

Building Our Union Strength



Members As Activists

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American Postal Workers Union, AFL-CIO

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APWU

American Postal Workers Union, AFL-CIO

Dear Sisters and Brothers:

APWU members have many challenges ahead. There is a threat against everything we have as a union; wages, benefits, contract rights, adverse actions like more consolidations and closures as well as privatization of the postal service.

Our local and state organizations need a new plan to awaken our members and get them activated on the work room floor and in our community to build solidarity. We will have to get involved in the political arena in large numbers and make sure we have the support of our elected officials as well as the local media to stop the destruction of America's National Treasure. We need to turn around privatization tactics and expand services.

Battleground issues:

postal privatization, right to work for less laws, suppression of our voting rights, attacks on Medicare and health benefits, degrading wages and overtime rights, freezes in hiring, termination of the no layoff clauses, retirement benefit cuts, plant closures, suspensions and closures of retail facilities, reverting jobs, restricting mail delivery services, workers compensation rights, prohibiting stewards pay by the employer for union time to investigate and file grievances, no pay for employees to see their steward. Adverse actions: at the Labor Board, Social Security, Veteran benefits, Office of Personnel Management (OPM), the Secretary of Labor and the list goes on. We need a powerhouse of people standing together and our members must actively be standing in this fight.

We need 2019 to be a year that we build our strength. It starts with our members on the work room floor. Together we can make it happen. That's why this training is important about how to engage your co-workers into action. Unions all over the country are going back to internal mobilizing on the work room floor. We need to have one-on-one education, communication with our members so that they feel an ownership when they participate in union activities.

Yours in Union Solidarity,

Debby Szeredy, Executive Vice President



When we mobilize internally, we build the power to transform the communities we live in, and build solidarity for all workers!

This work begins with a commitment from local union leaders and members to try bold, new approaches to building their movement. This can start with mapping our workplace and welcoming an optimistic vision of “powering up” our workers through internal mobilizing.

This booklet employs strategies for one-on-one communication with the entire workforce. It begins with involving workers in every section and every office. It starts first with “mapping” our workplace.

This booklet will also help you identify potential leaders in every section and every office that will bring energy and new ideas, for the future of our union.

Remember that educating the membership about realistic goals can unify the workplace and provide the initiative and passion to mobilize and achieve those goals that bring value to solidarity.

It is not possible to build and sustain a strong and effective union without developing programs that provide a proactive agenda that engages the majority of members. The union is not an outside third party where members pay dues. Workers will feel empowered when an issue is resolved through their own efforts rather than through the sole efforts of the union representative.

The rank and file matters. **Step one** is drawing a map for workplace volunteers. The map will chart which workers work where, with whom, when, and who relates to whom and why. We map the talents our members already have and we impassion them.

Step two is finding potential volunteer leaders that will help with one-on-one communications that involves educating our members. **Step three** is empowering our members to take responsibility to participate and help to make our union powerful.

Revitalize Our Union by Mobilizing!

A union's power is measured by the energy and support of members who are activists. Movement building occurs when members are educated and involved. The members have to be a part of the strategy so they understand it. If they are invested for the long haul they can achieve more wins on the workroom floor and build support for one campaign after another, protecting each other.

- An activist union starts with giving workers real power, by drawing energy and creativity from worker's participation on the workroom floor.
- An activist union starts with developing rank-and-file leadership and mobilizing skills.
- An activist union starts with winning small disputes over workplace injustices.

As we increase the number of worker activists, we help keep our organization moving forward so the next wave of activists don't have to reinvent the wheel. By having one activist take responsibility to communicate with 10 others in their work section and continue to have more activists assigned to every group of ten workers you will be able to reach more workers in a shorter period of time. This promotes more worker inclusion.

It's all about setting up a member-to-member union network where different people take responsibility for a small number of members, such as getting them involved in job actions, relaying information and soliciting input from them. This will result in providing and building union empowerment.

This helps to create a new base of unionists with knowledge, skills and the drive to confront bosses and issues together. Our members will understand how important they are to making our union and the community stronger. By working together, we can take on larger fights, to protect the workplace environment as well as save the Public Postal Service.



Tucson Vice Mayor Richard Fimbres met with U.S. Rep. Martha McSally, city leaders, state representatives, union members and residents to discuss strategies to combat the closure of the Cherrybell facility.

Internal Mobilizing

Changing our culture happens when we take time to really relate and connect meaningfully with others.

People who have ideas and drive are everywhere, including in our workplace and our community. They are waiting for someone to discover them. Someone has to reach them and recognize them, and ask them to step up. That someone is what we call a leader and an activist. We need those activists to help us build our union!

Mobilizing must be developed through dedication and effort. That is what it will take to set up a one-on-one workroom floor mobilizing campaign. The most hours will be spent on building relationships with new people and deepening relationships with those we already know, our co-worker friends and those members with previous union experience. Behind the revolution lies the intensive task of talking to our members, gaining their confidence, and recruiting them to be activists in our union.



An Analogy:

In team sports you have a successful coach motivating the players to perform at their best. As players spend time together they become close. They continue practicing to score more points than the other team; they learn more skills and find themselves getting better. As they win, their belief that they are going to continue to win grows. The team becomes confident. This is what mobilizing is all about. It is not just going out and undertaking direct actions. You have to develop that trust, build on skills, win small campaigns, and then win bigger campaigns.

