

**INFORM** your Local/Unit Officers and the Membership Committee once you have identified new bargaining unit members and/or new workers at your worksite.

**MAKE A PERSONAL CONTACT** to welcome the new worker to the Union. This is an opportunity to present CSEA, get to know the new worker, and begin to develop the relationship between the new worker and CSEA. Your Membership Committee may also choose to make the initial contact in writing.



Here are some basic guidelines to consider when you are making a **PERSONAL CONTACT** to a new bargaining unit member or a new worker:

1. Plan when and where you are going to meet with the person. Break time is one possibility because you need only a few moments to introduce yourself and invite them to a New Member Orientation, if one is being planned. At the very least, a personal contact should be made sometime during the worker's first payroll period.
2. Make the person feel comfortable, welcomed and show them that CSEA is a Union that cares about its members. People may feel isolated as they begin a new job and/or experience a certain amount of stress associated with starting a new job.
3. Remember to listen to what is said and to the questions asked. You can build your conversation around the worker's questions or comments. Meeting **ONE-ON-ONE** or as a **SMALL GROUP** gives you an opportunity to learn about the worker(s). You can learn why they came to work for this employer, what their previous work history was and what their interests in the Union are. Remember to:

Show people you care. Learn about what they think and believe.



Be responsive and open to workers' issues. Let them tell you what the problems are, rather than trying to sell them only on what you think the problems are.

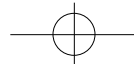
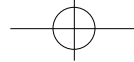
Find some common ground. Don't assume that you know what they want.

Be honest. If you don't know an answer, admit it, but find out. People will know if you're bluffing and you will lose their respect. Tell them when you will get back to them with an answer and be sure that you do.

Explain how the Union, with their involvement, can assist them in the workplace.

CONDUCT A NEW MEMBER ORIENTATION that becomes an opportunity to welcome newly hired or transferred employees to the Union. It is a brief but important introduction to CSEA, the workplace, and how workers are connected to CSEA. It is an opportunity to recruit the worker as a member of CSEA by having them sign a membership card.

A new member orientation may be the worker's first introduction to the Union movement, so it must leave the employee with a positive impression about CSEA. It is a time to educate the worker about the fact that the benefits enjoyed by all workers in the bargaining unit are gained through collective bargaining between CSEA and the employer and not solely from the employer.



How you conduct a New Member Orientation in the workplace varies with the number of different Local/Units in CSEA. In some worksites, the employer gives CSEA access to new workers when they first start working at their jobs. In other situations, the employer may not even conduct orientations for new employees, or CSEA has not been asked to participate in these meetings.

The orientation may be planned for any size group. Any number of Union activists, officers, stewards or members of the Membership or Organizing Committees can conduct the New Member Orientation.

Be aware that a New Member Orientation takes significant planning. Here are some steps to follow:

Plan logistics: date, time and location, refreshments, moderator, etc.

Advertise with a letter of invitation to the new worker and a personal reminder two or three days prior to the orientation.

Present information in a presentation about CSEA and its history; an explanation of some negotiated benefits; handouts about membership benefits; discussion of current activities of the Local/Unit.

You may also wish to review the current contract protections, employee rights under grievance and disciplinary articles, rights during the probationary



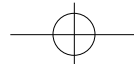
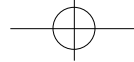
period, entitlement to vacation time, personal and sick time, pay schedules, education opportunities and key issues that CSEA is addressing with the employer.

An orientation should inform the new worker about CSEA. Be sure to include: names of the officers, name(s) of the steward(s) assigned to that worker's work location, and the location, hours and telephone number of the CSEA office.

Provide information and material about CSEA and about the workplace. A new worker's first introduction to the job is usually through the personnel office, where the paperwork for employment is processed. Be aware that material given during the first days of employment may be lost in the reams of material given by personnel. You may wish to prepare handouts to distribute at a New Member Orientation. Develop a customized MEMBERSHIP KIT that will inform the new worker about the CSEA Local/Unit.

### Recruit Agency Shop Fee Payors

Workers in the bargaining unit who pay a fee equal to the amount CSEA members pay in dues are called agency shop fee payors. CSEA must represent these fee payors through the collective bargaining agreement. These workers are not entitled to the privileges of Union membership like participating in CSEA-sponsored programs, voting in Union elections, and voting on the ratification of the collective bargaining agreement.



Many workers who are agency shop fee payors simply don't realize they're not full-fledged CSEA members. They see their money being deducted from their paychecks and assume this means they're paying CSEA dues. They are surprised to learn they're not members and they're angry when they learn this at contract ratification time or when other important issues are voted upon by the membership.

