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SEIU President's Committee 2000

April 2000

decide

a bold vision to win for working families

recommendations to
make a difference for workers

report 3 - **part 2**

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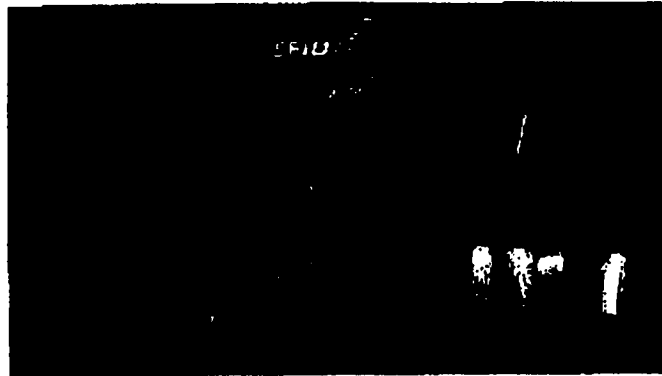


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section 1

Highlights of
Our Recommendations

An Overview

Section 1: Overview

Introduction

Since 1996, when delegates to the International Convention set SEIU on a course of bold new action by adopting the historic recommendations of the Committee on the Future, we've taken dramatic steps to increase our ability to win real improvements for our members.

We've focused on three priorities – organizing, political action, and expanding our members' voice in the workplace. And we've been able to win some real improvements for our members.

More than 100,000 home care workers have joined SEIU and have started negotiating pay raises and health coverage.

Nursing home workers have won major improvements in pay and staffing through a combination of coordinated bargaining, political action, and community support.

Thousands of janitors have organized and won health insurance for their families for the first time, and have helped other janitors organize as employers expand offices in the suburbs of major cities.

In many areas, public employees have won substantial pay raises, improved retirement benefits, permanent jobs for long-term "temporary" workers, and have stopped the privatization of vital public services.

New Threats and Challenges

But as impressive as these victories are, they are too rare. Working families are facing new threats and challenges to their security in the 21st century.

Despite a booming economy, too many workers are stuck in low-wage jobs without health insurance, retirement security, or other benefits. And in too many workplaces, staffing levels are being cut, good jobs are being contracted-out, and workers aren't getting the proper tools or training to do their jobs safely and effectively.

In the face of these challenges, the President's Committee 2000 believes that our ability to consistently win real improvements for our members rests on one thing: building strength in the core industries where our members work. It's the only way we'll be able to bargain better contracts, win legislation that makes a difference for working

families, and win the job security, staffing improvements, and other changes our members need.

But we must first confront several major obstacles – such as the fact that our level of membership involvement is still too low and that we lack the kind of resources that our employers and political opponents are able to muster.

An Action Plan to Strengthen Our Union

If our members and leaders have the political will to tackle such tough issues, the committee believes, we can become the kind of union that can consistently deliver real improvements for our members.

There is strong membership support for taking bold steps to strengthen our union. The committee has heard from members and leaders in all parts of our union and in recent months has conducted public hearings in each region. We also commissioned an independent poll to get members' views.

The poll, completed in March, 2000, found that an overwhelming majority of our members – 82 percent – support development of an action plan to strengthen and modernize our union – a plan that would include new bargaining and legislative strategies, membership recruitment, the use of new technologies such as the Internet, and getting members more involved and unified.

Recommendations to Make A Difference for Working Families

After conducting this intense round of outreach and discussion with SEIU members and leaders, the committee then began the final and most crucial phase of our work: Shaping a set of program recommendations that we feel will help change SEIU from the union we are today to the union our members and leaders imagine we are capable of becoming.

Section 1: Overview

BUILD STRENGTH THROUGH MEMBERSHIP UNITY

- Help members solve problems in the workplace, win better contracts, hold politicians accountable, and help organize new members by creating a Member Involvement Program in each local union.
- Improve communications with members by making sure every local union develops an effective communications plan and budget, and standardizing and upgrading membership lists for use by locals, state councils, and the International union.
- Help talented member activists gain the skills they need to become union leaders by creating a comprehensive leadership development program jointly supported by local unions and the International.
- Ensure that all members have the opportunity to participate in their union by developing local union diversity plans.
- Draw on the skills of retired members by involving them in union activities through state council-coordinated initiatives.

INCREASE COORDINATION AMONG SEIU LOCAL UNIONS

- Pool some local union resources to support each other and pursue joint strategies by creating SEIU Unity Funds for health care workers, public employees, and building service, industrial and allied workers.
- Make the SEIU divisions a vehicle for local unions to coordinate regional, state, national, and industry bargaining, organizing, and action strategies to strengthen members' voice.
- Negotiate better contracts by coordinating our bargaining and organizing efforts when dealing with common employers and common markets.

GREATER ACCOUNTABILITY TO EACH OTHER

- Involve local unions in jointly establishing performance standards for winning better contracts, communicating with members, holding public officials accountable, and uniting all workers who do the same type of work.
- Issue each member an annual report showing what has been achieved under the New Strength Unity Plan.

HOLD POLITICIANS ACCOUNTABLE TO WORKING FAMILIES

- Train stewards, delegates, and member political organizers to lead a year-round program to involve members in making politicians respond to the needs of working families.
- Create a strong political program in each local to raise funds and involve members in an unprecedented way to help elect candidates for office who demonstrate support for issues working families care about.
- Make sure every state council has the financial resources to hold politicians accountable.
- Ask every local to have a year-round, full-time political action program, with locals of more than 6,000 members assigning staff to work full-time on mobilizing members, and smaller locals sharing staff to build political action.

KEEP MEMBERS CONNECTED USING NEW TECHNOLOGY

- Help members stay informed by ensuring that each local union has its own Web site.
- Improve and speed up communications, expand member participation, and reduce costs by working to see that every local union and regional office has access to videoconferencing facilities.
- Make sure local unions can keep members informed by acquiring or upgrading the technologies they need for maintaining member and e-mail lists and contract databases.
- Help new members get involved in the union by contacting and orienting them quickly using telecommunications technologies.

INCREASED RESOURCES TO BUILD NEW STRENGTH

- Adopt a special dues increase to ensure that local unions have the capacity to carry out the New Strength Unity Plan and win improvements and security for members.
- Guarantee that every penny of new dues money will be used to strengthen the union.

section 2

A Comprehensive Unity
Plan for New Strength

Recommendations of the President's Committee 2000

Section 2: Recommendations of the President's Committee 2000

I. On Building Strength to Win for Members

The central challenge facing SEIU is to increase our strength in the industries where our members work—health care, building service, public service, and industrial and allied services. Until we do that, we will not be able to win the improvements our members want.

The committee sees the following challenges as keys to developing industry strength for our members:

- Industry division and local union leaders must deepen responsibilities and be accountable to each other for their success.
- We must coordinate bargaining and win better contracts, which we will be better able to do if we speak with one voice at the bargaining table.
- We must position local unions to raise standards by giving them the ability to focus on building strength within logical geographic areas.
- We must continue to unite more workers in our industries, by building a movement which defends the right of workers to choose to have a voice in the workplace by joining a union.