People can come together and solve their own problems, but you have to get rid of that factor which is the feeling of hopelessness. As you build your teams, they become the members that are the messengers of the message. The member activist as we will discuss later, is just the glue that brings the workers together.

We have to build those relationships with a structure when we recruit new people and deepen the involvement and commitment. This booklet will help you to build this structure. It is not about having the coolest slogans or the best websites, or the best talking points, or the best flyer. We need to find member activists and start building the relationships on the workroom floor. Set up your strategy and plan for internal mobilizing for the local or state, keep good records and follow-up. Update your records continuously. You should be in it for the long haul, not just for a few rallies, or campaigns.

Almost no one responds to a piece of paper. We need to have member activists spending extended time building on the relationships with our members and building the base. Building this movement includes **building the relationship, giving a sense of hope, and convincing members that the actions they take matter, and that they matter.**

We need to remember to honor their work and their commitment to the members and make sure they are recognized. We must remember there is an entire army of activists (natural leaders) out there right now in our workplaces that has the potential to activate many co-workers in our struggle.

What is a Well Mobilized Workplace?

Look over this list and think about how your local can grow.

This could be your Union!

Do stewards and union members volunteer (member activists) and do they have relationships with members in their sections, not just relationships with elected leaders? Do they make a regular and daily walk-through in their sections and have one on one conversations with co-workers?

Are there stewards and union volunteers (member activists) on every shift and in most sections, and do they have a list of employees in their section that they update regularly about union activities?

Are the membership meetings: scheduled regularly, are members on the floor asked one-on-one inviting them to come, are meetings participatory and well-attended?

Does more than one person attend union orientations to show support? Is the new employee's union representative there? Do we collect information on the new person to update our records learning about their talents and skills? Do we have their contact information to see if we can connect their background and experience to activities we need done in our local or state?

Is there regular communication through newsletters, website, apps, flyers, up-to-date bulletin boards, and a member-to-member union network, active social media presence, as well as a volunteer mobilizing committee?

Signs of an Activist Union

A union is visible when we defend our contract language and defend each other every day at the workplace:

- Members use collective action to solve everyday problems. Grievances are not our primary line of defense.
- Contracts and local agreements are widely available, both electronically and in print.
- Stewards are trained and empowered to resolve issues at the lowest level, including filing grievances.
- Managers do not act unilaterally or abusively, because they know there will be a reckoning by union members solidarity.

A union is empowered when members own the union:

- Members feel their union is strong, that they are the union and can help resolve problems.
- Members have immediate access to resources and representatives to help resolve their problems.
- Members participate in union-wide programs and campaigns.
- Members are glad they belong to the union, social events are well-attended, and volunteers abound.
- We have family, retiree and community involvement in our local and state.



Make sure your local/state union has the proper tools and a solid foundation to begin any mobilizing campaign.

- Do you have a new employee welcome program, a welcome meeting?
- Do new hires or new members get involved with the union?
- Do you have a program to include one-on-one contacts of all members daily or weekly?
- Have you asked each member to do something other than show up at a union meeting?
- Do you have a large group of members that meet with elected officials on postal and community issues along with your Legislative Director?
- Have you had fun social activities or charitable events that are well-attended by your members and where members also help in the event activities?
- Are your member activists from diverse backgrounds?
- Do you have a program that addresses your members that speak other languages, or deaf and hard of hearing?
- Do your members meet off-site with union officers?
- Do you have a way for your members to get easy access to social media?
- Do you have a texting platform for notifying members of important events?
- Do you have a database that tracks the member activists and their work with the members they have been assigned to?
- Do you have union paraphernalia, buttons, shirts, aprons, signs, water bottles, key chains, planners, banners, to promote your local pride etc.?
- Do you give recognition to members that volunteer and/or provide the union new ideas including participation in union programs?
- Does your local have a relationship with local media outlets?
- Do your members help community allies and participate in local community coalitions to building strength?
- Do you provide continuous training for member activists and stewards to keep programs revitalized and strong including a possible mentoring program, legislative and safety programs.
- Have you done a member survey on how they view the union, supervisors, 204Bs, bid jobs, overtime, workplace and safety issues. What are members priorities?

Planning Guide:

Here's a guide to planning your structure:

Design your local's internal mobilizing plan with a budget

- List the facilities and/or sections you want to mobilize.
- Decide how to help develop the Member Activist's communication skills and provide training to help listen and find out employees needs and strategize plans to help involve members to win issues
- How many Member Activists do you need and where
- Bring Member Activists together and listen to the issues in their section
- Decide on how often Member Activists will meet with steward and/or Officer and if you want to rotate members into the Activist position
- Decide what kind of help the Member Activists will give to the steward (complement steward) and provide educational materials to them to educate the members on their rights. Establish a calendar for activities and educational actions
- Build a strategy to win the issues through lunch meetings, meetings after work, flyers, educational material, leaflets, e-blasts, texting, etc.
- Plan actions with employees that are winnable. Agree on goals to take on in the section, in the local and in the community
- Make sure Member Activists and employees are prepared if called into office for union related activities, or if they are being retaliated against.
- Plan or practice activities with employees, reviewing all the steps they will take to win the specific issue.
- After the activity, the Local Officers, Member Activists, Steward and Employees assess what was won, and re-assess for future activities, and report the results at the union meeting
- Socialize to mobilize by building loyalty, accountability and solidarity.
- Discuss plans to keep it going, always update your charts and track progress and make sure you have someone that all Member Activists report to for help (*see next page as an example for keeping track as you grow*).