**LOCATE THE AGENCY FEE PAYORS** in your workplace: Where do they work? Are they concentrated in one location? How do these workers break down by occupations? By shift?

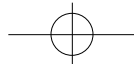
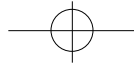
Before starting your recruitment, check with your payroll office to determine payroll codes for members and agency fee payors. Put up a flyer or poster on bulletin boards at various work locations explaining what to look for on the pay stub. (Posters with the state employees' code are available from CSEA Region Offices and CSEA Headquarters.) Add a name or phone number people can contact for more information or to obtain membership application cards.

**PREPARE FOR A ONE-ON-ONE MEETING** telling the worker why he/she should join CSEA. Why do they need a Union? What are the benefits of membership? What do they get for their dues dollars?

Speak with an agency fee payor about what membership in CSEA means:



1. Having a voice in the collective bargaining process. It is an opportunity to provide ideas and input to the collective bargaining team, or perhaps even serving on the team personally. And it gives you the right to vote to accept or reject a proposed contract.
2. Having a voice in how the Union operates. Membership in CSEA means having the right to vote for officers at every level of the Union - Unit, Local, Region or Statewide. And it means having the opportunity to express your opinion on key issues facing the Union, democratically.
3. CSEA-sponsored insurance programs are available only to Union members. These include life, accident and health, automobile and homeowner insurance at very reasonable premiums. Most are also available through convenient payroll deduction.
4. Member Only Benefits are benefit programs available only to CSEA members. These include: the AFSCME Advantage MasterCard with no annual fee, mortgage and real estate programs, scholarship programs, the Union driver and traveler program and discounts on Royal Caribbean Cruises, to name only a few.
5. Communication on a statewide basis with our official monthly newspaper. In addition, many Locals and Units produce their own newsletters to keep members informed of local issues and events.



6. Political action helps us elect or defeat our own bosses. Through political action committees, made up of CSEA members, the Union endorses candidates for office at every level. We back those important endorsements with campaign assistance in the form of publicity, hard-working volunteers and often financial contributions. Through effective lobbying, we also make the needs and concerns of our members known to legislative bodies on the state and local level. The Union has political clout at the national level, where so many key decisions impact public and private sector workers.
7. Contract enforcement occurs through a network of CSEA stewards and grievance representatives representing members in grievance actions and making sure that management lives up to its contractual agreement. Backing up this enforcement are dedicated elected Union officials and a staff of labor relations specialists.
8. Being part of the labor movement where unions have fought for and won workers' compensation, safety laws, free public education, laws against child labor and many other benefits and improvements we now take for granted.

ADDRESS ANTI-UNION OBJECTIONS and develop appropriate arguments before countering them. When you've been recruiting long enough, you'll probably



come across the same arguments for why people won't join the union. These will range from the argument that "it costs money" to the belief that "unions have outlived their usefulness."

Objection #1

"Why should I join the union when I'll get exactly the same wages and benefits without joining?"

Possible Answers:

"We would all receive more pay and benefits if everyone joined the Union. Then the employer would take us more seriously."

"Whether or not you need a union, the Union needs you. Your participation will make the Union more effective."

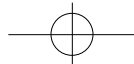
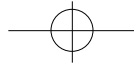
"I'm sure you want to do your share and not have the rest of the workers pay your share."

Objection #2

"I don't believe in unions. They are already too strong (or not strong enough) and they're ruining this country."

Possible Answers:

"Unions are just associations of workers joining together for their mutual protection and a voice on the job. Everyone — farmers, merchants, bankers, companies — joins together today to increase their effectiveness. Why not labor?"



"You talk about union's power, but compare that to the power and wealth of the big corporations."

"Newspapers seem to portray unions as responsible for everything wrong in our society except the weather. Why don't you get involved and see it from another perspective?"

"By saying unions are too powerful, you're saying workers earn too much and have too much of a voice."

Objection #3

"I don't need the Union. The employer is fair. What has the Union gotten for us that we wouldn't have gotten anyway?"

Possible Answers:

"This is a good place to work now, but the Union had a lot to do with it. There's no reason you can't help to try to make it even better."

"Some others here aren't as lucky with their supervisors. They need your help in making the Union stronger and more effective."

Objection #4

"I'm only going to be working here a short while."

Possible Answers:

"While you're here you're getting the same pay and benefits as the rest of us. I'm sure you'd like to do your part to help pay for the cost of these benefits."