A. New Responsibilities for Industry Divisions and Local Union Leaders

We cannot build industry strength for our members unless we ensure that SEIU programs are fully integrated within our local unions and at every level of the International union, and that the industry division and local union leaders responsible for carrying out these programs are accountable for its implementation.

We are able to deliver the programs and ultimately the improvements members want because our leaders and members are committed to those programs, take responsibility for those programs, and are accountable to each other for their success.

In 1984, SEIU decided to create Division Boards which were composed of local union leaders within a

particular industry or sector. These boards were designed to collect information and exchange ideas of common interest within each industry or sector. In fact, it was an effort to respond on a sporadic basis to the initial centralization of employer decision-making. But now, their mission needs to take on new dimensions.

Set Standards

- Local unions in each of SEIU's four industry divisions—Health Care, Public Service, Building Service, and Industrial and Allied—will deepen their responsibility and accountability for SEIU programs through the establishment of standards they devise for their respective industry. Standards

Public Service: Example of SEIU's Proposed Division Structure

Public Service Division local unions will create their own division structure to unite members and coordinate strategy.

International Executive Board

Division Steering Committee

Division Leadership Assembly

State Government Council	Local Government Council	Education Council
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for each industry should be developed by the industry division leadership assembly.

B. Coordinate Resources

- **Create a Unity Fund** that pools resources which will allow us to support high impact programs and projects that make a difference for members in our industries, including strategic campaigns, targeted organizing, and coordinated bargaining.

C. Change SEIU's Division Structures

- **Establish a Division Leadership Assembly as the highest policy-making group within each industry division.** The leadership assemblies would consist of representatives of all locals on the industry sector councils.

The leadership assemblies would submit to the SEIU International Executive Board an annual plan for meeting the goals established at the International Convention for building the power to win improvements for the members of their division. Chairs or co-chairs for these leadership assemblies would be appointed by the International President.

- **Within each industry division, establish Industry Sector Councils** responsible for working on issues that affect members in their specific sectors (e.g. Nursing Homes, Gas Utility, Public Education, Home Care, etc.). Chairs or co-chairs of the councils would be appointed by the International President.

All locals with a significant number of members in that industry sector and that have signed a Division pledge would be represented on the Industry Sector Council.

The councils generally would meet at least twice a year, and would guide the work of SEIU in their respective industry sectors.

- **Create Division Steering Committees,** consisting of chairs or co-chairs of each Industry Sector Council, the chairs or co-chairs of each Division Leadership Assembly, and other representatives appointed by the President after consultation with the Division Leadership Assembly leaders to ensure appropriate diversity in representation.

These steering committees would be responsible for the overall coordination of work of the division, and would make all recommendations to the Officers between the annual Division meetings.

- **Leadership Assembly Meetings/Voting.** Develop a voting process to be determined by the International Executive Board

D. Coordinated Bargaining and Better Contracts

The employers in our industries increasingly use centralized decision-making structures and strategies. In bargaining with these employers, however, our local unions too often continue to use an outdated, "go-it-alone" approach. Even when locals have agreed in advance to coordinate bargaining, they retained the right to opt out at the last minute, regardless of the impact on the members of other locals and the long run interests of all SEIU members.

In order to win the highest possible standard of living for our members, local unions who have common employers and/or private-sector industry markets need to work together and with their SEIU industry division to coordinate their bargaining efforts and pursue regional or national agreements where appropriate.

Speaking With One Voice in Bargaining

When bargaining with an employer whose regional or national office will be making decisions about the final terms of a settlement, the SEIU locals involved in those

Section 2: Recommendations of the President's Committee 2000

negotiations will coordinate their efforts and speak with a united voice. By working together to make decisions about collective bargaining at the same level as their employer, our members will be able to maximize their strength.

- Designate the divisions as the advisory arms for carrying out coordinated bargaining efforts; provide for the possibility of "bargaining councils" to carry out specific bargaining campaigns under the guidance of the divisions; and set the ground rules for the participation of all affected local unions in coordinated bargaining.
- In cases where the International Executive Board has adopted industry division recommendations on contract standards for common employers or private sector markets, local unions should make every reasonable effort to meet the standards by their own actions or in working with the International union through the industry division.

Locals should not unilaterally execute contracts below these standards, which would have an adverse impact on the wages, benefits, and prevailing working conditions of their members or members of other locals.

When local unions fail to make every reasonable effort to meet contract standards and agree to enter into contracts below those standards, the industry division should be empowered to recommend to the International President what assistance or action, if any, should be taken.

- Division responsibilities of amalgamated locals: Local unions which have a significant number of members in multiple industry divisions (with the size threshold to be determined by each respective division) should have a separate or identifiable leadership and program structure for that division. These locals are responsible for fulfilling the standards established by each division for improving the living standard of its members.

E. Positioning Local Unions to Raise Standards

A local union's charter defines its organizing jurisdiction by industry, occupation, and geography. Conflict and confusion regarding local union jurisdiction are significant obstacles to achieving our goal of increasing industry strength. Many local union jurisdictions overlap, conflict, or simply lie unorganized. Some local unions lack the resources to organize workers in their jurisdiction. Others have the resources to organize but not the jurisdiction to organize. Others lack the will to organize their jurisdictions. Amalgamated locals, which represent workers in more than one industry, may have difficulty carrying out the union's program in more than one Division.

To ensure that our local unions are best positioned with the program and resources to raise standards for their members by aggressively organizing and representing their members, we need clear and equitable standards for assigning jurisdiction. These standards would be the foundation for making decisions on such questions as: opening new geographic or industry jurisdictions in the union; evaluating requests from local unions for new jurisdictions; and evaluating and approving agreements involving mergers and affiliations.

Building Industry Strength Within Logical Geographic Areas

Many of our local unions have taken up the challenge to build industry strength to organize. By having in place clear and fair jurisdiction policies, we ensure that opportunities for organizing and raising contract standards that will benefit our members are not hampered by jurisdictional disputes.

With union-wide, adaptable jurisdiction standards in place, SEIU can achieve continuing growth, concentrate the political power of our members, and ensure a consistent and equitable application of each division's standards.

• **Industry-Based Jurisdiction:** Establish a clear goal of uniting members by industry where and when it increases the union's ability to improve members' lives. Jurisdiction should be focused on one industry within the most logical geography. Industry-based jurisdiction gives local unions the best opportunity to be recognized by the public, elected officials, industry employers, and workers as the principle voice of workers in that industry and geographic area.

• **Establish Jurisdiction Policy and Procedure:** Establish guidelines and procedures for handling jurisdiction matters (see Appendix). This would guide the International Executive Board in matters such as resolving disputes between local unions with jurisdictions that overlap by industry or geography or both, evaluating jurisdiction assignments that are inactive, and creating clarity where jurisdiction may be ambiguous.

