TOGETHER=WE=RISE

BUILDING SEIU MEMBER POWER THROUGH DUES, DATA & ORGANIZING OPERATIONS

Toolkit for Teams to Increase Resources and Revenue for Members

Updated April 2025

This memo outlines best practices locals can use to make sure that every worker who has signed up for membership and COPE is actually having deductions made and forwarded to their union through systematic enforcement of applicable "union security" provisions and by creating systems for auditing dues and COPE data, which improve operations for every unit. Although some of these recommendations have been developed with union shops in mind, the majority apply equally to open shop units–meaning every local can utilize these lessons. If we are able to improve in both these areas, conservative estimates show that this effort will generate tens of millions of additional dollars to support our union's program of advancing economic and racial justice for SEIU members and their communities.[1]

For additional information and support, please contact your TWR coordinator.

[1] This memo draws heavily from learnings at two locals, 32BJ and 1199NE and would not have been possible without the dedicated support of Denis Johnston, Kim Walker, Sam Resheff, and Sam Williamson at 32BJ and Suzanne Clark at 1199NE. SEIU TWR Retiree Martie Voland contributed to this project as well.

OVERVIEW

SEIU members have worked hard to build strong unions and win union shop provisions in their contracts–which bring all eligible workers into the union and help ensure that they can continue to build power for future generations of people in their workplaces. **Nevertheless, every month SEIU members lose millions of dollars in dues and COPE revenue that our locals should be receiving from workers *who have already signed cards* and from workers who are required to pay dues by their collective bargaining agreement but who have not yet signed up for their union.** That's because even though union shop provisions are one of the first big steps to creating lasting power for people in the workplace, without systems in place to ensure that members are actually able to make good on these victories, locals end up leaving money on the table that should be going toward winning even more for members.

> ***Member's Political Power at Stake!*** If COPE deductions are not currently subject to the same level of monthly compliance review as dues, experience has shown that applying best practice systems to reviewing COPE deductions can be a *major* source of additional COPE revenue.

TWR RECOMMENDATIONS FOR EFFECTIVE ENFORCEMENT OF UNION SECURITY PROVISIONS

Effective enforcement of union security provisions (dues deduction in all our contracts and union shop where applicable) requires that local unions do 3 things:

1. **Local leadership consistently makes membership signup and union security enforcement a priority** at every level of the organization, with reports reviewed regularly and appropriate interventions as needed to move the program forward.

2. **Administrative and data systems are established to regularly track membership and employer compliance** and these systems are provided with necessary resources (staff, software, organizational support, etc.) to operate effectively.

3. **Locals prioritize the organizational work needed to make sure workers are signed up from day one** with systems in place to support organizers in their work (user-friendly data systems, weekly or bi-weekly work plans; regular high-quality 1-on-1 meetings with their lead, etc.).

1. Leadership Makes Dues and COPE Revenue a Priority for the Whole Team

"What gets measured gets done." When leadership routinely highlights dues and COPE revenue improvement efforts across teams, the importance of these efforts are elevated as well. As with other priorities of a local union's work, **leadership needs to:**

Set goals for dues / COPE revenue collection

Review & discuss results and goals with team directors regularly

Celebrate and acknowledge teams when benchmarks are reached

Best Practices for Local Leaders, Staff Directors, and Finance / Dues / Data Directors

- ☐ Top officers make improving dues and COPE revenue a core component of the local union's strategic plan.
- ☐ Top officers provide support and accountability to staff responsible for implementation.
- ☐ Top officers review monthly reports with the following metrics for each region/office and for the employers that employ the majority of workers represented by the local. Organizing, dues and data staff leaders meet at least monthly to determine how to improve performance where needed based on these metrics (at 1199NE this happens weekly).

  Key Metrics to include in monthly reports on a local's dues/COPE performance:

  # workers represented

  # members

  # signed up for COPE

  # members for whom dues received

  # members for whom COPE received

  # members not paying dues or COPE due to confirmed LOA or other legitimate reason

  # members not paying dues or COPE for no known reason (compliance follow up needed)

Top officers and chief of staff receive and review **Process Reports** (detailed in Section 2) that detail employer compliance and dues department processes in order to support operational performance.

- Staff leaders for internal organizing review the above key metrics data in aggregate and with individual organizing staff (broken down by organizer turf/worksite) weekly to ensure sign-ups are incorporated into their daily work.

- Dues Director identifies when and how the union needs to take action with employers in order to make sure member revenue operations are effective (both day-to-day enforcement/data issues and by bargaining contract language that will strengthen dues collection processes). Top leadership makes sure that the union has a program in place to prioritize these issues in all dealings with employers.

- See Exhibit 10 for a 1-page checklist for local unions who want to do a self-assessment.

Examples from Locals

At Local 32 BJ, improved dues systems were key to increasing monthly dues revenue local wide by 27% between 2015 and 2020. Then the Covid crisis decimated the commercial building service industry. The local doubled down on its commitment to best practices and was able to restore revenue to pre-pandemic levels despite an 8% reduction in the number of workers represented due to industry down-sizing.

Here are some keys to their success:

- **In 2020, 32BJ engaged in a comprehensive strategic planning process with a team of 15 leaders and senior staff which resulted in a number of specific recommendations which were discussed and adopted by the local's executive board** (See Exhibit 1). Dues administration is not "relegated" to the "back office," it is treated as a vital part of the local's core program. The key administrative staff responsible for dues collection are included in regular meetings where the local's revenue generation program is discussed. Those responsible for collective bargaining and employer relations, contract enforcement, internal organizing, and data and administrative systems are all included in regular meetings to review performance and identify action items that will improve dues revenue. (See Exhibit 2)
- **Top 32BJ officers receive detailed monthly reports showing numbers of represented workers not signed up and not paying dues and these are reviewed at the monthly day-long Officers' meeting.** (See Exhibit 2.)
- **Every 2 weeks there is a "Drivers' Meeting" which includes both the top officers who direct all internal organizing operations and key administrative staff including the dues director where the membership sign-up program is a standing agenda item.**
- **There is a monthly meeting of the 32BJ Employer Relations Committee meeting chaired by the local president** where strategic issues related to collective bargaining and contract enforcement are discussed. This is where problems with employers are discussed and escalated as needed to get compliance. Key finance, dues department, and benefit funds staff are in the meeting when these compliance issues are discussed.

- **Metrics for membership signups are shared and discussed at every level of the organization and are part of the performance accountability for team leads and their staff**. This means that everyone at every level is paying attention to their numbers and the names on their lists. If a member was signed up but their name shows up on the list of non-members sent to the organizer, the organizer and the area director will want to get this corrected - and this will generate a conversation between the two to get to the bottom of why dues are still not being collected from that worker. When leadership, the dues department, and the organizers are all paying attention to the numbers, more workers get signed up and the local's data is better.
- **Driving digital signups.** The 32BJ dues department flagged that if all members joined using the online signup form for membership and COPE, the local would be able to improve its revenue performance significantly. Deductions would start more quickly; there would be less staff time devoted to data entry; and the signup information going to organizers would be more up-to-date so they would be able to more effectively target non-members for signup.

At 1199NE a focus on dues and COPE is "fundamental" to the local's entire program of fighting for racial and economic justice.

- Every Monday division directors and organizers receive lists of workers in their turf who have not signed Union Membership cards. At 3PM the President, the Secretary-Treasurer (who coordinates directly with the dues department) and the division directors (who lead organizers) meet. They spend at least 5-10 minutes of their Senior Leadership meeting reviewing reports on membership, COPE, and leadership recruitment. (See Exhibit 3.)
- The local has prioritized winning and enforcing union power language in its collective bargaining agreements including New Employee Orientation as well as provisions which enable delegates (stewards) to utilize work time to organize their co-workers and meet with one another. (See Exhibit 6.)
- The local has prioritized enforcing New Employee Orientation language in *every* unit (both public sector voluntary membership units and in private sector union shop units). Even where workers sign membership cards with the employer as part of their on-boarding process the local insists on union orientation of at least 30 minutes for every worker and measures their success in union shop environments with COPE signup. The local has set a goal of getting 80% of workers in union shops to contribute to COPE, which not only builds their political power, but also measures workers' commitment to their union.
- Employer non-compliance (failure to bring workers to NEO's, failure to send proper lists, failure to send information on the digital template supplied by the union) results in escalating action by the union including but not limited to: walk-ins by workers, direct contact by top local officers with the owner, grievances and arbitration.

