



EDUCATION DEPARTMENT

Member to Member An Activist Handbook

INTRODUCTION

This handbook is provided to help UAW local unions plan and implement a Member to Member program. While we strongly recommend that those responsible for the success of their local union Member to Member program attend an in-person training, this handbook is designed to allow a local union to start their own program with confidence.

The UAW's Member to Member program has been a big part of our internal organizing strategy for many years. Its goal is to strengthen our union through strong member relationships and communication supported by a dedicated local union activist network system.

When Member to Member is done right, we get more members engaged to help us succeed in our representational, political, and community work. This not only benefits us; it also benefits our family and friends, and supports our bigger goal of building power to win social, economic, and political justice for all.

We know one-on-one conversations inspire unorganized workers to organize through sharing stories and understanding that worker solidarity solves work problems better than struggling alone. That tested organizing technique works well with current members too.

Along with personal interactions, Member to Member uses social media to help us “walk the talk” that our members “are the union.”

HOW DOES THE MEMBER TO MEMBER PROGRAM WORK?

The Member to Member program uses Worksite Coordinators, Organizers and Communicators to create, build and sustain a communication and relationship-building network in each local union-represented worksite. A specific training is available for each union member playing a role in this program.

Worksite Coordinators take a 12-hour class to learn how to map a worksite, train Organizers and Communicators, and shift from an it-can't-be-done mindset to a we-can-do-it mindset.

Organizers and Communicators take a three-hour class to familiarize themselves with the program's structure and communication flow. Role-playing and discussion prepare participants to sharpen their skills to communicate and build relationships with their co-workers.

HOW TO BEGIN THE PLANNING PROCESS

Everyone involved in the Member to Member program should read this handbook and think about how they fit into the program's framework.

A meeting should be convened with responsible local union leaders and interested volunteers. Program planning and implementation should be done by those designated to build and operate the program with the local union leadership's input and support.

Those involved in the planning phase should think about how they can contribute to make the program a success. Members should consider how their skills might be best used and volunteer for roles through appropriate protocol.

If your local union leadership has assigned you to lead as the Worksite Coordinator, this handbook will help you understand how the system works and what your and others' role and responsibilities will be.

The step by step process outlined in the upcoming pages is meant to be clear and complete so you can start working on your Member to Member plan with confidence. Planning forms are included so you don't have to create your own, and a full sample plan is available to keep you on track.

An effective Member to Member program requires dedication, but your efforts will result in a strong and united union membership, engaged in their union and community and prepared to face any and all challenges.

PROGRAM OVERVIEW

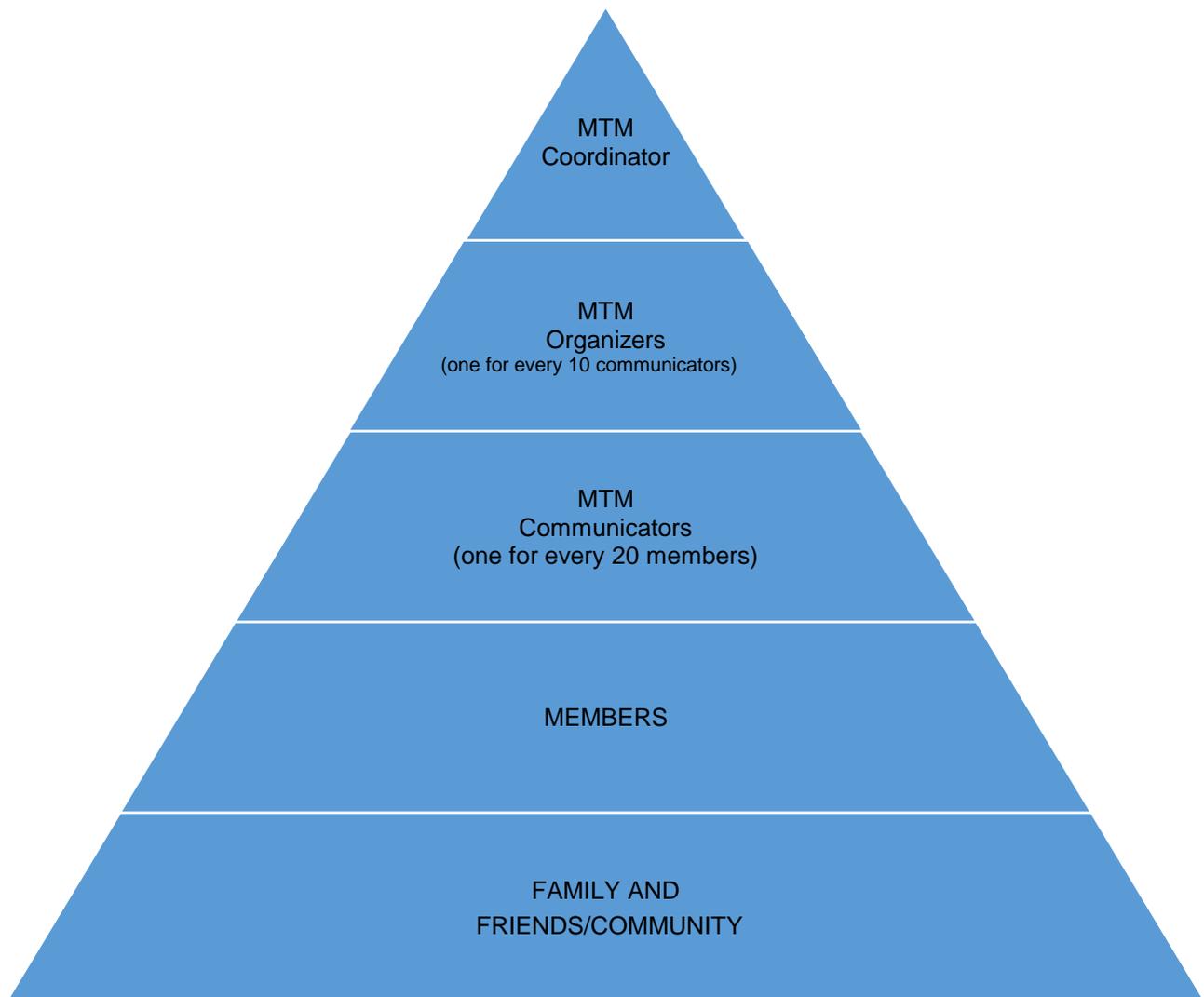
Below is a general overview of the Member to Member program so you can see how the pieces fit together before starting to draft your worksite plan.

WORKSITE PYRAMID

The whole point of the Member to Member program is to reach all members. Having a formal structure to contact members ensures no one will be left out.

While the program can be customized to your particular worksite, follow the suggested general structure as much as possible (shown below).

As you can see, the structure has several levels: Coordinator, Organizers, Communicators, Members, and Family/Friends/Community. Designing the structure in these layers assures that everyone is reached and work is shared.



The **Worksite Coordinator** oversees the entire program. They make sure that one-on-one discussions occur and monitor their effectiveness. Coordinators may develop talking points when needed, distribute materials to Organizers and fill in for Organizers when necessary. They report regularly to the local union president and executive board and may make progress reports to the membership.

Organizers help the Worksite Coordinator recruit, train, and mentor Communicators and keep track of their progress. Organizers distribute prepared material to their assigned Communicators. They also summarize the member feedback provided by Communicators and report the results to the Worksite Coordinator.

Communicators are responsible for engaging in one-on-one contact with their assigned members and having conversations about material they distribute or topics the member wants to discuss, and building relationships with those members. They also relate feedback to their assigned Organizer.

Members receive information from Communicators, discuss it and ask questions, and are encouraged to share the information with **Family, Friends, and Community members**. Through these conversations, relationships are built.

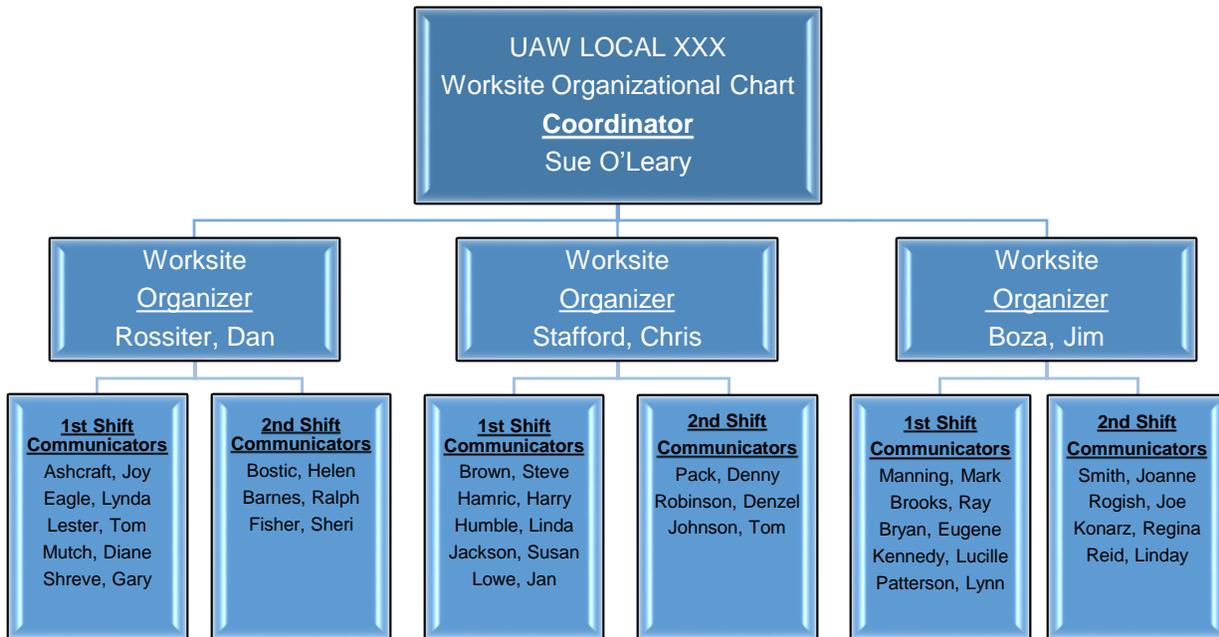
The pyramid model suggests a ratio of one Organizer for every 10 Communicators and one Communicator for every 20 members with one Worksite Coordinator to oversee the entire program.

Let's apply this ratio to a 500-member local to find the suggested number of volunteers. (Fill in the blanks.)

We would need _____ Communicators.
We would need _____ Organizers.
We would need _____ Coordinators.
For a total of _____ Volunteers.*

*For answers and tips to recruit volunteers, see page 36, *Local Union Resources* sheet.