• **Granting Jurisdiction:** Granting jurisdiction must depend upon an evaluation of a local union's ability to operate as an effective local union that can organize workers in its industry. Unless effectiveness or geographic issues warrant it, the International union should avoid creating any more amalgamated locals through mergers or granting of jurisdiction.

• **Geography:** In geographic areas where there is only one SEIU local union with the resources and commitment for organizing, granting jurisdiction outside that local union's industry should be considered. Statewide, regional, or province-wide jurisdiction should normally be considered the most logical jurisdiction. But in large geographic areas, a smaller geographic jurisdiction may be necessary in order to build the most effective union for members.

F. Uniting More Workers in Our Industries

Since 1996, SEIU has helped 300,000 workers organize "a truly historic achievement" — but the fact remains that there are 21 million unorganized workers in our core industries. At our current pace of organizing, it would take us 280 years to organize those 21 million workers and that's assuming no new growth in those industries.

Our organizing plan over the past four years was well-conceived and well-executed. But the challenge now is to dramatically expand and accelerate our pace of helping more workers organize.

Build a Movement to Defend Workers' Freedom to Choose a Voice in the Workplace

We must build a movement to create a social, legal, and political climate where employer opposition to worker freedom to join a union is reduced to the point where literally millions of workers can and will choose to join SEIU every year. As our membership swells, we will be able to win path-breaking agreements that will change the lives of our members.

Division Organizing Program

- Establish division organizing goals that will give us the ability to help 600,000 workers organizing during the next four years — double the number that we helped organize in the past four years — and ensure that organizing efforts build strength in our core industries.

Learn from Our Experience

- Dramatically increase resources for organizing over the next four years. Establish as a standard an annual local union organizing budget equivalent to 20 percent of the local's budget (after payment of the International per capita tax) and a full-time organizing director.

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- Continue to build our team of local union and International organizers and efforts by local unions to hire organizing directors. Build on our successful efforts to develop a massive member organizing program that involves thousands of members each year in organizing campaigns.
- Develop new strategies to reduce employer opposition to workers' freedom to choose. Greatly expand the consistent use of communications, political outreach, and other means to reduce employer opposition in all campaigns.

II. On Programs That Help Us Win for Members

In each of our divisions, our ability to make a difference for our members will continue to be limited unless we increase our program effectiveness.

In practical terms, "effectiveness" is how well we do our job as union leaders. It relates to everything from the use of communications and new technologies to whether a local union has the skill and ability to generate community and political support to win the improvements its members want.

In making our recommendations on program effectiveness, we have grouped them into categories: politics, communications and technology, and member participation.

A. Increasing Our Political Effectiveness

In countless ways, the lives of working families are crucially affected by government decisions affecting everything from workers' freedom to choose to form a union to funding for nursing homes, public parks, hospitals, and schools. Despite the overwhelming importance of political action to our members and other working families, our political programs still fall short. *Too many of our members don't know why political action is important or how it connects to their lives.*

Build a Year-Round, Issues-Based, Member-Driven Program

Whether it's by mail, telephone, or the Internet, SEIU members get from their local unions the information they need to understand and assess the political issues affecting their lives. They also get messages from their locals about why they should contribute funds for political action, and how to volunteer and get training. SEIU leaders speak with one voice on political issues and SEIU State Councils remain focused on their core mission to get positive results for members.

Create the following standards for local union political programs:

- Local unions will have a unified program in the workplace that includes politics.
- Local unions will have the responsibility for ensuring that stewards and delegates are trained in the political program and how to deliver it in the workplace.
- Local unions will have a program for member political organizers (MPOs) to organize volunteers both internally (working with stewards/delegates in the workplace) and externally (voter mobilization, meeting with elected officials, community outreach).
- Because politics is a year-round activity, every local union of 6,000 or more members must have a local union political director. Locals of that size have the resources to support as well as the need for a full-time political director. Smaller locals must pool resources and share political staff or otherwise meet the year-round requirement.
- Local unions must increase the voter registration of their membership by 10 percent per year until a goal of 80 percent of members eligible to vote is reached.

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Establish the Following Standards for SEIU State Councils:

- SEIU must dramatically improve its fund-raising program. We applaud the recent decision by the SEIU International Executive Board to increase the COPE quota to \$2 a month, and further recommend getting at least 20 percent of members to check-off an average of \$3 a month. This would raise \$9 million annually, with the funds to be shared among the local union, issues funds, and the International union according to a formula to be established.
- Every local union must participate in its state council on an equal basis.
- The election of pro-worker candidates must be among the highest of priorities at every level of the union. All local and International union staff must participate in political election mobilization activity.
- State councils should remain focused on their core mission of politics, legislation, and issue advocacy to best serve the members in their state.
- State councils will monitor the political program activity of local unions in their state. State councils will make such reports to the International Executive Officers as a condition for receiving their monthly subsidy check.
- As our political program expands, state councils should be prepared to increase their resources by raising their per capita beyond the current minimum of ten cents.
- State councils need to be more active in coordinating participation of local unions in State Federations of Labor with respect to politics and legislation.
- State councils must incorporate Division plans in their legislative and political planning and carry out issue advocacy to support industry strength strategies.
- State councils must ensure that our union speaks with one voice to state politicians. They must make endorsements for state offices through an appropriate process involving local unions that is described in writing and submitted to the international union.
- Local unions want to understand more clearly what they can expect from their state council in the way of aid and involvement in local races. Every state council must develop a policy regarding endorsements and contributions in local races that is described in writing and submitted to the International union.
- Candidates for Congress should understand that they must talk first with local unions if they want to get SEIU support. State councils will make recommendations to SEIU for support of federal candidates, and the timing and amount of contributions will be determined in accordance with the political plan recommended by the International President and adopted by the International Executive Board.
- To have any influence in presidential politics, we must speak with one united voice. State councils cannot make endorsements in the presidential contest, but will carry out the recommendations of the International union.

An Approach to State Federations of Labor

State federations of labor are designed to bring together all of the unions with members in a state so that they can coordinate their activities and speak with one voice. The experience of SEIU locals with state feds has been uneven, however, and the experience of state feds with SEIU locals has been likewise in some areas.

At its last convention, the AFL-CIO affiliated unions adopted a new strategy for increasing the accountability of state feds and encouraging higher levels of affiliation. The goals of the new alliance include building

consensus on the proper roles and responsibilities and the core programs of state and local feds, as well as integrating national union priorities with state and local priorities. This offers the potential to restructure and re-map the union movement in our communities state by state.

To ensure that SEIU local unions are partners in this process, SEIU state councils should work to coordinate our involvement. The result could be a newly invigorated voice for working people in each of the states where we have members.

Membership List Development and Maintenance

An up-to-date list is the heart of any political program – for member registration, fundraising and communications. Local unions must provide an accurate membership list to state councils on a regular basis.