2. Effective Admin/Data Systems Are in Place and Resourced Appropriately

Successful locals have found that in order to achieve their goals for maximizing member power from dues and COPE, their systems need **continuous review and improvement**. This requires a consistent and step-by-step approach–it's not a "one and done" project. Staff may need additional training and development. Hardware and software may need upgrades. Relationships may need to be developed or deepened with employer contacts. The following recommendations can help you:

Ensure admin/data staff understand the goals and why there is a focus on their teams.

Conduct an audit of current processes and systems against best practices and identify areas where improvements are needed or can be made. (See Section 5 of this memo for more details on best practices.)

Sequence your goals and benchmarks for making changes.

- Consider starting with "low hanging fruit" by determining what can be done now with current systems and staff as you assess proposed changes to processes & staff development.
- Next phase may be with a sub-group of employers that a) the local has a good relationship with, or b) that has the capacity to make changes to their processes, or c) that make up a large percentage of the membership, or d) all of the above. Add in the other employers in waves after you've rolled out this new process with the first group.
- Don't try to get all employers in compliance at the same time, but set a timeline for when you want all employers in compliance with new processes.

Budget for system upgrades and adding staff, if needed.

Implement regular reporting & meetings on goals, even though the early reports may be incomplete. Start to build this muscle now.

Nurture a culture of innovation around these goals. Regularly engage with admin/data staff to get their ideas and feedback on new processes and systems.

Best Practices for Dues and Data Systems

- Achieving highest possible dues/data functionality is a strategic priority for local leadership.
  - Dues/Data team has clear performance metrics and processes to regularly review systems to identify ways to improve performance. Dues/Data team expected to identify ways that employer relations, bargaining and organizing teams can help improve performance via improved contract language, digital signup, etc. For example, one local has bargained a penalty (1% to 5%) if dues & dues rosters are late.

See Exhibit 6 for 1199NE contract language requiring penalty payments from the employer if dues are late!

- Dues/Data leadership in regular senior-level meetings where strategic issues can be addressed.

- Systems in place to assure fast, accurate processing of dues rosters.
  - Regularly review process reports (details below) that track whether dues are being sent by employers on-time and whether the union is processing dues in a timely manner.
- Systems in place to assure fast, accurate processing of bargaining unit lists (in addition to dues roster).
  - Regularly review process report (details below) that tracks date of most recent employer audits (which compare dues & COPE contributions received from members with list of members on seniority list) to identify members who are active employees but for whom the local is not receiving contributions.
  - If workers are covered by a Taft-Hartley fund, the local and the fund can coordinate work by collecting employer information in ways that will help the union identify workers who haven't joined. Legal counsel should be involved in setting this up. (See 32BJ example below for more detail).
- Systems in place to achieve the shortest interval between card signing and the member's first dues/COPE deduction.
  - Use electronic cards as much as possible. If you must use paper cards, have organizers scan and forward images of signed cards to dues dept on the day they are signed.
  - Track time from card signing to 1st dues received (see details for process report below.)
- System for regularly creating and reviewing Process Reports in place.

Local leaders can make sure these process reports are being used and review them with key staff from time to time.

In high performing locals, Dues Director tracks metrics for dues and COPE processing, new member dues start-up, bargaining unit/seniority list receipt and membership audits and reviews reports with Chief of Staff (or equivalent) quarterly or more often. Reports should track the following:

1. **Dues and COPE Processing**
   - Employers submitting dues and COPE:
     - Within the last 30 days (on time);
     - Between 30 days and 60 days ago;
     - More than 60 days ago. (This list should include an action plan for each outlining what steps have been taken to escalate and what's next.)
   - Employers who have submitted dues and COPE in the last 60 days, which the union has yet to process. This report should outline steps the union can take to improve.
   - # members/COPE payers for each employer.

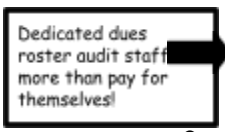
2. **New Member Dues Startup**
    - Average time for each employer between signature on membership and COPE cards and first dues/COPE received (should cover previous 3 months)
    - # of cards with no dues received 65 days after signed for each employer (should include an analysis of source of delays, such as internal or employer dues processing.

3. **Updated Bargaining Unit/Seniority List Receipt and Dues/COPE Audit**
    - Employers submitting updated Bargaining Unit/Seniority list (separate from dues roster which is used to cross-check) in the last 30 days, last 30-60 days and more than 60 days.
    - Report should include the number of bargaining unit members for each employer and date of most recent cross-check between Bargaining Unit/Seniority List and Dues Roster (Dues/COPE Audit).
    - NOTE: If a contract does not require the employer to submit a list every month, staff should be assigned to regularly request lists. The union should also have protocols for follow-up/enforcement (unions have a legal right to this information). Requests should be made every 3 months–or more often in high-turnover or campaign situations.

Examples from Locals

1199NE

- The dues director has an intentional conversation with the employer's person in charge of dues administration each time a new individual takes over those duties.
- Each month the audit staff compares the list of those members for whom they are receiving dues with the most recent Bargaining Unit list to identify workers who have signed cards but for whom dues are not being deducted as well as workers who need to sign up (sent to organizers). The Local has negotiated language requiring employers to provide full bargaining unit lists and status changes on a monthly basis, in addition to the dues roster (list of who paid dues).
- At least once every 3 months the local gets updated Bargaining Unit lists from organizers. Organizers also get supplemental lists from local management at each worksite. The local has found that often the worksite information is better than the lists sent to the local by corporate management. The audit staff contacts the employer and walks through each name that appears on the Bargaining Unit list but not on the dues list, removing those who are no longer employed. Assigning staff dedicated to this "audit" process has resulted in meaningful improvements in both dues and COPE revenue.



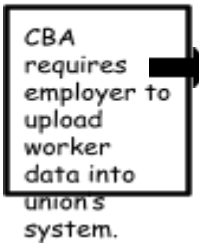
- Each week the dues department sends organizers their list of workers who need to sign up. Organizers distribute the lists to the appropriate member leaders (delegates) and follow up.

The effort put into following up with the employer to remove the names of those no longer employed results in less time wasted "chasing" workers who are no longer employed, which increases the willingness of staff and leaders to put time into following up on non-signers.

32BJ

- **The union treats maximizing dues and COPE revenue as a major strategic imperative of the entire organization with a Dues Director (Kim Walker) and a Director of Data Analytics (Sam Resheff) who have the resources and authority to develop and drive a "continuous improvement" culture in the local.** According to Resheff, improving performance is a "tough nut to crack" that requires multiple approaches that meet major challenges including:
    - High turnover
    - Employers who don't send information to the union, particularly about new employees, and/or don't start dues when required
    - Incomplete data and "roster dumping," where employers send large, undifferentiated lists without information on work location, etc.

The local has adopted the following practices to address these and other challenges:



- **The union requires employers to upload data into the union's data system**. The local has set up an online system called "ESS" where employers are required to enter employee data directly into the union's database. However, if the employer can't or won't upload data, the dues department will enter data provided by the employer while they continue to escalate enforcement of the CBA with the goal of getting employer compliance.
    - Requiring employers to enter data directly into ESS is a high priority for the union bargaining teams and now, after 3 contract cycles, most employers are complying. Since uploading data to the union's online system requires much less effort by the employer than dealing with the union's dues department over discrepancies, most large employers have found it is in their interest to comply with the ESS system. This has freed up significant union resources that were previously spent entering data into the database.
    - The ESS system is used by the local's Taft-Hartley benefit plans (the"Funds") as well, which provides another means of improving the local's data. The Funds periodically audit employers to assure the data they are entering is accurate and the union continues to check for discrepancies between membership records and dues paid. These dual audits identify employers who don't accurately upload their employee data and empower the union to hold the employer accountable.
    - For some employers who still do not utilize the ESS system, the dues department also periodically requests that organizers obtain onsite Bargaining Unit lists or building lists so that they can be cross-checked with the data the employer *is* providing. The department has a team of three auditors whose sole function is to test the data being provided by employers by comparing the ESS data with other lists generated by

organizers. Having an audit team focused on ensuring receipt of the most updated employee data from the employer is a critical tool in maximizing dues and COPE revenue.