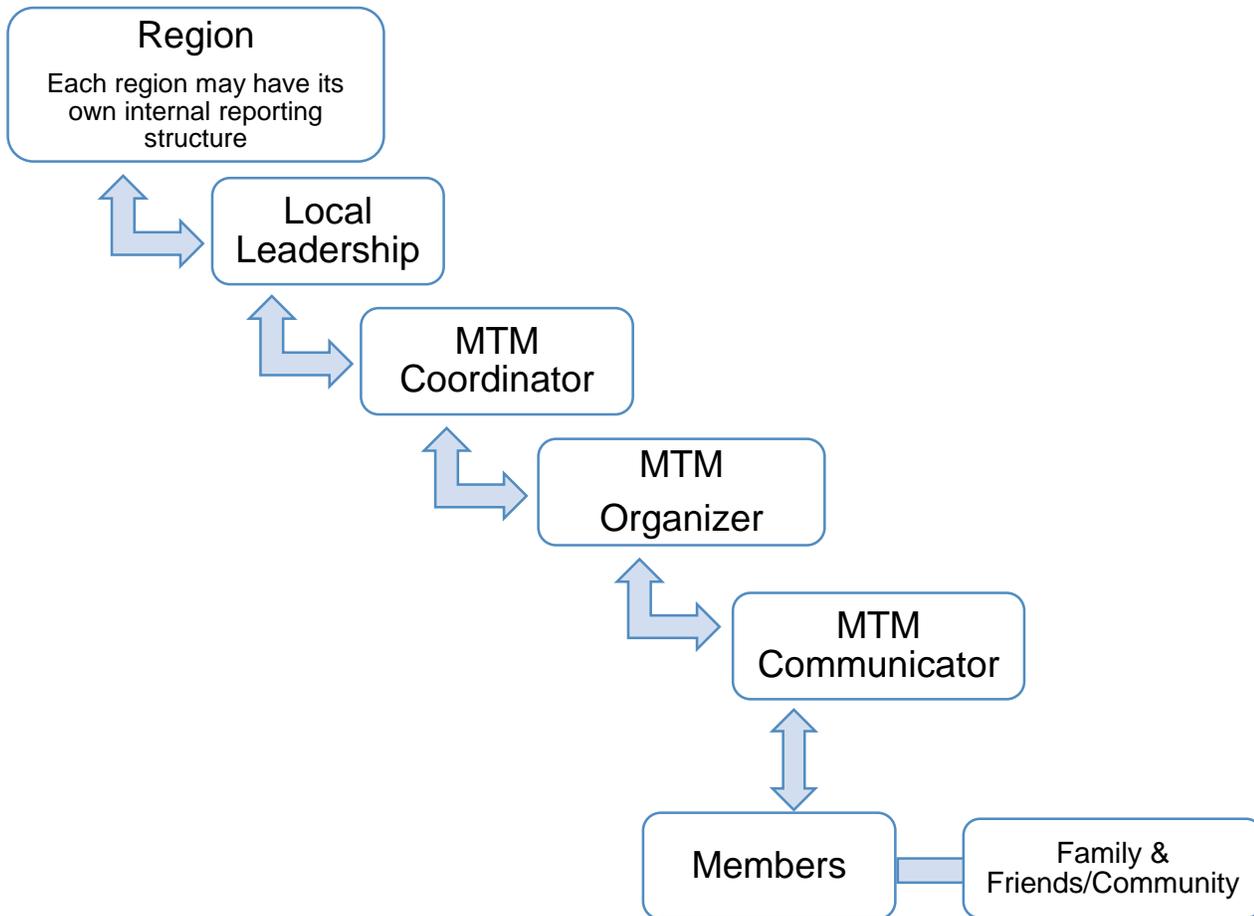
Based on these numbers, your structure might look like this:



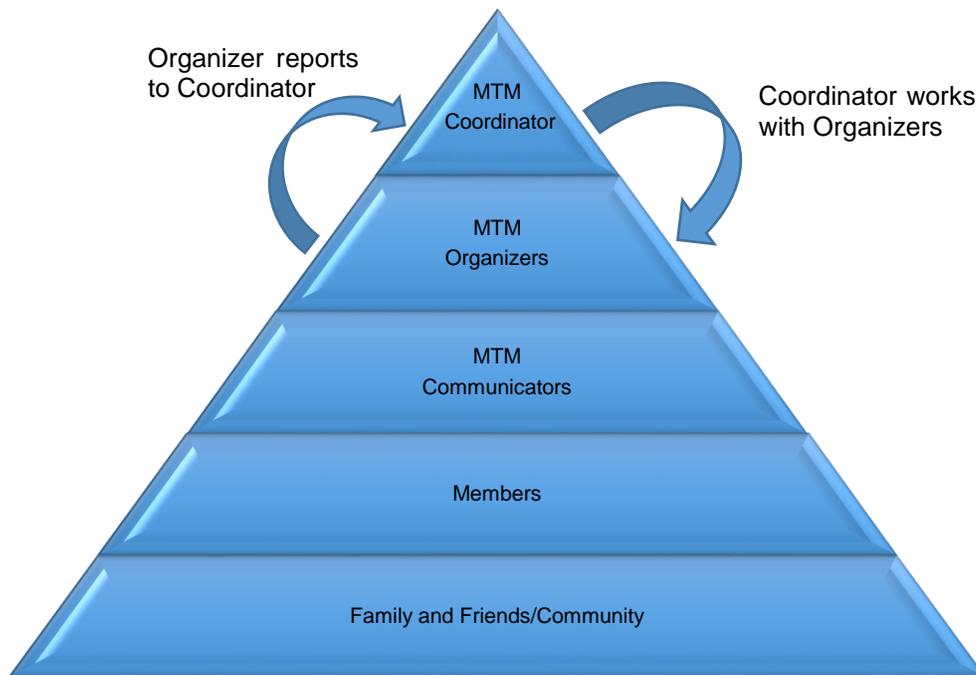
INFORMATION FLOW CHART

To be effective, your Member to Member program must give members the space to voice their opinion – respectfully, but freely. This may make the Member to Member program unlike other member engagement efforts your local union has tried.

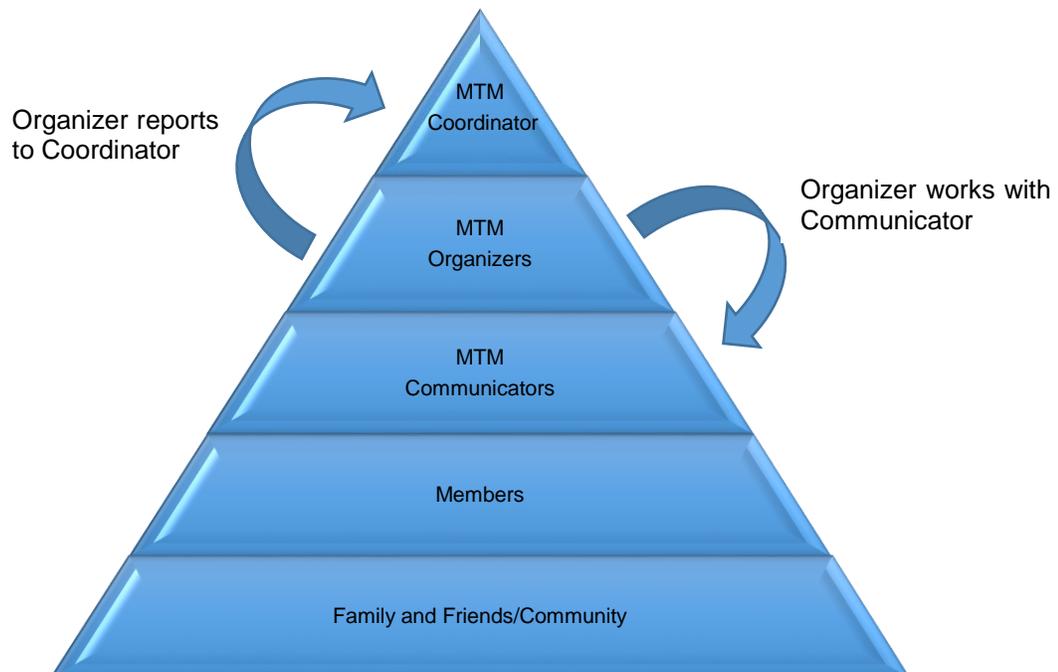
To encourage honest communication and relationship-building, each volunteer in the program structure must pass information received as shown in the Information Flow Chart.



Below is an example of this information exchange. The Worksite Coordinator works with the Organizers to ensure that the information flow operates smoothly. The Worksite Coordinator reports the results of the entire process to the leadership.



The Organizer works with the Communicators to make sure they have the training, materials and information they need to be successful. The Organizer collects and compiles feedback provided by the Communicators and reports it to the Worksite Coordinator.



This process connects up and down the flow chart, with each level reporting to those engaged in the level above and below.

PARTICIPANT DUTIES AND RESPONSIBILITIES

Each volunteer has specific duties and responsibilities that contribute to the program's overall longevity and success.

Worksite Coordinators should:

Be connected to the program by

- knowing the entire worksite layout
- knowing how employees interact
- identifying and understanding work group dynamics and “cliques”

Work with Organizers to

- explain issues, activities and campaigns
- distribute flyers, surveys, or union paraphernalia
- distribute and collect reporting forms

Report to leadership

- survey results
- Organizer feedback
- program problems and successes
- Worksite Coordinator reporting form results

Keep Organizers and Communicators accountable to

- members
- leadership
- program goals

Worksite Coordinators may also

- train and support Organizers and Communicators
- write message points for worksite distribution and local union website, Facebook page
- recruit volunteers
- plan and coordinate activities
- conduct meetings
- get leadership approval as needed
- evaluate system performance

Organizers should:

Be connected to the program by

- knowing the layout of their assigned work areas
- having some mobility to interface with their assigned Communicators
- being able to reach Coordinators by phone, e-mail, text or personal conversation

Work with Communicators to

- distribute information for Member education and conversation
- explain issues and updates
- substitute as needed
- distribute and collect report forms

Work with Worksite Coordinator to

- compile/analyze feedback from Communicators and convey to Worksite Coordinator
- understand issues/clarify questions
- complete reporting form
- support Communicators
- support Members

Communicators should:

Be connected to the program by

- having good rapport with co-workers
- being able to talk easily and authentically about union issues
- being in close proximity to their assigned Members

Develop relationships with Members by

- having conversations
- raising/discussing issues
- listening and gathering feedback
- understanding and conveying concerns
- becoming familiar with worksite and community issues
- distributing and discussing information
- encouraging them to talk to family and friends about labor, community issues

Report to Organizer

- Member feedback
- Member survey results
- Ideas to address issues

Now, you are ready to begin focusing on your own Member to Member program by following the upcoming step-by-step process!

13 STEPS TO BUILD YOUR MEMBER TO MEMBER PROGRAM

There are 13 steps to build your Member to Member program. The Worksite Coordinator is responsible for making sure that all steps are completed on time and that program needs are anticipated and addressed in consultation with those assigned by local union leadership to work on the program.

This section describes each step of the program-building process and coordinates with the Worksite Coordinator Checklist (Handbook Appendix, Document A).

Step 1: Meet with leadership for direction, goal-setting and plan approval

The Worksite Coordinator should meet with local leadership to get direction, set initial program goals and timetable, identify participating activists to recruit, and get overall plan approval to move forward.

