



DAY 5

UniServ Foundations Academy

Feedback on Feedback



DAY 5 Entry Activity Affinity Wall + Data Collection

STEP 1: Sit with your worksite organizing practice teammate(s)

STEP 2: Affinity Wall

In a succinct statement write each issue you identified from your conversations on a separate post-it note. (Each group needs at least 4!) Add these to the affinity wall

STEP 3: Data Collection

Add your team's numbers from your visits to the data chart.

Feedback on Feedback



Agenda Review - Today

8:30-10:15 -- Getting Started, Debrief the Worksite Organizing Practice, Issue Review

10:15-10:30 - Break

10:30-11:15-- Campaigns, Tactics, Escalation

11:15-12:15-- Team Time, Presentations

12:15-1:00-- Wrap Up, Reflect, and Celebrate

1:00-- Lunch and Adjourn



Community Agreements p. 2

Using Self-Awareness and Self-Knowledge

Listening for Understanding

Being Gracious

Staying Engaged

Being Open and Suspend Judgment

Saying "I"- tell your truth

Seeking Discomfort

Reaching Empathy

Expecting Non-Resolution and Non-Closure

*Adapted from "Embracing equity and inclusion", Annie E. Casey Foundation

Bringing it back home

What have you learned from this Worksite Organizing Practice experience that you can apply to your work at home?



Jessica and Halimah

Worksite Organizing Practice Debrief

Lets check out the numbers!



Affinity Wall Review



What are the major categories of the issues?

Which are across worksites?

Which are more worksite specific?



Worksite Organizing Practice Debrief

What went well?

What would you do differently in the future?

Why is it important to debrief?



Key Points

If we don't debrief, review data and reflect on what worked/did not work – we cannot accurately gauge our progress or moderate our plans towards our desired goals.

Debriefing builds capacity and culture for learning.



Hedy

Why a campaign?



Staff Led Grievance, Policy, or Legal Approach



Who's speaking, presenting, and doing the most talking/advocacy?

Direct, Staff-led Advocacy is the lowest form of member engagement and is most often invisible.

Wins through this method can have good outcomes but they often result in making members feel like it was a third party that got the win. (UD, Lawyer, Lobbyist)

There is low ownership and leadership by members in this approach

An Organizing Approach

Well-organized worksites, locals, and coalitions have a positive, visible presences and members feel that they have the collective power to solve their problems – not a third party (UD, Lawyer, Lobbyist).

When the entire building, local, or coalition comes to act in ways to address the issue, those actors see themselves in both the action and win.

This builds power by continually increasing the amount of member leadership and ownership for the actions.



Campaigns

An action plan with a beginning, middle, and end, working towards a specific demand

- Involves a series of escalating actions (or tactics)
- Increases pressure on decision-makers
- Builds power by increasing engagement, developing leaders, and building capacity.
- Throughout the campaign we **identify milestones** that indicate we have enough power to try something **more** and something **bigger** and **win!**

Key Parts of an Organizing Campaign

- Issue
- Demand
- Target
- Tactics
- Escalation



Key Points



Staff led actions are low in leadership development, and low in member ownership.

Campaigns are visible to the people in the actions and shift power.

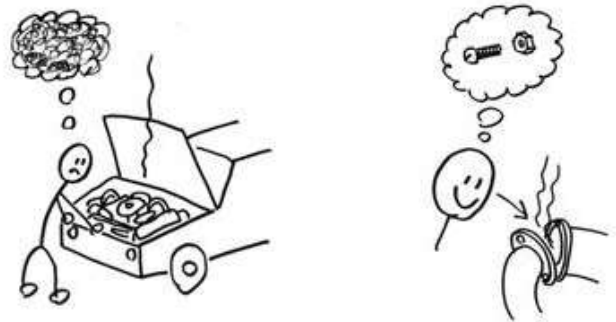
Grat



Problem vs. Issue

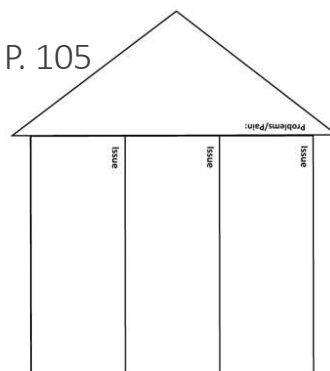
- ❖ **Campaigns** start with issue members care about.
- ❖ An **issue** is a slice of a workplace *problem*.
- ❖ Often a **problem** can have different **issues** depending on the perspective of the people we are working with.
- ❖ It is **KEY** to get enough input on what the *issues* are that make up the *problem* so that YOU do not drive the solution.