- **The local's Dues Department Collections Team sends each employer a monthly invoice for dues that lists every member for whom the employer should be forwarding dues and reconciles all discrepancies each month.** The employer is expected to provide an explanation for any member for whom dues were not forwarded (quit, on leave of absence, etc.). If the employer does not provide this information, the dues department follows up with the appropriate payroll and/or labor relations staff at the employer.
- **If employers are not responsive, the issue is escalated** to the senior staff and leaders responsible for contract enforcement and employer relations. As a result, employers understand that they won't have a good relationship with the union unless they respond to the dues department and that they can avoid time-consuming follow-up to reconcile dues and membership lists if they keep their data up-to-date in the ESS system. The local focuses these efforts on the 50 largest employers, which employ the overwhelming majority of 32BJ members, as this gives the dues department the biggest "bang for the buck."
- **The Dues Department focuses on ensuring that dues and COPE are started immediately** when authorizations are sent to the employer. This is especially important when buildings "flip" and a group of members who were formerly employed by one employer become new employees at another union contractor.
- **The local identifies "super-priority" signups**. Most workers represented by Local 32BJ are covered by one or more of the local's Taft-Hartley Funds that collect money from employers to provide benefits to workers represented by 32BJ. The Funds regularly audit employers to ensure they are making proper contributions on behalf of all represented employees. The local union compares the list of workers for whom the employers make contributions to the funds with the list of workers for whom the union receives dues.
- In the initial audit, this process identified over 5,000 workers for whom benefits contributions were being made but for whom no dues were being received. The local focused on dues compliance for these individuals because they knew that they were still employed but the local was still not receiving dues. The Dues Department immediately followed up with employers to start or restart dues for any of these members with an authorization card on file. If there was no card on file, the worker's name was put on a list of "super-priority" signups and sent to the organizers who were expected to prioritize signing these individuals up and the local tracks this metric by organizer and by district. The "super priority" report (see Exhibit 2) is reviewed monthly by the top officers.
- **Each month, the Dues Department compares the union's records of who has authorized dues and COPE deductions with the list of members for whom the employer is forwarding deductions.** All discrepancies are brought to the employer's attention and resolved–either by starting dues deduction or confirming that the worker is no longer employed. If the employer is

not responsive, the issue is escalated to the contract enforcement team that is responsible for all grievances, arbitration, and litigation on behalf of the local.

- **The Dues Department invests in building the strongest possible relationships with the employers' staff who deal with dues and COPE deductions**. This starts with the Dues Director personally having introductory conversations with the responsible individual when a new bargaining group starts dues for the first time. Similar attention is paid whenever the person responsible on the employer side is replaced. The dues director makes it clear that she is always available to take a call from an employer with a question. The local has found that the combination of recognizing the employers' staff efforts and answering their questions, together with the union's escalation efforts, has maximized voluntary compliance and minimized the need for enforcement.
- **The 32BJ Dues Department utilizes the following commercially available software systems:**
    - V3
    - Qlikview

3. Membership and COPE Signup Are Embedded in the Daily Organizing Program

Organizers will be a key component in reaching the local's goals. Here are some best practices:

Make sure organizers understand that increasing membership and COPE is about building workers' power - and that they convey this when they talk with members.

The first day is the best day. Recruit new members on their first day of work.

Set weekly individual organizing staff goals.

Track, report, celebrate and recalibrate staff members' work to reach goals.

Ensure organizing staff know that this effort is a work in progress, and that systems and tools may change as the local works to achieve its goals.

Establish a culture of innovation. Ask organizing staff to share their wins with staff on other teams, especially when it involves member sign ups or holding employers accountable.

Best Practices for Internal Organizing Program

- Membership/COPE signup is a core expectation of internal organizing team
    - Organizing team has latest info on membership/COPE targets and moves this to stewards/leaders
    - Organizing team culture incorporates signup into all member work

    - Organizing team members have work plans that include signup plans and regular 1-on-1's with lead to review plans and outcomes
- Internal organizing team negotiates contract language to support the local's membership and COPE goals
    - Organizing team negotiates new hire access language in contracts
    - Organizing team bargains contract language needed for high-performing dues/data operation (See Exhibits 5, 6, and 7 at the end of this report.)
- Internal organizers and member leaders create and implement plans to talk to 100% of new hires as early as possible
    - Cover every New Employee Orientation with member leaders and staff
    - Train leaders to welcome new hires into the union
- Internal organizing team supports Data/Dues operation with employers
    - Organizing team requests bargaining unit lists and forwards to data team when needed
    - Organizing team reviews lists and flags inaccuracies/questions with data/dues team
    - Organizing team supports dues enforcement, including having conversations with non-members and holding employers accountable to contract language

Examples from Locals

At 32BJ:

- Every organizer is provided with up-to-date information on the signup status of every worker in their turf for membership and COPE (called the American Dream Fund "ADF" at 32BJ).
- Organizers submit weekly or biweekly work plans that include their signup targets and plans to either talk with each identified worker and/or a member leader who will do the signups.
- Organizers have weekly or bi-weekly one-on-one conversations with their director to review signup numbers and their signup workplan for the coming period. Having member leaders take responsibility for signup work has proven most effective. Member leaders get a list from their organizer and have the conversations about sign up. The expectation is that signup work is included every time an organizer or member leader is in touch with a worker. "Blitzes," where member leaders meet, get trained, and do intensive signup campaigns have also proven successful in building membership–especially in voluntary membership situations.
- In units covered by "union shop" language, if a worker is not a member, the process does NOT start with a letter threatening termination. Organizers must have and document three conversations about membership where they talk about power and WHY workers fought to make their workplace a union shop. If the individual still does not join, they receive 2 letters explaining the requirement to pay dues. If they still don't sign up, the employer is sent a letter instructing them to terminate the employee pursuant to the contract. This rarely happens. In fact, communicating with the worker almost always results in signup.

- Organizers use a mobile app which allows them to quickly see the signup status of any worker or group of workers. (Exhibit 4 a-c). The next iteration of the app will be provided to member leaders as well.
- The internal organizing team supports the drive for digital signups by texting the signup link to a worker while meeting and then waiting for them to complete the signup before continuing the conversation. The app has a feature which allows organizers to generate a text message to a worker with a link to the online signup form for membership and COPE (in multiple languages). Organizing staff also supports digital signup by including a QR code that links to the signup form on all literature.
- Organizers/representatives who regularly deal with employers request lists of unit members by worksite directly from local managers they deal with. These are sent to the dues department to cross-check the data uploaded by employers. If employers refuse to supply lists upon request, the organizing team takes action, including legal action with NLRB. Thanks to years of consistent enforcement, the majority of employers now supply organizers with lists.
- Bargainers are required to negotiate union security language, including a requirement that employers enter accurate records of all bargaining unit workers into the union's database. Bargainers do not have the authority to settle contracts without these provisions and if the employer refuses to agree in bargaining, the issue is escalated to the director level or higher. Bargainers are expected to ensure member leaders understand and support these bargaining demands.
- The local's contract enforcement team supports the dues department when employers don't comply with the contract language.

At 1199NE

- The internal organizing team monitors employer compliance with NEO language very closely and insists that any worker who missed a NEO is brought back for a makeup NEO- even if the employer has already signed the worker up on a dues card as part of the employer's on-boarding process.
- Organizers revamped the quality of their NEO conversation to better engage members on key concepts of the importance of unity, member activism, and politics to support members' efforts to improve their working conditions.
- Members who contribute at least $20 or more per month in COPE receive purple fleece jackets.
- The local has weekly meetings for each of its organizing teams where membership and COPE signup programs are discussed.