The Worksite Coordinator should be familiar with this handbook and be prepared to offer ideas and recommendations for program goals and associated time frames. Once these basics are established, the Worksite Coordinator should draft a launch plan and obtain leadership approval for the plan.

Steps 2-4: Map the worksite

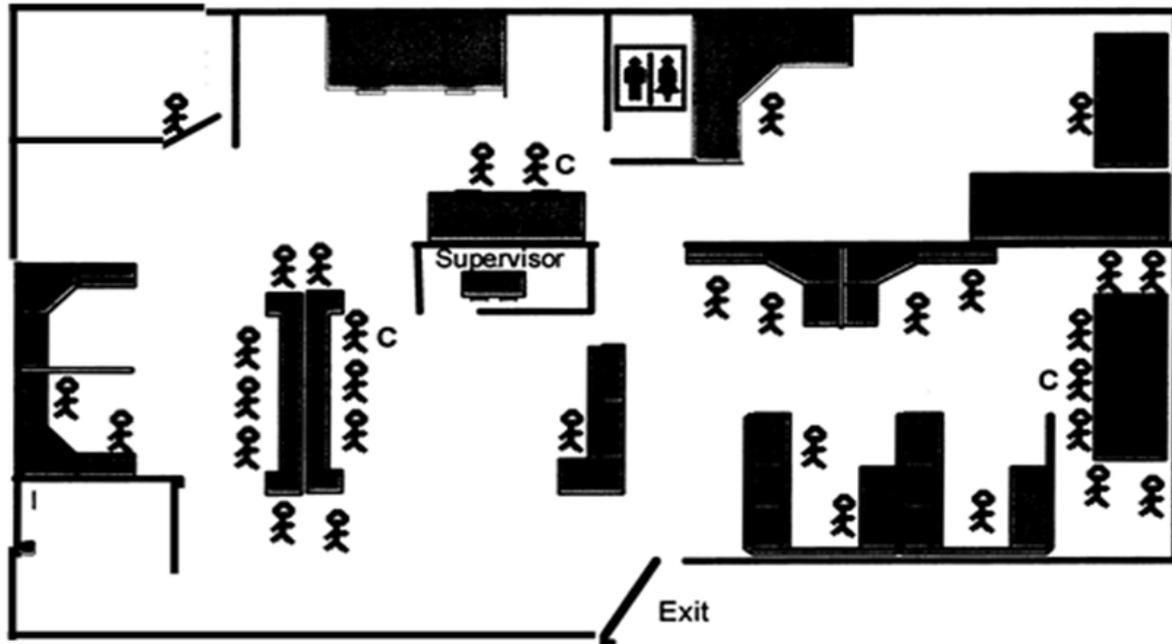
Get list of worker names

Match worker names to location on map

Mapping the worksite accurately is critical to establishing your Member to Member network. Don't neglect it! While this step can seem time consuming, knowing where your members are working in your worksite will give you a valid picture of their location and the resources you'll need to have an effective program.

Not mapping inevitably leaves people out of the network or has them assigned to someone they don't normally interact with. Following the program as constructed will make communication and relationship-building as effective and meaningful as possible.

To make an accurate worksite map, you will need to either draw a picture of the facility yourself or get a blueprint or evacuation plan which maps the worksite. You will also need a list of all employee names. Overtime or departmental lists are usually available to get employee names. You can use a seniority list or an alphabetical employee list, but these lists aren't normally organized by work area, so you will have to reorganize the list into work groups.



After mapping your work site, you will have a realistic idea about how many volunteer activists will be needed to execute the plan based on the pyramid model's ratio of volunteers to members.

Mapping Steps

- ✓ Draw each area of the worksite (use worksite evacuation map if available).
- ✓ Mark where each department is located, the name of the department, and number of employees.
- ✓ Identify workers who can move around freely.
- ✓ Identify natural work groups by location. Use the employee name list and break down into groups of approximately 20 based on the map.
- ✓ Note how many Communicators will be needed in each area.
- ✓ List each worker's name on the Communicator Reporting Form. Each Communicator will be given the form with their list of assigned members.

When all mapping steps have been completed, you will be able to not only identify potential organizing opportunities, but also possible trouble spots that need extra attention.

For example, in the sample map on page 11, you can see that members are concentrated in some areas and not in others. Where members are concentrated, a Communicator has the advantage of being able to talk to more people than the suggested 1 to 20 Communicator-to-Member ratio. On the other hand, where members are isolated or work in small, separated groups, one Communicator might be assigned to develop relationships with just a few members.

The map should include important details that will help determine strategy and needed resources. Location of break areas, entrances, lunchrooms, and management personnel all will help to define where people work, how member interaction occurs, obstacles Communicators may face, and how many and which Communicators should be assigned. For example, it would not be effective to assign an activist to be a Communicator assigned to a co-worker who is in the same department but is separated from the Communicator by a wall that interferes in their ability to interact every day. Without a detailed map showing this physical division, one might assume that the Communicator would be a good match to work with this member.

Step 5: Complete the Local Union Resources Worksheet

The Member to Member program cannot be sustained by the Worksite Coordinator alone. The design and spirit of the program dictate that this is not a one-person job. You need volunteers to activate and sustain the program.

One place to find volunteers is your local union's activist base. Assess the strengths and weaknesses of your volunteers and assign each person to be an Organizer or Communicator. If your local union doesn't have a wide activist base, use the Member to Member program to inspire new volunteers to get involved in their union and build that base so that the core group of "go to" members doesn't burn out.

Use the Local Union Resources worksheet (Handbook Appendix, Document B) to help you figure out how many volunteers you have and how many more you need to reach your members. An example using a 500-member local is below to help you.

Local Union Resources

IDENTIFY: Your Local Union: _____ Worksite*: _____

I. Provide the following information and perform the necessary calculations:

- A. Number of people in the bargaining unit 500
- B. Determine the number of Communicators needed by dividing (A) by 20 25
- C. Determine the number of Organizers needed by dividing (B) by 10 3
- D. Total Communicators and Organizers needed (B + C) 28

II. Look at your current local union structure and indicate or estimate the following:

- E. Number of active standing committee members 30
- F. Number of appointed union representatives (if applicable) 0
- G. Number of other union activists 3
- TOTAL Potential Communicators (E + F + G) 33
- H. From the total above, how many of these potential Communicators can you count on? 18

III. Look at your present local union leadership structure and indicate or estimate the following:

- I. Number of Local Union Officers 5
- J. Number of Executive Board Members 8
- K. Number of Committeepersons/Stewards 4
- TOTAL Potential volunteers (I + J + K) 15

NOTE: Elected and appointed leaders and grievance handlers should not be a long-term source of Communicators because they have many other union duties. However, in many cases, they will want to be directly involved in the beginning to set the program's tone.

- L. From the total above, how many of these potential **volunteers** do you think you can count on? 8

IV. Local Union Total

- M. Local union volunteers you can count on (H + L) 24

Compare answer IV. (M) to I. (D). Making this comparison will let you know if you have enough volunteers to implement the program.

- Minimum number of volunteers needed 4

*If multiple worksites, use separate worksheet for



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Activist Handbook

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Using the 500-member local example, you can see how this form should be completed.

Section I identifies the number of volunteers you need.

Line I A: You have **500** members to engage.

Line I B: The ratio of Communicators to Members is 20:1, so **25** Communicators are needed (500 divided by 20 equals 25).

Line I C: The ratio of Organizers to Communicators is 10:1, so **3** Organizers are needed (25 divided by 10 equals **3 rounding up**).

Line I D: **28** volunteers are needed (25 Communicators plus 3 Organizers).

Sections II and III estimate the number of volunteers who can be drawn from the local's activist base.

Line II E: This local has six active five-member committees, yielding **30** potential volunteers.

Line II F: This local does not have any appointed representatives, yielding **0** potential volunteers.

Line II G: Estimate the number of your local union's activists or "go to" members who don't have an official role. This local has **3** members who faithfully volunteer to help.

The total potential volunteer pool for this local union is **33** (30 committee members and 3 activists equals 33).

Line II H: Active local members have legitimate reasons for not volunteering to help with a project. Some have family responsibilities; others already serve on more than one local committee. In our example, of the 33 potential volunteers, it has been estimated that **18** can volunteer for the Member to Member program.

Lines III I, J, and K:

This local has **4** officers, **7** other executive board members, and **4** committeepeople/stewards, yielding another **15** potential volunteers.

Line III L: Because local officers, executive board members, and committeepeople/stewards are already incredibly busy and are not expected to also carry Member to Member duties, it is determined that **6** of these 15 leaders can volunteer for Member to Member.

Line IV M: The number of potential volunteers who can be counted on to carry the Member to Member program is **24** (18 active members and 6 leaders equals 24).

Line I D shows that you need 28 Communicators and Organizers and Line IV M shows you have 24 volunteers you can probably recruit. That means you need **4** more volunteers.

Step 6: Contact your volunteers and get commitments

Using your Local Union Resources worksheet, contact all potential volunteers for the Member to Member program and ask them to complete the Member to Member Commitment Form (Handbook Appendix, Document C). If your contact can't volunteer, ask them to help find a member who can.

Don't forget that elected and appointed local union members are great volunteers to have in the early days of your program because they know so many of the local members and their participation signals to members that Member to Member is an important local union program. However, as already noted, they may need to be replaced eventually because of their other duties.

**Member-to-Member
Commitment Form**

Yes, I want to build the power of the union! I can commit to keeping our members informed and relating their views to the leaders of our Local Union.

Name: _____

Cell Phone Number: _____

Email: _____

Local: _____

Worksite: _____

Department or Area: _____

Shift: _____

Check one of the following:

Worksite Organizer, helping recruit 10 Communicators and meeting with them.

Worksite Communicator, talking one-on-one with members and distributing and collecting information and fliers.

Other (database work, recruiting volunteers, helping with social media)

I understand this work will be done during breaks, lunch, and before and after work.

Signature

Date

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Step 7: Recruit Additional Volunteers

If you need more volunteers, seek them out at union meetings, standing committee meetings, and in the lunchroom or breakroom. Be honest and enthusiastic when telling prospective volunteers what is expected. Let them know how meaningful participating in your Member to Member program will be and how excited you are to be part of it.

AFL-CIO studies have shown that members volunteer for various reasons, including the following:

- ◆ They perceive that the issue is important.
- ◆ They feel a sense of responsibility to their fellow members.
- ◆ They feel a camaraderie and identification with people.
- ◆ They have an idealism and commitment to workplace justice.
- ◆ They have expectations of success or gain.
- ◆ They have confidence in the role they are asked to play in the project.

These same studies show why people *don't* volunteer.

- ◆ They feel that the issue is not important.
- ◆ Not enough or too much time is required.
- ◆ They feel that the recruitment is too impersonal.
- ◆ They had a negative past volunteer experience.
- ◆ They think they may fail or lose something.
- ◆ Their role or responsibility is unclear.