Once you map your workplace and you have your Member Activists you can start mobilizing and educating the members around issues.

Local Coordinator Structure

-Cathy McNeil Activist Coordinator 602-278-2345

-Local's update on Volunteer Member Activists

Facility locations	Pay Loc. Finance #	# of members	# of needed Member Activists	Actual # of Member Activists
P & DC	483221	300	30	15
Downtown Station	438220	16	1	1
Dunlap Station	483220	10	1	0
BMC	483777	140	14	8
DVD	483888	200	20	12
Glendale AO	483551	25	2	2
Scottsdale AO	483662	30	3	1

Update Weekly
1-28-2019

Budget Costs:

E-Mail Lists: costs

Websites: costs

Social Media, (apps): costs

Educational materials: costs

Community Coalition: costs

APWU Activities: costs

Union Materials for events: costs

Food and refreshment: costs

Signs, banners, advertisements: costs

Specific Budget for each Campaign: costs



Local Educational Material

Materials to be passed out by the Member Activists:

Flyers every month on Union Meetings for the year reminders (one week before)

Flyers on union postal history (once a month)

Legislative Bills updates and who and when to call

Community Activities that support the workers (once a month)

Question and Answer piece on Contract Rights (once a week)

Survey on a particular issue or campaign (once a quarter)

Collective Action and legal rights to participate (once a month)

Special Event Actions or Breaking News for everyone

Special Event Actions at individual work sites

External Target Actions and media needs

Solidarity Actions and materials, buttons, shirts, wrist bands

Postcards to send to PMG or other targets on a specific issue

Health Care Issues

Retirement Issues

Safety Issues

**Community Hearings/Forum Take
the Issues to the Bosses/ Solidarity**

Issues with helping other Unions

Economic Impacts of laws that effect postal workers

World economy impacts and what to support

Getting Started

- Mapping is an ongoing process and there is always change on the work floor. If done properly it will become a valuable tool for recruiting, communicating, developing activists and campaigning around issues.
- Put together a mapping committee to decide the offices and the sections you want to start with. Maybe you want to try a few sections at a time or a few offices at a time. Try to have enough help to handle them all at once if you can! You tailor your mapping program.
- The first step is to get the most recent list of workers in the section or office by seniority, pay location and designation code. Request a list of assigned managers for each of the sections and/or offices. Management should provide, submit a 'Request for Information' form to management unless you get these updates already.
- Compare the lists with your (DCO) Union Dues Printout from "APWU members only section" of the website. The local president or secretary/treasurer has access to this list. Use the lists to get started on your excel charts so you can map your bargaining unit.

Make a plan on how your local prefers to select volunteer Member Activists to work one-on-one with your members. You can advertise, steward recommendation, craft director recommendation and/or appointment and/or e-board or president appointment. (*see advertisement next page as a sample*)

Sample flyer advertising for Member Activists

Do You Want a Stronger Voice at Work?

BE A UNION MEMBER ACTIVIST IN YOUR SECTION OR OFFICE!

- You will be sent regular, helpful updates on your role.
- You will be offered short training sessions and support
- The activities are beneficial and occur on the job.
- Be pro-active, bring hope to your co-workers.

Join Today!!

**CONTACT YOUR UNION:
845-567-2253**

Email: apwumh@aol.com



A UNION WORKS WHEN WE ALL PARTICIPATE!

Mapping the Work Place

You can have the mapping committee and/or choose Member Activists to draw a map and an excel chart of the members in the work section where an Activist will be designated (one Activist assigned to not more than 10-20 people).

The map/excel chart should include:

- Location Map sketches of equipment, work area, supervisor desks, safety issues, break room, bathroom, locker room.
- On an excel sheet add names of ten co-workers in the section and what they do. Are they union members or non-union members?
- Influential members (young or seasoned)?
- Possible advocates, or member activists?
- Experienced union representatives?
- What are the Union Steward's issues?
- Members contact information and member needs?

It's critical that this is on paper on an excel chart and that the information is kept updated to help you build on all your union campaigns (see next page for a sample).

Member Activist: Sue Jones

Name/ Email	PSE/ Reg	Member?	Craft	Leader/ Active?	Notes	Issues	Provide Union Meeting Notice?
Sue Smith 202-236- 2777 ssmith@ aol	PSE	Yes	Clerk	Yes/Yes	School, computer skills	Child care	Yes
Jim Lee 202-233- 2333 jlee@ gmail	Reg	Nonmember	Maint	Yes/No	Not asked, gave 1187, he is a photogra- pher	sick, no leave left	No
Sally Ford 202-266- 2667 sford@q	PSE	Nonmember	Clerk	Yes/No	Maybe, gave 1187, follow-up	Young, going to jour- nalism school	Yes
John Hill 202-222- 2345 jhill@q. com	Reg	Member	Clerk	Yes/Yes	Willing to be activist	204B hos- tile work environ- ment	Yes
Sharon Simms 202-234- 2544 ssims@ gmail	Reg	Member	Clerk	Yes/No	Harassed by 204B, has kids	Wants to help in section	Yes
Jack Mott 202-221- 2321 jmott@aol	Reg	Member	Clerk	No/No	Hates steward	Hates 204B, back issues	Yes
Jane Moss 202-221- 2543 jmoss@aol	PSE	Nonmember	Clerk	Yes/No	Young, sings, art major	pregnant	Yes
Amy Sie 202-221- 2677	Reg	Member	Clerk	Yes/No	Retiring in 2 years	Carpal tunnel in 2 hands	Yes