BEST PRACTICES FOR UTILIZING UNION SHOP PROVISIONS TO BUILD MEMBERSHIP

- **Employers should sign new hires up for union membership and dues, but the union should create a process to monitor employer compliance.** If contract language doesn't require employers to include union membership and dues authorization forms in the hiring process, prioritize this for the next round of contract negotiations.
- **Employer signups are not a substitute for a strong union orientation program** where trained union leaders explain the importance of membership and COPE and get membership cards from anyone who has not already joined (orientation leads should have the list of who has signed a card so they can identify which new hires need to sign a membership card). The rap should include a strong push for COPE from everyone in the meeting. Failing to do union orientations will leave many workers not signed up, and those that do sign up won't understand what it means to be a union member.
- **Use best practices outlined to create dues/admin/data systems that systematically identify all non-members.** Create systems to prioritize conversations with non-members about membership as part of the work of the internal organizing team. (See sections 1, 2, 3, above for more details.)
- **Negotiate New Employee Orientation language** that ensures new hires sign up and get a full orientation to their union as close to their date of hire as possible. (See TWR's Access to Workers Bargaining Language Toolkit for examples of orientation language from locals in different industries.)
- **Negotiate model union shop language** (See Exhibit 6). This may require a well-planned and well-resourced campaign. Don't settle economics without first reaching agreement on Union Shop. End-game bargaining and strikes where union shop is the only issue are very difficult.
- **In conversations about joining the union do NOT use the union shop as the first or main reason workers should join**. Teach staff and member leaders to talk to non-members about why joining the union and contributing to COPE are key to winning on the issues that matter to us. COPE signups are an excellent way to monitor the effectiveness of the organizing conversation in the orientation. 1199NE reports 50%-80% voluntary COPE signup during orientations in units that have union shop provisions. 1199NE requires that organizers or member leaders have at least one organizing conversation in which the fact that workers must pay dues to keep their job is *not* mentioned before they discuss the union shop provisions. (See sample rap from 1199NE in Exhibit 9.)
- **DO enforce union shop provisions** by systematically communicating in writing with non-members who don't sign up **only after** an organizer or member leader attempts to have a

high-quality organizing conversation. Continue to escalate the communications up to and including instructing the employer to terminate a worker who refuses to pay dues. Typically, workers will sign up once they understand how union shop provisions work. (See Exhibit 8 for sample communications to workers and the employer.)

- Remember that a worker cannot be *required* to sign a dues checkoff card. The NLRB has ruled that a union must accept direct dues payments from workers who refuse to authorize dues deduction. We *can* say, "*Paying dues is a condition of employment. You need to pay your dues. Here is the form that takes care of that by having your dues deducted from your paycheck automatically.*" If a worker asks if they must sign, we need to tell them that they can pay with cash each month but failing to pay would put their job at risk so we strongly advise dues authorization.
- **Union shops need majority support to be an effective union-building tool.** Under the National Labor Relations Act, if 30% of the workers file a DeAuthorization petition, an election will be held on whether or not they will continue to be a union shop. (These petitions can be filed at any time.) If a majority of the unit votes to revoke union shop, it is no longer enforceable. Where there are very large numbers of non-members covered by a union shop agreement, it is important to ensure workers understand the importance of everyone paying dues to have a strong union. Enforcing the union shop is effective at picking up the "stragglers" but it can backfire if the majority does not understand why it is important for everyone to support the union.
- See Exhibit 11 "Do's and Don'ts for Building Worker Power in a Union Shop

TOOLS FOR ADMINISTRATION AND DATA TEAMS

Improving locals' dues and COPE results starts with reviewing critical administrative and data operations and prioritizing areas for improvement. Changing everything at once is impossible, so setting priorities is the best way to ensure the greatest gain based on the time and resources available. For example, consider beginning by identifying the top 10 or top 20 employers that cover your largest number of members. Then add in the other employers in waves after you've rolled out the new process at the top 10+ employers.

Locals can utilize the detailed how-to guides that follow to improve their operations. This Employer Tracker template includes examples of important metrics and employer data points recommended in this toolkit to improve dues, COPE and data processes. Add to this tracker as needed.

Dues Roster Processing

Goals:

- Fast, accurate processing of dues rosters

    - Best results if employers submit electronic .csv or excel files in a standard format. This may come about through discussion with the employer or contract negotiations.
- Ensure up-to-date membership data – maintain a list of who should be paying dues and COPE and compare to dues roster.
- Process that quickly identifies exceptions–i.e. - expected dues not received (card-no-dues) and unexpected dues received (dues-no-card)
- Rapid process with employer to resolve late dues payments, late dues rosters and exceptions found (members with cards who should be paying dues but are not).

Process highlights:

- **Track the dues roster due date, the date received and the date processing is finished.** Tracking this information will help locals set realistic goals for processing dues rosters. Based on this, locals should create a monthly plan for processing dues that allows the team to put other work on hold as needed for the 1-3 days after rosters are received. For example, if most contracts require dues rosters to be received by the 10th of each month, you should make sure the entire local knows that the data team is unavailable (except in emergencies) between the 11th and 13th of each month.
- **Initiate rapid response process if dues rosters are late.** Generally, this starts with a phone call to the employer or payroll team. For repeat offenders, file a grievance each time the dues roster is late.

- **Streamline dues roster processing.**
    - Bargain hard for electronic dues roster submission.
    - Work with your database administrator to create a batch upload process.
    - If employers send separate rosters for biweekly dues, combine rosters before uploading so you only upload one roster per batch, not two rosters.
    - Experiment with OCR (optical character reader) programs if employers continue to send paper rosters in a standard format.
- **Run exceptions management reports as soon as processing is complete and initiate a rapid response process for exceptions.**
    - Rapid response generally starts with the data team or an admin staffer making the initial outreach to the employer because many of the exceptions are for workers that started or ended employment between dues rosters.
    - Determine if a phone call (faster) or email (helps with tracking outreach efforts) makes more sense for each employer.
    - Agree on a documentation process to log the responses you receive from employers on individual member records.

- For repeat offenders, file a grievance each time dues are late.

Bargaining Unit Lists Processing

Goals:

- Fast, accurate processing of bargaining unit lists.
    - Best results if employers submit electronic .csv or excel files in a standard format. This may come about through discussion with the employer or contract negotiations.
- Up-to-date membership data.
    - Contracts should include provisions requiring employers to provide updated bargaining unit lists monthly–or in high turnover situations–semi-monthly (on the 1st and 15th of the month). Make this a bargaining priority for any contract that lacks such provisions. The gold standard is for employers to enter updated employee information in real time (See Exhibit 5 for example of how 32BJ does this.)
    - Ensure all bargaining unit/seniority lists are updated at least four times per year and have organizing staff review lists to cross check. Best practice is to bargain to get these lists *monthly* from the employer with systems in place to get supplemental lists through organizers.
    - If the contract does not provide for monthly bargaining unit/seniority lists, the local should use the information request process to get lists regularly, with a system in place to ensure the requests are fulfilled. Ensure lists provide accurate information regarding department and work location. Locals should determine how frequently it makes sense to request a list. If an employer has fairly stable membership, quarterly lists may be enough. If there's high turnover, monthly list requests make more sense. Often the employer's labor relations department is unable to provide lists due to their own technical limitations, however this is information that the employer is required to provide by law. It's worth it for locals to escalate this issue, especially with the largest employers where the lack of information (for example accurate work location) is a severe impediment to successful organizing.
    - Rapid Response process with employer to resolve late receipt of lists

Process highlights:

- **Track the bargaining unit list due date, the date received and the date processing finished.** Tracking this information will allow locals to set realistic goals for processing bargaining unit lists and identify the best way to manage list processing. Based on this, locals can identify times of the month and year when it would make sense to request bargaining unit lists from employers that do not send them automatically.

- **Initiate a rapid response process if the bargaining unit lists are late.** Generally, this starts with a phone call to the employer. For repeat offenders, file a grievance each time the list is late.
- **Streamline bargaining unit list processing.**
    - Bargain hard for electronic bargaining unit list submission.
    - Work with your database administrator to create a batch upload process.
    - Experiment with OCR (optical character reader) programs if employers continue to send paper rosters in a standard format

New Membership Cards

Goals:

- Minimize time between card signing and first dues deduction.
- Accurate member status (and other member info) in the database of record.
- Rapid response process with employer when dues are not deducted on the first payroll cycle after receipt of the new membership/dues authorization card.