- Local unions should be required to regularly submit membership list updates, including e-mail addresses when available to their state council, or in states where state councils do not exist, directly to the International union. Local unions should also be required to submit copies of all executed contracts to the appropriate Division Leadership Assembly and the International union.
- Similarly, state councils must provide membership lists to the International union on a regular basis after the International Executive Board has approved comprehensive guidelines on standardization of data and how data can be used.
- The International union will recommend hardware, software, and file format standards for maintenance of these membership and voter registration lists that will be maintained by SEIU state councils and accessed by the International Union.

B. Communicating Our Message More Effectively

Communication plays a key role in everything that our local unions do in organizing, political action, and expanding members' voice in the workplace. We must help our local unions develop more effective communications programs.

Voices of Our Members Are Heard, and "SEIU" Is Easily Identified

With more effective communications programs in place in every local union, SEIU members have the information they need to make decisions about issues affecting them and have the training and ability to deal with the public and media in getting their message out. *With every member and local union known by the name "SEIU," our union is readily recognized as a strong and leading trade union.*

Support

- The International union should provide local unions the training, advice, and materials for developing effective local communications programs.

Communication with Members

- Members will receive information about union activities that affect them and how they can get involved in organizing, political action, and building members' voice. Local unions will use worksite surveys, meetings, and other ways to ensure that members' voices are heard and that union programs and communications reflect their members' needs and views. Leaflets and other materials will be used to stimulate worker-to-worker communication to build a stronger union at the worksite.

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Outreach to the Media and the Community

- Plan how to use best communications practices to get positive media attention during the year through newsworthy activities, including upcoming contracts and organizing, political, and legislative campaigns. Highlight members' voices during those campaigns. Show how union members' goals are in the public interest and will lead to more reliable services and healthy communities.

Local Capacity for Communications

- Provide campaign communications training for leaders, staff, organizers, stewards, and key activists at least once a year, and integrate communications into training on organizing, political action, and building members' voice. Establish a communications budget including communication components of budgets for organizing, political action, and building members' voice. Coordinate communications strategy with other SEIU locals in the same area of industry, and with the International union, locals of other unions, and community allies.
- Use new technology such as e-mail and Web sites to improve communication with members, unorganized workers, and the community. Reflect the diversity of the membership and the community, including providing for communication in the languages that members and unorganized workers speak.
- Designate a local union staffer who has the time and training to coordinate the implementation of the program.

Cultural Programming

- The SEIU Greenhouse/Bread and Roses program should continue to work on a national level and with local unions to provide cultural programming for our members. By cultural programming we mean developing and nurturing art, video, music,

rap, poetry, storytelling and theater that speaks of and from workers' experience. This programming is important because we need to reach and teach members with our mission of organizing and political action in myriad ways.

SEIU Identity

- Require that the name of every local union start with "SEIU Local (or District)" ___ and prominently feature SEIU, and require all state councils to use the name "SEIU ___ State Council."
- Develop a comprehensive directory of local unions, listing them by SEIU local number, the name the local uses, and the types of members they represent.

Maximizing New Technology

Unless we harness the power of new technology, we will not be able to communicate effectively with members or achieve many of the other goals outlined in this report. It's fundamental to our ability to win better contracts, increase member participation, establish comprehensive contract databases, and maintain, track, and sort voter registration lists.

We also need to ensure that our members and other workers do not become the "have-nots" of the new, digital world. We must make sure that working families have full access to all that it offers. We must also ensure that our local unions have the technological capabilities to keep pace with the employers, government entities, and others that we deal with each day.

- By the end of 2001, provide the opportunity for all local unions to establish Web sites.
- Create or select a quality Internet service provider (ISP) with the lowest possible cost for members.

- Establish communications centers in New York and California for use by all SEIU local unions, and continue to upgrade and use Mobile Action Centers.
- All membership applications, registration forms, check-off authorizations, sign-in sheets, petitions, etc., should request e-mail addresses. Incentives for e-mail addresses should be established such as national membership cards and web-site based list servers.
- Make the best use of videoconferencing capacity to reduce meetings costs and expand participation.

C. Increasing Member Participation

SEIU members are more active than ever before in our union, but their level of involvement is still too low. We need to increase their involvement as member organizers, member political organizers, and worksite leaders. We also have a responsibility to identify, recruit, train, support, and develop the next generation of leaders of our locals and the International.

C-1. SEIU Programs to Expand Leadership at All Levels of the Union

Education and training is essential to developing new leadership. It must take into account the tremendous diversity of our union: its international and multinational character and the diversity of our membership in occupation, race, gender, age, language and life styles.

- Through a new **SEIU Leadership Development Alliance**, the International union and local unions will pool resources to provide a comprehensive leadership development program. This will include a Leadership Institute

to provide a program of training and mentoring targeted at local union activists who have been identified as emerging leaders, and a Youth Leadership Institute for young activists and emerging leaders under the age of 30 will be created. There also will be a Local Leadership Development Program for rank and file activists who can lead the union in its organizing and political program and in the workplace and a Union Leadership and Administration Program for new and current leaders. To be effective, all of these programs must be available in the languages spoken by our members and must include creative and effective use of technology.

Learn from Our Experience

- **Staff Development Program:** The International and local unions will continue and expand our program for local union staff training. Our goal is to coordinate, link, and expand current training programs and make them available for full-time staff in major leadership positions in their local unions.
- **Collective Bargaining Training Program:** We will continue and refine our basic collective bargaining training program and develop advanced training on new coordinated bargaining structures and critical challenging issues that cut across our industries.

C-2. Diversity

SEIU has a long and proud history of helping diverse groups of workers improve their lives and communities by uniting together in one organization. We must continue, in all of our programs and actions, to acknowledge and embrace this diversity. We must do all that we can to defeat management's attempts to use diversity to divide workers, and to help our leaders and members understand that uniting workers is not only the right thing to do but is also in the economic interest of workers.

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In our workplaces and our union, we will include people of different cultures and other attributes. This includes, but is not limited to, differences in race, gender, ethnic origin, religion, age, sexual orientation, educational level, family status, economic status or class, immigrant status, physical ability, and occupation.

To maintain an environment that affords all workers and leaders the opportunities to flourish and unite in support of our common mission to help working people improve their lives, we make the following recommendations:

Program Integration

- **Make diversity an integral component of SEIU's core programs:** organizing, political action, and building members' voice. It is the best way to fully realize our goals in building industry strength and program effectiveness. Our worksite leaders, member organizers, and member political organizers should reflect the diversity of our membership.
- **Local unions and SEIU state councils should develop diversity plans,** and take advantage of appointment opportunities and staff vacancies to review and make progress. In addition, they should conduct demographic surveys and censuses regularly, in order to establish an accurate profile of membership.
- The International union and locals should develop the capacity to **produce print and electronic communications in the languages spoken by their members.**
- **Through the SEIU Greenhouse/Bread and Roses cultural program, develop and nurture art, music, poetry, storytelling, theater and other expressions of our members' rich diversity.** In our union, "speaking with one voice" means not only speaking in many languages, but speaking in many ways.