Based on the above, volunteer recruitment and retention is more likely to succeed under the following circumstances:

1) Personally ask the person for their commitment. You can phone, text or email to follow up, but that first contact should be face-to-face. When you take the time to talk with someone, you send the message that you think the project and their participation are important. It's also harder for a potential volunteer to turn down your request in person.

2) Define the task(s) and specify the time commitment. Before you talk to anyone, make sure you know the key elements of the job and the time it will take from beginning to end.

3) Evaluate who can best do each job. Different people are comfortable doing different tasks. Whenever possible, ask potential volunteers to help with activities they have already demonstrated some ability or interest in doing.

4) When possible, choose a recruiter who is a friend of the potential volunteer. The more the recruit can trust the recruiter, the more likely they will respond favorably.

5) Emphasize the importance of the task. Show how the request is related to the union's larger goals.

6) Ask questions and listen. By asking questions and listening, you send the message that you value the recruit's input. As you learn more about the recruit's goals and attitudes, you can reassess #3 and link their personal goals with #5. Good, open-ended questions can also identify fears and past negative events or misunderstandings that may inhibit participation.

7) Be enthusiastic about the campaign. Your mood will influence how persuasively you present your case for volunteer action to the recruit.

8) Train volunteers as necessary. Good implementation of #3 will help you address additional training to make the volunteer even stronger and more confident.

9) Spend time on following lines of communication and authority within the campaign structure. There is no quicker route to dysfunction and failure than not laying out a clear protocol for communication.

10) Recognize volunteers. Give them union paraphernalia to identify them as an activist, thank them publically in the local union's newsletter, website and Facebook page. Thank them privately for their hard work to build their union.

11) Have officers participate in program. Participation by leadership early in the program reinforces its importance and the high value placed on the role of volunteers.

12) Set high standards. Volunteer goals should be serious, but realistic. If certain volunteers aren't able or willing to help meet program goals, offer help, review the assignment, or reassign the volunteer.

Use the Member to Member Commitment Form to document volunteer commitments and personal contact information. It's best to complete the commitment form with the volunteer and take it immediately. However, if you need to leave the form with some of your recruits, be sure to collect all forms within a day or two after your initial contact and review all forms to schedule assignments. Be sure that the form includes the date you contacted the volunteer, the assignment they committed to perform, and the date and time of their assignment.

Step 8: Prepare Volunteers

Worksite Coordinators, Organizers, and Communicators will need some training to perform their Member to Member roles for a successful program. Locals should follow proper protocol to request UAW Education Department training or other assistance when needed.

If formal training is not sought, practice sessions and role-playing should be scheduled for all Member to Member program participants to build skills and confidence. Practice is important so that all involved can get to know one another better, learn communication skills, and expand their knowledge of the issues that will be conveyed to members. The practice session should also include training on program logistics and reports to ensure that information is flowing properly.

Communicators can also critique each other in a safe atmosphere and make adjustments before talking to their assigned members in the worksite. Remind Communicators that their assigned members may want to discuss unrelated but legitimate issues.

It will be best for all concerned if, after listening to the member, a standard response is agreed on for such concerns to be conveyed to that member's worksite representative or other leadership. Don't dissuade members from voicing their opinions, even if you disagree or aren't the right person to handle their issue.

Step 9: Make Contact

When Communicators are ready, it's time for them to start engaging with their assigned members. Contact may involve providing the member with written information, such as worksite health and safety issues, bargaining gains, recreational opportunities, local union news, charity events, or CAP and V-CAP activities.

Communicators will convey information to their assigned members in many different forms, including printed or digital leaflets, announcements, and surveys.

The Handbook Appendix includes samples of information covering a broad range of subjects to give you an idea of what can be done at your local union.

Leaflet with talking points. Leaflets provide information and give us a chance to give members facts about a particular issue. For example, see Sample #1, "We Know Who Calls the Shots." This information came from the National CAP Department and deals with an NLRB decision holding joint employers accountable for following labor law. Obviously, this issue is important to our members and their families.

Worker-to-Worker

**Understanding the Issue
Talking Points**

The National Labor Relations Board (NLRB) is an independent federal agency that is responsible for protecting workers' rights. The NLRB issued a decision Aug. 27, 2015, closing a loophole that many employers had exploited to prevent workers from exercising their rights to collectively bargain. Specifically, more and more manufacturers have been using third party staffing agencies to "hire" their employees, making them unaccountable to their workforce. This model is used extensively by Nissan, BMW, and many others to hire "permatemps". These are not temporary workers in the traditional sense. Permatemps can work side-by-side with regular employees for unlimited periods of time, often years, but receive inferior wages and benefits. The NLRB acted to end this shell game by affirming the basic principle that two or more employers are joint employers of the same employees if they "share or co-determine those matters governing the essential terms and conditions of employment."

In the case before the NLRB, Browning-Ferris Inc. ("BFI"), used a contractor named Leadpoint to hire workers. BFI, who controlled the speed of the conveyor belt where employees sorted materials, prohibited Leadpoint from raising wages above a specified cap without BFI's permission, and determined the shift times and the number of people on shifts. As a result, Leadpoint and its employees represented by the International Brotherhood of Teamsters (IBT) were unable to negotiate a meaningful collective bargaining agreement. In response, the NLRB ruled that BFI could no longer hide behind Leadpoint and had to negotiate with their workers. The Browning-Ferris decision allows workers to know "who's the boss." Now, right-wing groups are working to reinstate this loophole and uphold the "permatemp" model. We cannot let them succeed.

Call your member of Congress and tell them to support the Joint Employer rule by opposing legislation to roll it back and by supporting the WAGE ACT, which would make the NLRB's interpretation the law of the land.

- The NLRB Joint Employer decision is NOT a wild departure from existing law. The standard used in this case is a standard previously established by the NLRB before the 1984 Reagan-era board arbitrarily narrowed the test.
- The NLRB decision does not upend business as we know it. A joint employer is determined by the board on a case-by-case basis. Every employer in an entire industry is not automatically deemed a joint employer under the NLRB's definition.
- If an employer is found to be a "joint employer," that does not mean the employer is accountable for every aspect of the job. Such status will only require the joint employer to bargain with respect to those terms of employment over which it possesses sufficient control for bargaining to be meaningful.
- The NLRB's Joint Employer Decision ensures that worker protections keep pace with America's economic realities.
- Working people must not be prevented from speaking up together for higher wages and better working conditions.

Support the WAGE ACT and Fair Pay for All Workers

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Sample #1

Member-to-Member

**We Know Who Calls the Shots!
But anti-worker legislators want us in
limbo, wondering: Who's the Boss?!**



If anti-worker members of Congress have their way, it might be close to impossible to bargain with the company you work for.

In recent years, more and more companies have used staffing agencies to lower our wages and prevent us from having a voice on the job. Companies have been using loopholes in our laws to avoid accountability by falsely claiming that we don't work for them. The result? We can be stuck in an endless legal limbo with little to no recourse if we get sick, injured, mistreated, or underpaid.

Recently the National Labor Relations Board (NLRB) rightly decided that workers should be able to negotiate with and hold accountable the employer who actually controls the terms and conditions of their jobs, not just the staffing agency that signs the check.

Now, anti-worker politicians are working to keep this loophole open. We cannot let them win. The UAW is fighting back:

- Tell your members of Congress to **support the NLRB's joint employer decision** that allows workers to negotiate with and hold accountable their employer.
- **Oppose legislation** that undermines workers' ability to speak up together for higher wages and better working conditions.
- **Support the WAGE Act**, which would put the NLRB's decision into law and create a strong incentive for companies that use staffing agencies to pay close attention to their labor practices and the practices of their contractors.

**The NLRB issued the right decision
on Joint Employer**

Join the fight to stop the U.S.A. from becoming a
Permatemp Nation!
Call your representatives and urge them to support the
WAGE Act and oppose legislation to roll back the NLRB's
joint employer definition.

Prepared by UAW National CAP for Member-to-Member distribution among UAW members and their families.

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Because we don't expect Communicators to be experts on all issues, message points are often created to help them converse with their assigned members.

Message points are usually one line or a short paragraph to help the Communicator discuss a topic with a member. Points may be provided by the International Union or your Region, or they may be written by the Member to Member team. Message points are meant to provide a framework to have a conversation with a member. They should not simply be handed to a member or left in their work area without a discussion.

Informational Announcement. When your local plans activities, an informational flyer or Facebook or website announcement helps get the word out and people involved. The Member to Member network is a great way to get information to members through personal contact and invitation, which increases the chances of member participation.

Survey. Sometimes, Regions and locals survey members to learn about the issues members care about. A well-designed survey can be an effective tool and gather information on member:

- ◆ Bargaining priorities
- ◆ Opinions about their union
- ◆ Health and safety issues
- ◆ Desire to volunteer or get more involved
- ◆ Activities they'd like their local to host

Sincerely asking members what they think lets them know that they “are the union” and helps them connect to other members through the information-sharing activity. This understanding gives members a powerful and important reason to complete the survey.

Using the Member to Member program for information distribution allows Communicators to have direct member interaction and build relationships that strengthen the member and the union.

Handbook Appendix, Document F, Sample Bargaining Questionnaire, and Handbook Appendix G, UAW Member to Member Survey, are examples of surveys that give members a formal opportunity to be heard.

All surveys should have a cover letter or introductory paragraph signed by the leadership indicating why the information is needed and what will be done with it. No survey should be distributed if the results are not going to be reported back to members. Handbook Appendix, Document H is a Survey Tally form to help record results.

Sample Bargaining Questionnaire

Dear Member:

We are distributing this questionnaire to help us prepare for our next contract negotiations that begin in January. The completed surveys will be carefully tabulated and the results will be used by your bargaining team to determine which issues are important to you and to help us develop proposals and set priorities.

Prior to filling out the questionnaire, try to discuss the questions with your co-workers and, if you have any trouble, contact your union representative. If the space provided is insufficient for your response, please use additional pages.

We will report the results of this survey soon after they are tabulated.

In Solidarity,
(Union president's name and signature)

What are your bargaining priorities?		
Insurance Benefits	YES	NO
Do you consider the health care benefits in the current contract adequate?		
Are the benefits in our current dental plan adequate?		
If not, what should be changed?		
Is our current life insurance adequate?		
If not, what should be changed?		
Is our current pension plan adequate?		
If not, what should be changed?		
Wages	YES	NO
Do you favor an annual percentage wage increase for everyone?		
If yes, how much should that increase be?		%
Do you favor a flat cents-per-hour increase for all classifications?		
If yes, how much should it be per hour?		Cents
Shift Differential	YES	NO
Is the current shift differential of 50 cents per hour adequate?		
If not, what should it be?		Cents
Is the increase in the shift differential a higher priority than a general wage increase?		
Sick Leave	YES	NO
Is the current sick leave policy fair?		
If not, how should it be improved?		
Increase rate of accrual?		
Eliminate waiting period?		
Provide sick leave for family illness?		
Provide sick leave cash out upon retirement or termination?		