Process highlights:

- **Track the following fields in the database to monitor whether dues/COPE startup is optimal:**
    - Card Signed Date
    - Date card received by admin team
    - Card Processed Date (when the member record in the database is updated)
    - Date sent card to employer (or employer notified to start dues)
    - Date of 1st dues deduction
- **Track the payroll cycle and dates for each employer.** Understand the cut-off date of when each employer needs a new membership authorization in order to process for their next payroll cycle. Then, create Trigger Dates for each employer in your new card procedure to ensure any new cards are transmitted to the employer by this date. Based on this, create additional internal trigger dates accordingly.
    - Example: Establish a system in which organizers turn in cards or forward images of cards on Mondays and Wednesdays.
    - Example: If the employer processes payroll on Wednesdays, every other week, for a Friday payday, the employer may say they need any new membership authorization by the Friday before to ensure they can begin dues deduction. You would then make sure to prioritize transmission of new membership cards to employers by the date they need them (Friday before payroll).

- **Create a report from the database that provides pertinent new member data (name, ID number, etc.) and send this to employers along with copies of new cards** (if the employer requires such). This speeds up the employer's process of initiating dues deduction. Track that cards were sent by the trigger date either in a database or a tracking spreadsheet.
- **Process dues rosters within X hours or days of receipt (as determined by the local) so that Exception Reports can accurately determine if new card signers are now dues payers.** If you expect dues from a new card signer and those dues have not been deducted, initiate your rapid response program.
- Initiate a rapid response process if dues are not received when due. Help employers address problems and escalate enforcement when an employer is not cooperative. The goal is to ensure that the new membership card is processed by the employer before the next payroll cycle. This generally starts with a call to the payroll clerk at the employer to determine why dues were not deducted. Sometimes a worker quits between the card sign date and the payroll date, but often the employer didn't process the new card. Some locals send an organizer or steward or Chapter Leader to speak with the employer.
- **Secure an MOU with employers on how this process will work.** This allows the local to grieve the late dues initiation if needed.

Tip: Calculate the average cost per day of not getting dues started. If dues are $60/month, the local loses $2 per worker per day between signup and first dues deduction. If a local signs up 5,000 new members a year, the local can generate $100,000 by cutting the average start-up time by 10 days. Some locals have saved even more!

Chart: It takes the whole team (Leadership, Dues/Data, Organizing) to grow resources and build power

Buckets of Work	Why This Matters	Top Leadership Role	Dues/Data Department Role	Organizing Team Role
DUES AND DATA Have an up-to-date list of who is actually working in each unit including work location information. Reconcile the list of who has had dues deducted with the list of all who have authorized deductions within 5 days of receiving monthly dues check Complete audit by comparing "dues list" with the best list of who is working in the unit at least once every 3 months, or monthly where the employer has been non-compliant. Update individual member records to reflect dues paid by the end of the month in which they are received.	Employers cannot be relied upon to "automatically" deduct dues properly as soon as we notify them an employee is signed up. Even if they are not anti-union, it is still *not* one of their top priorities… We also need to know the total universe of workers every month so that we can move info on non-members to the organizing team ASAP.	Make sure the full power of the union is put behind dues compliance needs: -Winning contract language providing for regular Bargaining Unit lists with work location, etc. -Making employer compliance with dues dept requests a top union priority -Paying attention to dues/data needs: supporting proper resourcing for "audit teams" etc. while insisting on highest levels of efficiency -Supporting cooperation between organizing, data, and dues depts to achieve union goals.	-Track employer compliance. List on file to ensure employers are up-to-date (monthly tracker of employer compliance on all metrics is a best practice.) -Do monthly comparison of members on Bargaining Unit list with dues payers and follow up with employers to resolve discrepancies. -Supply organizing team with regular updates of non-members who need to sign. -Flag non-compliance with staff/leaders responsible for contract enforcement.	-Ensure systems are in place to assure updated data on members who need to sign up regularly is given to internal organizers and member leaders. Make sure conversations about sign up are happening. (Includes promoting digital sign-up and/or moving images of cards signed to the dues department daily.) -Support dues department by following up with employers who are not forwarding Bargaining Unit lists as required. -Review Bargaining Unit list regularly to see if numbers look right for each location and that all locations are included. If you find discrepancies, follow-up with the employer. -Use key opportunities to get non-members signed up, such as contract negotiations, contract ratification, steward elections, etc.

Chart: It takes the whole team (Leadership, Dues/Data, Organizing) to grow resources and build power

Buckets of Work	Why This Matters	Top Leadership Role	Dues/Data Department Role	Organizing Team Role
TRACKING AND RECOGNIZING PROGRESS Monthly review of reports tracking o Dues Processing o Dues Start-up o Receipt of Bargaining Unit lists Staff leading dues, data, and organizing work meet regularly to review data and identify how to improve performance.	Measuring timely performance of critical tasks communicates their importance and shows where help is needed or where systems can be improved. Measuring makes it possible to celebrate real improvement and to know when system changes are not working.	Ask for these reports and review them regularly. Make sure that improvements are acknowledged and celebrated throughout the local. Make sure that all are accountable to the mission of improving dues and COPE revenue	Generate and review these reports (see Sections 2 and 5) with the team regularly. Identify ways to improve the local's performance, including how organizing, collective bargaining, contract enforcement etc. could help and communicate these to top leadership.	Support efficient Dues and COPE administration by: -Driving digital signup -Obtaining Bargaining Unit lists from organizing team -Checking Bargaining Unit lists against organizers' knowledge to identify gaps/errors in employer data and flagging these with employer and dues/data team.

Chart: It takes the whole team (Leadership, Dues/Data, Organizing) to grow resources and build power

Buckets of Work	Why This Matters	Top Leadership Role	Dues/Data Department Role	Organizing Team Role
BARGAINING AND EMPLOYER WORK Employers are required to provide data on all employees in digital format (monthly list or ideally by directly uploading to the union system in real-time.) Employers are required to accept digital and voice authorization for dues and COPE deductions. Employers who are not responsive to dues department staff are not rewarded – they face swift and sure escalation (high level contact/arbitration/worksite actions etc.)	When employers are required to do critical tasks it frees up local union resources to more monitoring/enforcement.	Ask the dues department to review current practice to identify ways employers could better support dues/COPE operation. Lead conversations about how bargaining and organizing programs support demands on employers to agree to contract language and compliance Celebrate wins on these key issues	Review current practice to identify ways employers could better support dues/COPE operation and bring these to leadership. Develop tools and practices to make employer compliance with union requirements as easy as possible (including building good relations with employer staff responsible for implementing.)	Make sure members understand why winning better contract language on dues/COPE is vital to winning on all issues. Prioritize winning critical contract language for dues/COPE. Mobilized members to take action when employers don't comply with union security language.

EXHIBITS

Exhibit 1. Section of Local 32BJ's 2020 Strategic Plan regarding dues revenue

12. We will increase revenue by 1) initiating campaign(s) to close the dues gap and 2) raising dues.

- Identify ways to make information on members receiving benefits but not paying dues more accessible to field
- Institute field metrics on priority cards and build accountability
- Develop employer strategies on biggest/worst offenders
- Convene a group to identify strategies on member rewards / recognition systems and a union-wide recognition system
- Convene an on-going group to regularly think through and anticipate how the union could integrate and adopt new technology in all arenas to further our work, increase efficiencies and potentially cut costs
- Connect the above group with those thinking through how to use technology to expand our reach and deepen member engagement
- Conduct an examination of current staffing levels and structures to identify potential cost-saving measures or adjustments for efficiency
- Adopt guiding principles on raising dues
- Establish a group of officers convened by the Secretary Treasurer to develop and oversee the implementation of a plan and timeline to explore raising dues, including the following components: research on potential models, member research, program with union staff, a fully developed campaign, employer training

Exhibit 2. Monthly Reports Reviewed by Top Local Leadership at 32BJ

Executive Officers of 32BJ receive this "Super Priority" report and the "Paper/Digital" report shown below.