Promote Leadership Opportunities

- **Local unions and SEIU state councils also should review their governance structures for ways to increase diversity.** Where diversity is not being achieved through normal governance procedures (e.g. appointments, elections, etc.), restructuring to create at-large or district-based executive board positions, for example, might lead to increased leadership diversity. They should also consider the creation of appointed "equity/diversity" positions on governing bodies as appropriate under applicable law and other considerations.
- The International union should build on efforts to **ensure that officers, International Executive Board members, and staff reflect the diversity of our membership.**

Learn from our Experience

- The International union should **identify and compile local union diversity "best practices"** and share this information with all locals.
- The International union and its affiliates should promote understanding and periodically sponsor **forums at which issues related to race, gender, sexual orientation, and other diversity areas can be discussed comfortably.**
- **Reaffirm the importance of SEIU caucuses** as vehicles for leadership development, member participation, and forums in which members can discuss issues unique to their constituency.
- Ensure that the buildings and meeting locations used by the International union and all affiliates are **handicapped accessible and that signing and translation resources are available as needed.** Electronic and print communications should be designed to be readable by the sight-impaired, and other reasonable accommodations should be provided.

- **The SEIU Women's and Civil and Human Rights Conferences should be continued on a biennial cycle.** Consideration should be given to combining these conferences, allotting time for some separate programming.

C-3. Retired Members

Every year, thousands of our members retire from work. In most cases, this means retiring from their union as well — even though they need their union every bit as much as active members do, to defend their retirement benefits and publicly funded benefits such as Medicare and Social Security.

Once we lose track of our retired members, it's hard to track them down again. However, with a little effort from local unions and assistance from the International union, we could help retired members stay active in their local unions. These members can be a real source of strength for local unions and can make an important contribution to improving the lives of all workers. In the political arena, for example, they have the time and the motivation to help elect pro-working family candidates and hold them accountable.

Membership Rights

Our local union and International union constitutions have a wide variety of policies and practices regarding the rights and responsibilities of retired members. The Committee strongly believes that retired members should have a voice and a vote. Therefore, we recommend that the International Executive Board should include a Retired Member position with a vote. Furthermore, free membership provisions in the SEIU Constitution should be eliminated. All retired members should pay some dues, perhaps a dollar a month. Currently, SEIU's retired member programs and affiliates are quite diverse. In most cases, existing retired-member organizations are structured around workers' retired status. Therefore, for clarity, "retired" member, not "senior" member, is the appropriate term to be used. Retired

SEIU staff are a valuable resource and should be eligible to participate in SEIU retiree programs.

Role of the International Union and State Councils

Because state councils coordinate SEIU's political program on the ground, state councils should be at the core of moving the retiree political program. The International should work with the state councils to provide appropriate support and incentives so that retirees can staff and focus on the retiree political program. Numerical thresholds might be established to trigger commitment of International resources.

The International Union should play a key role in developing effective communications vehicles to reach, educate and mobilize retirees and to integrate active members and retirees. The International should provide support to the state councils to build effective state programs.

State council political programs should include retirees in a number of ways:

- Ensuring retirees are represented in the governance structure, including a retiree committee.
- Working on list collection and developing databases of retired members, copies of which should be provided to the International.
- Involving retirees in all mobilizations and specific legislative and political campaigns and issues of concern to retired members.
- Ensuring that retirees are integrated into education and training programs, including MPO programs.

Local Union Retired-Member Program Consistency

The committee recognizes that the experiences of local unions with retired member programs are quite varied. Some have quite successful programs where retired members are fully integrated into the life of the local. Others have no program for retired members at all.

Section 2: Recommendations of the President's Committee 2000

The International union has an important role to play in promoting consistent national initiatives and coordinating the efforts of local union retired member programs. The committee recommends that consultations with SEIU retired-member leaders continue in order to develop model programs to recommend to locals unions.

The Concept of Lifelong Trade Unionism at All Levels of the Union

Through an effective retired member program, we can promote the idea that trade unionism is a way of life that should be embraced and supported by youth, students, retirees and so forth – not only active workers.

D. Meeting the Southern Challenge

Most of the South has low union density, and even this low level of unionization has been dropping. There are more union members in California than in all of the South put together. And the South's poverty and low wages have acted as a brake on wages elsewhere. In fact, the gap between wages in the South and elsewhere is now shrinking, as the overall wage level declines toward the Southern level.

Unionization is weak because of so-called right-to-work laws. More than half of all right-to-work states are in the South. These laws, which prohibit union shops as well as agency or fair share fees, compel unions to spend significant resources to maintain internal membership levels and expose existing unions to more employer decertification threats. They apply to both public and private sector workers (except in Georgia) and their impact is compounded by the virtual absence of collective bargaining laws for public sector workers.

In recent years, the South has seen a rightward shift among elected officials. Anti-worker politicians now control six of 10 governors' mansions, including the key SEIU states of Florida, Louisiana, Tennessee, and

Texas; three of 10 state Senates, including Florida and Texas, three of 10 state Houses, including Florida; and 14 of the 20 U.S. Senate seats from the South.

So in the South, SEIU faces a three-part challenge: very-low and declining union density, the most anti-worker laws in the nation, and the takeover of our state political institutions -- which also impact national politics -- by anti-worker politicians.

In the meantime, the South is where the job growth is. The South's share of all jobs in the United States has grown steadily, and Texas, Florida, and Georgia will continue to have above average job growth.

Congressional seats continue to move away from union stronghold states to the South.

There is also a growth of immigrant workers from Mexico and Central America. Many of these new immigrants are taking service jobs. The labor movement is stepping up to the challenge of rebuilding a base in this new South with major victories in protracted fights and fresh organizing efforts.

Because of the anti-worker laws and the hostile environment in the South, the hallmark of many organizing victories has been the combination of effective organizing programs, political work, and coalition building with community groups.

In some very fundamental ways, the South is different from the other states where SEIU represents workers. At the same time, the South itself is changing. Our need to work in coalition with other unions and other social forces is significantly greater. As a result, different approaches and strategies may be called for.

- The committee recommends development of a comprehensive Southern strategy.

III. On Our Commitment to Each Other

To carry out the range of industry strength and program effectiveness recommendations will also require us all to think and act differently. It means we truly have to move from an age of independence to one of interdependence. It means that our definition of capacity has to also be reconfigured to meet the goal of winning for workers. We have to support each other and be honest with ourselves about the job we are doing for all of our members as a whole.

A. Accountability

SEIU members benefit when local leaders are united and speak with one voice to employers, politicians, and the public. *For the union to act in unity, all local unions must be fully committed to carry out the agreed-upon program.*

Communication and Building Support for the Standards: Standards for evaluation should be recommended by leadership and adopted by the appropriate body. The content of the standards and what's needed to meet them must be clearly communicated to leaders and members.

