

CHAPTER 3

CREATING AN EFFECTIVE MEMBERSHIP PROGRAM

A successful membership program is the one NTEU activity on which all other chapter programs depend. A strong membership can accomplish the goals and programs necessary to serve the needs of federal employees.

This chapter is intended to assist NTEU's officers, stewards and members in becoming better recruiters. It explains: how to establish a strong membership structure; who is responsible for its implementation; and how to implement a successful membership program.

No membership program can be successful without a clearly defined committee structure and strong direction from the president and membership chairperson. Nor can the program be successful if only a few are involved. Membership is every steward's and member's responsibility. Potential members should be asked again and again until they join, no matter how long it takes.

Emphasis in this chapter is placed on three types of membership recruiting activities: orientation sessions for new employees, one-on-one recruiting, and recruiting around workplace issues. For this program to be successful, the following must take place:

1. Recruiters must be trained. Not only must they understand why workers join unions, they must be taught effective techniques in approaching potential members to convince them to sign the SF-1187.
2. Recruiters must be trained to involve nonmembers in the techniques for resolving workplace problems and then encourage them to join.
3. Recruiters should have a limited number of nonmembers to contact. In areas with high potential membership, recruiters should be assigned responsibility for recruiting no more than fifty potential members. Depending on the circumstances, the ratio of recruiter to potential members in smaller chapters should be one recruiter to fifteen potential members. For this program to be successful, the recruiter must see from the beginning that the chapter's recruiting goals are reachable.

Building a strong and successful membership program will take time and careful planning. This chapter, if followed, will help you create a strong chapter and, through increased member involvement, build a stronger member commitment to NTEU.

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I. The Membership Committee

One of the most important committees in the Union is the membership committee. It should consist of stewards and other active members and be designed to assist the Membership Chairperson develop and design a program created solely for recruiting new members. If a chapter does not have such a committee, now is the time to establish one.

A. Size: The membership committee should be large enough to ensure at least one representative from every major component of the bargaining unit. Failure to follow this fundamental step will result in some groups feeling alienated from the Union.

B. Composition: The Committee should include the following people:

1. Committee Chairperson: Unfortunately there is no pro forma model identifying a successful membership coordinator. However, the traits listed below are a good start for selecting a person with the potential to be successful in this position. A membership coordinator should:
 - a. believe in NTEU;
 - b. be committed to increasing NTEU's membership;
 - c. be willing and able to devote a great deal of time to membership building activities;
 - d. be respected by his/her co-workers as a leader;
 - e. possess the ability to work with others;
 - f. be responsible;
 - g. be capable of coordinating all of the chapter's membership activities;
 - h. be creative;
 - i. pay attention to details, e.g., membership records;
 - j. be capable of and willing to delegate to committee members;
 - k. have a high level of energy;
 - l. be organized; and
 - m. recognize the need to train local recruiters and be willing to act on planning such training.

2. Committee Members: Since recruiting is one of the steward's primary jobs, all stewards should be members of the membership committee. In addition, other NTEU members who, in addition to being committed to building membership and being well-liked and respected by their coworkers, should be appointed to the committee. This practice will expand member participation and help avoid "burnout" among stewards and officers.
 3. Chapter President: Since the Chapter President has primary responsibility for the chapter's membership program, he/she should be a member of the committee.
- C. **Responsibilities**: Each member appointed to the committee should contribute to the overall success of the membership program. This contribution can result from either the member's high level of respect among coworkers or a special skill.
1. President
 - a. Appoints a chairperson who has experienced success in recruiting and understands the importance of an organized system for recruiting.
 - b. Establishes the membership committee in conjunction with the membership chairperson.
 - c. Leads by example, demonstrating that membership maintenance and recruitment is a top priority of the Union. Should be one of the chapter's best recruiters.
 - d. Ensures that the agenda of every Union meeting contains a report of the chapter's membership program.
 - e. Promotes membership by visiting work sites on a regular and frequent schedule.
 2. The Membership Chairperson
 - a. Formulates and oversees a membership budget, designed in conjunction with the national program. The budget should be approved by the chapter president.
 - b. Assists the chapter president in identifying committee members.

- c. Supervises committee activities. Follow-up to ensure that all assignments are completed.
- d. Calls and preside at committee meetings.
- e. Recruits members.
- f. Maintains committee's master records of recruiting attempts.
- g. Makes sure bulletin boards and chapter newsletters always contain information on the current membership recruiting programs.
- h. Serves as contact with Personnel for new hire notification and orientation.
- i. Schedules other chapter activities, such as socials, community projects, etc. (Attachments No. 1 and 2).
- j. Monitors the membership activity. (Attachment No. 3).
- k. Ensures that an NTEU presentation is made at each agency orientation session.
- l. Ensures that recruiters receive training in a timely fashion. In the event of a specific campaign, training should take place at least two weeks in advance.
- m. Ensures that recruiting materials and SF-1187s are available.
- n. Reports on the status of the membership program at every executive board and membership meeting.

3. The Membership Committee

The membership committee will be responsible for a wide range of activities. Some functions lend themselves to the attention of one person, while others are better served by being assigned to a subcommittee.

- a. Recruits recruiters.
- b. Identifies the chapter's membership percentage by post-of-duty or division.
- c. Analyzes the chapter's membership strength. Develops a list indicating who is and who is not a member in each work area within each POD or

division.

- d. Develops program materials, such as leaflets and surveys.
- e. Targets low membership areas for recruiting campaigns.
- f. Targets issues around which recruiting will be conducted in specific work areas.
- g. Designs chapter rewards and incentives for recruiters (Attachment No. 4).
- h. Enrolls chapter in current NTEU national office Membership Department incentive programs.
- i. Through effective P.R., keeps NTEU before employees on a daily basis.
- j. Maintains all chapter membership records (e.g., assure SF-1187s are properly processed and that dues withholding commences and continues).
- k. Maintains a membership table at all chapter functions.
- l. Writes articles promoting membership activities in each issue of the newsletter.
- m. Designs bulletin boards promoting membership (Attachment No. 5).

4. The NTEU Recruiter

- a. Each steward is a recruiter and is responsible for ensuring that each potential member in the steward's jurisdiction is recruited.
- b. Identifies other recruiters.
- c. Identifies issues at the workplace.
- d. Coordinates membership recruiting efforts within his/her area of jurisdiction.
- e. Establishes a personal relationship with new employees and other potential members at the worksite and asks them to join.

5. The Members

- a. Give testimonials on the benefits of NTEU membership.
- b. Participate in recruiting new members by asking coworkers to join.

II. Formulating A Membership Program

After a membership committee has been established, the next step is to design the chapter's continuing membership program. The committee is charged with developing an internal structure that will give recruiters specific directions as to whom they will approach, how, and techniques for identifying and using as recruiting aids those problems and issues that concern potential members. The membership committee must follow a step-by-step plan in order to create a program that will be successful. The steps listed below describe a thorough approach.

A. Chapter Assessment

An analysis of the chapter is necessary to determine the work location and names of members and potential members.

B. Bargaining Unit Information

- A. Obtain a bargaining unit list from management, according to the procedures outlined in your contract.
- B. Divide the list by work unit, if management has not already done so.
- C. Compare the bargaining unit list with the certified member listing (cash and dues withholding) furnished by the NTEU national office. These lists are mailed to the chapters at the end of February, May, August and November.
- D. Develop a master list of members and potential members.

III. Orientation Sessions

One of the three components for a successful membership program is chapter participation in new employee orientation sessions. These orientation sessions are important, because they provide a large, new audience for membership recruiting. With an effective presentation and an organized packet of materials, chapter leaders can capitalize on this recruiting opportunity. It allows new employees to meet leaders and learn the benefits of membership. Because these orientation sessions are so important to NTEU's membership growth, it is the first item in this membership chapter. To be certain that your chapter takes advantage of these sessions, follow the steps as outlined in the Orientation Session Guidelines. (Attachment No. 6).

IV. One-on One Recruiting

The second component of a successful membership program is the one-on-one approach. In many cases, potential members have not joined simply because they have not been asked. The others need to be convinced that Union membership is necessary. That requires time, patience and planning.

A. Action Plan

1. Identify recruiters for each area.
2. Establish a maximum ratio of one recruiter to fifteen potential members. In some large chapters, with large numbers of employees working in specific positions, consider increasing the ratio. However, such expectations must be viewed by recruiters as realistic and reasonable in order to be effective.
3. Identify a specific workplace jurisdiction for each recruiter. Provide each recruiter the names of the potential members within that jurisdiction.
4. Create a procedure requiring each recruiter to ask five potential members to join each week. These assignments and procedures should be fully explained at the recruiter training sessions.

B. Recruiters need to be aware of some of the reasons why workers join Unions

4. Protection and expansion of workers' pay, benefits and rights through the contract and ongoing negotiations and through the Union's legislative programs.
2. Having a voice.
3. Insurance and other benefits.
4. Past assistance from and experiences with the Union.
5. The reputation of the Union and how powerful/effective it is perceived to be.
6. Social networking and peer pressure.
7. Protection against future, job-related problems.
8. Philosophical belief in and familiar experiences with Unions.

C. Three Types of Potential Members

There are three types of potential members: the new employee, the fence sitter and

the hard liner. Although we should never give up on attempting to recruit non members, we recommend that you concentrate the majority of your time and efforts on the new employees and the fence sitters. That does not mean that you have given up on the hard liner, but it does recognize that your greatest potential exists in the first two groups. There is one other potential member category that should not be forgotten- the employee who has never been approached. They should be treated as a cross between a fence sitter and a new employee.

1. New employee

- a. Introduce yourself to the new employee on his/her first day of employment. Identify yourself as both an employee and a Union member. This is your first opportunity to begin creating a positive image of NTEU.
- b. If the Union made a presentation at the orientation session, determine if the new employee signed the SF-1187. If the employee has not signed an SF-1187, remember that, at some point, you must create the setting for the new employee to do so.
- c. Be available if the employee has general questions concerning the work area, supplies, working conditions, etc. Let him or her know that you are there to assist in any way.
- d. Introduce the new employee to coworkers. Remember how lonely that first day can be. Help the employee make friends.
- e. Discuss membership at the earliest opportunity.
 - (1) Be enthusiastic.
 - (2) Be positive: The Union is a first-rate organization working to improve conditions for employees.
 - (3) Ask the employee to join NTEU. Always present an SF-1187 and a pen.

2. Fence sitter

- a. Introduce yourself if you do not already know the potential member.
- b. Plan your approach: identify the issues you will discuss and the benefits that will appeal to that person.
- c. When information pertaining to a specific issue involving NTEU is published, see that the fence sitter receives a copy. Write a note on the document to let the employee know it was from you. (Example: Mary,

this is the latest on NTEU's efforts to have a Day Care Center at each worksite. We certainly would like you to join us in our efforts to establish one here. (Name of recruiter).