Qualities of a Volunteer Member Activist

Some of the qualities to look for are:

- People who don't let management push them around
- People who have a good way of expressing themselves and speaking out
- Look for people that the workers respect in the section
- People who are responsible and hard workers
- Good listeners
- Look for new people that haven't been active before
- People who are willing to take action

What does a Volunteer Member Activist Do?

- Attend an initial training class
- Are provided an excel chart of the one-on one contacts
- Keep the chart updated and use as a check list on contacts
- Communicate one-on-one and listen to the needs of members
- Disseminate educational materials, flyers, e-blasts, texting
- Help to sign up non-members on chart
- Help get members to show up to union meetings and support a cause or activity the local has planned
- Schedule meetings in the lunch room or before or after work with their member contacts and steward
- Update and have regular contact with the steward
- Plan and agree on goals with their members that they want to take on in the section, assign tasks, deadlines, and track progress
- Plan or practice activities with employees to win issues
- Ongoing Member Activist meetings to share ideas, goals and needs
- Assess how activities helped reach a win, reassess with the members for future activities
- Assist steward in section with documenting grievances or class action issues, including safety, workplace environment
- Socialize to mobilize the members

Have training meetings for stewards and Member Activists on a regular basis

Training Member Activists

Like with any new skill, Member Activists will need training. Here are some tips for providing a successful training session:

- Hold educational sessions (before or after work).
- Describe the plan to empower our members.
- Stress the importance of communicating with and listening to members.
- Discuss educational materials, leaflets, tools.
- Create a Member Activist video with members include education on how the program can work.
- Provide excel charts and binders for Member Activists to keep track of their co-workers.
- Listen to Activist's suggestions and ideas to help build strength.
- Update charts as workers move in and out of sections.
- Discuss how to utilize retirees and family members to help with activities.
- Evaluate tactics that other organizations have utilized to make a difference.
- Protect Activists from retaliation or being called into the office for Member Activist's workplace activities
- Make sure they know the legal rights of activities on the workroom floor and how to keep the workers from discipline during activities
- Create a 'Commitment Slip' (*see next page for an example*) for interested Member Activists to fill out.
- Create an Excel sheet of Activist's contact information to keep on file (*see sample on page 17*)

Sample form

APWU Member Activist Commitment

I, _____, volunteer to be an APWU Member Activist

As a Union Member Activist, I pledge to:

1. Mobilize and educate a group of 10 workers to participate in our actions.
2. Attend Activist meetings and check in regularly with union steward.
3. Be public about my union leadership role with my co-workers and management
4. Help defend my co-workers in union activist activities
5. Participate in union-wide campaigns and trainings and attend union meetings.
6. Support the goals, values and principles of our union.

Signed, APWU Member Activist _____

Print Name _____

Location and Work Section _____

Cell phone _____

Email address _____

One-on-One Contacts

A Guide for the Volunteer Member Activist

Once you identify the Activists provide those Member Activists with these tips for communicating:

- Introduce yourself as a volunteer Member Activist working for the union on work floor issues.
- Make eye contact.
- Contact at the right time. Catch them as they leave for break, lunch, or before or after work.
- Be yourself, smile, relax, use relatable and professional language.
- Bring useful resources to help ease in the employee, do your homework.
- Be polite. If a worker refuses to talk, don't get into an argument. Tell the person you'll try to catch them at another time (do follow up).
- Be honest. If you get a question you can't answer, don't try to bluff. Tell the person you will try to get the answer for him or her.
- Don't preach. You should talk about the issue to help lead the person to his/her own conclusion after presenting the facts. This is a more effective approach. Lingering without action is just a run-on.
- LISTEN: This is the most important thing you can do. Listen to what the workers say. It will give you insight into their particular concerns and objections. Meaningful discussion of key issues at the workplace is as important as any other result.
- Survey your members on the issues that are most important.
- Information is vital to making mobilization work - if workers don't know or understand the issues, strategy or tactic, they won't be motivated to participate in collective actions.
- Take time to speak to the employee about the issue before a meeting or a union Action or activity.
- Discussion on issues and tactics is essential if the local wants to build and grow real member involvement. Utilizing a member as an Activist helps the member feel they are not alone in getting involved, and knowing others in the section will also be involved will bring unity to the section and will provide comradery.

One-on-One Conversations

Let's face it, talking union to someone you don't know can be scary. Here are some conversation starters for a Member Activist:

If you don't know the person, introduce yourself. Explain that you are a union member and you're talking with other members (or non-members) about work floor issues.

Listen to the worker's concerns and stir up their opinion around the issue. Has this issue affected you? Don't you think we should do something about this? Do you think this is fair? Don't interrupt, or jump to conclusions. Ask questions and what their other concerns are.

Share your own story. You became involved in our union because you want to see changes and know that workers have power. Share to build trust and help others see you have the same things in common. Your story may inspire others to take action.