F

(Sample)

Region _____ Local Union **XXX** Worksite _____

UAW Member-to-Member Survey

This year is an election year and we need your input! Please take a minute to complete and return this survey. All individual responses are strictly confidential.

- Check the three biggest concerns facing working families today.
 - Crime
 - Economy Inequality
 - Corporate greed
 - Public Infrastructure (Roads, bridges, water system, etc.)
 - Trade
 - Environment
 - Taxes
 - Job security
 - Work/Life Balance
 - Health care
 - Homeland security
 - Medicare/Medicaid
 - Immigration
 - Social Security
 - Excessive work hours
 - Education
 - Other: _____
- What are the most preferable or effective ways that you receive information from your union?
 - Website
 - Facebook page
 - Leaflets/Flyers
 - Mail
 - Talking to others
 - Phone
 - Union meetings
 - Newsletters/Magazines
 - I don't receive information from my union
- What kinds of information would you be most interested in receiving from your union? Please rate 1-4, with 1 being the most important.
 - _____ Worker issues
 - _____ Government issues
 - _____ Community issues
 - _____ Consumer issues
- Would you be willing to share information, when received, with family and friends?
 - Yes
 - No

G

Please note that these surveys are samples. Develop your questionnaires after consulting with appropriate leaders and members. If you've never designed a survey, you can request a "Survey Design" training from the UAW Education Department through proper protocol.

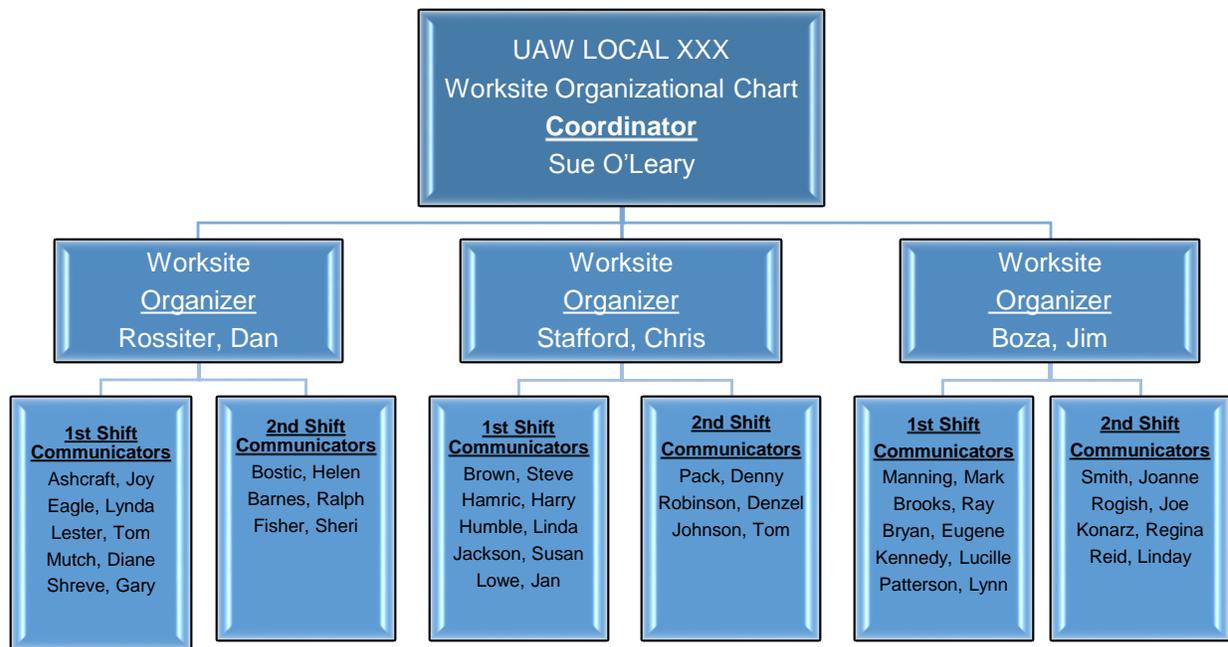
Making Initial Contact. Whichever way you choose to make first contact with members, your initial contact will give everyone involved in the Member to Member program a good idea how the network is operating and weaknesses in the system.

We suggest that you start your first member contact with a survey because this is an excellent way to test how your new Member to Member structure operates and sends members a strong message that their opinions matter and Member to Member gives them an outlet to communicate and build a relationship with their union.

Step 10: Complete and Collect Reporting Forms

Progress must be tracked to assess how well the Member to Member program is working. To make tracking easier, there is a reporting form for each level of the Member to Member structure.

Sample reporting forms have been completed using Local XXX as an example.



Local XXX used a survey to make its first contact with members. Looking at the chart, you can see that Joy Ashcraft is one of the first shift Communicators. She, along with seven other Communicators, reports to Dan Rossiter, who, with Chris Stafford and Jim Boza, reports to Sue O'Leary.

**Local Union Member-to-Member Program
Communicator Reporting Form**

Communicator's Name: Joy Ashcraft
 Worksite Assignment: Building One
 Project/Issue: Bargaining Survey Date: 4/21

Member's Name (List each member)	Date Contacted/ Status	Member Comments
1. Garnet Jones	4/21	Needs child care provided. Someone finally asked her opinion.
2. Brenda Brown	4/21	No forced overtime.
3. Fred Smith	4/20	
4. Eddie Clay		
5. Jack Boman	4/21	Management should provide prescription safety glasses. He's glad he gets to have a say.
6. Stella Glory	V	
7. Elvie Hudson	T	
8. Joe Jackson	4/20	Higher wages. Happy to give input.
9. Mary Brown		
10. Sue Perry	4/20	No comment.

Communicator Reporting Form. Joy will receive a form from Dan that has the top filled out and the names of all of the co-workers she needs to contact. Handbook Appendix, Document I is a blank Communicator reporting form.

Throughout the day as she has time, Joy hands out the survey and discusses its importance to members on her list. Some members complete the survey immediately and hand it back to Joy. She writes the date of the return next to their name. Specific comments are written in the comments section next to the member's name and date.

As you can see, some members return the survey to Joy the next day. Joy records this information along with any comments. If any of her assigned members are sick (S), or on vacation (V) or have transferred (T), Joy notes the corresponding letter from the bottom of the second page of the form and places it in the "Date Contacted/Status" column.

If someone has a (T) in the "Date Contacted/Status" column, indicating a transfer, the Organizer must be notified so that the member can be contacted by the appropriate Communicator. Similarly, if there are any people working in the assigned area who are not on the list, they should be added and the Organizer should be notified.

If Joy cannot locate any assigned members and she knows they are not sick (S), on vacation (V) or transferred (T), then the "Date Contacted/Status" column should be left blank. In the sample, you can see that Joy did not contact Eddie Clay and Mary Brown, and because they could not be accounted for, nothing is entered in the "Date Contacted/Status" column for them.

After Joy canvasses her co-workers, she uses the space at the bottom of the reporting form's second page to give her observations or comments. In this case, Joy noted that her assigned members seemed happy to be asked to give their input. When Joy completes the form, she makes sure Dan receives it.

**Local Union Member-to-Member Program
Organizer Reporting Form**

Organizer's Name: Jim Boza
 Date: 4/22 Project/Issue: Bargaining Survey

Name of Communicator	Member Contacts Assigned	S-V-T Status	Member Contacts Made	Summarize Members' Comments
1. Joy Ashcraft	10	2	6	Items mentioned: needs child care, no forced O.T., need prescription safety glasses, and higher wages.
2. Lynda Eagle	20	11	9	
3. Tom Lester	22	6	16	
4. Diane Mutch	21	6	15	This dept. had many H&S concerns as well as too much forced O.T.
5. Gary Shreve	25	8	17	
6. Helen Bostic	18		18	
7. Ralph Barnes	24	5	19	Workers want more drinking fountain less O.T., and paid day care.
8. Sherri Fisher	20	2	18	

Organizer Reporting Form. When Dan has all of the Communicator forms he is responsible for, he starts his own reporting form, which has a list of all his assigned Communicators. Dan simply transfers numbers from each Communicator's form next to their name and summarizes any member comments. Handbook Appendix, Document K is a blank Organizer reporting form.

For example, Joy was assigned **10** members, had **2** on S, V, or T and recorded **6** contacts. In Ralph's area, he had **24** members assigned and accounted for all either personally (**19**) or by indicating they were S, V, or T (**5**).

Member comments are recorded next to each Communicator's name. This insures that the member input will flow up the structure chain to the leadership.

The Communicators' comments are summarized and Dan adds his own comments or observations in the last section, "Your Comments."

When his form is complete, he gives it to Worksite Coordinator Sue O'Leary.

Coordinator Reporting Form. As Worksite Coordinator, Sue O' Leary completes her form as a worksheet for a report to the leadership. This format is helpful because it makes it easier to prepare promised reporting of survey results to members. Handbook Appendix, Document K is a blank Coordinator reporting form. Sue has the three Organizers listed and records the numbers provided from each of their forms.

- Column **A** shows the breakdown of the **500** workers assigned to be contacted.
- Column **B** shows totals of each Organizer's S-V-T members.
- Column **C** shows that **387** members were available on the day(s) that the one-on-one contacts were made.
- Column **D** indicates that **336** contacts were actually made.
- Column **E** shows that **51** workers could not be accounted for.

Local Union Member-to-Member Program Coordinator Reporting Form					
Coordinator's Name: <u>Sue O'Leary</u>					
Date: <u>4/23</u> Project/Issue: <u>Bargaining Survey</u>					
Organizer's Name	A Members Assigned	B Members Off (S-V-T)	C Members Available	D Actual Contacts Made	E Members Not Accounted For
Jim Boza	160	40	120	118	2
Chris Stafford	160	32	128	108	20
Dan Rossiter	180	41	139	110	29
TOTALS	500	113	387	336	51

1. Members available (A minus B = C)	<u>387</u>
2. Contacts Made (Column D)	<u>336</u>
3. Percentage of members reached of those available (D divided by C)	<u>87%</u>
4. Percentage of members reached of total workforce (D divided by A)	<u>67%</u>

Critical issues of concern: Excessive overtime, health & safety, day care

Once the columns are totaled, the portion of the workforce contacted can be calculated. Lines 3 and 4 differ because they capture the percent of the workforce contacted as a proportion of those available (**87 percent**) and of the total workforce (**67 percent**), respectively. The first number gives a better measure to evaluate whether the local union Member to Member structure is working; the latter number tells us what proportion of members are being reached.

At the bottom of her form, Sue lists critical issues and summarizes member comments for the local leadership.

These forms provide two types of feedback. First, you can tell how the Member to Member process is working by analyzing the distribution and reporting numbers. Second, you build trust and rapport with members when they know that their feedback is quickly and accurately going to leadership.

Step 11: Evaluate and Modify As Needed

You may have realized by now that you will need to constantly evaluate and modify your Member to Member network as needed to make sure it is working. Here are some typical scenarios that indicate that evaluation and possible modification are needed.