- d. Ask the potential member to join. Always have a SF-1187 ready to sign. After you ask, do not continue to justify your request, but be silent and wait for a response. This has been found to be an effective technique.

3. **Hard liner**

This potential member requires the most time and is the most difficult to recruit. The hard liner will require persistence and will challenge the recruiters' well-developed recruiting techniques. However, success will provide the greatest satisfaction when the hard liner joins.

- a. Establish a personal relationship with the hard liner, or identify a member who knows him/her and will assist your recruiting efforts.
- b. Learn why this nonmember is so set against joining and what would be required to get him or her to become a member. Listen.
- c. When you have a victory, be it a negotiations achievement, or grievance win, bring this to the attention of the individual. Periodically, ask the nonmember to join by focusing your approach on the interests and needs of this potential member.
- d. Learn responses to the popular reasons nonmembers use for not joining. (Attachment No. 11).
- e. Be certain to personally notify the hard liner each time the Union has accomplished a win in the hard liner's area of interest.
- f. If it appears that your approach or your enthusiasm for the Union is irritating the potential member, analyze your approach and attempt to identify the cause of the problem. Have this nonmember assigned to a new recruiter. A fresh approach from a different recruiter can make a difference, especially to a hard liner.

C. **Things to Avoid in Personal Contacts**

Potential members who consistently reject membership solicitations possess strong feelings of resentment. In order to reach these people, recruiters must be careful not to further alienate them. To that end, avoid:

1. Flat contradictions of the person's statements. Tolerate differences.
2. Arguing with the person (even if you know you are right).

3. Dealing in personalities. Keep discussions focused on an issue or problem.

D. Follow-up

Once a recruiter has made a commitment to come back and discuss membership with a potential member, it is important that the recruiter do so. The recruiter reflects the Union. If the recruiter fails to follow through, it may be difficult to convince the potential member that the recruiter really cares or that the Union is a reliable institution. When following up with a potential member, the recruiter should:

1. Schedule a time and place conducive to discussing membership.
2. Avoid:
 - a. Distractions.
 - b. Adversarial discussions.
 - c. People who may reinforce the potential member's negative beliefs.
3. Use a non-threatening opening.
 - a. Initiate the discussion by saying that you found an answer to a previous question.
 - b. "I would like to talk with you about a recent new membership benefit in NTEU."
4. Utilize information derived during previous contacts to initiate the conversation. Provide back-up materials addressing specific concerns.

V. Increase Union Visibility

Membership is a year-round activity; so should be the campaign to promote Union visibility at the worksite. The presence of the Union should be visible in all work areas, in a variety of forms. To be successful in this endeavor, the membership chairperson should designate a member to see that a program for increasing chapter visibility is initiated and maintained.

A. Recruiting Packages

Potential members need to know about NTEU. Organized recruiting packages, explaining services and benefits, can be very helpful when promoting membership at orientation sessions or in one-on-one recruiting situations. Develop a package that includes:

1. NTEU Member Benefits Guide
2. Ten Good Reasons To Join NTEU
3. Letter from Chapter President
4. Locally Developed Issue Flyers
5. Leave Record/Card
6. SF-1187
7. List of chapter officers and stewards (include area of representation, location, phone number)
8. Chapter Newsletter
9. Upcoming Event Flyers -- Meetings, Picnics, Parties, etc.
10. Facts About NTEU
11. NTEU Bulletin
12. Dues Chart

B. Regularly Scheduled Newsletters

The committee should work with the chapter's newsletter editor to recognize new members and those work areas with high membership and outstanding recruiters and to report membership activities. The chapter newsletter is an outstanding device for publishing testimonials on the benefits of being an NTEU member in a regular "Member Feature" column.

C. Fliers

Fliers are excellent devices for communicating promptly with unit employees. For example, the chapter can publicize victories it has achieved in representational matters by placing a flier on each bargaining unit desk or work location the following day extolling the win, with a focus on the importance of achieving strength in numbers through membership. The NTEU National Office regularly develops fliers on national issues and wins. The fliers are sent to chapter presidents and membership coordinators. Once received, the fliers should be copied and then posted and distributed to affected employees.

D. Bulletin Boards

Every NTEU contract requires the agency to provide the chapter bulletin board space. These bulletin boards should be kept current, highlighting membership issues (See Attachment No. 5).

E. Name Tags, Buttons and Lapel Pins

Each officer and steward should be easily identified by a special NTEU name tag. Buttons and lapel pins should be worn by all members. Such display indicates pride in membership.

F. NTEU Catalog

A catalog of promotional items has been distributed to chapter presidents and is available from the Membership Department at (202) 572 - 5500. It includes a variety of NTEU items that can be used for incentive and recognition programs.

G. Appreciation Certificates

One of the keys to building commitment to NTEU and making nonmembers want to work for the Union is recognizing their efforts. Certificates of appreciation are excellent devices to achieve this end. Consider presenting framed certificates to members or groups of members who have put forth extra effort for the chapter. Encouraging the recipients to post the certificates in their work areas will expand NTEU's visibility.

H. Membership Meetings

It is important that members feel that they have a role in the chapter's decision-making process and that the chapter president is visible and available for members. Holding regular membership meetings to keep members informed of Union activities is critical for a strong chapter.

I. Brown Bag Lunch and Break Sessions

Brown bag lunch and learn sessions provide opportunities for bargaining unit members to learn new skills, such as filling out a resume and discussing concerns, to organize around issues or to learn of recent benefits developed by NTEU. They help to maintain members' interest and commitment, while being a good vehicle for recruiting new members (Attachment No. 7).

J. Potential Member Survey

To understand the reasons why workers are not joining, the committee must solicit additional information to determine the workers' specific concerns. Once

determined, the chapter must develop programs and strategies to counteract these concerns.

A sample questionnaire is included at the end of this chapter to assist your chapter in identifying the concerns of unit employees. Based on this information, the chapter can establish program goals and develop strategies for achieving them. In any case, the chapter should be prepared to adjust or change its programs in order to reach potential members. It is very important that the chapter take some type of action after the survey is returned tabulated. Survey results should be shared with the members and the chapter response should be communicated.

1. Action Plan

- a. Appoint a coordinator from the membership committee to oversee the administration and tabulation of survey results.
- b. Contact the national field representative for input.
- c. Determine the type of survey/questionnaire the chapter will use (Attachment No. 8).
- d. Establish a timetable for completing any survey project.
- e. Target the work areas to be surveyed.
- f. Surveys are intended to be conducted confidentially, allowing the participants to comment on union activities as they perceive them. Confidentiality must be honored, if the survey is to be credible.
- g. Do not conduct the survey if the chapter is not serious about wanting candid answers, or if the chapter does not intend to consider making the necessary changes to satisfy the expressed concerns.
- h. Decide in advance whether the chapter will publicize the survey's composite results.
- i. Once the survey has been distributed, designate a specific time and place for its return. Restrict the time period in which the survey is to be completed in order to minimize the change of opinions. For example, allow respondents ten work days to complete and return the survey.
- j. After collecting the surveys, tally the responses. The results may show areas of concern that the chapter has not addressed.
- k. Report results and recommendations to the chapter president.

1. Develop a plan to use the findings in developing chapter programs that will satisfy some of the concerns.

K. Preparing the SF-1187 and Cash Dues Paying Membership Form

Make the signing of the SF-1187 and cash dues paying membership forms as simple as possible. Fill in the chapter information in advance, and the new member must only fill in the pertinent, personal information (Attachments No. 9 and 10).

Keep in mind, the cash dues form should only be used as a second choice. It is better if employees are on dues withholding- it adds clout to our membership ranks in ways the cash dues form cannot. Employees become used to the withholding and are less likely to drop out. A biweekly amount is lower than, and therefore more palatable than the 6 months (and then quarterly) dues amount.

The chapter may be required to compute the dues and indicate the amount on the cash dues application based on the employee's grade and step using the chapter dues chart provided by the NTEU National Office. At the 1995 NTEU Convention, the NTEU Bylaws were amended to mandate that a new member paying cash dues must remit a payment for 6 months dues with the cash dues application.

For the SF-1187, the new employee should complete the following blanks:

1. Name of employee.
2. Employee SSN number
3. Home address.
4. Signature of employee.

The recruiter should designate the employee's status (e.g., WAE or permanent) and enter the date.

***It is very important that a copy of the SF-1187 is remitted to the NTEU National Office promptly. In order for the new member to receive a membership card and new member package, NTEU National Office must receive the address on the SF-1187.

L. Recruiter Training

A successful membership program must have confident, well trained recruiters. Even the most experienced recruiters need updating on recruiting techniques, union accomplishments, benefits and direction for an ongoing program. Detailed assignments with regularly scheduled follow-up are necessary to ensure maximum membership growth. Training sessions are the best forum for clarifying information and expectations with recruiters.

1. Logistics of Training

- a. Sessions should be held in an area that will comfortably accommodate the group and enhance learning. Consider providing lunch, as recruiters are very important to the chapter, and the funds would be well spent.
 - (1) Reserve a training room.
 - (2) Ensure:
 - (a) The proper number of chairs and tables for participants.
 - (b) An interruption-free session.
 - (c) Flip Chart and markers.
 - (d) Wall space for displaying training materials.

2. Suggested Training Agenda

- a. Welcome and introduction.
- b. Purpose of training and explanation of format for the day's session.
- c. Review of NTEU programs and benefits (National and Chapter).
- d. Review recruiting packages
- e. Show Orientation video
- f. Techniques for recruiting.
 - (1) Review the three components for a successful membership program.
 - (a) Orientation sessions.
 - (b) One-on-one recruiting.
 - (c) Issue organizing.
 - (2) Review reasons why workers join unions.
 - (3) Review techniques for overcoming objections and selling NTEU membership.

- (4) Review and distribute “How to Respond to Doubters” handout (Attachment 11)
- f. Review membership processing procedures.
 - (1) Dues structure.
 - (a) Active members.
 - (b) Members-at-large.
 - (c) Retirees.
 - (2) How to complete the SF-1187 and cash payment form (Attachments No. 9 and 10).
 - (3) How to process the SF-1187 and cash payment forms.
- g. Recruiting assignments.
 - (1) Minimum of five (5) contacts per recruiter per week.
- h. Reporting procedure.
 - (1) Identify the record keeping procedures each recruiter is to follow each time a potential member is asked to join.
 - (a) Who contacted the potential member?
 - (b) Concerns expressed by the potential member.
 - (c) What was done to answer the concerns?
 - (2) Identify the procedure and the format each recruiter is to follow for reporting his/her recruiting efforts each week.
- i. Questions/wrap up.
- j. Note: encourage questions throughout the session.

