

This is a draft framework designed to help you think about your role as staff with your affiliate. This is in no way complete and is only designed to be used as a starting point for assessing your next steps with affiliates. Each level from Survival to Advanced is dependent on the previous level.

Levels (Staff Focus)	Membership	Structure Development	Identification and Protection of Rights	Agenda Setting	Visibility and Credibility
Advanced Organizing (Member-led with Staff Advisory and Coaching)	Leaders (elected and not elected) are driving membership recruitment and engagement. Coaching leaders who are committed to the contact and engagement work. One on ones are limited to those who are identified as emerging leaders by other leaders. Exploration of options to expand “belonging” beyond traditional dues paying members. Dues are seen as a positive and an investment in the members.	There are well-defined, member-led, leadership and communication structures in which there is competition for positions. Structures are formed around various issues, are led by members, and come and go. Participation in these structures are for members to collectively use their agency for change. Structures extend beyond the affiliate and work with other organizations around common values, issues and goal. Participation is expected by the rank and file and participation data is shared widely.	Members lead on all aspects of the identification and protection of worker rights. Staff expertise is reserved for legal services and consultation. Members are the visible and credible source for workplace rights attainment and protection. Identification and protection of rights expands beyond membership and affiliate. Local is able to wield power to demand ‘wins’ that are not within their contract but align with their interests outside of bargaining.	Leaders work with all levels of the organization (rank and file, issue structures, leaders, staff) to set agenda. Leaders work with other organizations on shared agendas in which resources, risks, and decisions are shared. Organizational data and issue research are used to drive and evaluate the agendas. Members are given lists and learn how to map their own buildings. There are multiple agendas that are focused both internally and externally.	The affiliate is recognized as long term partner with multiple organizations. It shares values, interests, risks, and resources beyond its own membership. Members view their union as the primary way that they participate in creating the society they want to live in. The reputation of the union is known broadly throughout the community as a good one or one that advocates for its’ community interests. Members have confidence enough to participate in risky, visible actions.

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Basic Organizing (Member - Staff Partners w /Staff Growth -Coaching)	Staff and Leaders are building capacity to grow, maintain, and engage membership. Focus is on member recruitment AND retention. Engagement of members in actions that encourage ownership and build leadership. Staff and leaders are focused on Identifying potential leaders, ensuring worksite structures, and connecting leaders. One on ones focus on values based relationship and leadership ID. Dues are seen both as an investment in themselves and a transaction for support.	Staff are working to ensure building rep structures exist and local affiliate structures are functioning in ways that support and sustain the affiliate. Structures are coached to move closer and closer to ownership of collective decisions and actions. Coaching the structure to consider leadership pipeline. Participation in these structures is beginning to result in planning and action.	At the worksite level there are leaders and structures for addressing worker rights. There are affiliate level structures and leaders who work alongside staff to support worksites and are beginning to lead on district level issues. Members are part of the problem solving process. There are well established worker rights and processes that the union successfully enforces. Local is able to demand the basics that are guaranteed in their contract.	Staff and Leaders work to gather information about issues workers report from their worksites. Staff and Leaders determine short term and long term goals for both growth and strength. Focus is mostly on organizing to achieve worker wins and build internal capacity. Data is used to help support and evaluate agenda.	The affiliate is recognized as a credible and respected organization capable of achieving wins on issues important to members. The reputation of the affiliate is best known within the school district and its worksites. Members have a positive view of their union and are willing to participate in some public actions.
Beginning Organizing (Staff lead with a focus on growth and engagement)	Signing up members, maintaining lists, ensuring dues collection, providing information about the benefits of belonging. Staff mostly do this work and some locally elected leaders. One to ones are used to survey members. Some non-members are engaged. Staff are engaging members in very transactional or social actions and looking for people to fill existing leadership roles. Dues are seen as a transaction for services.	Ensuring basic structures required for affiliation with state and national are in good order. Focus on finding local leaders and on building a building rep system with at least one person per worksite. Leading effective meetings and modeling collective decision making and planning. Participation in structures is more about process than problem solving.	Reliance on union staff and staff relationships with employer. Members not engaged in problem solving beyond reporting issues to local leadership. Staff drive and lead bargaining, work place policy, and grievance processes. Rights and processes are somewhat known understood by the workers or some policies are worked out with the employer.	Staff help newly identified leaders understand how a union uses a values driven mission to achieve change. Staff develop a plan typically focused on membership growth and basic affiliate functions. Focus is on effective service delivery. Data is used to track members, non-members, and leaders.	The affiliate is somewhat recognized. Members and non-members are clear about membership status. The effectiveness of the union in regards to worker issues is limited. Only a group of activists participate in union activities outside of socializing. Rank and file participation is low and engagement of non-members does not happen.

Survival Organizing (Staff-led with a Focus on Growth)	Signing up members, maintaining lists, ensuring dues collection, providing information about the benefits of belonging. One on Ones focused on recruiting and education of union member value. Staff are engaging members in very transactional or social actions and looking for people to fill existing leadership roles.	Ensuring basic core leadership roles required for affiliation with state and national are filled . Focus on finding local leaders and some worksites have building reps. Participation in structures is focused on monthly meetings and socializing.	Reliance on union staff and staff relationships with employer. Member is not engaged in the problem solving process. Staff drive and lead bargaining, work place policy, and grievance processes. Rights and processes are not widely understood by the workers or clearly established with the employer. Focus is on ‘asking’ employer and ensuring good relationship with key employer personnel.	Staff help newly identified leaders or established leaders to develop basic agendas focused on process for basic affiliate functions. Staff develop a plan typically focused on membership growth and basic affiliate functions. Focus of staff is almost exclusively on service delivery. Data is on members is tracked and information on non-members is noted, but not followed up on.	The affiliate is not yet widely recognized. Members and non-members may be equally confused about their membership status. The effectiveness of the union in regards to worker issues is not a part of the locals work or anticipated work. Members are not likely to participate in public actions beyond social activities. Member participation is low to non-existent and non-members are have no recognition or a negative recognition with the union.
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