“While you’re with us we want you to be one of us. We want you to fit in with the group and be an equal. You’ll enjoy it more and we’ll enjoy having you.”

“When I first came here I felt the same way, but here I am and the Union has fought for protections and benefits for me that I had no idea I would need when I first started this job... you never know!”

Objection #5

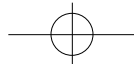
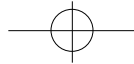
“I can’t afford to strike, and I don’t believe in strikes.”

Possible Answers:

“Only members of the Union can decide whether to strike. If you’re not a member, you won’t have a say.”

“Taylor Law prohibits public employees from striking. And private sector employees are very serious about making that decision. Most successful collective actions on the job today are not because of strikes... they occur because workers form strong unions and bring that power to the bargaining table.”

APPROACH THE AGENCY FEE PAYOR. Sometimes, all it takes is a minute or two for you to point out to an agency shop fee payor that he or she is not a CSEA member, explain what benefits and rights the worker is missing, and get a membership application card signed. Make personal contact with these individuals and stress that full-fledged membership, with all its additional rights and benefits, won’t cost them a single cent more



than they’re already paying.

NOTE: Take steps to encourage employees especially in NYS Locals to take a close look at their pay stubs. For most New York State employees, a deduction coded 212 means the person is paying an agency shop fee; code 201 indicates full membership in the Union. Paycheck stubs for Department of Labor employees are coded 10 for members and 11 for agency shop fee payors. They may not be aware of their membership status.

FIND AND USE ISSUES for conversation with an agency fee payor. Your employer is someone that both you and the potential member have in common. Management has a knack for creating issues for you. The issue might be understaffing, continuing harassment, disregarding safety issues, failing to live up to the contract or dozens more.

TALK ABOUT THE CONTRACT. The contract should be a major selling point for membership. Be familiar with contract provisions and be able to point out contractual benefits the Union has gained for its members. Many local government and school district bargaining units have negotiated a wide range of employee benefits, including dental and other health insurance programs, leave for adoptive parents, numerous holidays and salary rate protection for temporary assignments. Outline the key benefits and working conditions that the CSEA has won for workers at the bargaining table.



NOTE: There are workers in the private sector who are not members and who don't pay agency shop fees. These workers present the greatest challenge for the Stewards because they have to be convinced that the idea of union leadership is a good one and that membership is worth an investment of their hard-earned money.

### Surveying the Membership

#### CSEA Local/Unit Issues Survey

Activist Name: \_\_\_\_\_

Date of Visit: \_\_\_\_\_

This survey is being distributed by your CSEA Steward to tell us which issues you think your Union should be working on in the coming months and to help us prepare for contract negotiations. Please tell us your needs and concerns by filling it out and returning it to your Steward as soon as possible. We will present the results at a future membership meeting and together we will start building a stronger, more effective union!!

Name: \_\_\_\_\_

Home phone #: \_\_\_\_\_

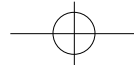
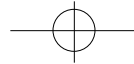
Title: \_\_\_\_\_

Dept.: \_\_\_\_\_

Shift: \_\_\_\_\_

Number of years you have worked for this employer: \_\_\_\_\_

Number of hours you work in an average week: \_\_\_\_\_



1. How would you rate management's concern for their workers?

\_\_\_Excellent \_\_\_Good \_\_\_Poor \_\_\_Bad

2. Which of the following best describes how your immediate supervisor treats you on the job:

\_\_\_Very well-respectful, considerate.

\_\_\_Leaves me alone.

\_\_\_Gets on my case, but it's not a big problem.

\_\_\_Harasses me for everything, including personal matters.

\_\_\_Singles me out for harassment — wants to get me fired.

\_\_\_Other. (please explain) \_\_\_\_\_

3. How do you think your union could do a better job?

\_\_\_Be more aggressive with management

\_\_\_Be less aggressive with management

\_\_\_File more grievances

\_\_\_Train stewards better

\_\_\_Give members more say in union decisions

\_\_\_Have more membership meetings

\_\_\_Have department meetings at lunch time to get our views and tell us what the union is doing

\_\_\_Have more newsletters to tell us what the union is doing

\_\_\_Have social events (suggestions) \_\_\_\_\_

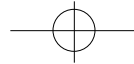
\_\_\_Get more involved in community activities (suggestions) \_\_\_\_\_

\_\_\_Work on different issues (which ones) \_\_\_\_\_



4. Please rank the following issues according to how important you think it is for your union to work harder on them: (VI) very important, (SI) somewhat important, or (NI) not very important.