The "Super Priority" report shows the number of workers in each district of the union for whom the benefit funds are receiving contributions but the local is not receiving dues. These are identified as "super-priority" because the local knows they are working and receiving benefits. It does not include workers not covered by the local's Taft-Hartley funds or new workers whose benefit contributions have not yet been recorded.

The district leaders receive the information in the "Super Priority" report broken down by organizer and worksite. The organizers receive this information broken down by worksite and are expected to build a plan to work with leaders to make sure these workers are signed up.

The "Paper/Digital" report which shows how many new memberships were processed each month has been introduced to help drive the local's transition to all-digital sign-ups. (Organizers and employers are encouraged to sign workers up using a digital link instead of paper cards.) Doing this allows memberships to be processed and dues started in real time, and using the digital card frees up valuable admin time for dues audits and detailed follow-up with employers when dues are not being received from members who have signed cards.

Super Priority 4-22-22

Row Labels	Count of Member ID
CAD	1118
NY/NJ Airports	779
NY Security	753
New Jersey	450
615	429
NY Residential	358
Florida	311
PA 1201	259
PA MAD	219
NY Commercial	129
CT	100
PA WPA	97
Hudson Valley	85
Long Island	18
NY Schools	5
(blank)	
Grand Total	**5110**

	Cards Processed Digital and Paper - All Divisions - 3/23/22		
	Row Labels	Count of Member ID	Percentage
	615	**587**	
	Digital	206	35%
	Paper	381	65%
	CAD	**545**	
	Digital	259	48%
	Paper	286	52%
	CT	**62**	
	Digital	40	65%
	Paper	22	35%
	Florida	**26**	
	Digital	5	19%
	Paper	21	81%
	Hudson Valley	**125**	
	Digital	31	25%
	Paper	94	75%
	Long Island	**118**	
	Digital	6	5%
	Paper	112	95%
	New Jersey	**379**	
	Digital	329	87%
	Paper	50	13%
	NY Commercial	**358**	
	Digital	325	91%
	Paper	33	9%
	NY Residential	**498**	
	Digital	473	95%
	Paper	25	5%
	NY Schools	**35**	
	Digital	35	100%
	NY Security	**336**	
	Digital	243	72%
	Paper	93	28%
	NY/NJ Airports	**288**	
	Digital	165	57%
	Paper	123	43%
	PA 1201	**17**	
	Digital	10	59%
	Paper	7	41%
	PA MAD	**153**	
	Digital	89	58%
	Paper	64	42%
	PA WPA	**195**	
	Digital	104	53%
	Paper	91	47%

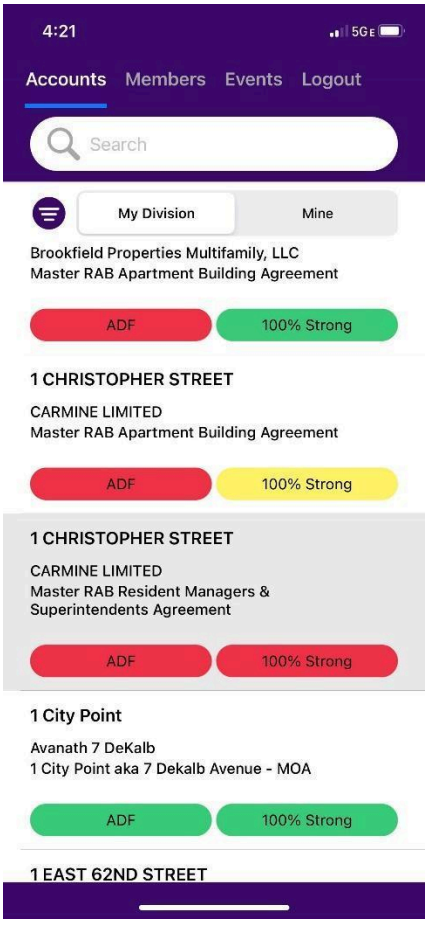
Exhibit 3. Report reviewed by 1199NE Top Leadership Each Week

date	Division	Universe		Union Cards & Agency				DELEGATES					E-MAIL	TEXT AUTH	PAC
		Bargaining Unit	Ave Dues payments (payers)	Total Ref / Canceled	No Card (pays dues)	No Card (No dues)	New Cards this week	# SLOTS	20-23 SLOTS FILLED	%	# LDRS	*no leader code yet*			
12/19/22	Community Programs	4,889	**3,149**	2	363	402	14	**385**	264	68.6%	238	20	3,960	3,719	1,225
	Home Care	9,674	**6,317**	427	NA	4,308	86	**37**	23	62.2%	19	4	8,484	5,855	2,308
	Hospital	1,304	**992**		45	55	2	**71**	45	63.4%	22	1	1,020	967	341
	Nursing Homes	7,089	**4,998**	8	145	227	67	**509**	306	60.1%	237	22	5,061	6,088	2,022
	State	6,834	**5,244**	61	8	258	7	**503**	307	61.0%	183	83	5,769	5,163	2,054
	RI Child Care	332	**179**	10	NA	21	-	**6**	3	50.0%	2	-	237	211	236
	Rhode Island	4,449	**3,730**		167	111	4	**326**	218	66.9%	108	93	3,314	3,072	662
	Total:	**34,571**	**24,609**	**508**	**728**	**5,382**	**180**	**1,837**	**1,166**	63.5%	**809**	**223**	**27,845**	**25,075**	**8,848**
3/14/22	Community Programs	4,381	**2,577**	5	47	553	12	**385**	255	66.2%	242	5	3,516	3,337	923
	Home Care	10,182	**6,164**	356	NA	NA	NA	**37**	17	45.9%	13	4	8,400	5,482	2,443
	Hospital	1,196	**349**		20	61	1	**69**	14	20.3%	14		871	867	297
	Nursing Homes	6,874	**4,935**		184	455	12	**515**	285	55.3%	186	72	4,521	5,633	1,627
	State	6,459	**5,242**	75	NA	368	3	**492**	316	64.2%	221	46	5,207	4,623	1,797
	RI Child Care	321	**230**	9	NA	21		**6**	3	50.0%	2	-	231	207	232
	Rhode Island	4,427	**3,913**		182	129	23	**325**	214	65.8%	111	85	3,195	2,939	689
	Total:	**33,840**	**23,410**	**445**	**433**	**1,587**	**51**	**1,829**	**1,104**	60.4%	**789**	**212**	**25,941**	**23,088**	**8,008**
11/25/19	Community Progran	**4,699**	**3,715**	**5**	167	275	4	**459**	284		235	26	3,667	3,247	1,112
	Home Care	**9,869**	**4,734**	**176**	n/a	n/a	51	**12**	11		7	-	6,807	4,239	2,178
	Hospital	**1,206**	**1,019**	**1**	**26**	**24**	-	**80**	57		49	2	860	786	307
	Nursing Homes	**8,260**	**5,937**	**18**	**149**	**380**	5	**508**	385		339	7	4,739	5,850	1,994
	State	**6,902**	**6,122**	**58**	n/a	**139**	-	**520**	377		315	-	5,514	4,705	1,873
	RI Child Care	**606**	**483**		**1**	**107**		**-**	-		0		369	310	307
	Rhode Island	**4,354**	**3,869**		**109**	**146**		**330**	241		173	26	2,936	2,717	659
	Total:	**35,896**	**25,879**	**258**	**452**	**1,071**	**60**	**1,909**	**1,355**		**1,118**	**61**	**24,892**	**21,854**	**8,430**

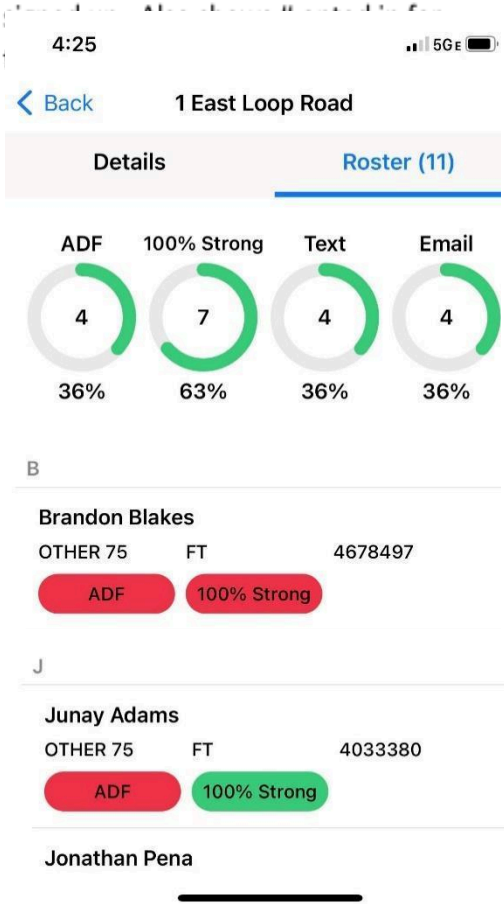
Exhibit 4 a-c. Screenshots from Local 32BJ's app for internal organizers

Local 32BJ has created a phone app to put data in the hands of IO's. Unionware, MiniVAN, and other programs provide similar tools.