- ◆ If an unusually high number of members assigned to a particular Communicator refuse to fill out the survey, ask:
 - Is the Communicator using the right approach?
 - Does the Communicator have credibility with their assigned members?
 - Is the Communicator talking to their assigned members when they are too busy or distracted to respond?

- ◆ If the same number of surveys that were distributed aren't returned and no explanation is given, ask:
 - Did the Communicator receive proper preparation for the job?
 - Does the Communicator need more training?
- ◆ If the Communicator returns incomplete surveys, ask:
 - Did the Organizer explain the form correctly?
 - Did the Communicator and members know that the survey results would be reported?
 - Was the survey too complicated or confusing?
- ◆ If some Communicators don't return the survey, ask:
 - Was the importance of returning completed surveys stressed?
 - Does the Communicator really want to volunteer?
 - Is the Communicator comfortable with their role?

Asking these good questions and others will allow for an assessment to pinpoint what worked and what didn't work, and help determine good solutions for each situation.

Look at Joy Ashcraft's reporting form. She didn't account for two co-workers. Sometimes, there are reasons why contacts are missed, such as a member worksite location change or failing to include a remote worksite when mapping took place originally.

Other issues such as language barriers, cultural differences, and personality conflicts, can also account for missed contacts. In our example, Dan Rossiter talked to Joy and determined that the two unaccounted for co-workers were attending training classes and would return to work next week.

While every local will have unique problems and unique solutions, here are some common communication problems and recommendations for resolution:

- ◆ Work with the Communicators to see how they are approaching their assigned members and whether they are engaging members effectively.
- ◆ Role-play the member contact with the Communicators ahead of time and discuss any communication issues.
- ◆ Practice helpful conversation openers such as:
 - "Do you have a few minutes to talk?"
 - "You look busy. When can I come back and talk for a few minutes?"
 - "We'd really like your input on this."
- ◆ Encourage Communicators to support and mentor one another. Sharing strategies for successfully engaging members builds solidarity among volunteers and could work for others.

The important thing is to identify problems, figure out why they are happening, and problem-solve immediately to resolve issues you can control or influence.

Step 12: Report Results to Members

Member to Member program successes and other results should be reported through all of your local union's communication avenues. This includes regular membership meetings, informational Member to Member flyers, your local union website or Facebook page, or in casual conversations in the worksite.

The best reports are short and to the point. Highlight one big message or use bullets to summarize a few related points to help organize your message so that members can follow and incorporate what you convey into their learning and own conversations.

More formal reports – especially to leadership to report goals, numbers, and recommendations – should contain the following information:

- ◆ Purpose of the activity
- ◆ Date started/finished
- ◆ Schedule of the event
- ◆ Current status
- ◆ Plan for future activities
- ◆ Request for help or additional resources
- ◆ Successes and areas for improvement
- ◆ Goals and objectives achieved
- ◆ Next steps

Reporting to leaders and members helps make the Member to Member program “real” and a part of the life of your union for the long term.

Step 13: Recognize Volunteers

It's no surprise that public and personal recognition of volunteers helps maintain their energy, and, therefore, the Member to Member program's energy. While many dedicated members don't pursue thanks, none of can deny that it feels good to have their efforts recognized.

Thank volunteers by recognizing them in the local union's communication venues, at a recognition lunch, in a personal letter, and one-on-one in person.

Ask volunteers for their comments or feedback on the project. This will let them know that their ideas are valued, welcome, and needed, and they are not considered to be “cogs” in a “machine” that doesn't care about their input. And others who haven't volunteered yet for one reason or another may be inspired by the union's appreciation.

As noted, this handbook provides the basic tools to build your local union Member to Member program, although a 12-hour workshop is recommended for best support. Blank forms are located in the Handbook Appendix and can be copied for your use. These forms are not all-inclusive and you may want and need to add activities that are specific to your local union and your worksite(s).

S-M-A-R-T Goals

Setting goals ensures that everyone involved in the Member to Member program knows its objectives, plan and timeline for completion. Can you imagine being responsible for the success of a project without knowing those elements?

Effective goals are S-M-A-R-T. This means that they are:

- Specific** Don't use vague program terms. Anyone reading the plan should know exactly what is expected.
- Measurable** How will you know if the goal has been met? If you can't measure it, then is it worth doing?
- Attainable** You want goals to challenge volunteers, but "stretch goals" must be realistic to avoid demoralizing people and sabotaging the program
- Relevant** The goal should go to the core of the union's purpose and support its mission to build the power of the labor movement.
- Timed** Goals must have completion dates and deadlines; otherwise, you end up with good intentions with no achievements.

Goals that include each of these planning components will have direction and definition to increase your chances of success to reach and engage members.

Here is an example of a goal with its S-M-A-R-T components:

GOAL: To implement Member to Member in Local XXX by [DATE] using a bargaining survey to test the system. We will have every worker listed, and provide the record to the leadership with survey responses by [DATE].

Taking this goal (which you will want to use yourself), look at the “Getting it Done” checklist below. Some of the work has been done for you. Each step is Specific, Measurable and Relevant to the purpose of the union (S, M, R). You have to consider Attainable and Timed (A, T) to make the goal S-M-A-R-T.

<i>Member-to-Member</i>				
GETTING IT DONE (Worksite Coordinator Checklist)				
	Date Needed	Person Responsible	Task to be Completed	Check when completed
Step 1			Meet with leadership for direction, goal-setting and plan approval	
Step 2			Map the worksite	
Step 3			Get list of member names	
Step 4			Match member names to location on map	
Step 5			Complete the Local Union Resources worksheet	
Step 6			Contact your volunteers and get commitments	
Step 7			Recruit additional volunteers if needed	
Step 8			Prepare volunteers	
Step 9			Make contact	
Step 10			Complete and collect reporting forms	
Step 11			Evaluate and modify as needed	
Step 12			Report results to members	
Step 13			Recognize volunteers	


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Specific Each step is already specific.

Measurable A finished outcome has been completed.

Attainable You have to use your judgment here. Given the resources and constraints facing your local, you can best determine whether each step is attainable.

Relevant The goal should reflect the purpose of the union and add to its mission – which is to build the power of the labor movement.

Timed/Dated You have to make choices about timing based on your local’s resources and constraints and the direction provided by your local.

Start the process by developing a timeline using a calendar. Developing a timeline and assigning tasks helps you to visualize when each task must begin and end and who will be responsible for completing it.

Using the process also sometimes helps you see where problems may occur if there are not enough people to help or if another factor is present, such as a holiday.

For example, if one of your Organizers is also your local’s Education Committee chair, and the committee has an upcoming program, you may need to leave more time before Member to Member training can be conducted. Alternatively, you can find a substitute to conduct the training or ask someone else on the Education Committee to handle that job.

Sample Calendar

To time out your overall goal, start by setting an end date. Your leadership should have an idea of when they want the Member to Member program up and running. Put that date on the calendar and work backwards to see when other steps must be completed. Calendars for March, April and May are provided. On the sample May calendar, that date is May 7.

March						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Meet w/ leadership for approval – S. O’Leary Step 1	2	3 Request layout of plant – Local Leadership	4	5 Union Meeting	6
7	8	9 Map worksite (each dept, location, name, number of workers)* Step 2	10	11 Regional Spring Festival	12 Get name list of workers – C. Stafford Step 3	13
14	15 Breakdown name list according to map* Step 4	16	17 Worksite Diversity Celebration	18 Red Cross Blood Drive	19	20
21	22 Fill out “Local Union Resources” worksheet – S. O’Leary Step 5	23	24 Get commitment Step 6	25	26	27
28	29 Annual Easter Basket Collection	30	31			

*MTM Team
Jim Boza
Sue O’Leary
Dan Rossiter
Chris Stafford

**Recruiting Team
Steve Brown
Joanne Smith
Chris Stafford

April

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2 Union Meeting	3
4 Easter Egg Hunt	5 Recruit volunteers** Step 7	6	7	8	9 Good Friday	10
11 Easter	12 Easter Monday	13	14 Prepare volunteers – S. Leary D. Rossiter Step 8	15	16	17
18	19	20 Conduct one-on-one contacts Step 9	21	22	23 Follow up by collecting reporting forms – S. O'Leary/ J. Boza Step 10	24
25	26 Evaluate progress – S. O'Leary/ C. Stafford Step 11	27	28	29	30 Report results* Step 12	

***MTM Team**
 Jim Boza
 Sue O'Leary
 Dan Rossiter
 Chris Stafford

****Recruiting Team**
 Steve Brown
 Joanne Smith
 Chris Stafford

May

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5 Cinco de Mayo Diversity Celebration	6	7 Union Meeting Reward or recognize volunteers – Local Leadership Step 13	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31 Memorial Day					

Go through the steps on the checklist and identify dates for each step on a calendar, always keeping your end date in mind. It is important to be aware of activities that are going on in your local or Region (important contract negotiations, social programs, community events) that could impact your plan. Your specific timeframe may be longer or shorter based on local conditions.

For example, larger and amalgamated locals may need more time to map the worksite(s) or collect reports. On the calendar, notice that no Member to Member activities are scheduled during the “Regional Spring Festival” or “Worksite Diversity Celebration.”

Reviewing the 13 Steps for Worksite Coordinators

Step 1. Meet with leadership for direction, goal-setting, and approval. Once you are designated as the Member to Member Worksite Coordinator, use your calendar to identify the most likely date that you will meet with your local leadership to explain and recommend your plan and ask for help and support.

Step 2. Map the worksite. Determine what you need to make an accurate worksite map and request it. If your local union represents more than one worksite, map each one separately. If a worksite has more than one shift, copy the layout and map it for each shift. Set a date when you will complete the mapping process.

Step 3. Get list of member names. An overtime list is ideal, but a seniority list or department list is good too. Set a date when you will complete this step and who will do it.

Step 4. Match member names to location on worksite map. Identify how many days it may take to coordinate the names of all members into their location on the worksite map and who will help you. Assess where Communicators and Organizers are needed. Set a date for completing this step and get input from others as needed.

Step 5. Complete the local union resources worksheet. Set a day to complete this. Use your best judgment and get necessary information from others.

Step 6. Contact your volunteers and get commitments. Set the date you’ll match your committed resources to the worksite areas they will cover. Start by distributing a commitment form to each person identified on the resource sheet. Determine how many volunteers you must recruit. If someone cannot commit to help now, ask them to help you find another recruit.

Step 7. Recruit additional volunteers if needed. Determine how you will recruit co-workers. Based on the recruiting method, allow enough time for volunteers to sign up. It is important to add time to have your local leadership review the list for approval.

Step 8. Prepare volunteers. Set a date and time to explain the Member to Member process to all volunteers and clearly communicate what their role will be. Allow for practice time. You may have to schedule more than one session.

Step 9. Make contacts. Set dates to talk to members and deliver and collect the survey. It is realistic to set more than one day for this.

Step 10. Complete and collect reporting forms. Give yourself time to gather the reports. Let volunteers know their deadline for turning them in or when you will pick them up.