VI. Organizing Around Issues

Leading a fight around a specific issue is the third component to a successful membership program. It requires a willingness of a group of bargaining unit members, large or small, to band together and take an action to resolve a problem that directly affects them. The resolution of the

problem does not necessarily come about as a result of a grievance, but as a consequence of group activity. It requires the group to stick together; to share in the uncertainties as well as the victory. Ownership in an activity results in commitment, commitment that would not have existed if the issue were resolved without personal effort. The issue does not have to be big. It only must have an objective around which all can rally. Not every issue can be used to effectively build the union. For example, you would not want to go to the mat over a management proposal to move the pencil sharpener across the room. However, management's proposal to move a telephone across the room or to remove a telephone may be a good opportunity to mobilize workers and to recruit new members. National or local negotiations over issues such as flexi time would also be good issues.

A. Criteria for Selecting Good Organizing Issues

1. Organizing around the issue should build the Union by:
 - a. Recruiting new members.
 - b. Activating current members.
2. The issue should be winnable. Victory does not have to be guaranteed, but it should be projected as quite likely.
3. There must be a specific group of workers affected by and concerned with the issue (e.g., employees in a certain section or job category; GS-7's; a specific post-of-duty).
4. The issue must lend itself to the use of collective action. Collective action is defined as an activity, such as a meeting, petition drive, or mass leafleting, which is designed to meet a specific objective by involving a group of workers. Traditional representational activities, such as grievance filing and negotiating, can also be a part of a campaign plan.
5. The achievement of a final or incremental victory should unify the employees and give them a sense of their collective power.
6. The issue campaign should be manageable and managed by the chapter leadership. For instance, it would be unrealistic for a chapter to take on a campaign to single-handedly overturn a proposed agency RIF.

B. Potential Issue Organizing Activities.

1. In preparation for mid-term bargaining, conduct lunch time meetings or coffees to identify employees' concerns, to solicit proposals, to build solidarity, and to recruit new members.
2. Circulate a petition dealing with an issue that the Union plans to raise at a labor-management relations committee (LMRC) meeting to demonstrate that

workers are concerned about the issue. Recruit new members while circulating the petition.

3. File a mass grievance over a situation affecting a group of workers. Get as many employees as possible to sign the grievance. Hold a meeting with the grievants to discuss the action and to recruit new members.
4. Conduct lunchtime meetings to write letters to senators and members of Congress concerning legislative, budgetary or difficult workplace issues which affect employees. Recruit during the meetings.

C. The Issue Organizing Campaign: A Step-By Step Approach

1. Select an issue that affects a targeted group of workers within a specific segment of the agency (e.g., POD, job title, grade level, work unit).
2. Schedule a meeting with employees to discuss the issue and to determine the level of interest.
3. Evaluate the issue according to the criteria listed above. To determine if workers are concerned with the issue, ask them. If the issue meets most of the criteria, proceed.
4. If the issue is grievable, file a grievance signed by all the grievants as one --- and only one --- of the campaign's activities.
5. Develop an ad-hoc organizing committee that includes stewards from the affected section(s), members of the membership committee, and workers who have expressed a concern about the issue.
6. Conduct a meeting of the organizing committee to plan the campaign.
7. Develop a plan that identifies each campaign activity, step-by-step. The plan should specify when each activity is to occur and who is responsible for its implementation.
8. Consider distributing leaflets, circulating petitions or surveys, or conducting other group activities. Leaflets are useful for announcing meetings.
9. Schedule coffees or lunchtime meetings for the purpose of:
 - a. Reporting the status of the issue.
 - b. Soliciting support and input on how to address the issue.
 - c. Obtaining additional information.

10. Develop a recruiting plan as part of the larger campaign plan. First, identify the nonmembers among the targeted employees. Then assign each recruiter a minimum of five nonmembers.
11. Ensure that each recruiter keeps track of the contacts they've made. This will promote the need to keep contacting nonmembers regularly.
12. Design the campaign schedule to allow sufficient time for the recruiters to contact each nonmember in the targeted group. Remember, the major goals of the campaign are to build the Union by recruiting new members, as well as to achieve victory.
13. Check if there are other workers within the agency or outside groups (taxpayers, citizen groups, other unions, public interest groups, etc.) who are affected by the issue. If so, solicit their support in the collective action.
14. Implement the campaign plan.
15. Recruit, recruit, recruit.
16. Inform the affected workers regularly of the status of the issue through leaflets and meetings. Continue to solicit input. When a resolution is reached, distribute a leaflet that explains the victory and reminds the workers of their and the Union's role in winning. Remember, if we do not tell people what NTEU is doing, they will assume the Union is doing nothing.
17. Upon completion of the campaign, conduct a victory rally or meeting. Take pictures . . . send with information to NTEU Public Relations Department.
18. Use the victory to try to recruit additional new members.
19. Evaluate your efforts at a post-campaign committee meeting. Discuss the effectiveness of the campaign in terms of:
 - a. Problems in the design and implementation of the plan.
 - b. Achieving victory.
 - c. Recruiting new members.
 - d. Developing new leaders.
 - e. Improving the Union's image in the workplace.

- f. Quality control, (e.g., how well did committee members follow through on their assigned responsibilities?).

D. Organizing Around Non-grievable And Nonnegotiable Issues

The fact that an issue is not grievable or not negotiable does not preclude using it to organize and to recruit. The following steps can be used in organizing around such an issue.

1. Request a meeting with a management official who has the authority to resolve the problem. Try to schedule the meeting so that the affected employees can attend.
2. Appoint a chief spokesperson for the group. Usually this will be the area steward, the chief steward or chapter officer. Make sure that the spokesperson prepares a presentation that anticipates and addresses management's arguments.
3. Prepare other participants to offer short, supportive statements.
4. Present petitions from other employees and, if available, letters of support from outside groups.
5. Offer a specific remedy to the problem and attempt to obtain the official's agreement during the meeting.
6. If the official does not agree to a reasonable remedy, state your intention to contact a higher level manager or member of Congress regarding the problem. Then follow through on this promise.

VII. Annual Events

The NTEU National Office plans for and provides additional tools and information to chapters for organizing other chapter building activity each year. Most of the NTEU/Agency contracts also give the chapter rights for participating in and planning these events. An effective chapter membership program should incorporate the following events in its annual calendar each year. The membership committee should appoint subcommittees to ensure that these events are well planned and executed each year.

- A. **NTEU Labor Recognition Week** - Each year, NTEU designates a week to promote NTEU and publicize the numerous victories and fights made possible by NTEU and its members nationwide. The designated week is generally in late September.
 1. The chapter should form a Labor Recognition Week Committee. This committee should have the responsibility for planning the week of events.

2. During past Labor Recognition Weeks, chapters have sponsored the following types of activities:
 - social event, i.e. picnic, open house, chapter dinner, casino night
 - work site event, i.e. coffee and donut hour, lunch and learn
 - membership recruiting drives
 - contests, i.e. name that steward, know your contract,
 - member appreciation awards
 - visits by local members of Congress
3. Publicizing all events is an important part of Labor Recognition Week
4. Refer to the NTEU/Agency contract for provisions that may allow employees to participate in Labor Recognition Week events on administrative time or allow the chapter to plan events on official time.

B. Reversing SF-1188s - Each year some NTEU members no longer see the value of their NTEU membership and choose to revoke their membership by completing an SF-1188. Per the NTEU/Agency agreement, there is only a specific period of time in which members may revoke their membership. A crucial part of any chapter membership program must include a plan to reverse any revocations that occur during the year.

1. Refer to the NTEU/Agency contract for provisions that relate to the time period in which members may revoke their membership.
2. Refer to the NTEU/Agency contract for provisions that give the chapter information concerning who revoked their membership.
3. Organize a group of recruiters to contact former members who revoked their membership.
4. Distribute and review the A Reversing Revocations Handbook that is developed by the NTEU National Office annually to all recruiters.
5. Record the contacts made by the recruiters and the reasons why the former members decided to revoke their membership (Attachment No. 12).
6. The Membership Committee and chapter leadership should review the concerns former members use for revoking their membership and develop a strategy to correct the problems.

C. NTEU Announcement Card - Many NTEU/Agency contracts allow NTEU to submit copies of the NTEU Announcement Card to Personnel for distribution to the entire bargaining unit.

1. The chapter must make the necessary copies and submit them to Personnel before the distribution date.
2. Prior to making the appropriate number of copies, the chapter should complete the chapter address, phone number, and contact section.
3. Once the announcement cards are returned to the chapter, a chapter representative should provide the employee with the requested benefit information.
4. The chapter should retain all of the announcement card responses in a file and use the names of employees who volunteered to assist the chapter when the chapter is searching for volunteers on a specific issue.
5. All non-members who express an interest in NTEU through the NTEU Announcement Card should be contacted and asked to join NTEU.

Attachments

1. Social Activities
2. Community Projects
3. Membership Recruitment Checklist
4. Suggestions for Rewarding Recruiters
5. Maintaining Bulletin Boards
6. Orientation Session Guidelines
7. Membership Building Activities
8. Questionnaire
9. 1187 membership form
10. Cash dues form
11. How To Respond to Doubters
12. SF 1188 Contact Sheet

SOCIAL ACTIVITIES

SUGGESTIONS:

1. Coffee and Donut Hours
 - a. Reserve a central location so all employees can enjoy.
 - b. Assign stewards to pick up the coffee, donuts, napkins, utensils, etc.
 - c. Publicize the hour in advance.
 - d. Arrange for persons to be responsible for set-up.
 - e. Place a sign stating A Compliments of NTEU in an obvious location.
2. Take Time To Vote coffee (November of each election year)
 - a. Schedule appropriate time to ensure each shift's attendance.
 - b. Use red, white and blue patriotic theme for decorations.
 - c. Set up coffee and donuts in central location.
 - d. Place a sign stating 'Compliments of NTEU' in an obvious location.
 - e. Remind workers of the locations and time for voting.
3. Holiday Social (December)
 - a. Conduct an open house at the chapter's office, a hotel or restaurant.
 - b. Reserve rooms at least 90 days prior to the planned event.
 - c. Design a plan, including a budget. Arrange for ticket sales and promotion, refreshments, entertainment, prizes and awards.
 - d. Be certain that a podium and microphone are available for smooth presentation of awards and other recognition activities.
 - e. Establish a schedule for presentations and awards.
4. Happy Hour
 - a. Develop a plan that will create an opportunity for members to get together

socially as Union members.

- b. Arrange for a nearby establishment to provide complimentary hors d'oeuvres.
- c. Depending on the budget, provide complimentary drink tickets for each member attending.
- d. Announce the date, place and time via fliers, chapter publications and bulletin boards.

