

Club to Fighting Union

	Unorganized	Club	Union	Fighting Union
Budgeting	Little or no local funding	Funding used to recognize activists -- stipends, meals	Funding used to recognize activists and also to reach out to members: stickers, buttons, tee shirts, picket signs.	Funding used to release activists to do work, to communicate with members, and to open opportunities to the newly active. Funding supports coalition work and social justice issues
Bargaining or Policy Setting	None or done by a single expert (UD, President)	Small group of the usual folks on the bargaining/policy team that the president trusts	Team represents all major job categories. Criteria is whether or not the president trusts them and they are recognized by members	Team represents all major job categories; criteria is whether they are trusted by the members. The local uses large – or extra-large – bargaining teams. The bargaining process is open, not closed, so that members – and even community partners – can see what happens.
Leaders and Roles	Volunteers if any A few officers, risk of vacancy	Tends to be the same small group of folks that populate other teams. Little to no risks are taken. Proliferation of titles and stipends to Presidential allies	Elections are regularly held and there are sometimes contested positions. Leaders can move others to act. However, their focus is on activism and mobilizing instead of long-term organizing. Titles and roles generally tied to actual activities; if there's a treasurer, there is a budget; if there's a newsletter chair, there's actually a newsletter	Are trusted and respected by members and there is a healthy election process with a number of good candidates. Leaders routinely deliver on persuading large groups to take public collective action; they actively seek other trusted and respected leaders. Leaders use their agency to take risks that result in growth. New roles are created to provide opportunities for emerging activists.
Advocacy	None, or done by staff and/or local president Used as one of the few reasons to pay dues	Few members may help with advocacy with much support from staff. Advocacy is solely viewed as a service to individual members.	Intentional identification and training of member advocates who conduct low-level meetings with support at higher levels from staff. Most advocacy is still viewed as a service to individuals with some understanding that protecting the work standards are in everyone's interest.	Advocacy is primarily viewed as way to build worker solidarity and ways to exercise collective action in response to poor work standards. Issues to organize around. First question is “who else is impacted by this” to convert individual problems to collective issues.

Programs or Activities	None, or led by the union, the staff, or by union members. No ownership.	Programs for individual interest with little risk in participating. Led by one person, and focus of change is on personal practice. Emphasis on social activities for members.	Works to have leaders design and lead the programs. Focus is on change of relationship with the union from rank and file to leader. Mobilizing and activism are the norms focused on traditional worker issues.	Organizing is the norm focused on the solidarity of the group and the work is to apply pressure on a system of oppression. Issues are broad and include social movement thinking.
Organizing	None beyond basics of affiliation.	Focus is primarily on membership and Recruitment of new hires..	Mobilizing and activism as episodic events. Typically led by staff or leaders. Typically engages the already involved. Work is primarily internal – homogenous participation and single issue focus.	Systemic and rigorous member to leader contact structures. There is a culture for ongoing strategic communications. Nearly every worker is in relationship with the union and understands the union affords them a place to exercise their agency. Alliances exist outside of the union and the union can run multiple issue campaigns at once.