Prioritization: Standards should be clearly designated as to their priority status. Encouraged standards are urged as best practices for the local unions. Recommended standards may become required in the future. Required standards are viewed as the minimum necessary for an SEIU local to be part of an effective union. These standards should be aimed at achieving the broadest possible participation to the highest possible standards. A local that fails to meet these standards is undermining the ability of other locals to represent their members.

Reporting: Every subordinate body has the responsibility to provide the relevant information needed to evaluate progress and the International union will

make that information available to Division Leadership Assemblies and the other decision-making bodies that require it.

Transition Period: Following adoption of a standard, locals should be given a period of time to meet the standard.

Adjustment Period: Locals unable to meet the standard by the end of the transition period will be provided with intensified support during an adjustment period of a specified length. An advisory committee of local leaders from the state council or industry division will approve a plan for assisting the local to come into compliance.

B. Enforcement

After the International union has made efforts to work with the local union on meeting the standards established to ensure the best representation and living standards for our members, the Division leaders will inform the local union of any continuing concerns and, where they determine that additional effort would be appropriate, work out a plan to achieve future compliance.

In those rare cases where the local union does not agree to work to meet the adopted standards or has not demonstrated an ability or commitment to meet them, the Division leaders can recommend to the International President that additional steps be taken.

Section 2: Recommendations of the President's Committee 2000

Along with other constitutional authority, the International President will continue to have the right to hold hearings, remove locals from Division leadership bodies, appoint monitors, terminate financial assistance, and recommend to the International Executive Board to merge locals, transfer jurisdiction, or take additional actions regarding locals or leaders who do not meet the union's standards. Such actions may be initiated at any stage that the International President deems appropriate.

C. Winning for Our Members: Recommendations on Resources

In the past four years, we have shown that we can win for our members by uniting, planning, coordinating, pooling resources, and holding politicians accountable. But we have to do more if SEIU members are going to take on 21st century employers and win real improvements in pay, benefits, and working conditions.

To build new strength for SEIU members, our local unions need increased capacity for coordinated bargaining, organizing, political action, membership involvement, and communication. This will require more leadership, more commitment, and more resources at all levels of our union. We cannot meet the resources challenge by simply shifting resources from local unions to the International or from the International union to the locals via subsidies. We need to look instead at the total resources dedicated to winning for our members.

We know from discussions and surveys of our members that they strongly support a program to build new unity and new strength. They have also indicated that they support a special dues increase to pay for this program and a special Unity Fund to carry out strategic campaigns, coordinated bargaining and other campaigns.

Building Local Union Capacity and a Unity Fund

At the recommendation of the President's Committee, the SEIU International Executive Board established a Resource Committee to determine what financial resources are needed by the local unions, divisions, and the International union to carry out the programs recommended in this report. The proposal developed by the Resource Committee was approved by the International Executive Board on April 13, 2000. The President's Committee endorses this proposal and believes it will adequately fund the New Strength Unity Plan we are recommending -- a five-year plan designed to make every local union stronger. It will raise new resources, with most going to local unions. A portion will be reserved for the Unity Fund, so that locals can coordinate campaigns and support each others' activities.

We believe that, with these added resources, we can work together so that our members can win real pay increases, real benefit improvements, increased job security, staffing to do the job with pride, and full-time jobs -- not part-time jobs without benefits.

Annual Report to Members

In addition to recommending adoption of this new resource plan, we also recommend that every member receive a report each year outlining what's been achieved with respect to program goals and industry standards and that includes a financial report on how the increased dues have been spent.

D. Proposed Constitutional Changes

Proposed amendments to the SEIU Constitution related to recommendations of the President's Committee will be presented by the International Executive Board to delegates at the SEIU International Convention.

Imagine What We Could Win for Workers

Today, SEIU members support their union because they see us as their means of survival rather than revival. Sometimes they don't always see SEIU as a way to make a better life for themselves and their families but as something that prevents their life from getting even worse.

So they're hesitant to contribute their time and money to union activities because they don't see a pay-off. And this makes for a vicious cycle: the union is weak without the moral and financial support of members, so it can't make a real change for the better in their lives.

And so it goes.

In the past two years of our work — in our discussions, brainstorming sessions, and meetings with leaders and members from all parts of SEIU — the committee has come to believe that something better, much better, is possible for our union and our members. In the recommendations outlined in this report, we have offered some concrete strategies and steps for getting to that better future.

Within just a few short years, we believe, SEIU can become a stronger and better union — one strongly supported by our members because it delivers real improvements in their lives. A union that can help them have dignity on the job, a secure retirement, and a better future for their children.

We Can Become a Union That Wins for Working Families:

Bigger Wage Increases and Better Benefits: Wages can't increase when we negotiate singly with employers and don't have a strategy to deal with competing, unorganized workers. This is true in the public sector, where privatization threatens. Coordinating strategies by industry, geography, or employer are the only way to win more at the bargaining table.

Increased Job Security: Union members lose their jobs when their employer is displaced by non-union competition. Only comprehensive strategies for building industry strength can deliver on the promise of increased job security.

Stronger Public Services: Working families rely on the public sector to educate their children, provide security in old age, and in so many other ways. When our members are mobilized politically, we can win stronger and more reliable public services.

Dignity and Respect on the Job: Beyond the bread-and-butter issues that improve members' lives is the respect they receive for their work. Whether it's nurses and doctors being a voice on patient care, having the right to offer employers, consumers, and taxpayers their opinions, or the freedom to communicate in their native language, workers want dignity. It is hard to imagine their ability to do that when we don't speak with one voice to employers or provide members with the best possible training to stand up to employers day to day.

Section 2: Recommendations of the President's Committee 2000

What's At Stake?

In presenting this report and offering recommendations to the delegates of the SEIU International Convention, the committee has advanced a vision of the future — a future where members will know what SEIU stands for and what they can expect from SEIU leaders. Where members have every reason to hope for and achieve a higher standard of living for their families.

By joining together not just each member or each local union or the International union, but all of us, 1.3 million strong, we can speak and act with one voice, and truly win for our members and all working families.

So as we stand at the beginning of a new century, we have to decide: Do we want to win? Can we decide to make the choices it takes to win for our members?

We believe we can enter a new century with our members having a real opportunity to improve their lives and the lives of their families. It's up to us to decide.

As we have outlined this report, there are many obstacles that stand between us and being able to make this better future a reality. We've identified many of those obstacles and laid out strategies for getting around them. However, there's one fundamental decision that must be made first, before any of that can be

accomplished. *We must decide that it can be accomplished.* That's why the committee chose to call this report *Decide*. Our union is at an important historic moment, a moment where we can decide to strive for a better future for our members and other working families or decide not to do so.