Step 11. Evaluate and modify as needed. Did you get the results you expected? Analyze how the process worked by talking to as many Communicators and Organizers as possible. Because you are using a survey as your first contact with members, you should have a large amount of information coming back. Set a date to complete this.

Step 12. Report results to members. Use your Coordinator reporting form to give specific information on the issue and how it was received. Set a meeting with local leaders to report on your analysis of the communication.

Step 13. Recognize volunteers. After each Member to Member communication, but especially the first time, schedule a volunteer recognition. You may just let volunteers know how much you appreciate their help or that you are pleased with the program's progress and impact so far. In this example, a regular membership meeting was used.

At this point, everything should be on the calendar. You are now ready to meet with your local union leaders to get their approval. Outlining your information on the checklist helps them review everything quickly and effectively. You will notice that there are three columns for information:

- ◆ **Date Needed.** This column is important because if you miss a date for a step to be completed, your whole plan will be thrown off. When you talk to your local leaders, check to see whether any dates need to be revised because you will need to adjust the dates in all the other steps in your checklist.
- ◆ **Person Responsible.** This column is important because having people assigned to tasks builds accountability into your plan. Hopefully, you can delegate other steps to other volunteers. This is where you will want to get leadership approval for your volunteers.
- ◆ **Check off when completed.** This column is important because you will want to quickly see what tasks have been completed and what still needs to be done. Reviewing this column will help you determine whether any schedule changes are needed and whether you are on track.

Now it's time to review and assess how each step will be completed. Once the plan is drafted, you will begin with Step 1 on the checklist and meet with your local leaders to obtain approval so you can set the steps in motion to begin to implement your Member to Member program.

Does every plan fall into place as drafted? Of course not! If this happens to you, you'll have a plan you can adjust. An effective Coordinator knows their local union and what might happen as a result of implementing Member to Member. Anticipating issues and problems before they occur will not only make the program more likely to succeed, but also make it much easier and less time consuming to start and sustain.

Anticipating Problems. Local unions experience a number of common issues when they start a Member to Member program. Here are some suggestions to address obstacles you may encounter as you build your member communication and relationship-building network.

Management Opposition. Locals have successfully overcome management opposition to their campaigns by asserting their legal right to meet one-on-one with members and distribute information on non-work time (lunch, break time, before and after work) in non-work areas (break rooms, bathrooms, smoking areas). Some locals get management support for some aspects of their program, such as voter registration.

Worksite Geography. Locals have successfully overcome this obstacle by making it a priority to recruit volunteers from each unit or building to coordinate the program in that work area. Committeepeople/stewards from these locations help by recruiting potential volunteers who then become the source for getting more recruits. Regular meetings can be held with these volunteers to keep them informed and allow them to report. Networking can also occur by cellphone, text and email.

Staggered Work Times. Volunteers working overlapping shift times can be recruited to reach members.

Lack of Time. Everyone is very busy, so having more than enough volunteers keeps the commitment manageable in a program that makes talking to members a high priority. Time frames and deadlines can be extended to give volunteers enough time to reach and engage their assigned members. Tasks can also be delegated so that workloads are shared by as many volunteers as possible. It also helps to accept whatever time commitment a volunteer can offer – no matter how small.

Lack of Motivated Volunteers. Locals can overcome this obstacle by recognizing and rewarding volunteers, including providing a tee-shirt, jacket, meal, certificate, pin, or other incentives. Having a solid core of reliable activists involved also helps support and motivate newer recruits.

Member Turnover. Locals that have high turnover rates can overcome this obstacle by assigning Communicators to zones rather than individuals. Committeepeople and stewards are also invaluable in communicating member changes to Communicators.

Transfer of Members. Locals can rely on union representatives and also track member work locations through the Communicators' weekly activity reports.

Attitude of Members. Recruiting and training Communicators to listen more than they talk when engaging with members is a key to turning around negative member attitudes about their union.

Refusal of Members to Participate. Communicators should be trained to politely move on when confronted by a member who refuses to participate in a conversation. Communicators should also switch their assigned members and try to develop authentic relationships with them because where one Communicator can't get results with a member, another may have a more positive experience.

Member's Religious Beliefs. Communicator listening skills are key and they should simply steer their conversations to focus on "common ground" and common values.

Lack of Volunteer Confidence. Volunteers are most confident when they feel they've had good preparation and training. More experienced Communicators can also mentor less experienced volunteers. Another approach is to have a designated volunteer address Communicator questions and provide support.

Lack of Leadership Participation (Elected and Appointed). A Member to Member program will soon fade away without leadership support. The Worksite Coordinator should have regular meetings with designated local leaders and tap into their expertise and engagement with members.

Turnover in Leadership. Having a well-trained and sustainable Member to Member program should survive turnover in local leadership and support the vision of any new elected leaders.

Time Constraints on Stewards/Committeepeople. As noted elsewhere in this handbook, generally stewards/committeepeople should not be used as long-term volunteers for the Member to Member program because of their other important and time-consuming duties. They can be used to identify potential recruits and may even participate as Organizers or Communicators early in the program to establish program credibility. However, they should not be relied on for the long term.

Perceived Democratic Party Connection. Our union faces this false perception in many contexts. Program volunteers must reiterate that the UAW focuses on issues and values and supports those who support working men and women and a strong labor movement whatever their party affiliation.

Strikes. Member to Member can be essential in a strike situation, with a refocus on the member relationship and communication goals.

Scabs. Local leaders need to determine how scabs will be dealt with in a Member to Member program. Most decide to keep open communication with these bargaining unit members in an effort to rebuild solidarity based on education and relationships.

Lack of Local Issues Addressed. Locals that focus too much or exclusively on national or International Union issues may find that members who want more local-level information start to tune out. This can be resolved by refocusing the program and increasing local information to message national and international issues.

Wedge Issues. Concentrate on the "bread and butter" issues where we can find common ground. Focusing on these values rather than divisive issues allows Communicators to keep conversations with members flowing.

Perception of Personal Agenda. Some members will reject engagement because they think the UAW has an agenda. Again, focus on our values and broad issues that affect working people in general to begin to build an understanding that we are engaging members because they are the union.

Frustration When Goals Are Unmet. While launching a Member to Member program can be empowering and exciting for volunteers, results may not be felt or seen for some time. This is a marathon, not a sprint! Mentor volunteers and provide space for discussion so that everyone can commiserate, learn from one another, and try new approaches.

Difficulty Recruiting Volunteers in Amalgamated Locals. Local leaders and unit chairs can help the Worksite Coordinator recruit members and build a coordinated and unified Member to Member program for the entire local union.

SUSTAINING YOUR MEMBER TO MEMBER PROGRAM

While it isn't hard to start a Member to Member program, sustaining it for the long-term is another matter. Since its establishment as a UAW program in 1999, the Member to Member program has been started by many local unions and sustained with varying results.

Your local union's Member to Member program will have its own personality and spirit. Keep it fresh and vibrant by deciding how to use it, which issues to cover and conversations to have, and what format works best in your worksite.

Remember: no program is perfect, and perfection is not a goal of the Member to Member program. Don't wait to begin your Member to Member program – even if you are short some volunteers. Once members see and feel the difference having Member to Member makes in their relationship to their union, more volunteers will want to be part of the action.

Member to Member is not a “flavor of the month” program. Our union exists to foster social and economic justice for our members and all working men and women. Therefore, your Member to Member program must be built to last. Once your Member to Member structure is in place, take care of it so that it grows the power in your local union and within each and every member.

APPENDIX

GETTING IT DONE (Worksite Coordinator Checklist)

	Date Needed	Person Responsible	Task to be Completed	Check when completed
Step 1			Meet with leadership for direction, goal-setting and plan approval	
Step 2			Map the worksite	
Step 3			Get list of member names	
Step 4			Match member names to location on map	
Step 5			Complete the Local Union Resources worksheet	
Step 6			Contact your volunteers and get commitments	
Step 7			Recruit additional volunteers if needed	
Step 8			Prepare volunteers	
Step 9			Make contact	
Step 10			Complete and collect reporting forms	
Step 11			Evaluate and modify as needed	
Step 12			Report results to members	
Step 13			Recognize volunteers	



Local Union Resources

IDENTIFY: Your Local Union: _____ **Worksite*:** _____

I. Provide the following information and perform the necessary calculations:

- A. Number of people in the bargaining unit _____
- B. Determine the number of Communicators needed by dividing (A) by 20 _____
- C. Determine the number of Organizers needed by dividing (B) by 10 _____
- D. Total Communicators and Organizers needed (B + C) _____

II. Look at your current local union structure and indicate or estimate the following:

- E. Number of active standing committee members _____
- F. Number of appointed union representatives (if applicable) _____
- G. Number of other union activists _____
- TOTAL Potential Communicators (E + F + G) _____
- H. From the total above, how many of these potential Communicators can you count on? _____

III. Look at your present local union leadership structure and indicate or estimate the following:

- I. Number of Local Union Officers _____
- J. Number of Executive Board Members _____
- K. Number of Committeepersons/Stewards _____
- TOTAL** Potential volunteers (I + J + K) _____

NOTE: Elected and appointed leaders and grievance handlers should not be a long-term source of Communicators because they have many other union duties. However, in many cases, they will want to be directly involved in the beginning to set the program's tone.

- L. From the total above, how many of these potential volunteers do you think you can count on? _____

IV. Local Union Total

- M. Local union volunteers you can count on (H + L) _____

Compare answer IV. (M) to I. (D). Making this comparison will let you know if you have enough volunteers to implement the program.

Minimum number of volunteers needed _____

*If multiple worksites, use separate worksheet for



Member to Member Commitment Form

Yes, I want to build the power of the union! I can commit to keeping our members informed and relating their views to the leaders of our Local Union.

Name: _____

Cell Phone Number: _____

Email: _____

Local: _____

Worksite: _____

Department or Area: _____

Shift: _____

Check one of the following:

_____ Worksite Organizer, helping recruit 10 Communicators and meeting with them.

_____ Worksite Communicator, talking one-on-one with members and distributing and collecting information and fliers.

_____ Other (database work, recruiting volunteers, helping with social media)

I understand this work will be done during breaks, lunch, and before and after work.

Signature

Date

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We Know Who Calls the Shots! But anti-worker legislators want us in limbo, wondering: Who's the Boss!?



If anti-worker members of Congress have their way, it might be close to impossible to bargain with the company you work for.

In recent years, more and more companies have used staffing agencies to lower our wages and prevent us from having a voice on the job. Companies have been using loopholes in our laws to avoid accountability by falsely claiming that we don't work for them. The result? We can be stuck in an endless legal limbo with little to no recourse if we get sick, injured, mistreated, or underpaid.



Recently the National Labor Relations Board (NLRB) rightly decided that workers should be able to negotiate with and hold accountable the employer who actually controls the terms and conditions of their jobs, not just the staffing agency that signs the check.