5. Annual Picnic

- a. Reserve a park area that provides space for numerous activities.
- b. Appoint a Food Subcommittee:
 - 1) To save on costs, make the picnic potluck, with the chapter providing hamburgers, hot dogs, buns, sodas, etc.
 - 2) Involve other members by soliciting volunteers to cook, set up tables, see that everything is in order.
- c. Appoint an Entertainment Subcommittee:
 - 1) To generate interest, at least three weeks in advance, distribute a scavenger hunt list to members in each department, listing items to be brought to the picnic for final judging. The winning department will receive a plaque (Annual NTEU Award) which can be displayed until the next picnic when other departments can then vie for the plaque.
 - 2) Provide contests for children according to age groups. Award prizes.
 - 3) Play volleyball and softball.
 - 4) Organize a horse shoe tournament.
- d. Appoint a Ticket Subcommittee:
 - 1) Arrange for ticket printing and distribution. Consider differentiating between children and adult ticket costs.
 - 2) Account for all monies collected and submit reports to the social activities chairperson on a regular basis.
 - 3) If both members and nonmembers are invited, consider charging nonmembers or charging nonmembers an amount greater than members pay.

- e. Appoint a Publicity Subcommittee:
 - 1) Design fliers for bulletin boards.
 - 2) Announce plans and distribute fliers at all meetings.
 - 3) Write newsletter copy announcing the picnic.
 - 4) Personally invite potential members to attend.

 - f. Clean-up:
 - 1) Arrange a primary clean-up crew, but encourage everyone to assist.
6. Union Sponsored Trips: Casino, Theater, Concerts, Athletic Events
- a. Investigate costs of package trips vs. those planned by the chapter.
 - b. Book reservations at least 60 days in advance.
 - c. Establish a schedule for selling tickets.
 - d. Invite another chapter to participate, if practical, in order to increase participation.
 - e. Be cautious not to over-commit for tickets.
 - f. Advertise the event at all meetings, through desk-drop fliers and on bulletin boards. Include information in all publications.
7. Health and Welfare Committee: Keeps track of members who are sick or have a death in the family. Sends flowers or cards and stays in contact with members who cannot be at work for such reasons, and offers the support of the union as “family”.

Providing activities such as these will attract new people, help to maintain current members and display a new side to a Union that, by nature, must spend a considerable amount of its time on other issues.

COMMUNITY PROJECTS

SUGGESTIONS:

1. November/December Food Pantry
 - a. Beginning in October, choose a church or social agency to receive the union's food collection.
 - b. Coordinate days and locations for collecting food at the work sites. Consider using the chapter office as a collection point.
 - c. Contact the local press to cover the union's efforts.
2. Blood Drives
 - a. Schedule a Blood Mobile to be on-site and encourage bargaining unit members to donate.
 - b. Invite members to have their family stop by during the day to donate blood.
3. March of Dimes Walk-a-Thon
 - a. Attend the organizing meeting in the local community.
 - b. Recruit walkers and distribute pledge sheets.
 - c. Order NTEU T-Shirts for walkers.
 - d. Provide volunteer walkers information regarding:
 - 1) Appropriate dress, shoes, etc.
 - 2) Kickoff meeting point.
 - 3) T-shirt and material distribution location.
 - 4) Route of 'fall out' and refreshment vans.
 - 5) 'End-of-Walkathon' gathering.

4. Special Olympics

- a. Attend the related organizing meeting.
- b. Solicit volunteers personally and through newsletters.
- c. Order NTEU T-Shirts to make the volunteers more visible.
- d. Plan a social gathering for volunteers after the event.

Such activities, supported by NTEU, can bring a sense of goodwill within the community and create interest within the union. The contacts made as a result of working with community leaders can be helpful in building future support. Furthermore, these activities reach out to many potential members who may not see the union's current activities as meeting their needs.

Participation is good image building for federal employees and for NTEU members.

MEMBERSHIP RECRUITING CHECKLIST

- ___ 1. Membership chairperson attends NTEU training.
- ___ 2. Membership committee members identified.
- ___ 3. Information base established:
 - ___ a. Name and work location of every potential member.
 - ___ b. Membership status of every bargaining unit employee.
 - ___ c. Reason(s) each nonmember has not joined recorded.
- ___ 4. Recruiter assigned to every nonmember.
- ___ 5. Local membership training session:
 - ___ a. Membership recruiters notified.
 - ___ b. Printed materials prepared.
 - ___ c. Agenda determined and instructors identified.
 - ___ d. Location, time, refreshments arranged.
- ___ 6. All membership materials distributed to membership recruiters.
- ___ 7. Overall membership campaign timetable established.
- ___ 8. Procedures for handling membership "paperwork" established.
- ___ 9. Membership reporting system established:
 - ___ a. Reporting schedule.
 - ___ b. Nonmembers' reasons for not joining are identified.
- ___ 10. Plan for welcoming and involving each member has been established.

SUGGESTIONS FOR REWARDING RECRUITERS

- o No one person can do all of the recruiting needed to build a chapter's membership.
- o To be successful, a chapter must think about membership and act everyday, not just one week a month or one month a year.
- o Chapters with consistently high membership percentages have many recruiters signing up new NTEU members. The job of recruiting is done by rank and file members in the work area in addition to chapter officers and stewards.
- o To keep recruiters interested and active, a recognition and/or reward system of some type should be implemented in each chapter.
- o There are two methods already in place to financially subsidize a chapter's recruiting incentive program:
 1. Increased membership equals increased dues to the chapter's treasury; and
 2. NTEU's annual membership incentive program which offers rebates to chapters that actively recruit new members and succeed in increasing the chapter's membership and achieving and/or maintaining 70% membership.
- o Chapters have been very creative in coming up with reward/incentive and recognition programs that keep recruiters active and interested in recruiting new NTEU members. The following list provides examples of recruiter incentives that have been successful in chapters:
 - o saying "thanks" to recruiters in chapter newsletters
 - o saying "thanks" to recruiters at chapter meetings
 - o money to the recruiter for each new member signed up
 - o \$10 for each 1187; or \$25 for two 1187s
 - o \$10 for each 1187
 - o \$25 for each 1187
 - o \$10 for each permanent employee and \$5 for each seasonal/intermittent/temporary employee recruited
 - o at orientation sessions, \$10 per 1187 for permanent employees; \$5 per 1187 for seasonal employees; \$504 per 1187 for temporary employees

- o \$10 for the first two 1187s and \$50 for the third 1187 from the same recruiter
- o a check for 3 months NTEU dues to the top recruiter during a specified period
- o U.S. Savings Bond to the top recruiter during a specified period
- o 6 months free parking in the NTEU chapter parking space for the top recruiter during a specified period
- o NTEU T-shirt for three (3) 1187s
- o NTEU sweatpants for four (4) 1187s
- o NTEU sweatshirt for five (5) 1187s
- o NTEU leather portfolio for seven (7) 1187s
- o NTEU jacket for eight (8) 1187s
- o One raffle ticket to each recruiter for each new member signed up during a specified period, the prizes being:
 - o microwave oven
 - o DVD Best Buy certificates
 - o VCR
 - o 13" color TV set
 - o \$200
 - o \$100
 - o 3 months NTEU dues
 - o 6 months NTEU dues
 - o 12 months NTEU dues
 - o a weekend trip to a resort
 - o savings bond
 - o restaurant gift certificates
 - o grocery store gift certificates
 - o NTEU sweatshirt and sweatpants, baseball hat, leather portfolio, jacket or any item or combination of items from the NTEU catalog
- o Some chapters have been very successful in signing up new members by offering an immediate "return" to new members for his/her signature on an 1187. The following list provides examples of new member incentives that have been successful in chapters:
 - o \$ to the new member signing up
 - o \$10 at orientation sessions
 - o \$10 anytime

- o NTEU coffee mug with a \$5 bill in it to new members who sign 1187s at orientation sessions
- o NTEU t-shirts
- o NTEU lapel pins to new members
- o NTEU travel mugs
- o Consider putting a perpetual recruiting program in place, e.g., \$10 per 1187, and then run specials for a 1 month or 3 month or 6 month period, such as the raffle tickets or the free parking spaces. If you only offer an incentive 1 month a year, you may only have recruiters 1 month a year. We cannot afford that.
- o The progressive rewards, e.g., an NTEU t-shirt for three (3) 1187s or an NTEU sweatshirt for five (5) 1187s, ensure that recruiters stay active and interested. It gives them something to strive for.
- o The possibilities for recruiting incentive programs are endless. Create a program that your members/potential recruiters will positively respond to. We must peak their interest and involve as many members as possible in the recruiting process.
- o Share any incentive program you implement in your chapter. Send details to your national field representative and the NTEU Membership Department.

MAINTAINING NTEU BULLETIN BOARDS

SUGGESTIONS:

1. Review the NTEU/Agency contract to determine the Union's rights to maintain bulletin boards at the workplace.
2. Identify volunteers to assist in the planning, coordinating and posting of materials.
3. Submit all materials to the chapter president for approval before posting.
4. Furnish materials and design suggestions to designated representatives at all posts of duty, so that they will be able to establish an effective bulletin board program.
5. If NTEU shares a bulletin board with the agency, distinguish NTEU's portion by placing a colorful border around the designated space with the NTEU logo at the top.
6. Remove dated materials.
7. Be creative. Use colors and graphics to attract attention.
8. Organize the layout of the material so it looks organized, attractive and readable. No one is drawn to clutter.
9. If a long memo is posted, highlight the area of interest to draw the attention of the reader.

CONTENT SUGGESTIONS:

1. Membership benefit and promotion fliers.
2. List of the names and telephone numbers of Union leaders and their posts of duty.
3. Union office address and telephone number.
4. Fliers touting grievance, legislation and negotiation wins.
5. Summaries of significant disputes with management.
6. Chapter newsletter.

7. Announcement of meetings, socials or other NTEU activities.
8. Testimonials from members who have received help from NTEU.
9. News clippings featuring NTEU (National and Local).

This task should not require a great deal of time once the initial bulletin board space is designated for NTEU and a schedule is established.

The Union bulletin board is a viable means of communicating with members and nonmembers. Done well, it can promote positive discussion about the Union, and its activities. It reflects the organization of the Union and its desire to communicate with the bargaining unit.

CHAPTER WEBPAGE

With today's technology, the chapter should consider having a webpage. Oftentimes there are members in the chapter proficient in creating WebPages however if that is not the case in your chapter you may want to consider hiring someone to create and manage the chapter's webpage. This is an excellent means of getting information out to the workforce as well as having a link to the national union's site.

ORIENTATION SESSION GUIDELINES

ORIENTATION SESSION GUIDELINES
CHECKLIST

I. NOTIFY MANAGEMENT

Put the Agency on notice that the Chapter is to be notified in advance of each orientation session to be held for all new bargaining unit employees. A number of points need to be made in this written correspondence to the appropriate personnel office.