Educate about the union and what we can do to build power. Explain that if we act as a group, management will more likely listen. We're reaching out to as many people as we can so that we can have a greater say in what goes on and make some real changes. By sticking together, we can play an active role to improve our jobs.

Ask the worker to participate. Will you wear a button? Sign a petition? Fill out a 1767? Come to a meeting? Can I keep in touch with you? Can I have your phone number and email? Will you take part in the action? Who else is affected?

Get a specific commitment. Remind people: remember to meet at 5pm in lunch room. Don't forget to get the 1767 copied by a steward before handing it in to the supervisor. See you at the union meeting on Thursday at 8pm. Do you have a ride?

Remember to say: Thank you for being a part of this. I'm really glad you're on board. Fighting back always matters. If we do nothing it will only get worse!

*Example of Union Meeting Notice given to each member by the Member
Activist in their section as part of their responsibilities*

YOU'RE INVITED TO YOUR UNION MEETING

Do you want a better workplace?

**PLAY A PART IN THE NEW
MOBILIZING MOVEMENT!**



**Wednesday, Jan. 11, 2017
6:30 p.m. - 7:30 p.m.**

**Join us for beverages, pizza
and fun!**

**At the Union Hall
(10 minutes from plant)
1200 Route 9, Newburgh**

**UNION: A group of workers
acting together for a common
cause. We need You!**

USE A WORKPLACE PROBLEM TO **BUILD STRENGTH**

Sometimes, it's easy to mobilize around a common workplace issue. Below is a checklist for choosing issues:

- Make sure it's widely felt by most of the members in the section. Remember, not all will agree.
- Make sure workers care enough to want to do something about the issue.
- Members must believe there is a good chance of winning, or that they have a good strategy to win. Make your reputation inspirable.
- Be easy to understand, speak in a realistic and confident way.
- Be non-divisive. Avoid issues that divide the membership or the public.
- Build leadership and ownership. Make sure there are many ways members can get involved.
- Give members a sense of power by developing and carrying out a successful strategy.
- Have a clear timeframe, ideally a short time frame, for resolution.
- Be worthwhile and result in real improvement in member's lives.
- Be consistent with the union's values when choosing implementation.
- Alter the power relationship. Activating members and winning victories changes the "balance of power" in the workplace.

Example of Mobilizing with a Safety Issue

The sample campaign: Management staffs one worker to each DBCS/DIOS, instead of at least two workers

- Make it a Safety and Health issue, minimum 2 workers per DBCS and DIOS.
- Provide members with sign-off agreement and contract language highlighting the problem.
- Give a blank form 1767 to worker with instructions.
- Have members file a 1767. Have a copy made with the steward before submission to supervisor.
- Explain why it is a safety issue: repetitive motion, if finger caught in machine need partner to get help, issues with overflow in a stacker, back or trip or slip incident, anthrax or other substance in stackers, ergonomic issues, fatigue and undue stress, etc.
- If all workers in section file, there is more people power when you stick together. Provide a leaflet on this issue, survey members.
- Utilize body mapping of employees dealing with workplace pain, and injuries caused by short staffing, and injurious ergonomics issues that need to be corrected (*see page 27 for a sample*).
- Provide a plan of solutions: better staffing, better mats, stretch Breaks, staffing schedules, third person rotation schedule
- Plan to have all employees in the section speak to MDO at break on this issue, schedule date and time of activity and participants.
- Plan small actions with steward to first build credibility, then discuss bringing more intense actions. Seek union president's concurrence to strategize support for outside pressure or publicity.
- Document complaints for a labor/management meeting, safety meeting and for grievances (get volunteers for a union safety committee).

The Member Activist and Union Steward can help organize a meeting in the lunchroom for the members to discuss how they want to alleviate the staffing issue.

- Do they want to file a 1767 Safety Hazard form every time they are forced to work alone?
- Maybe there are additional goals like thicker mats that cover all work spaces and needed stretch breaks
- The kind of rotations between the two or three staffers to relieve repetitive motion
- A third person to cover bathroom breaks, and for prepping mail to be processed on the DBCS
- The Member Activist can hand out the body mapping Survey. Members can complete to show the unsafe effects on workers in automation due to working alone

Body Mapping, What is it?