- a. fairer treatment by supervisors
- b. pay
- c. sick leave
- d. promotions and upgrades
- e. improved working conditions (please describe)
- f. health insurance
- g. more say in what happens at work (please explain)
- h. too much overtime
- i. speed up
- j. discrimination (please explain)
- k. job security
- l. health and safety (please explain)
- m. pensions
- n. job training/appraisals
- o. job training/retraining
- p. parental leave
- q. child care
- r. vacation or annual leave
- s. break or lunch room
- t. discipline procedure
- u. staffing levels
- v. parking
- w. quality of service or product
- x. other



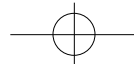
5. Which aspect of CSEA would you like more information on:

- AFSCME Affiliation
- Political Action
- Member Only Benefits
- Local Representatives
- Education available
- CSEA History & Structure

6. For our union to win gains on these issues we need people to join our efforts. Please tell us what you would be willing to do:

- help plan a union social event
- attend a union social event with your family
- be part of a new employee welcoming committee
- attend union meetings (2 hrs/month)
- wear a union button, hat or T-shirt on a solidarity day
- attend a union rally
- work on the union newsletter (1-3 hrs/month)
- help distribute the newsletter (1 hr/month)
- phone other members after work (1-2 hrs/occasionally)
- send out mailings, update files, etc., at the union office
- be part of a union committee (media, membership, political action, health and safety) (1-2 hrs/month)
- hand out leaflets to the public
- file a grievance or sign a group grievance
- sign a petition that would be published in the newspaper
- speak to a church or community group about our issues
- become a steward

THANK YOU FOR YOUR OPINIONS AND YOUR TIME. LOOK FOR A MEETING NOTICE TO FIND OUT THE RESULTS — SEE YOU THERE!



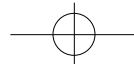
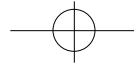
## Choosing An Issue

### Checklist for Choosing an Issue

A good issue is one that matches most of these criteria.

The issue should:

1. Result in a Real Improvement in People's Work Situation. If you can see and feel the improvement, then you can be sure it has actually been won. For example, if in a workplace concerned about ongoing health and safety problems, a promise from the employer to run more frequent equipment inspections would be less valuable than getting a new ventilation system in place.
2. Give Workers a Sense of Their Own Power. Workers should come away from the campaign feeling that the victory was won by them, not by union staff, outside experts, or lawyers. This builds both the confidence to take on larger issues and loyalty to the organization. In addition, it makes it more difficult for the employer to break the Union because the workers feel a sense of ownership.
3. Inspire the Members. Most people will work harder for a cause — for “dignity and respect,” or “justice on the job” — than they will for an extra 2 percent raise.
4. Be Worth the Effort. Members should feel that they are fighting for something about which they



feel good, and merits the effort. If a minor issue would take a major job action to win, involving a great deal of time or risk, then it probably is not worth the effort.

5. Be Winnable. The problem must not be so large and insurmountable so that the Union is overwhelmed and the membership is demoralized in the process. Especially, in the beginning of an internal organizing or contract campaign it is important to start with easier, more winnable issues to build worker confidence and to get them to see that it is worth the effort. In determining what is winnable, it is important to analyze to what lengths the employer is willing to go to fight your efforts.
6. Be Widely Felt. Many people must feel that this is a real problem and must agree with the solutions. It is not enough that a few people in one department feel strongly about it. The best issues affect as many interest groups possible crossing departments, job classification, gender, race and seniority divisions.
7. Be Deeply Felt. People must not only agree, but feel strongly enough to do something about it. It is not enough that many people agree about the issue but don't feel strongly.



8. **Be Easy to Understand.** It is preferable that you don't have to convince people that the problem exists, that your solution is good, and that they want to help solve it. For example, if the issue is a very important change in the pension plan, but one that is legalistic and extremely difficult to describe in language, explain in terms that are easy to understand.
9. **Send a Clear Message to Management.** Effective issues are those that let the employer know that it is a serious concern of the members and that not addressing concerns will serve only to strengthen the Union's resolve and involve increasing cost to the employer. It is essential that it be clear to the employer early on what action it would take to resolve the problem.
10. **Have a Clear Time Frame that Works for You.** An issue campaign has a beginning, a middle, and an end. You should have an idea of the approximate dates on which those points will fall. Some timeframe factors are internal, that is, set by your organization. Some are external, set by someone else. For example, the Union cannot control the existing contract expiration date but they can control when they will start building for the contract campaign. Does the time of major effort in your campaign fall at a particularly difficult part of the year, such as mid-August or

Christmas week? The spring and fall are best for most groups in most places.