1. Who in the Chapter is to be notified.
2. Specifically ask for at least 2 weeks of advance notice, to allow proper planning and scheduling of Chapter representative(s) to be present at the orientation. Refer to your NTEU/Agency contract for specific advance notice requirements, if applicable.
3. Make it clear that regardless of whether there is 1 employee, or 30, you expect notification as required by your contract (check your contract for this article).
4. Request that the following information be included in each notification to the Chapter.

---date(s), time and location(s) of the orientation session(s).

---name, job title and grade of each employee scheduled to attend.

---area, location in which each employee will be working.

---who will be conducting the orientation session for management.

*****NOTE:** **Attachment A** is a sample letter that should be sent to Personnel each year. Depending upon your local situation and relationship with management, revise as appropriate.

II. CHAPTER “TO DO” LIST

A. FORM AN ORIENTATION COMMITTEE

Create a committee of stewards, officers, and interested volunteers who are interested in devising and implementing a Chapter strategy for orientation sessions.

The following items should be considered by the Orientation Committee:

___ 1. Who will attend the orientation sessions?

---The Chapter should create a cadre of Chapter representatives who are trained to conduct orientation sessions and feel comfortable in that role. The more officers and stewards that are available to conduct orientation sessions, the less likely we are to get caught on short notice when no one is available. **Contact your National Field Representative concerning orientation session training.**

---Ideally, at least a Chapter officer, membership committee chairperson or other committee member, and the area steward for the new employees should be present. **New hires need a variety of faces, personalities, and speakers to relate to when they think of NTEU. Whenever possible, more than one NTEU representative should meet with new hires.**

--- One can do it all or the time can be divided, depending on what works for the Chapter. **Make sure at some point during the orientation presentation that all NTEU representatives meet with new hires.**

___ 2. Decide if refreshments will be served.

---Some Chapters have found it beneficial to serve coffee, tea, soft drinks, donuts, or cookies at the orientation, compliments of NTEU. **Plan for delivery or pick-up and decide who will bring the necessary supplies.**

___ 3. Decide what will be distributed by the Chapter at the orientation.

---Membership recruiting packages have been very useful to many Chapters. **Attachment B is a suggested list of materials to include.**

---At the very least, information about the NTEU National and the

local Chapter should be distributed to the new employees, including a list of names and telephone numbers where more information can be obtained.

---Decide who will assemble the packages or ensure correct information is distributed prior to the orientation sessions. **Always have a supply of packages or information ready to go in case management conducts an orientation session under short notice. Don't be caught off guard - always be prepared.**

- ___ 4. Establish a procedure for following up with new hires who don't join NTEU at the orientation sessions.

---Designate which stewards and officers will follow-up with new hires before making a presentation. The committee or responsible stewards and officers should record which employees did not join at the orientation session and what follow-up is initiated. **This should be done shortly after the orientation session and contact made more than once if necessary.**

___ B. REVIEW LOGISTICS - ORIENTATION ROOM

Time permitting, have Chapter representatives review, in advance, the room the orientation will be held in to familiarize themselves with its layout.

The following items should be considered:

- ___ 1. Chapter representatives should determine how the seating will be arranged.

---If you are in control, arrange the seating in a square, (if space is available). This provides for good eye contact, easy distribution of materials, etc.

---If the room is set up in advance, know where NTEU speakers should stand and establish a procedure for distributing material by other NTEU representatives.

---If you are going to use any visual aids make sure they are displayed in a place where the audience can see them clearly and you can refer to them easily.

---If you are using the Orientation Video, make sure that the equipment will be there for your use.

- ___ 2. Chapter representatives are permitted to speak with the new employees alone. Make sure this is enforced!

---Ideally, no employer representatives should be present during the of time that the local chapter representatives meet with employees. (check your contract for this article)

- ___ 3. Arrange for a table or cart to be available for the refreshments.

---Have a sign on the table or cart that says “Compliments of NTEU.”
A sample sign is attached to this package.

___ C. NTEU VIDEO

Consult your NTEU/Agency agreement regarding the Chapter’s right to show NTEU videos using the agency’s equipment.

- ___ 1. NTEU Orientation Video.

---NTEU National Office has created an Orientation Video for new employees. The chapter can request its own copy through the NTEU PR Department. **Order your copy early!**

- ___ 2. If the chapter decides to use a video in its presentation, be prepared.

---Arrange to have the necessary video equipment in the room where the orientation will take place. **Make sure you know how to work the equipment before the orientation session begins.**

___ D. ORIENTATION SPEECH

Know how much time you will have to address the new employees. The amount of time is determined by your NTEU/Agency agreement or past practice. If you are using an NTEU video as part of your presentation, make sure you take into consideration the time it will take to show the video as part of your overall presentation.

The following items should be considered.

- ___ 1. Know what time you will make your presentation and how long it should last.

---Keep the speech short and to the point. It is a good idea to allow time for questions, distribution of materials, and signing of SF-1187s.

- ___ 2. Know specific contract items that will affect specific groups.

---Mention the specific contract items that affect the employees in the group and distribute fliers that pertain to that group if available.

- 3. Know relevant statistics of current NTEU membership in the division or job or area where the new hires will be working.

---If numbers are good, be prepared to include them in your presentation. **If membership is over 50% in the division, or job, or area, or chapter, be sure to include that in your presentation -- Everyone likes to be in the majority.**

- 4. Know what you will say.

---It is helpful to have a written speech prepared that is reviewed by the Orientation Committee prior to the orientation sessions. The speech should be varied depending on the group of employees. **Attachment D is a sample speech.**

---Take time to practice, practice and practice, until you feel comfortable with your presentation. **Practicing in front of a mirror will help you develop good body language and eye contact habits.**

---If appropriate, acknowledge and thank the person(s) who arranged the session.

---Note that NTEU has provided tea, soda, coffee (and donuts or cookies). Invite the attendees to help themselves.

---Discuss NTEU as a national organization, the fastest growing and most effective federal sector union in the country.

1) Representing some 150,000 federal employees in 29 agencies.

2) NTEU is the exclusive representative.

3) With daily support and representation from a national staff in the training, litigation, legislation, negotiations, public relations, membership, member benefits, organizing and field operations departments.

4) **Refer to:**

a. **Your contract.**

b. NTEU's lobbying put money in federal

employees' pockets through the increased pay raise, the FEHB premiums paid with pre-tax dollars (a \$450 addition to paychecks per year) and the elimination of the .5% retirement tax (adding on average \$260)

c. Court activity, e.g., overtime, continued collecting back pay, negotiated a settlement of a disallowing of a contract article

d. Benefit programs, i.e., NTEU dental plan, credit card, professional liability insurance, auto and homeowners insurance, travel and hotel discounts, monthly Bulletin

e. Strength in numbers. We can accomplish collectively what we cannot accomplish individually. (Include a local example.)

f. Stress the fact that every facet of their working life is affected by NTEU due to our negotiations, litigation and legislative activity, etc. Mention that performance appraisals, promotions, overtime, details and reassignments were negotiated, litigated or lobbied into existence for all employees by NTEU.

---Discuss your chapter as an organization.

1) Introduce all NTEU representatives present. (If the steward or chapter officer who is responsible for the new employees' job area is present, give them a special introduction.)

2) Discuss chapter experiences/successes on local issues.

3) Introduce your term agreement. Point out (according to the make up of audience) specific items, explaining "This is what NTEU has negotiated for you." Relate recent local happenings regarding contract enforcement by your chapter. Frame this component in the context of the union having obtained these provisions to meet the workers' expressed needs.

4) Specifically mention their ability to work alternate work schedules (AWS) and flexiplace if applicable. Emphasize NTEU's singular role in achieving these benefits.

5) Specifically mention NTEU's role in delaying the RIF if there would have been jobs lost in your area.

---Stress importance of membership and representation. Ask attendees to join. Then proceed, step-by-step, in assisting the attendees in filling out SF-1187: name, Social Security number, etc.

Have stewards in the room walk around, help complete the SF-1187s, and collect them.

Consider giving the new member a small gift in recognition of joining NTEU like a pen, coffee mug, etc.

---Refer all new hires to the officer and steward listing, information distributed and recruiting packages, if used. Make sure the steward and officer listing is distributed to all for future reference. Consider sending an NTEU representative back to the group at a later time to collect additional SF-1187s. This can be done at a break by rolling in coffee and donuts, with a “Compliments of NTEU” sign on the cart.

---Consider distributing the NTEU Announcement Card or Volunteer Form to the participants to discover their interests and obtain potential volunteers for the chapter. **Attachment H and Attachment I are for this purpose.**

---Thank them for their attention and wish them luck in their new jobs.

--Tell them the chapter looks forward to each of them becoming active involved members of NTEU Chapter ____.

___ **E. MISSED AN ORIENTATION???????**

We cannot afford to miss the opportunity to introduce new hires to NTEU. If an orientation is unattended by the chapter, the following steps should be taken:

- ___ 1. Verify the names and work locations of the new employees with Personnel.
- ___ 2. If NTEU’s missing the orientation was management’s fault (e.g., short notice), request that arrangements be made to reconvene the new employees for NTEU’s presentation. Follow through on this request with reference to the NTEU/Agency agreement, if such language exists in your contract.
- ___ 3. If missing the orientation was not management’s fault, then steward or officer follow-up with each new employee is a must. Stewards should provide each new employee with:

- a welcome to the Agency;
- an NTEU recruiting package and an SF-1187;
- mini-orientation and an NTEU overview in the time available; and
- personally ask them to join NTEU.

___ **F. FOLLOW-UP AFTER ORIENTATION**

It is extremely important that new employees have contact with chapter representatives after the orientation session whether they join NTEU or not. Chapters may want to consider sending a handwritten thank you note, signed by the chapter officers, to all new employees.

- ___ 1. Distribute letters to stewards to ensure they follow-up with those who did not

join during the orientation. **Attachment E is a sample letter.**

---Have the letter typed on your chapter letterhead.

---Make copies for future orientation follow-ups.

---Insert the date on one copy for follow-up to the recent orientation group.

---Consider copying the letter on color paper to ensure that it is not lost in the paper shuffle.

---Depending on the number, consider personalizing the letter. Insert each nonmember's name as the addressee of the memo. A personally addressed request to join will probably get better results.

---Attach an SF-1187 or reproduce one on the back of the letter.

---Make sure there is a "return to" address on the SF-1187.

---Make certain that the stewards personally deliver the letter and SF-1187 and engage in one-on-one recruiting. A less desirable option is to have the stewards deliver them to the employee's mail box/slot/stop.