PROBLEM VS. ISSUE



Identify the Problem(s) P. 105

What issues are contributing to this Problem?



Example – Problem to Issue to Win

PROBLEM -Educators do not feel respected in this building.

- **Issue** – **There** is not structure or policy that allows educators to have meaningful input on decisions
- **Issue** – Educators' time to teach is severely limited by tests that don't improve learning
- **Issue** – Educators' work and professional practices are not adequately compensated for

Strategic WIN – Educators feel Respected

- **Tactical WIN** – A joint building leadership team is established
- **Tactical WIN** – More time to teach meaningful content and less unnecessary testing
- **Tactical WIN** – Compensation matches work and expectations

Assessing an Issue P. 104

What makes a good issue:

- ✓ It is widely felt.
- ✓ It is deeply felt.
- ✓ It is winnable.
- ✓ It builds the union and builds leaders.
- ✓ It has a connection to students and the public.



Sample chart that can be used to assess an issue

P. 106

Will the issue...	Issue #1	Issue #2	Issue #3
1. Result in a real improvement in people's lives?			
2. Give people a sense of their own power?			
3. Alter the relations of power?			
4. Be worthwhile?			
5. Be winnable?			
6. Be widely felt?			
7. Be deeply felt?			
8. Be easy to understand?			
9. Have a clear target?			
10. Have a clear timeframe that works for you?			
11. Be non-divisive?			
12. Build leadership?			
13. Set your organization up for the next campaign?			
14. Increase membership?			
15. Be consistent with your values and vision?			
16.			
TOTAL			



When making a demand ...

A demand is the *outcome* that *addresses the issue* that you are making of a target

- Measurable
- Achievable



Targets:

A single person:
- a name, face, & address

Has the power to give you what you are demanding

Scenario Work! (Charts)

Identifying Issues, Demands, and Targets

In your groups, return to your scenario and decide the:

- Issue

Keep in mind what makes a good issue!

- Demand

What do you want to win to solve your issue?

- Target

Who has the power to give you your demand?



Key Points

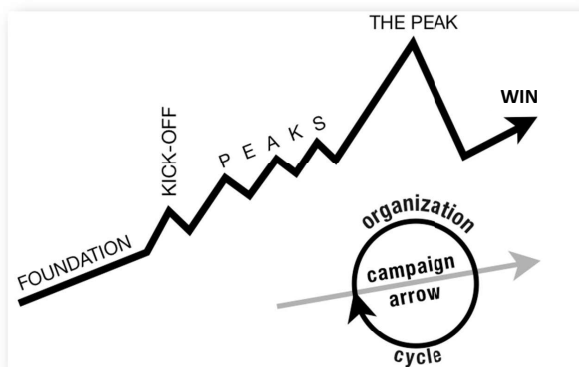
- A well thought out campaign has a strong issue, with an identifiable target and a strategic demand.
- A target is a specific person!
- We don't choose the issues! We identify the issues from talking to members!



BREAK

Jenny



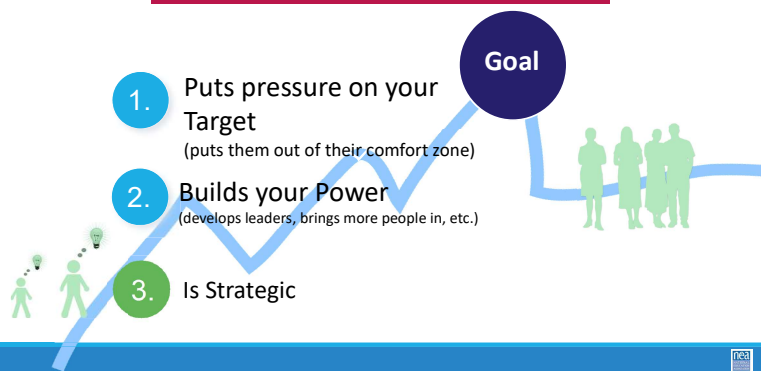


Tactics



Tactic – Actions you to take as a part of an escalation plan that increases pressure on your target to try to win your demand.