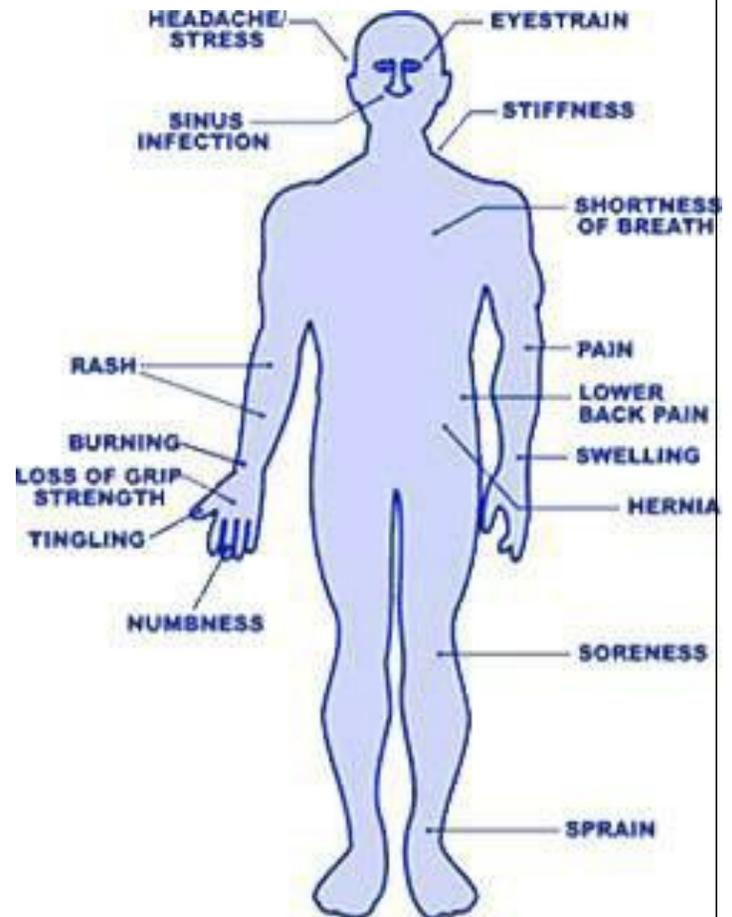
A body map has been utilized by the National Council for Occupational Safety and Health and unions like the United Electrical Workers. Members are given the map to complete and it is a better way to show what parts of a worker's body are getting hurt, sick or stressed by their job.

- It's an easier way to get members to communicate about injuries and a tool to pinpoint the problems (a picture is worth a thousand words).
- It helps compare the employee injuries or illnesses that are in common and to help figure out what in the workplace is causing the problems.
- This is a great way to pinpoint ergonomic issues that need to be addressed. Which help to make the argument for better staffing.

Body Mapping Survey

Automation/Tour 3

- Have you had any pain or discomfort in the last year?
- If yes, circle the symptom on the drawing which bothers you the most.
- If you have other body pain not listed, draw a line and add the symptom with a circle.
- If more than one discomfort number the circle of pain or discomfort, with number 1 being the greatest pain you are suffering at this time.
- If you're exposed to emotional and or physical stress due to a hostile work environment, circle the kind of exposure listed. Explain if it is other.



Hostile Work Environment

- Supervisor
- Amount of work hours
- Discrimination
- Disability
- Other

To discuss the campaign and tactics, hold small meetings with the work section and/or office

- Discuss collective actions, include the steward.
- Assign tasks with deadlines.
- Chart activities.
- Write down all steps.
- Discuss and agree to what the group is requesting as the solution.
- Bring motivation and drive back to the group.
- Explain possible retaliation and the rights you have to protect yourself and others
- Plan and practice activities with the workers, everyone should participate.
- Assess, re-assess and re-reassess your support before the action.
- Always be listening. Have a sign-in sheet so that those not present can be reached and participate in other ways, keeping everyone involved.
- Track progress of activities.
- Meet after an activity to brainstorm what can be done next time.
- Always be mobilizing! It takes maintenance, communication, accountability and solidarity. An injury to one is an injury to all, each fight builds on the last.
- Share information with those not at the meeting.
- See the next page for “notes” from a mock meeting that was held after work off the workroom floor premises.

Member Activist Meeting with Steward and Workers (notes)

Meeting: Automation Section, After work at “24 Hour Diner”
1-12-19, 11:30 p.m.

- Attendance sheet passed out, who was missing.
- Discussed what is the most important issue in section.
- Agreement made that the first action should be about protecting staffing on DBCS
- Steward and Activist will work on providing information on staffing rights of workers through a leaflet or flyer and how to complete a 1767 on staffing.
- Agree that everyone will complete a 1767 every time they are scheduled to work alone, to show unity on the issue.
- After 1767s completed, steward will collect and make copy, and worker then submits to supervisor.
- Have discussion on 1767 process, wait 24 hours for management to give response. If no response report to steward.
- Next step: pass around body mapping survey make sure all workers in section complete the survey provide it to the Member Activist to give to the steward by 1-17-2019
- Safety Committee Meeting responses, body mapping and 1767 discussed for resolution, request a minimum of two workers per machine and ergonomic study, new mats, and stretch breaks by 1-20-2019.
- Labor/Management meeting to discuss issue with 1767s, and body mapping results, and results from safety meeting by 1-25-2019.
- Meeting 2-2-2019 with MDO with all employees in section on break time, suggest calling in OSHA or have an informational picket with the media due to management’s failure to protect the workers. If no results from MDO, start working on next steps and hold another group meeting. Discuss at union meeting on 2-10-2019 how to plan outside activities to help win the requested work place safety issues.

INTERNAL MOBILIZING AT AN ASSOCIATE OFFICE OR STATION

You are building a Member-to-Member Network where Employees stand strong and realize they have the power to solve the problems together. When members prepare their plan in advance to reach solutions and pledge to each other to have each other's back, it not only becomes inspiring, you become a family, and everyone develops a stronger voice and our union movement expands!

Building Unity

Unity in the workplace benefits everyone. We want to use everyone's skills and knowledge to make changes in the office. When workers act alone they are vulnerable to retaliation by the employer, so we need to work together.