The state of a current good economy and our moments of winning make us poised to maximize an opportunity to win for workers like never before. It comes down, in the end, to a simple question. We can imagine all of the many possibilities and opportunities that lie ahead for our members if they have a stronger and more effective union. Do we have the political will to make it happen? That's for us all to decide and the time to decide is now.

section 3

PC2K Outreach to
Members and Leaders

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Field Outreach Chronology

1998

- June** Central States Conference, Brainerd, MN
Mission Introduction and Summer Feedback Survey with 250 Members and Leaders
- July** Western States Conference, Los Angeles, CA
Mission Introduction, Summer Feedback Survey with 200 Members and Leaders
Presentation to Members of All Caucuses
- September** PC2K Website Launched with Feedback via E-Mail for All SEIU Members with Internet Access
- October** Western Civil and Human Rights Conference, Seattle, WA
Progress Report and Caucus Feedback Replay with 200 Members and Leaders
- Eastern Civil and Human Rights Conference, Washington, DC with 250 Members and Leaders
- Eastern Leaders Sub-Regional Meeting, Washington, DC
Progress Report and Feedback Review
- Eastern Leaders Sub-Regional Meeting, Boston, MA
Progress Report and Feedback Review with 20 Leaders
- Southern Conference Executive Board Mtg., Atlanta, GA
Progress Report and Feedback Review with 10 Leaders
- Central Civil and Human Rights Conference, Cincinnati, OH
Mission Introduction and Feedback with 200 Members and Leaders
- November** Atlantic, Central, and Western Canadian Conference
Executive Board, Toronto, Ontario
Mission Introduction, Feedback and Planning with 25 Leaders

1999

- January** Local Union Executive Boards of Puerto Rico, San Juan, PR
Mission Introduction, Feedback, Building Industry Power Discussion with
30 Leaders
- March** National Organizing Conference, Las Vegas, NV
Report #1 Presentation for 700 Member Organizers, Staff, and Leaders
Videotaped Interviews of Several SEIU Members
- April** Distribution of Report #1 "Evaluate"
Eastern Leaders Sub-Regional Meetings, Boston and Washington, DC
Report #1 "Evaluate" Discussion with 20 Leaders
- May** Conference on Legislative and Political Action, Washington, DC
Report #1 Presentation for 600 Members and Leaders
Videotaped Interviews of Several SEIU Members
- June** Western States Conference, Portland, OR
Report #1, Speaking with One Voice and Principles Presentation, Surveys
and Small Group Discussions with 150 Members and Leaders
- Central States Conference, Chicago, IL
Report #1, Speaking with One Voice and Principles Presentation, Surveys
and Small Group Discussions with 200 Members and Leaders
- July** Eastern Region Leaders Meeting, East Brunswick, NJ
Principles Presentation and Discussion with 25 Leaders
- Eastern Regional Conference, East Brunswick, NJ
Report #1, Speaking with One Voice and Principles Presentation, Surveys
and Small Group Discussions with 300 Members and Leaders

Section 3: PC2K Outreach to Members and Leaders

"Imagine" Presentations/Discussions with Local Unions

These were interactive, multimedia presentations led by PC2K members and Executive Vice-Presidents reflecting the content of PC2K Report 2 entitled Imagine.

1999

September

18 Local 1199 WKO, OH
 23 Local 150, WI
 25 Local 399, CA
 25 Local 535, CA

October

2 Local 250, CA
 2 PA State Council, PA
 13 Local 660, CA
 15 Local 1199 NIHSEU, NY
 15 District 925D, OH
 16 Local 82, Washington, DC
 19 Local 434B, CA
 29 Florida State Council, FL

November

3 Local 99, CA
 4 Local 46, IL
 4 Local 729, IL
 5 Local 585, PA
 10 Local 707, CA
 10 Local 949, CA
 12 Local 1199 F-DC, MD
 13 Local 503, OR
 15 Local 7199, CA
 16 Local 2028, CA
 17 Local 415, CA
 17 Local 817, CA
 17 Local 114, WA
 17 Local 9288, WA
 18 Local 616, CA
 18 Local 26, MN

18 Local 63, MN
 18 Local 113, MN
 18 Local 284, MN
 19 Local 1989, ME
 20 Local 790, CA
 20 Local 1877, CA
 23 Local 347, CA
 23 Local 526M, MI
 30 Local 4, IL
 30 Local 73, IL
 30 Local 506, CT
 30 Local 511, CT
 30 Local 531, CT

December

1 Local 4053, NY
 1 State Directors, NY
 2 Local 1, IL
 2 Local 880, IL
 2 Local 1199UP, NY
 3 Local 1199P, PA
 6 Local 87, CA
 6 Local 236, IL
 7 Local 1984, NH
 8 Local 6, WA
 8 Local 1199NW, WA
 9 District 925, WA
 10 Local 1983, CA
 11 Local 1000, CA
 11 Local 668, PA
 11 Local 1990, WY
 11 Local 1985, GA
 11 Local 205T, TN
 13 Local 1107, NV
 14 Local 509, MA
 14 Local 700, CA
 14 Local 715, CA
 28 Local 50, MO
 15 Local 285, MA
 15 Local 1292, CA
 18 Local 105, CO
 21 Local 47, OH

2000

January

- 3 Local 49, OR
- 3 Local 140, OR
- 5 Local 1199NE, CT
- 18 Local 620 & 998, CA
- 19 Local 1199 UNTS
- 19 Local 1996 SPT, PR

Hearings on "Decide" Report Draft

February

- 22 San Francisco, CA
- 23 Seattle, WA
- 24 Los Angeles, CA
- 28 Minneapolis, MN
- 29 Detroit, MI - Video Conference (for unscheduled cities)

March

- 1 Cleveland, OH
- 2 Chicago, IL
- 14 Boston, MA
- 15 Miami, FL

Local Unions Submitting Written Testimony on PC2K Hearings

West

- SEIU Local 616
- SEIU Joint Council 9
- SEIU Local 202
- SEIU Local 120
- SEIU Local 140
- SEIU Local 99
- SEIU Local 660
- SEIU Local 700
- SEIU Local 535
- SEIU Local 503
- SEIU Local 250
- SEIU Local 1997
- SEIU Local 1877
- SEIU Local 9288

Central

- SEIU Local 1
- SEIU Local 113
- SEIU Local 284
- SEIU Local 880
- SEIU Local 150
- SEIU Local 47
- SEIU Local 627
- SEIU District 925

East

- SEIU Local 531
- SEIU Local 1989
- SEIU Local 509
- SEIU District 1199NE

Section 3: PC2K Outreach to Members and Leaders

SEIU President's Committee 2000 Ad Hoc Workgroups on Industry Strength

Building Service

Richard Leung	Local 87, San Francisco
Valarie Long	Local 82, Washington, DC
Mike Wilzoch	Local 105, Denver
Rhéal Maron	Local 800, Montreal
Vince Pasha	Local 236, Chicago
Mike Garcia	Local 1877, Sacramento
Doug Hart	Local 1, Chicago
Mike Russo	Local 36, Philadelphia