A TACTIC SHOULD:



Scenario Work! Tactics Brainstorm

+++YOU HAVE 5 MINUTES!+++

Brainstorm AS MANY tactics as you can on 1 chart.

- Be creative!
- You are NOT evaluating right now! Everything goes on the board!



Evaluating Tactics (pg. 111)

- Does the action relate to your issue?
- Will it increase the pressure on the decision-maker?
- Is it visible?
- Is it timed for effect?
- Is it new and different—or tried and true?
- Are enough people ready to do it?
- Will it unify people?
- How will management react?
- Does it violate the law? (If so, are we prepared for the consequences?)
- Will it be fun?

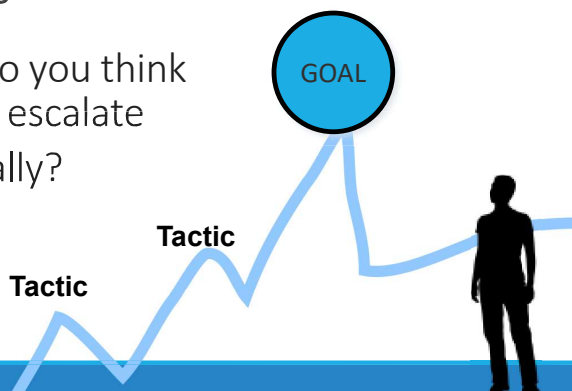
Compression Points

Points on the calendar where you celebrate short term wins or escalate your tactics based on how you have assessed your readiness to escalate.

- Naturally occurring deadlines
- Artificial deadlines
- Help us build urgency and crisis

Building an Escalation Plan 112-114

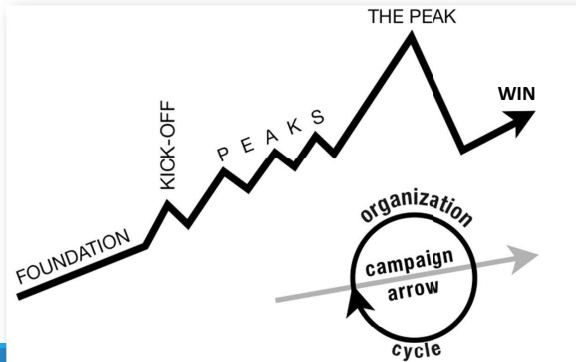
Why do you think tactics escalate gradually?



Each escalation is more public, more visible, and has more risk. WE transform members to activists, activists to leaders by asking them to take bigger risks.



ORGANIZE TACTICS INTO... A CAMPAIGN Timeline



Scenario Work!

Building your Escalation Campaign

STEP 1: Decide on your tactics

(Use the evaluation questions on Pg. 111)

STEP 2: Add in any compression points that are important to your campaign

STEP 3: Build your tactics into an escalation campaign

(Use the campaign mountain on Pg. 103)



Key Points

Strategy without tactics is simply a collection of good ideas and big dreams.

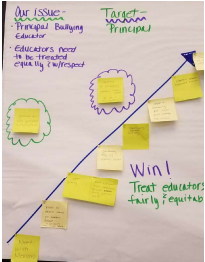
Tactics without strategy are a random collection of activities and wasted resources.

The bigger the win you want, the more resource you need.

Good tactics actually result in more resources – relationships, skills, hope and trust.

Barb





Team
Presentations

Team Work Time – p. 103, 108-110



Final
Closing
Circle

Lunch and Safe Travels!!!!





Evaluation Time



Faces of Union History