We need to find one person willing to be the Member Activist. The union steward could look for someone that has the qualities mentioned on page 17. The next step is to make sure we train them on how to communicate the Union Movement message to their co-workers and to find out what are some of the major problems in the office that need to be resolved while inspiring co-workers to become engaged (see pages 17-21).

The goal is to get co-workers to take action together to resolve problems in the office. There are times when filing a grievance is also necessary, and involving the steward should help.

Let's take an example of an office problem:

Postmaster/Station Manager is rude, yells and intimidates certain employees and shows favoritism to one or two co-workers, doesn't get any help for office, understaffed, no coverage to take annual leave, unhappy work environment.

Once a Member Activist has been found they need to make a list of the employees at the office & contact info (see mapping information page 16).

BRING EVERYONE TOGETHER FOR A MEETING OUTSIDE THE OFFICE

How do we get all the co-workers to come to the meeting? The Member Activist starts talking to the co-workers one on one about planning a meeting to talk about issues of concern. Discover issues that unite the workers. Focus on issues that management is creating that cause a concern. Continue having one on one conversations until co-workers are on board to meet.

Consider these ideas:

Invite a guest speaker: example the local union president or steward to discuss a topic everyone is angry about (being short staffed and/or intimidation from manager)

Set up the meeting after work when all co-workers can attend

Set up the meeting at a local diner (get room in back that can be sectioned off)

Send information to co-workers by e-mails, talk at work, and send a flyer to their home regarding the scheduled meeting and have them make a commitment to come.

At the Meeting:

Assign a person to take notes and write names of those in attendance and those missing

Plan a follow-up with those who did not attend

Local president/steward talks about the new Member Activist for the office, and the internal mobilizing program. Speak about the need to hear from everyone to make sure we make a list of the problems and prioritize them (use a flip chart). Speak on union protected activity.

The Union Activist then takes over to have open discussion on ideas that can resolve the problem:

Short staffing do we need another bid job? What do we want?

How can we build evidence to get another bid job and have everyone participate together?

What actions can we take to get the manager to realize we need another employee? Be creative.

1. No shortcuts at the window follow all procedures
2. Call for help every time its needed and document it on a 1260 or buck slip,
3. Take your breaks
4. Build your soft time at the window utilizing all key transactions

5. If long lines report it to the supervisor and document it when there is no help available
 - If the manager is scanning or asking employees to scan before mail is up in the morning address that issue together. Scanning early is falsification. You need more staff to get mail up on time.
 - Is there PTF's from other offices that can be utilized? Do we have their contact information? What about hiring a PSE? Plan to approach the manager on the subject and make sure you do it together. The idea is to let the manager know that everyone is together and they can't isolate or have favorites.
 - Beating apathy, how to address yelling, intimidation and unfairness by Manager (makes sure that when a manager is yelling or intimidating, you address your feelings about it to the manager with a witness present, document it and get others to agree to come to your defense at the time of the intimidation)
 - Encourage your co-workers for open and honest opinions without personal judgement or criticism, addressing hostile work environment together as a group
 - Make plans (set a date and time) how to approach the manager together as a team, in solidarity make sure everyone participates in the meeting if possible
 - Plan another outside meeting to review results and then make a new plan taking one issue at a time, take notes set deadlines and move forward on the issues that were prioritized.

Don't forget to celebrate successes, and continue plans that make the environment a great place to work. You can work on safety issues too. Look for a volunteer steward in the office and have others agree to help the steward as alternates. It is always better to have a steward available at your facility. Working together is key. We are more successful when everyone is involved. Many times you may be able to win an issue without a grievance, just by showing the solidarity you have with each other.



Mobilize to Socialize

Once you talk to enough people, you can plan a meeting. On top of juggling everything else in life, the task can be daunting.

Mobilizing can be inspiring! Here are some tactics:

Work section socializing: Hold breakfast meetings, after work get-togethers, lunch sessions. Getting to know each other builds loyalty and participation at union meetings.

The steward and the Member Activist: work together to build relationships with the members

Set up networks with the group, such as phone banking, texting etc.

Plan new union activities and reach out to the community for support.

Provide a list of volunteer work that the local union needs help with. Examples include: designing newsletters, articles for the paper, editing, cartooning, fundraising, COPA drives, community work, health plan rep, legislative work, organizing the union office, upkeep of bulletin boards, mailings, mentoring program, educational classes, website administrator, union safety committee, orientation meetings, union safety committee, getting non-members to join.

Find a role for everyone who is willing to volunteer. Solicit opinions and involve as many people as possible in decisions. Find strengths in each worker.

Recognize members for their mobilizing work. Thank them for the role they play.

Have a training video made with Member Activists, Steward, and their co-workers.

Mobilize for the long haul. Convincing co-workers to have each other's back against bad management practices is essential to changing the balance of power. We keep moving forward because we know each of us together makes our union strong.

Start Small

Ideals to Work Toward

- Transform your lunchroom into a union hall. Display union posters of local activities on the wall, such as newsletters, flyers, break discussions and members' topics of concern. Hold a pizza night or have "Members' Rights" lunch breaks, group sessions, better workplace environment activities, and workplace facelift.
- Post Educational pieces: Union members working together and caring for one another, members take risks together sharing a common cause, share labor history, share union wins
- Produce a solidarity poster: group of union workers acting together, confronting their employer for their common concerns
- Get members to help identify and connect the union with organizations they know to help build our community coalition.
- Remember that we are all leaders, we all have voices to be heard, everyone is part of our union family, together in this fight.
- "Power concedes nothing without a demand," said Frederick Douglass, and as workers we must demand fair labor practices and teach what we have learned to our co-workers, children and students to educate and protect our future.
- Mobilize issue campaigns that affect numbers of members. A union can't work unless we all participate. Appeal to the goodness in people's hearts to support each other. Give our members a vision to fight back with.