Now, anti-worker politicians are working to keep this loophole open. We cannot let them win. The UAW is fighting back:

- Tell your members of Congress to **support the NLRB's joint employer decision** that allows workers to negotiate with and hold accountable their employer.
- **Oppose legislation** that undermines workers' ability to speak up together for higher wages and better working conditions.
- **Support the WAGE Act**, which would put the NLRB's decision into

law and create a strong incentive for companies that use staffing agencies to pay close attention to their labor practices and the practices of their contractors.

**The NLRB issued the right decision
on Joint Employer**

Join the fight to stop the U.S.A. from becoming a
Permatemp Nation!

Call your representatives and urge them to support the
WAGE Act and oppose legislation to roll back the NLRB's
joint employer definition.

Prepared by UAW National CAP for Member-to-Member distribution among UAW members and their families.



Understanding the Issue Talking Points

The National Labor Relations Board (NLRB) is an independent federal agency that is responsible for protecting workers' rights. The NLRB issued a decision Aug. 27, 2015, closing a loophole that many employers had exploited to prevent workers from exercising their rights to collectively bargain. Specifically, more and more manufactures have been using third party staffing agencies to "hire" their employees, making them unaccountable to their workforce. This model is used extensively by Nissan, BMW, and many others to hire "permatemps". These are not temporary workers in the traditional sense. Permatemps can work side-by-side with regular employees for unlimited periods of time, often years, but receive inferior wages and benefits. The NLRB acted to end this shell game by affirming the basic principle that two or more employers are joint employers of the same employees if they "share or co-determine those matters governing the essential terms and conditions of employment."

In the case before the NLRB, Browning-Ferris Inc. ("BFI"), used a contractor named Leadpoint to hire workers. BFI, who controlled the speed of the conveyor belt where employees sorted materials, prohibited Leadpoint from raising wages above a specified cap without BFI's permission, and determined the shift times and the number of people on shifts. As a result, Leadpoint and its employees represented by the International Brotherhood of Teamsters (IBT) were unable to negotiate a meaningful collective bargaining agreement. In response, the NLRB ruled that BFI could no longer hide behind Leadpoint and had to negotiate with their workers. The Browning-Ferris decision allows workers to know "who's the boss." Now, right-wing groups are working to reinstate this loophole and uphold the "permatemp" model. We cannot let them succeed.

Call your member of Congress and tell them to support the Joint Employer rule by opposing legislation to roll it back and by supporting the WAGE ACT, which would make the NLRB's interpretation the law of the land.

- The NLRB Joint Employer decision is NOT a wild departure from existing law. The standard used in this case is a standard previously established by the NLRB before the 1984 Reagan-era board arbitrarily narrowed the test.
- The NLRB decision does not upend business as we know it. A joint employer is determined by the board on a case-by-case basis. Every employer in an entire industry is not automatically deemed a joint employer under the NLRB's definition.
- If an employer is found to be a "joint employer," that does not mean the employer is accountable for every aspect of the job. Such status will only require the joint employer to bargain with respect to those terms of employment over which it possesses sufficient control for bargaining to be meaningful.
- The NLRB's Joint Employer Decision ensures that worker protections keep pace with America's economic realities.

Working people must not be prevented from speaking up together for higher wages and better working conditions.

Support the WAGE ACT and Fair Pay for All Workers



Sample Bargaining Questionnaire

Dear Member:

We are distributing this questionnaire to help us prepare for our next contract negotiations that begin in January. The completed surveys will be carefully tabulated and the results will be used by your bargaining team to determine which issues are important to you and to help us develop proposals and set priorities.

Prior to filling out the questionnaire, try to discuss the questions with your co-workers and, if you have any trouble, contact your union representative. If the space provided is insufficient for your response, please use additional pages.

We will report the results of this survey soon after they are tabulated.

In Solidarity,

(Union president's name and signature)

What are your bargaining priorities?		
Insurance Benefits	YES	NO
Do you consider the health care benefits in the current contract adequate?		
Are the benefits in our current dental plan adequate?		
If not, what should be changed?		
Is our current life insurance adequate?		
If not, what should be changed?		
Is our current pension plan adequate?		
If not, what should be changed?		
Wages	YES	NO
Do you favor an annual percentage wage increase for everyone?		
If yes, how much should that increase be?	_____ %	
Do you favor a flat cents-per-hour increase for all classifications?		
If yes, how much should it be per hour?	_____ Cents	
Shift Differential	YES	NO
Is the current shift differential of 50 cents per hour adequate?		
If not, what should it be?	_____ Cents	
Is the increase in the shift differential a higher priority than a general wage increase?		
Sick Leave	YES	NO
Is the current sick leave policy fair?		
If not, how should it be improved?		
Increase rate of accrual?		
Eliminate waiting period?		
Provide sick leave for family illness?		
Provide sick leave cash out upon retirement or termination?		

Leaves of Absence	YES	NO
Is the current leave policy adequate?		
If not, indicate which items need to be changed.		
Include adoption as reason for leave?		
Include parental leave for fathers?		
Increase time for non-industrial liability?		
Increase personal leave?		
Holidays	YES	NO
Is the current holiday provision adequate?		
If not, indicate what needs to be changed.		
Increase number of holidays?		
Give same holidays to part-time employees?		
Provide option of working on holidays for triple time?		
Ranking of Priorities		
Rank in order of importance to you the issues below. The number "1" should be your first priority and the number "6" your last priority. Use each number once.		
Insurance benefits		
Wages		
Shift differential		
Sick Leave		
Leaves of absence		
Holidays		
Comments/Special Issues		
Describe any additional issues you want included in contract negotiations.		

Thank you for participating in this survey. The results of the survey will be released in the near future.

Name (optional): _____

Please return this survey to: _____
(Member to Member Communicator)

(Sample)

Region _____ Local Union XXX Worksite _____

UAW Member to Member Survey

This year is an election year and we need your input! Please take a minute to complete and return this survey. All individual responses are strictly confidential.

1. Check the three biggest concerns facing working families today.

- Crime
- Economy Inequality
- Corporate greed
- Public Infrastructure
(Roads, bridges, water system, etc.)
- Trade
- Environment
- Taxes
- Job security
- Work/Life Balance
- Health care
- Homeland security
- Medicare/Medicaid
- Immigration
- Social Security
- Excessive work hours
- Education
- Other: _____

2. What are the most preferable or effective ways that you receive information from your union?

- Website
- Facebook page
- Leaflets/Flyers
- Mail
- Talking to others
- Phone
- Union meetings
- Newsletters/Magazines
- I don't receive information from my union

3. What kinds of information would you be most interested in receiving from your union? Please rate 1-4, with 1 being the most important.

- _____ Worker issues
- _____ Government issues
- _____ Community issues
- _____ Consumer issues

4. Would you be willing to share information, when received, with family and friends?

- Yes
- No

5. Do you believe it is important to register and exercise your right to vote?
- Yes
 - No
6. When your union recommends a candidate for elective office, are you (check one)
- More likely to vote for this candidate
 - Less likely to vote for this candidate
 - It has no effect
 - I don't vote
7. How much impact do you believe your union has had on increasing your standard of living and that of other working men and women?
- A great deal
 - Somewhat
 - A little
 - None
8. Do you believe politics has a direct impact on your daily life?
- Yes
 - No
 - Don't know
9. Tell us what makes you proud to be a UAW member.

Thank you for participating in this survey. The results of the survey will be released in the near future.

Name (optional): _____

Please return this survey to: _____
(Member to Member Communicator)

SURVEY TALLY

Retired Active Worksite _____ Total Surveys _____

Instructions: Use one sheet for up to 50 surveys. Enter the total number of surveys tallied on each sheet. A master tally sheet with the total results for your local should be submitted to the local no later than _____.

1.	Three biggest concerns facing working families:		Crime	Economy Inequality
	Corporate Greed		Public Infrastructure (Roads, bridges, water system, etc.)	Trade
	Environment		Taxes	Job security
	Work/Life Balance		Health care	Homeland security
	Medicare/Medicaid		Education	Social Security
	Excessive work hours		Other	Immigration
	2.	What are the most preferable or effective ways that you receive information on your union?		Leaflets/Flyers
Website				Facebook Page
Talking to others		Phone calls	Union meetings	
Internet		Newsletters/Magazines	I don't receive information from my union	
3.	What kinds of information would you be most interested in receiving from your union? Rate 1-4, with 1 being the most important.			
	Worker issues	1	2	3
	Government issues	1	2	3
	Community issues	1	2	3
	Consumer issues	1	2	3
4.	Would you be willing to share information, when received, with family and friends?		Yes	No

5.	Do you believe it is important to register and exercise your right to vote?	Yes	No
6.	When your union recommends a candidate for elective office, are you...	More likely to vote for this candidate	Less likely to vote for this candidate
		It has no effect	I don't vote
7.	How much impact do you believe your union has had on increasing your standard of living and that of other working men and women?	A great deal	Somewhat
		A little	None
8.	Do you believe politics has a direct impact on your daily life?	Yes	No
9.	Tell us what makes you proud to be a UAW member.		

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Local Union Member to Member Program Communicator Reporting Form

Communicator's Name: _____

Worksite Assignment: _____

Project/Issue: _____ Date: _____

Member's Name (List each member)	Date Contacted/ Status	Member Comments
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Member's Name (List each member)	Date Contacted/ Status	Member Comments
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		
<u>Total Contacts</u>		
<u>Total S-V-T</u>		

V = vacation
S = sick leave
T = transferred (notify coordinator)

Your Comments:

Local Union Member to Member Program Organizer Reporting Form

Organizer's Name: _____

Date: _____ Project/Issue: _____

Name of Communicator	Member Contacts Assigned	S-V-T Status	Member Contacts Made	Summarize Members' Comments
1.				<hr/> <hr/> <hr/> <hr/>
2.				<hr/> <hr/> <hr/> <hr/>
3.				<hr/> <hr/> <hr/> <hr/>
4.				<hr/> <hr/> <hr/> <hr/>
5.				<hr/> <hr/> <hr/> <hr/>
6.				<hr/> <hr/> <hr/> <hr/>
7.				<hr/> <hr/> <hr/> <hr/>
8.				<hr/> <hr/> <hr/> <hr/>

Name of Communicator	Members Contacts Assigned	S-V-T Status	Members Contacts Made	Summarize Members' Comments
9.				<hr/> <hr/>
10.				<hr/> <hr/>
TOTAL				

V = vacation
S = sick leave
T = transferred (notify coordinator)

Summarize Communicators' Comments: _____

Your Comments: _____

Local Union Member to Member Program Coordinator Reporting Form

Coordinator's Name: _____

Date: _____ Project/Issue: _____

	A	B	C	D	E
Organizer's Name	Members Assigned	Members Off (S-V-T)	Members Available	Actual Contacts Made	Members Not Accounted For
TOTALS					

1. Members available (A minus B = C) _____
2. Contacts Made (Column D) _____
3. Percentage of members reached of those available (D divided by C) _____
4. Percentage of members reached of total workforce (D divided by A) _____

Critical issues of concern: _____

NOTES

NOTES



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