- ___ 2. Follow-up with the stewards to make sure all letters have been delivered and to personally find out why SF-1187s have not been returned.
- ___ 3. If these employees are going to be in a formal classroom setting for a few weeks, consider going back for another "coffee and donuts" session to answer questions, talk about NTEU, and solicit SF-1187s.
- ___ 4. Welcome new members with "new member" packages. Always have a supply of "new member" packages available so you can give a timely welcome to new members. Distribute to stewards, according to work area, the "new member" packages for delivery to the new members. **Attachment F is a list of suggested contents.**
- ___ 5. Invite the new employees, especially those who joined, to upcoming chapter events or meetings.

___ G. RECORD KEEPING

Attachment G is a simple chart that will help keep a record of the members signed versus the number attending each session, along with some other relevant information about the new hires attending NTEU orientation.

- ___ 1. Post this form in the NTEU chapter office so it can easily be filled out by whoever conducts the orientation.

- 2. Review the results periodically (at least monthly) to evaluate the success you are experiencing at the orientations. If the results are not satisfactory, you may need to consider changing your approach, the speaker, or the speech. Discuss among the officers and stewards and orientation committee members the possible reasons for not achieving the results you had hoped for. It is possible that changes need to be made only for certain grades, job titles, or divisions. **Don't be afraid to try new things or to adjust your presentation until you see the results you know you can achieve.**

Orientation sessions provide NTEU with a great opportunity to sign up new employees as new members. We cannot afford to pass up such opportunities.

Good luck!

ORIENTATION MATERIALS NEEDED

1. Name Tags for NTEU Representatives.
2. Contracts --- Agency should supply them per the contract.
3. Recruiting Packages with SF-1187s and a dues chart --- list of suggested contents of material attached (**see Attachment B**). Many of the suggested contents are available from the NTEU Membership Department by completing a Materials Request Form (**see Attachment C**).
4. Pens for completing SF-1187s.
5. Small NTEU catalog items for new hires who join NTEU at the orientation (**optional**).
6. Refreshments (**optional**).
7. Sign for refreshments such as “Compliments of NTEU” (**see Attachment J**).

ATTACHMENTS TO ORIENTATION SESSION GUIDELINES

- A. Sample letter to Agency Personnel regarding request and contract requirement for advance notice of orientation sessions for new employees.
- B. Suggested list of contents for “recruiting packages.”
- C. NTEU Material Request Order Form.
- D. Sample speech for speaker to use at orientations.
- E. Sample letter for follow-up to new employees who did not sign an SF-1187 at the orientation session.
- F. New Member Package --- Suggested Contents.
- G. Record Keeping Form.
- H. NTEU Announcement card.
- I. Volunteer Form.
- J. “Compliments of NTEU” sign.

SAMPLE MEMO TO AGENCY PERSONNEL
REQUESTING ORIENTATION NOTIFICATION
(On NTEU Chapter Letterhead)

(Date)

To: ()
Chief, Personnel

Fr: ()
Chapter President

Re: Request for Notification of Orientation of New Bargaining Unit Employees

Your term agreement (check your contract for this article) provides NTEU Chapter ___ with the opportunity to conduct NTEU orientation sessions with all newly hired employees. NTEU Chapter ___ plans on attending and conducting all of these new hire orientation sessions in the future, regardless of the number of employees involved.

In order to properly plan and schedule our time, we request as much advance notice as possible, two weeks should be provided per the term agreement. (Check your contract for this article.) These written notifications should be provided to (name), (title). Please include the following information with each orientation notification:

- scheduled date, time, and location;
- name, job title and grade of each employee scheduled to attend;
- the area and location in which each employee will be working;
- who will be conducting the orientation for the agency.

Your attention to and cooperation in this matter are appreciated. Thank you.

NTEU MEMBERSHIP RECRUITING PACKAGES

SUGGESTED CONTENTS

(Two Pocket Folders can be purchased from National Office)

Left

NTEU Member Benefits Guide*
Leave Record
Facts About NTEU*
Know Your Rights flier*

Right

Letter from Chapter President
NTEU Bulletin*

Paper Clip to Outside
SF-1187

Chapter Information

- List of chapter officers and stewards (include area of representation, location, phone numbers, title)
- Upcoming Meetings, Picnics, Parties, etc.
- Chapter Newsletter
- Locally developed issue fliers

***Fliers can be ordered from NTEU National Office via attached Material Request Form.**

SAMPLE ORIENTATION SPEECH

Hello, my name is, (also give title if steward or officer, etc.) of the National Treasury Employees Union Chapter _____. I would like to welcome you to (Agency) and let you know that we here at Chapter ___ are glad to see you and look forward to working with you. In front of you there is a packet of information, with a form called Standard Form 1187 attached. Pull that form out. I will explain it in a minute. You should also have received a copy of the term agreement (hold up contract). Let me give you a tip.....familiarize yourself with this contract. These are the work rules that will cover you here at (Agency). This contract also contains the rights and benefits NTEU has won for you at the bargaining table. Everything in this contract was gained by NTEU through negotiations, negotiations aimed at making your (Agency) work experience a positive one.

Before I continue, I would like to introduce you to the union stewards and officers who are with me here today: _____, _____, _____, _____, _____. (If area steward or a chapter officer is present give them a special introduction.)

You are now looking at the best friends you have in the workplace - The Contract and the Union stewards and officers.

Your stewards handle all of the many grievances here at _____. We are assisted by a National Field Representative, _____ (introduce if present) who you will see around here from time to time. Stewards are here to protect your rights under the contract. We are also here to provide you with information and advice. If you have any questions about your new job, I urge you to talk to your union steward today. The union office is located _____ and the telephone number is _____.

NTEU Chapter _____ is supported by an NTEU National Headquarters staff comprised of professional attorneys, negotiators, lobbyists, member benefit representatives, and public relations specialists. Every minute of every working day NTEU is fighting for the rights of (Agency) and all federal employees. NTEU fights for you on Capitol Hill, in the courts, and in the (Agency) offices. Through our national efforts NTEU has:

1. Obtained increases to federal employees pay checks through the 2003 4.1% pay , the FEHB premiums paid with pre-tax dollars (a \$450 addition to paychecks per year) and the elimination of the .5% retirement tax (adding on average \$260).

2. NTEU has obtained further improvements for (Agency) employees by negotiating incentive pay and an awards system, alternative work schedules, and flexi place.

3. NTEU has negotiated “member only” benefits such as the NTEU credit card, dental insurance, long-term care insurance, hospital cash plan, car and homeowners insurance, professional liability insurance, and term-life to give our NTEU members added security.

4. NTEU offers many free “member only” benefits as well:

- \$1,000 AD&D insurance policy
- Vacation discounts to theme parks
- Hotel/motel discounts nationwide
- Jiffy Lube discounts
- Penske Auto Care discounts
- Car rental discounts
- Legal Insurance programs

NTEU provides these benefits for our members to make their lives better. We feel the value of NTEU membership should not stop when you leave work each day. That’s why we negotiate so many added benefits for NTEU members that can affect their lives outside of the workplace.

Chapter ____ has been very successful in negotiating as well: (list local successes)

Over (mention number of members) people here and nearly 70,000 federal employees nationwide are members of NTEU. The one thing they all have in common no matter what agency they work for, grade or position they hold, is that NTEU brings value to their life. NTEU members participate in activities ranging from informational pickets and rallies to fight proposed RIFs and furloughs, to visits to Congress in Washington, D.C. You can be part of this by joining NTEU today.

And how can you join NTEU? By filling out the Form 1187 I showed you earlier. (Pull out the 1187 and show the form - specify the blocks that need to be filled out to join.) Stewards will help you with any questions you may have.

Again I would like to welcome you to _____. We look forward to your joining NTEU today and becoming part of the fastest growing federal sector union in the country. NTEU is out in front on all issues affecting (Agency) employees. Each of you who joins makes us stronger and better able to fight for your rights. Filling out the 1187 will entitle you to immediate NTEU membership. If you have any questions please feel free to ask. The stewards will move among you to collect the SF-1187s and answer your questions. Thank you for your time and best of luck in your (Agency) career.

(On NTEU Letterhead)

Date

To: (To new employees who attended NTEU's orientation but who have not yet joined NTEU)
Fr: ()
Chapter President
Re: NTEU Chapter

As president of Chapter _____ of the National Treasury Employees Union (NTEU), I welcome you to (the Agency) . NTEU currently represents some 150,000 federal employees nationwide. We pride ourselves in being the advocate of federal employees on Capitol Hill, in the courts and at the work place. NTEU has always been aggressive in our programs and in the representation of our members and that tradition continues.

Chapter _____ enjoyed having the opportunity to meet with you during your orientation. To date we have not received your completed SF-1187, authorizing us to sign you up as a new member of Chapter _____. I know that you have been inundated with forms and papers since joining (the Agency). However, the SF-1187 is an important one that you should not overlook. Membership in NTEU provides you with:

- professional on-site representation;
- skilled negotiators fighting for additional rights and benefits;
- experienced lobbyists monitoring and influencing legislation and regulations that impact your daily work life;
- an expert legal staff challenging the never ending attacks on federal sector jobs, pay and benefits;
- NTEU "member only" benefits, such as:
 - monthly NTEU Newsletter, the Bulletin, keeping you up to date with information about our agency in particular and federal employees in general
 - NTEU dental plan
 - NTEU credit card
 - Auto care discounts
 - Car rental discounts
 - Discounted relocation and moving services

*** (List chapter discounts, newsletter, etc., available to members only)

I hope you will be joining NTEU and will support us as we seek to improve the working conditions of (Agency) bargaining unit employees. Our dues vary according to your grade and step and average about ____ per pay period. I am enclosing a form SF-1187 for your convenience as well as a list of our chapter officers and stewards. The SF-1187 can be returned to any of the chapter representatives listed, to the chapter office located, or to NTEU Chapter __, P.O. Box ____, etc.

Each new member makes us a little bit stronger. Take sides and join NTEU today.