5a) Screen shot of how the 32BJ App displays signup strength of worksites in an organizer's turf ("100% strong" is membership strength and "ADF" is COPE strength. Green: meets target, Yellow: needs work, Red: not close to target):



5b) Screen shot of how the 32BJ App displays member participation in a specific worksite and lists each worker and their status on ADF (COPE) and membership ("100% strong"). Green: member signed up, Red: worker not



5c) Screen shot of how the 32BJ App generates a text with signup link when the user clicks on the name of a non-member who needs to sign up. (User can choose best language for the text.)

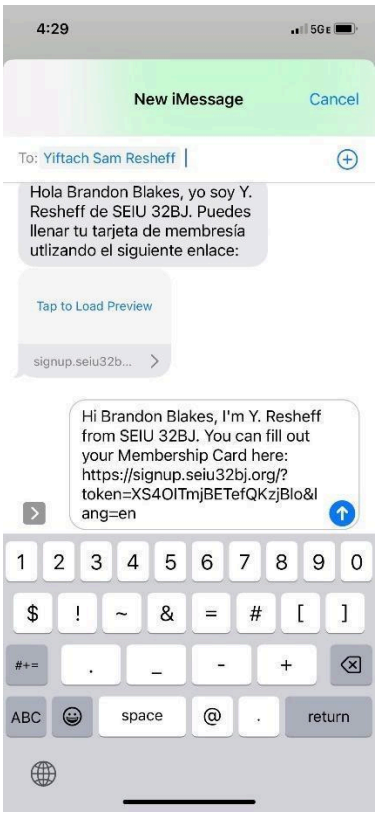


Exhibit 5. Contract Language Local 32BJ requiring employers enter worker data directly into the union's system

The language below is part of the standard union security agreements that 32BJ negotiators are expected to bargain for with all employers. If a negotiator is unable to reach agreement on this language, they must bring the issue to their district director. They do not have the authority to settle without achieving this language unless the case is reviewed and an exception is made. Note: the "American Dream Fund" is what Local 32BJ calls their COPE fund.

Roster Maintenance / Employer Self-Service (ESS) System

The Employer shall maintain accurate employee information and transmit dues, American Dream Fund contributions, and all legal assessments deducted from employees' paychecks to the Union electronically via ACH utilizing the 32BJ self-service portal, unless the Union directs in writing that dues be remitted by means other than electronic transmittals. The Employer shall utilize the self-service portal to maintain an accurate employee roster and to communicate roster changes to the Union in a timely fashion. Accordingly, the Employer shall provide each employee's name, wage rate, date of hire, whether the employee is part-time or full-time, the employee's social security number, the employee's address, and the employee's classification and wage rate. Employee terminations, retirements, new hires, and any changes in employee status (e.g., leave of absence, furlough, etc.) shall all be reported to the Union within two (2) weeks. The Union shall provide any necessary training opportunity to the employer to facilitate electronic transmissions.

Exhibit 6. Highlights from Union Power Language in 1199NE Contracts

Note work time meetings and release time for delegates (stewards) and 3%/month penalty paid by employer for late submission of dues and COPE in the following 1199NE contract language:

Union staff representatives shall have access to the Center for the purposes of conferring with the Center, delegates of the Union, and/or Employees, and for the purpose of administering this Agreement.

Union delegates (stewards) shall be permitted to meet on work time twice a month in the facility for up to 2 hours (typically 2:00pm - 4:00pm). Delegates may schedule the use of the facility's conference room for such purposes.

A bank of Union release time shall be created, with sixteen (16) hours per month going into that bank, up to a maximum of 384 hours in the bank. The entire balance of the bank shall be carried over from year to year, provided that once the bank reaches 384 hours, no more Union release time can be earned until it is used and drops below 384 hours.

The Employer will notify the Union and the facility delegates in writing when any new hire employee orientation is scheduled. Notice will be provided as soon as possible, but no less than 1 week in advance of the orientation. During orientation of employees covered by this agreement, a union delegate (on the clock) will be given an opportunity to speak with the employees in private for up to thirty (30) minutes.

Monthly dues reports from the Employer to the Union

1. Each month the Center will submit bargaining unit information in the format of an excel spreadsheet to the Union via a secure upload site to be provided by the Union. The spreadsheet will contain the following information for all bargaining unit members: SSN, Last name, First Name, Middle Initial, Hire Date, rate of pay, total hours worked in the reporting period, dues paid, initiation fee, PAC paid, employment status, job hours, Employee ID, job title, shift, worksite, home address, home phone, and cell phone. If dues were not deducted for a member, an explanation should appear in place of the deduction, i.e. New Hire, L.O.A., Termination, no record of dues authorization, etc.
2. In addition, each month the Center shall submit a separate electronic list to the Union and to the Union delegates of the names of all employees who in the preceding month were hired, went out on a leave of absence, returned from a leave of absence, or ended their employment with the center (including the manner in which they left employment: resignation, termination, retirement, etc.).
3. Monthly dues and the monthly reports shall be delivered to the Union by the 20th day of the following month. If they are not, an interest charge of 3% of the dues total for that month will accrue each month until the delinquency is cured.

Exhibit 7. Model Union Shop Language

Note: This language is legally compliant and has been negotiated nationwide including at locations in "open shop" states. It means that if and when union security is restored (as was recently done in Michigan) the workers are automatically covered by a union shop.

> In the manner and to the extent permitted by law, employees shall become and remain members of the Union in good standing upon completion of thirty (30) days of employment with the Employer or thirty (30) days after the effective date of this Agreement, whichever is later.

Exhibit 8. Samples of letters sent to workers who refuse to pay dues sent by 1199NE and letter to to employer

Note that these letters are not sent until there have been at least 2 conversations with the worker about the importance of joining the union to build power.

First Letter to worker:

Dear Ms.

Article 4 of the collective bargaining agreement between Bidwell Care Center dba Touchpoints of Manchester and the New England Health Care Employees Union, District 1199 (copy enclosed) requires that as a condition of employment you must either:

1. Sign a check-off card authorizing the employer to collect and remit your monthly dues or agency fees to the Union or;
2. Pay the appropriate monthly fee directly to the Union yourself.

For your convenience, enclosed is an **"Application for Union Membership or Acknowledgement of Obligation to Pay Dues or Appropriate Agency Fees to the Union"** card and check-off authorization card for you to sign and date and promptly return to the Union for processing in the enclosed self-addresses stamped envelope. Please note that if you choose not to become a Union member and object to supporting the small percentage of the Union's overall activities not germane to collective bargaining (option #3 on the card), you will be responsible for paying a monthly "fair share" agency fee that corresponds to the percentage of the Union's total expenditure that are germane to collective bargaining.

In the event that you choose not to sign the enclosed check-off authorization card, you should notify the Union of this choice, no later than two (2) weeks from the date of this letter so that it can then provide you with the amount of monthly dues or fees you will be required to remit directly to the Union in fulfillment of your contractual obligation.

Please feel free to contact your Organizer with any questions you have regarding this matter.

Sincerely,

Second Letter to worker:

Dear Mr.