**ALL MEMBER ACTIVISTS CAN HELP MOBILIZE MEMBERS
TO SHOW UP AT UNION ACTIVITIES:**

**Town Halls, Rallies, Protests, Phone-banking, Petitions,
Meetings, Events, Community Actions, Workplace events,
THE MEMBER ACTIVISTS WILL HELP BUILD THE POWER BASE,
EDUCATING AND PREPARING OUR MEMBERS, SO WE WILL
BE MORE SUCCESSFUL AND HAVE WELL-ATTENDED ACTIVITIES!**



Southern Connecticut Area Local: Public Meeting on Plant Consolidation 2012

DON'T BE DISCOURAGED,
BE INSPIRED!

We are a Movement

Can you imagine what it will feel like when 90% of your members stand with you to help protect everything we and others before us have built? Can you imagine our members supporting our communities? Members can help expand the Postal Service so that there will be a future for Postal Workers and America will continue to celebrate the Peoples Postal Service. It will take work, and patience. We can give our members credit for the work they do when they work with us, and it will bring a deep-hearted victory that will truly bring the feeling of strength and solidarity in our union.

Our survival will depend on activating our members, getting support from other union sisters and brothers, as well as help from our community members. Let's keep our National Treasure alive and well.

MOBILIZE APWU AND LETS MAKE A
MOVEMENT TOGETHER!

Sample flyer

OUR MEMBERS SHARE THE UNION WORK!

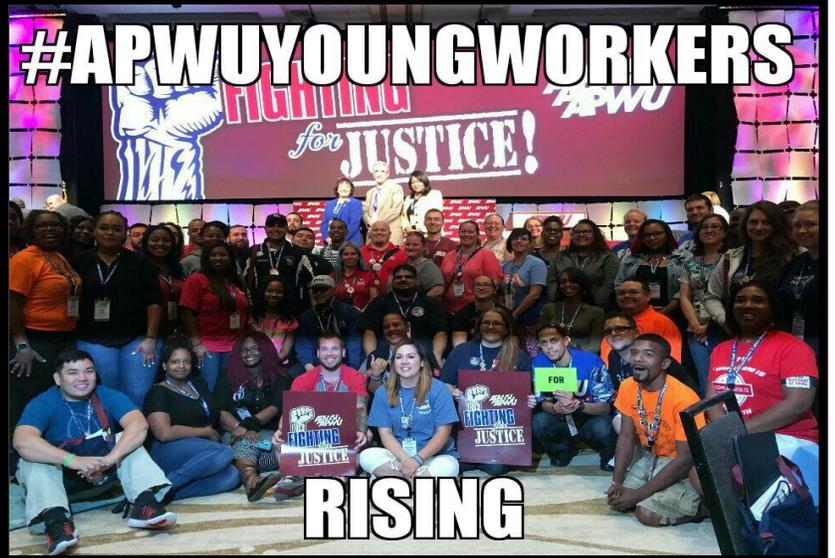


WE ARE NOT
A TEAM
BECAUSE WE
WORK TOGETHER.
WE ARE
a team because
WE RESPECT,
trust, and care
for each other.

...
@ValaAlshar

Sample Flyer

Together we Win!



Resources:

Troublemakers Handbook, How to Fight Back and Win, and Secrets of a Successful Organizer Jane Slaughter, Alexandra Bradbury, Mark Brenner (Labor Notes, *labornotes.org*)

A Troublemakers Handbook 2, The Steward's Toolbox, Democracy is Power, How to Jump-Start Your Union, *training@labornotes.org*

The UCU Activists' Handbook *www.ucu.org.uk*

Mobilizing To Build Power, CWA Education Department 2015

Public and Commercial Services Union, *www.pcs.org.uk*

UE the Members Run this Union, Body Mapping,
www.ueunion.org/sted_bodymapping.html

TUC (Trades Union Congress) Organize a Voice in Every Workplace, January 2004

Radicals At Work! An Activist Strategy for Revitalizing the Labor Movement, *www.solidarity-us.org*

Public and Commercial Services Union, *www.pcs.org.uk*

Making the Case for Union Membership, The Strategic Value of New Hire Orientations, Jobs with Justice Education Fund Sept. 2016

Promoting Your Union, Jason Mann

AFSCME Local 3299 MAT Handbook,
www.afscme3299.org/our_union/member_action_team/

Mapping Health and Safety Problems, Labor Safety and Health Training Project, National Labor College

Organizing Institute, AFL-CIO

No Shortcuts, Organizing for Power, *Jane F. McAlevey Oxford University Press 2016*

Calling All Radicals, Gabriel Thompson 2007

Powering Up the AFT Organizing and Union-Building Model, 2012

Imagining Change, *by Patrick Reinsborough & Doyle Canning 2010*

Democracy Is Power, Rebuilding Unions from the Bottom Up, *by Mark Parker & Martha Gruelle 1999*