In Solidarity,

NEW MEMBER PACKAGES

Suggested Contents

1. Welcome letter from chapter president.
2. Listing of chapter officers and stewards (with location and phone numbers).
3. Chapter committee listings.
4. Membership Benefit Guide.
5. Chapter membership benefits:
 - List local discounts and benefit programs
6. Chapter Bylaws
7. Current chapter newsletter
8. Current NTEU Bulletin
9. Locally produced information FOR MEMBERS ONLY such as:
 - Contract highlights
 - Understanding the competitive promotion process
 - AWS information
10. Flyers on upcoming chapter events, i.e.:
 - Chapter meetings
 - Picnics
 - Lunch 'n Learn sessions
 - Etc.
11. Volunteer form
12. NTEU GS Pay Scale/Calendar and NTEU catalog items such as an NTEU pocket calendar, NTEU button, or an NTEU pen

ORIENTATION SESSIONS --- NEW HIRES

Date _____
Attended _____
Recruited _____
Conducted by _____
Job Title _____
Perm/Seas/Temp _____
Grade(s) _____
Division/Section _____

Date _____
Attended _____
Recruited _____
Conducted by _____
Job Title _____
Perm/Seas/Temp _____
Grade(s) _____
Division/Section _____

Date _____
Attended _____
Recruited _____
Conducted by _____
Job Title _____
Perm/Seas/Temp _____
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Division/Section _____

Date _____
Attended _____
Recruited _____
Conducted by _____
Job Title _____
Perm/Seas/Temp _____
Grade(s) _____
Division/Section _____

(On NTEU Letterhead)

CAN YOU VOLUNTEER A COUPLE OF HOURS FOR YOUR UNION?

In order to provide you with all the services and programs that we have, our chapter relies on volunteers. In the past, volunteers have done everything from typing and stuffing envelopes to cooking and setting up for social activities.

If each member volunteers just 2-4 hours this year, we'll have plenty of resources to handle whatever activity comes up. Will you make a commitment to volunteer? Please fill out the form below and return to _____. Our Volunteer Committee will call you as the need arises.

YES, I WILL VOLUNTEER TO WORK WITH NTEU.

I WILL:

- | | |
|--|---|
| <input type="checkbox"/> HELP RECRUIT NEW MEMBERS | <input type="checkbox"/> WRITE ARTICLES OR LETTERS |
| <input type="checkbox"/> STUFF RECRUITING AND MEMBER PACKAGES | <input type="checkbox"/> DISTRIBUTE BROCHURES, NEW OTHER MATERIALS |
| <input type="checkbox"/> STUFF ENVELOPES | <input type="checkbox"/> PAINT SIGNS, POSTERS |
| <input type="checkbox"/> SET UP FOR SOCIAL/EVENT MEETING | <input type="checkbox"/> COOK |
| <input type="checkbox"/> REPRESENT THE CHAPTER AT A COMMUNITY MEETING | <input type="checkbox"/> DESIGN T-SHIRTS, BUTTONS, LOGO, CARTOONS |
| <input type="checkbox"/> HELP WITH LEGISLATIVE DRIVES | <input type="checkbox"/> ANY OF THE ABOVE |
| <input type="checkbox"/> OTHER (PLEASE SPECIFY) | |

I WILL SERVE ON THE VOLUNTEER COMMITTEE (TO CALL VOLUNTEERS AS NEEDED FOR ACTIVITIES)

NAME: _____
WORK PHONE: _____

WORK LOCATION: _____
HOME PHONE: _____

THANK YOU!!!

Compliments

Of

(Add NTEU chapter number and logo)

MEMBERSHIP BUILDING ACTIVITIES

BROWN-BAG LUNCH AND BREAK MEETINGS

Due to time limitations, lunch and break meetings must be carefully planned. The following outline is a guide for implementing a membership recruiting program during lunch and break meetings. Any issues of importance to employees can serve as the topic for the event. Feel free to amend the plan to meet your chapter's specific needs.

- I. Suggestions for potential issues or topics for brown bag lunch and/or coffee break sessions:
 - A. Legislative update on issues of importance to bargaining unit employees in general, or target groups of employees, in particular, e.g.:
 - o pay raise
 - o potential agency RIFs
 - o early retirement
 - o agency funding
 - o leave sharing
 - B. NTEU/Agency Contracts
 - o input session prior to opening negotiations with the agency
 - o update on negotiations, if in progress
 - o specific sections and article, e.g.:
 - o performance appraisals
 - o promotions
 - o details
 - o victory meeting when a new NTEU/Agency contract is signed
 - C. Litigation Update On Issues, e.g.:
 - o FLSA overtime back pay
 - o national lawsuits
 - o special rate employees
 - D. Local Issues, e.g.:
 - o Health and safety
 - o AWS
 - o Child care
 - o Physical fitness centers
 - o Flexi place

There is no limit to the type of issue which can be used as the subject or the reason for "NTEU brown bag lunches" or "spend your break with NTEU sessions." Any issue which has the attention of any group of employees should be capitalized on. Chapters should take every opportunity to make NTEU the source of information employees need on issues of importance to them. Once they accept the fact that NTEU is the best source of such information, and that you may elect to share such information with members only, NTEU's role in their worklife will be appreciated and the importance of NTEU membership will become more obvious. The visibility provided by events such as these can be an effective tool in building membership.

II. A. Preparation

- 1. Target an area and an issue. Schedule brown-bag lunch and/or coffee break meetings in areas where workplace issues are emerging.
- 2. Assign responsibility for planning and coordinating the meeting. This person could be the area steward. However, we encourage you to use this opportunity to engage a member who previously has not been active. His/her responsibilities will include:
 - a. Reserve the meeting room and reconfirm prior to each meeting.
 - b. Create a flyer announcing the meeting. Include date, place, time and purpose of the session and invite all affected bargaining unit employees to attend.(See attached samples of flyers).
 - c. Arrange for adequate copies to be made.
 - d. Arrange for distribution of the flyers.
 - e. Delegate distribution to a few volunteers or appointees.
 - f. Post flyers on all NTEU bulletin boards throughout the agency.
 - g. Reserve video equipment, if a video presentation is being made.
 - h. Provide coffee, tea and sodas and post a sign noting that refreshments are "Compliments of NTEU Chapter ___."
 - i. Have a chapter certified member list available for reference. (If a raffle is being held, you will want to ensure that only members receive tickets. You will also want to ensure that all nonmembers receive recruiting information and a SF- 1187.)
 - j. Prepare a sign-in sheet for follow-up contact purposes.

- k. Consider raffling off a door prize, e.g., restaurant gift certificate or a NTEU sweatshirt. Only members receive raffle tickets. For each nonmember they bring along, members receive an extra raffle ticket. Any nonmember signing a SF-1187 receives a raffle ticket. Announce this on your flyer in "b" above.
- l. Schedule a member of the membership committee to set up a membership table with NTEU member benefits information and an adequate supply of SF-1187s. Fill in the SF-1187 with the chapter number, dues amount and "return to" information.
- m. Establish an agenda. (Samples included - see "C" below).
- n. Schedule speakers/participants; give them advance notification, inform them of their role and ensure their commitment to attend.
- o. Prepare name tags for all NTEU officers, stewards and speakers.
- p. Encourage stewards and members to "talk-up" attendance, to personally invite all affected bargaining unit employees.
- q. Prepare a speech outline on the target issue.
- r. Personalize an NTEU announcement card with chapter information pre-printed. Make adequate copies (sample attached).

B. Brown-Bag Lunch and Coffee Break Meetings

- 1. Arrive a minimum of 30 minutes in advance to see that the room is properly set up for the meeting.
 - a. Are adequate numbers of tables and chairs available and properly arranged?
 - b. Is a table strategically situated for membership recruiting? The ideal place is next to the door, so that it cannot be missed by anyone entering or exiting the room.
 - c. Are raffle tickets and the prize(s) at the door?
 - d. Is the chapter's certified member list available at the

membership table?

- e. Are adequate supplies of SF-1187s and other membership information set up?
 - f. Is there a sign-in sheet at the membership table?
 - g. Are there adequate supplies of NTEU announcement cards?
 - h. Is the coffee prepared? Is there an adequate supply of accessories (i.e., cream, sugar, cups, napkins, stirrers, ice, etc.)?
 - i. Is all required equipment in working order?
2. When conducting the meeting, be conscious of the time constraints, so that all important points can be covered. Employees are on scheduled lunches and breaks and may not have the luxury of staying as long as they would like.
- a. Know your audience and what rules they are bound by.
 - b. Conform your meeting to their needs.

C. Agenda

1. Brown-Bag Lunch (30, 45 or 60 minutes)

Start on time!!!

11:30-11:35 Settling in. Pick up coffee/soda, etc. Sign in. Distribute 1187s and NTEU announcement cards.

11:35-11:38 Welcome and Introductions

11:38-11:50 Presentation: ******(time may be extended depending upon lunch schedule or participants)

- a. Define the target issue.
- b. Explain what management or Congress or OPM, etc. has done.
- c. Explain what NTEU has done.
- d. Provide status update of the issue.
- e. Explain what employees can do to help.

11:50-11:55 Questions & Answers

11:55 Ensure that everyone has membership materials. Pitch the

importance of membership...collect SF-1187s.

12:00 Thank everyone for attending, raffle door prize (if applicable), and adjourn

2. Break Meetings (10 or 15 minutes)

These meetings should be scheduled for small groups of less than 20 employees. Time constraints will not permit effective dealing with a larger group.

o Start on time.

— 2 minutes -- Welcome

— Ask all attendees to make sure they have signed in.

— Introduce all NTEU officers and stewards in attendance.

— Assure all attendees have NTEU membership information.

o 5 minutes

— Presentation

a. Define the target issue.

b. Provide status update of the issue.

c. Explain what employees can do to help.

o 3 minutes

— Questions & Answers and membership pitch.

*****Participants at both break meetings and brown-bag lunches should leave the sessions feeling positive about NTEU and the information received.**

Brown Bag Lunch Session with NTEU

Discussion Issue:

Date:

Place:

Time:

Chapter ____ invites you to spend your break with NTEU to discuss the status of, and updates on, this current issue of importance to employees and NTEU.

**Bring your Lunch.
Coffee, Tea and Soda provided by
NTEU Chapter ____.**

Spend your break with NTEU

Discussion Issue:

Date:

Place:

Time:

Chapter ____ invites you to spend your break with NTEU to discuss the status of, and updates on, this current issue of importance to employees and NTEU.

**COFFEE, TEA AND DONUTS
PROVIDED BY NTEU CHAPTER ____.**

QUESTIONNAIRE

Please complete, and feel free to put any additional comments on the back.

1. Have you ever been contacted by any person about becoming a member of NTEU?

Yes ___ No

2. Are you aware of the following:

a. NTEU is constantly involved in lobbying efforts before Congress to advocate favorable legislation for federal employees.

Yes ___ No

b. NTEU has negotiated a binding agreement with the agency to be your exclusive representative concerning work related matters.

Yes ___ No

c. NTEU has negotiated an NTEU/Agency agreement with provisions covering all aspects of your job, including but not limited to:

- Performance appraisals
- Flexi time/AWS/credit hours
- Reassignments
- Furloughs
- Blood donations, sick and annual leave usage
- Training
- Discipline
- Promotion Actions

Yes ___ No

d. Do you have a copy of this contract?

Yes ___ No

3. Do you know who your local NTEU chapter's officers and stewards are?

Yes ___ No

4. Do you feel comfortable talking to your local officers and stewards?

Yes ___ No

5. What type of reputation do you feel the union has?

Good

Average

Bad ___, if so, why?