11. **Be Non-Divisible.** Avoid issues that divide your membership. Issues that benefit one group at the expense of another are especially problematic. Don't pit older workers against younger workers, black against white, skilled against unskilled, or full-time against part-time.
12. **Build Leadership.** The campaign should have many roles that people can play. Issue campaigns that meet most of the other criteria also build leadership if they are planned to do so. Every time a member is given responsibility and carries it out, they are developing leadership skills whether it is making phone calls, circulating a petition, designing posters, speaking at a rally, writing a newsletter article or running a meeting.
13. **Set the Stage for the Next Campaign.** The best issues are those that help the Union prepare the members for the next issue and the next action. For example: organizing around a health and safety issue can set the stage for fighting for stronger health and safety language in the next agreement.
14. **Win Community Support.** Choose issues which remind the public that better treatment of your members will result in better service, a better product, or a safer and economically stable

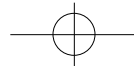
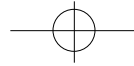
community. Look for issues in which you have guaranteed allies in the community such as environmental groups, civil rights organizations, community organizations and social service agencies.

15. Build Labor Solidarity. Choose issues that will help you link up with campaigns being run by other Unions in your area and will help build the labor movement as a whole rather than just your local union.
16. Be Consistent with your Union's Values and Vision. The issues we choose must reflect our values and vision for society with economic and political justice for all workers and families.  
\*Adapted from: Organizing for Social Change, Midwest Center for Labor Research.

### Developing Strategies and Using Tactics

Issues require action — planned, organized action — by workers to get the desired result. GETTING TO the desired result is called the strategy. There are five major elements to consider in developing a strategy:

1. Long-term, immediate and short-term goals. Long-term goals are the goals that you eventually hope to win. The total plan (strategy) focuses on achieving these goals, some now and some later.



Immediate goals: Do these goals win real improvements in workers' lives? Give workers a sense of their own power? Alter the relations of power? What does it mean to win? How will you know that you have won?

Short-term goals are steps toward your immediate goals. They help you build power and provide small victories along the way to achieving long-term goals.

2. Local/Unit considerations. Here you want to consider what resources you have to address an issue in the workplace: activists' time, money for supplies, stickers, pins, shirts, and Union staff resources.
3. Constituents, allies and opponents. Constituents and allies are those individuals or groups who care about the issues. What do they stand to gain or lose? What power do they have and how are they organized? Opponents are all the groups, individuals and institutions that stand to lose or be very upset if you win. Evaluate how actively each will oppose you and what they will do or spend to defeat your cause.
4. Targets (who can give you what you want). A primary target is the person(s) with the power to give you what you want. A secondary target is a person who has more power over the primary target than you do. You have more power over this person than you have over the primary target.

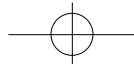
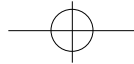


- 5. Tactics. These are steps in carrying out your overall plan. They are specific things that workers do to the people who are targets to put pressure on them. Tactics should be within the experience of your members, but outside of the experience of your targets.

Some ideas of tactics are: media events, postcard campaigns, petition drives, accountability sessions (large meetings with elected officials), solidarity days (using T-shirts, hats, pins, stickers, etc.), letter writing campaigns, education meetings, lobbying, etc.

There are five basic criteria for a good tactic:

- 1. It is focused on the primary or secondary target.
- 2. It puts power behind a specific demand.
- 3. It meets your Union's goals as well as your issue goals.
- 4. It is outside of the experience of the target.
- 5. It is within the experience of your own members and they are comfortable with it.



## Public Employees Fair Employment Act (Taylor Law)

For public employees, your rights and responsibilities as a Steward/Grievance Representative come from the statutory language and interpretations of the Public Employees Fair Employment Act [Article 14 of the New York State Civil Service Law], which is more commonly known as the Taylor Law. The Taylor Law is patterned after the National Labor Relations Act which covers private sector workers.

The Taylor Law, which was enacted by the NYS Legislature in 1967, was New York State's first comprehensive labor relations statute for public employees. The Taylor Law covers all public employees in New York State whether they are employed by the State, or one of the many counties, cities, towns, villages or school districts. It also encompasses employees of public authorities and certain special service districts. Since 1967, the Taylor Law has been amended to include additional protection for employees, employee organizations (unions) and employers.

The Taylor Law:

- 1. Guarantees public employees the right to organize and to be represented by the employee organization (union) of their own choosing and to have the union represent them in