Public Services

Kristy Sermersheim	Local 715, San Jose
Ray Dzialo	Local 1989, Augusta, ME
Jack Ryan	Local 74, New York
Janett Humphries	Local 99, Los Angeles
Ralph Richardson	Local 120, Everett, WA
Debbie Schneider	District 925, Cincinnati
Alice Dale	Local 503, Salem, OR
Josie Mooney	Local 790, San Francisco
Jim Hard	Local 1000, Sacramento, CA
Phil Thompson	Local 517M, Michigan

Home Care

Tyrone Freeman	Local 434B, Los Angeles
Keith Kelleher	Local 880, Chicago
Aida Garcia	Local 1199NY, New York
Milly Silva	Local 32B/32J, New York
Dana Simon	Local 250, Oakland, CA

Nursing Home

Dave Regan	District 1199/WV/KY/OH, Columbus, OH
Jay Sackman	District 1115, Long Island, NY
Willie Hampton	Local 79, Detroit
Tom DeBruin	District 1199P, Harrisburg, PA

Health Systems

Dennis Rivera	SEIU 1199 New York
Celia Wcislo	Local 285, Boston
Sal Rosselli	Local 250, Oakland, CA
Tom Balanoff	Local 73, Chicago
Martha Baker	Local 1991, Miami
Dave Bullock	Local 399, Los Angeles
Diane Sosne	District 1199NW, Seattle

**Ad Hoc Workgroups
on Program Effectiveness**

Politics

Tom Balanoff Local 73, Chicago
Vince Pesha Local 236, Chicago
Dennis Rivera Local 1199, New York
Jack Ryan Local 74, New York
Kristy Sermersheim Local 715, San Jose, CA
Michael Murphy Local 47, Cleveland
Rosemary Trump Local 585, Pittsburgh

Diversity/Community

Martha Baker Local 1991, Miami
Tyrone Freeman Local 434B, Los Angeles
Janett Humphries Local 99, Los Angeles
Debbie Schneider District 925, Cincinnati
Richard Leung Local 87, San Francisco
Valarie Long Local 82, Washington, DC
Rhéal Martin Local 800, Montreal
Sal Rosselli Local 250, Oakland, CA
Jay Sackman District 1115, Long Island, NY
Celia Weislo Local 285, Boston
Mike Garcia Local 1877, Los Angeles
George Gresham Local 1199, New York
John Johnson Local 617, Newark, NJ
Bob Moore Local 1199, Baltimore
Cynthia Rodriguez Local 46, Chicago

Retired/Senior Members

Bob Galloupe Local 1989, ME
Elinor Glenn SEIU
Russ Harrington Local 1000, CA
John Marvin National Council of Senior
 Citizens (NCSC)

Technology Task Force

Tom Newbery Local 99, Los Angeles
Wayne Langley Local 285, Roxbury, MA
Teresa Whitlock Local 660, Los Angeles
Jeff Seekatz Local 503, Salem, OR
June Williams-Blaine Local 1199NY, New York

section 4

Appendix

Jurisdiction Policy and Procedure

PURPOSE

JURISDICTION

The purpose of the SEIU Policy on Jurisdiction is to establish the strongest possible industry-based local unions. This policy is guided by the President's Committee 2000 and the deliberations of the ad hoc industry workgroups.

To build power and raise standards for working people, SEIU is committed to building local unions with the ability to focus on their industry within the most logical geographic area.

The SEIU Policy on Jurisdiction is designed to create union-wide standards that will promote the continued growth of the Union, concentrate the political power of our members, and assure an orderly and equitable application of the standards. In addition to planning the union's most effective growth, the policy will guide the International Executive Board in:

- Resolving disputes between local unions with organizing programs that overlap industries, geography or both;
- Reducing fragmentation of an industry among local unions in a geographic area;
- Evaluating jurisdiction assignments that are inactive which risk losing organizing opportunities; and
- Insuring that all SEIU local unions are positioned to raise standards for their members by aggressively organizing and representing the members in their jurisdiction.

The standards outlined in the SEIU Policy on Jurisdiction are the foundation upon which decisions will be made as they relate to:

- Opening new geographic or industry jurisdictions in the union;
- Evaluating requests from local unions for new jurisdiction;

- Evaluating whether changes need to be made in existing jurisdictions;
- Making organizing agreements with local unions;
- Evaluating and approving merger agreements; and
- Evaluating and approving affiliation agreements.

STANDARDS

1. Jurisdiction Should Be Focused on One Industry Within the Most Logical Geography

In each of SEIU's industries there are a number of factors that have varying degrees of influence on our ability to build power for our members, including:

- Employers and industry markets;
- Ability to achieve and maintain division standards, and
- Eliminating competition between local unions in the same market.

Jurisdiction should be organized in a way that removes any obstacles to a local union taking maximum advantage of the political and market factors that will allow it to achieve the best possible wages, benefits, and conditions for its members.

Normally, it is assumed that applying this standard would create state, regional, or province-wide jurisdiction in an industry.

2. Industry-based Jurisdiction Will Advance a Local Union's Ability to Establish Its Identity

A local union with clearly industry focused jurisdiction is able to develop an identity that gives it recognition among the public, elected officials, industry employers, and the industry workers as the principle SEIU labor organization representing workers in the industry in their geographic area

3. **Granting Jurisdiction Must Depend Upon an Evaluation of a Local Union's Ability to Operate as an Effective Local Union That Can Organize Its Industry**

A local union is best positioned to organize its industry and use the power of increased industry density to raise worker standards affecting wages, hours, and working conditions, when it can be demonstrated that a local union has the track record and has demonstrated the ability by signing the division pledge and participating with and implementing the division program.

CONDITIONS CREATING EXCEPTIONS

There will occasionally be unique circumstances that will make it necessary to be flexible in applying standards numbers 1 and 2.

1. **Lack of Density to Support Multiple Locals Within One Geography**

There are some geographic areas where there is only one SEIU local union with the resources and commitment for organizing. Granting jurisdiction outside a local union's industry should be looked at in those situations, with due consideration for the following factors:

- The local has a plan to continue building power in its primary industry;
- The local has the capacity to expand its organizing program in a new industry and meet all the division standards in the new industry
- The local union agrees that to become a base for organizing additional industries, it should establish a separate division within the local for the members in the new industry; and
- When a level of density is achieved in the new industry, sufficient to create a viable and growing local union, the local union will agree to evaluate with the President or his/her designee, whether a

new local should be chartered for the local union members in the division.

2. **Statewide, Regional or Province-wide Jurisdiction In an Industry Is Not Always the Most Logical Geography**

The standards assume that state wide, regional or province-wide jurisdiction will normally be considered the most logical jurisdiction. To achieve a goal of increasing union density and of building the most effective union for our members, especially in large geographic areas, it will very often require consideration of smaller geographic jurisdiction.