6. How long have you been employed with the Agency?

7. Do you feel that the Union advocates your concerns?

Yes ___ No

8. Do you see the Union as separate from management?

Yes ___ No

9. Do you feel that you can confide in a union official or steward?

Yes ___ No

10. Why have you chosen not to be an NTEU member?

Refer to Form SF-1187, Request for Payroll Deductions For Labor Organization Dues in hard copy of Chapter Manual.

Refer to Application for Cash Dues Paying Membership in hard copy of Chapter Manual.

“HOW TO RESPOND TO DOUBTERS”

Index

1. “Why should I remain a member? I get it for nothing.”
2. “Management gets around the contract whenever it wants to. They do what they want to anyway.”
3. “I don’t agree with () of the union.”
4. “I don’t think you should represent ‘bad’ employees.”
5. “The local union never asks my opinion on anything and they never tell us what is going on.”
6. “Costs too much. I can’t afford it.
7. “We don’t need to be members this year because...”
8. “I don’t like something the union negotiated.”
9. “The union fights the same grievances over and over again.”
10. “I don’t like who the union endorsed for (House/Senate/President).”

Responses to Revocations

1. “Why should I remain a member? I get it for nothing.”

- A. “No one gets it for free. Your colleagues who are union members are paying your share of the tab.”
- B. “Members pay dues which cover the cost of bargaining and contract support for all bargaining unit employees. It costs money to negotiate contracts, lobby Congress, and represent employees. All who benefit should share the expense.”
- C. “NTEU is required to represent nonmembers only in contract related problems, not before the EEOC, MSPB, the Comptroller General or in class action suits in the courts. Nor do we have to represent nonmembers in oral replies or statutory appeal cases regarding discipline. Oral replies are the first step and often the most important step in resolving these types of grievances for employees.”
- D. “We do not have to survey nonmembers about what they would like in a national or local agreement. Nonmembers are bound by what NTEU negotiates but have no say in what we negotiate.
- E. “Let me give you some examples of how you have benefited....” Provide local examples.
- F. “As a member, you can take an active part in decision making; you can vote; you can hold office and have a voice in the union. As a nonmember, you will not have a say in workplace decisions affecting you. Because you are not a member, you cannot serve as the NTEU representative on any work group, task force or on any of the other teams that are being appointed throughout the Agency.

2. “Management gets around the contract whenever it wants to. They do what they want to anyway.”

- A. “Not if the union is aware of what they’re doing. That’s where members come in. We rely on you to keep us informed and to make sure that it doesn’t happen again. We can’t challenge or fix things if we don’t know management is doing them.”
- B. “Only if you let them. They know how strong we are and where we do and do not have high membership. Management does not do what they want where they know NTEU members keep the chapter leaders informed. Instead, management deals up front, and negotiates with the union, acknowledging all of NTEU’s and employees rights.”
- C. “If they are not challenged when they violate the contract, that’s true. But that is also what the negotiated grievance process is for. The chapter files grievance on your behalf when we are aware of the violations affecting groups of employees or

the union's rights. When you feel your individual contract rights have been violated, you too can, and should, file a grievance. But if you don't, then you're right, management gets around the contract whenever they want to."

D. "When did that happen?" Respond to specific examples cited.

3. "I don't agree with (fill in the blank) of the union."

A. "Few people agree 100% with any group's or organization's actions. But representative government in organizations, as well as nations, depends on people who 'pay their dues' and who participate in decision making. If you don't agree with some direction the union is taking, join; become active and work to change its course.

B. "The chapter has more than ___ stewards and officers working every day to make things better. Don't let a disagreement with one person effect your decision to join NTEU."

C. "If you'd like to see things done differently, I encourage you to become involved, get the facts, and help to make a positive change. Being on the outside precludes your being able to change things."

D. "That was yesterday; what should we do about it now?"

E. "What should we start/stop/continue doing?"

F. **If the target of the criticism is a current leader, schedule him/her to contact the subject employee with you to discuss issues raised by the potential member. Pick up the individual and take him/her to the meeting with you.**

4. "I don't think you should represent bad employees"

Point out that we do not hire, fire, evaluate or judge an employee. It is our statutory responsibility to give each employee a "day in court." Point out that rights, like laws, must be enforced for each individual or they will not exist for all. Point out that there are two sides to every story. Specifics in disciplinary cases are not public knowledge. Regardless of an employee's reputation, management may be the wrong party in this issue. (Cite a local example anonymously.)

5. "The local union never asks my opinion on anything and they never tell us what is going on."

A. Cite newsletters, fliers, and events that the chapter has sponsored as evidence of the chapter's two-way communication process.

B. "We publish newsletters and fliers to get information to our members. We also hold periodic events to gather member opinion and inform members about

important issues. In case you miss the event, you can always give your opinion on an issue to your steward or by calling the union office. Don't wait to be asked to give your opinion. NTEU is your union. If you have something different to say, please let us know."

- A. "NTEU tries its best to communicate with its members, but sometimes it doesn't work so well. Instead of quitting NTEU, why not help us improve the process by joining our communications committee. I'm sure you have a lot of ideas we could use to improve the communication process."
- B. "I know the communications process isn't perfect. Right now we need members to tell us how to improve it. Quitting NTEU won't improve the process. It will just put you further out of the loop. I know it is frustrating, but I'm asking you to retain your membership and help us turn this negative into a positive."

6. "Costs too much. I can't afford it."

- A. Through NTEU lobbying, additional monies have been put in your paycheck this year. This year, as in the past, NTEU worked to increase the paychecks of federal employees. The average 2003 pay raise of 4.1 percent was less than we deserved, but we successfully battled the current administration, which had proposed only a 2.6 percent increase in January 2003.
- B. Quote dues in their lowest terms, per day, pay period, week, etc.

"What can you buy for only \$____ a day that provides you...?"Equate daily amount to what the amount would buy: less than the cost of a Big Mac, a movie, a can of soda, a cup of coffee and a donut, etc.
- C. Through NTEU, negotiated financial benefits include transit subsidies, awards, and the likelihood of getting promotions when they are due.
- D. Equate dues to an investment. "NTEU is an investment in your working future." Equate dues to buying insurance. "You don't know when you will need it, but you don't wait until your house is burning to try to buy fire insurance. Hopefully, you'll never need it, but it's insurance just in case.
- E. In response to a concern over dues, eight years ago, the NTEU convention implemented a dues system, which actually lowered the dues amount paid by many members. NTEU members pay "percentage dues" that are calculated based on grade and step. Now dues are paid based on the number of hours included in your biweekly check, not including overtime or awards. (Be prepared to calculate the dues amount for the potential member and don't forget to add in the chapter dues amount.)
- F. NTEU "member-only" benefits save money through numerous discount programs. For example, NTEU members enrolled in the program get Dental and Short-Term

Disability discounts. Other savings programs are available for hotels, auto rentals, repairs, and vacation park tickets. (If the chapter offers any 'member-only' discounts, be sure to mention them.)

7. **“We don’t need to be members this year because...”**

- A. “With more and more emphasis on competitive sourcing we need to make sure we are united and have a strong voice before Congress. The current administration has set a target of 425,000 jobs to be competitively sourced. Our representatives are aware of how many members we have and obviously the larger we are the more powerful our voice. Since we are speaking on your behalf, shouldn’t you reconsider your revocation, and join back up today?”
- B. “We can never predict what the Agency or Congress will do. At the national level, NTEU needs continuous support from members to maintain the clout required to protect federal employees’ rights.”
- C. “Every voice counts. The most important voice we have in today’s struggle is the one yet to be heard. That voice belongs to you, please reconsider your revocation today.”
- D. “Local management is dealt with on a daily basis on your behalf. Whether this year or next year, you need NTEU to represent your interests at the workplace.”
- E. “Each and every member counts and is important to NTEU. And equally important is the fact that every federal agency knows how many NTEU members are in the bargaining unit. It’s that number that determines NTEU’s bargaining strength, the power of our voice, and our ability to protect the jobs of federal workers.
- F. “Our voice counts in the fight over collective bargaining and civil service rights in the new department of Homeland Security. The administration wants unfettered managerial discretion that can destroy the merit-based civil service system that has served the nation so well.”

8. **“I don’t like something the union negotiated.”**

- A. Talk up the positives of the agreement and demonstrate how it will benefit them as employees.
- B. “All negotiations are compromises. NTEU negotiated that agreement to address (give specific reasons and benefits). We feel that those benefits outweighed any negatives.”
- C. “I’m sorry you feel that way, but did you know this agreement means (list benefits of agreement). NTEU would never negotiate an agreement that wasn’t in the best interest of our members.

Improving the working conditions of our members is our number one concern.

- D. “I’m sorry you feel that way, but leaving NTEU is not going to change that agreement.

As a member, you can have a larger voice on what agreements are negotiated by becoming active within the chapter. As a nonmember, you will have absolutely no chance to help shape any agreements NTEU may negotiate. Retain your membership and get involved.

9. “The union fights the same grievances over and over again.”

- A. Cite examples of where grievances have worked. They were filed, won, and management changed how they operate, in accordance with the grievance win and the contract.
- B. Ask for examples of grievances that didn’t work where the union has had to fight the same issues over and over again. Address the examples cited.

10. “I don’t like who the union endorsed in the (House, Senate, Presidential) election.”

- A. “NTEU endorses candidates based on the positions they take on issues of concern to federal employees. Our concern is how their actions in office will impact the lives of federal employees. You may not agree with our choice for reasons of your own, but you cannot dispute our motivation: improved working conditions for federal employees.”
- B. “NTEU endorsed (candidate in dispute) because we believe they will act in the best interest of federal employees.”
- C. “In light of the Fair Act, Contracting Out, threatened RIFs, threats to employee rights in the creation of DHS and anti-federal employee rhetoric flying around Capitol Hill, NTEU feels (candidate) represents someone who actually has the interest of federal employees in mind. Don’t you think federal employees need more friends on the Hill?”

SF-1188 CONTACT SHEET

Recruiter:

	<u>NAME OF ORIGINATOR</u>	<u>JOB TITLE</u>	<u>DIVISION GRADE</u>	<u>UNIT</u>	<u>REASON FOR 1188</u>
1.	_____	_____	_____	_____	
2.	_____	_____	_____	_____	
3.	_____	_____	_____	_____	
4.	_____	_____	_____	_____	
5.	_____	_____	_____	_____	
6.	_____	_____	_____	_____	
7.	_____	_____	_____	_____	
8.	_____	_____	_____	_____	
9.	_____	_____	_____	_____	
10.	_____	_____	_____	_____	
11.	_____	_____	_____	_____	
12.	_____	_____	_____	_____	