The letter dated 8/22/2019 (a copy of which is enclosed), you were formally notified of your obligation to pay monthly dues or fees to the Union in accordance with the union security and check-off provisions (Article 6) of the collective bargaining agreement between Yale New Haven Hospital and New England Health Care Employees Union, District 1199. Despite the fact that I requested you to respond to my letter, the Union to date has yet to receive either a signed check-off authorization card or any of the monthly dues/fees you have become obligated to pay in the meantime.

Because the Union is waiving any dues/fees you may owe for the period from **September 17, 2018** as of **October, 22nd 2019**, you will be in arrears to the Union for dues/fees owed for the month of November 2019. Your monthly dues rate is $ 32.08 per month, which represents 2.25 x your hourly wage rate of $15.25+ $3.69 per pay period. If you choose to not become a union member and wish to pay the full non-member agency fee, the total amount of dues/fees you will owe as of November 30th is $27.94 If you instead choose to pay full dues, the total amount you will owe as of November 30th is $ 32.08.

You have until December 22nd, 2019 to remit to the Union either the $32.08 current dues rate necessary to become current in your financial obligations to the Union, depending on whether or not you wish to become a union member/full agency fee payer or an objecting non-member of the Union. Failure to pay in full either the $32.08 or $27.94 owed to the Union by December 23rd, 2019 will result in your discharge from employment at Yale New Haven Hospital, consistent with Article 6 of the Yale New Haven Hospital /District 1199 collective bargaining agreement.

Enclosed for your convenience is another check-off authorization card in the event you choose in the future to have Yale New Haven Hospital to deduct from your wages and remit directly to the Union your monthly dues/fee owed to the Union.

Sincerely,

Letter to Employer (sent after the above 2 letters were sent)

Via: US Certified Mail # 9171 9690 0935 0099 9924 29

Westside Care Center
Attn: David Sones, Administrator
349 Bidwell Street
Manchester, CT 06040

Dear Mr. Sones,

Enclosed please find letters that District 1199NE SEIU sent to Westside Care Center employee and bargaining unit member [Name of worker]

Unless the Employer is notified by the Union on or before April 13, 2018 that [Name of worker] has satisfied their financial obligations to the Union in accordance with the union security provisions (Article 4) of our collective bargaining agreement, the Employer shall discharge [Name of worker] from employment at Westside Care Center as provided by Article 4 of our agreement.

Sincerely,

Exhibit 9. 1199NE Union Orientation Rap (Membership and COPE)

--WELCOME EVERYONE. SAY YOUR NAME, JOB TITLE, SENIORITY, AND THE NUMBER OF YEARS YOU HAVE BEEN A DELEGATE. SHARE A STORY ABOUT HOW AND WHY YOU GOT INVOLVED IN THE UNION--

Ask everyone to introduce themselves. Hand out the Membership and PAC Cards.

Ask: Has anyone here ever been in a Union before? What does the word "Union" mean to you?

Say: Different people have different ideas about the definition of a Union. But here at 1199, we say:

> The Union is the organization of all workers acting collectively to make the Boss do what we want and prevent the Boss from doing what we don't want.

Say: Our organization includes 25,000 workers, mostly in the healthcare industry, across the public and private sectors, and throughout CT and RI.

Ask: *As* a union, where does our power come from? What kinds of things do we do as a Union to show our power?

Say: If we were millionaires, would we still work? Probably not, right? We work here partly because we like caring for the elderly, but mostly because we need to earn money to care for ourselves and our families. The Boss doesn't need ONE of us. But together, we're powerful because we make this facility run. That's why when we stand together, the Boss has to listen.

Say: Our biggest weapon is the strike-when all of us together vote to stop working at the same time. But there are other ways we show our unity and pressure the Boss

to get what we want. We march in on an unfair supervisor, we sign petitions, we wear Union buttons, we picket or rally. Our unity is our strength.

The Union Difference

Say: By building our power, we have made significant improvements in wages, benefits, and working conditions. Remember-in nonunion facilities, the Boss sets all the rules. But because we stick together and fight hard, we're able to win improvements and force the Boss to put them in writing in our Union Contract.

--HIGHLIGHT THE BIGGEST THINGS WE'VE WON IN THE CHAPTER.THEN, SHOW THE 1199 WELCOME VIDEO--

Beware of Divide-and-Conquer

Say: Around the world, working people are divided in many ways: by race, by gender, by the types of jobs we have. When we're busy arguing with ourselves, we're not focusing our energy on the Boss. These divisions allow the Top 1% to get richer and richer while the rest of us barely make it.

Ask: Who benefits when we are divided?

Say: The Boss! The Boss knows when we're fighting against each other, we're not fighting against him. When the Boss is able to divide us, we lose 100% of the time.

Say: One example is that across the country, Bosses are trying to pass laws to make our state and our country Right-to-Work-for-Less.

Ask: Does anyone know about what "Right-to-work' laws are all about?

Say: Bosses lobby for laws that divide workers by encouraging people to drop Union membership and not pay dues – even though these workers still receive all the benefits everyone else fought for in the contract. We call these laws Right-to **Work-FOR LESS.**

Ask: Why do you think Bosses want to pass these laws?

Say: They want to destroy our organization by convincing people not to be Union members. Bosses say, "Drop your Union membership and give yourself a raise!" But what they don't say is that then we don't have as much power to get good raises or other improvements. Think about it. If only half of us were members, or if only 5 or 10 of us showed up to demand better raises, would the Boss take us seriously? No! The super-rich are spending a ton to get this passed so they can take more money out of our pockets and put it into theirs. In states where these laws have passed, workers have lost *thousands* of dollars in wages and benefits.

Signing Up

Say: This is why we need everyone to sign up as members of the Union! We need to show the Boss we're a united front. We pay dues so we can have an organization.

None of us are rich, but together we pool our limited resources to fund organizing and contract campaigns to improve conditions. Dues are based on the number of hours you work and there is a one-time initiation fee of $50 that is usually split into two $25 payments.

--- PAUSE TO COLLECT UNION CARDS--

Ask: Where does the funding for our services come from?

Say: Almost entirely from the state and federal governments. That's why our members are so active in politics. In 2015 we fought hard to make the state set aside money so that all CNAs could make at least $15 per hour. We lobbied, we testified

at hearings, we had huge rallies, we even threatened to strike-and we won! We got the state to set aside $26 million for wages and benefits. Now, nearly all our CNAs are making at least $15 and 19 new facilities won the pension!

Say: That's why thousands of Nursing home workers give a few dollars each week to Political Action. We can't use dues money for political activities, so we set up a voluntary fund to fight for a government and an economy that works for everyone.

Ask: Can I count on you to give $5 a week so we can have a powerful voice in politics?

--- PAUSE TO COLLECT PAC CARDS--

Roles: Members and Delegates

Say: In order to be a strong Union, we need to have a unified, active membership. The Boss wants us to think that the Union is something in Hartford. But we know what the Union is: *us!*

Say: To build a strong organization, we need leaders in every chapter. These leaders are Delegates and they help our Union move and grow by leading and communicating with members at their worksite. Every Delegate is elected by their coworkers.

--PASS OUT YOUR CHAPTER'S DELEGATE LIST AND REVIEW--

Say: But Delegates can't make the Union strong all by themselves - as members we participate in Union activities (inside the workplace, at the bargaining table, at the Capitol, in the community); we stay informed; we vote in Union elections and contract ratification; and we stick up for our coworkers. We all need to have each other's backs.

Exhibit 10. Checklist for Local Union Dues, Data, & Organizing Systems

Local Leaders

__Top Leaders and Senior Staff review monthly report on key metrics by region/division of union with breakdown by employer showing Membership, COPE, and Trend for last 6 months & year.

__Top Leaders/Bargaining & Representation Staff get monthly update on employer compliance with union security issues and escalate as needed. (timely payments, complete & timely employee information, deductions made for all signed up for membership & COPE [per union audit], etc.)

__Top Leaders/Bargaining Staff engage with dues/data team to formulate proposals and prioritize winning for best practices on union security at table (100% participation in paid union orientation, full employee information in real time (electronically) from employer or monthly; penalty for late payments, etc.)

__Top Leader/Chief of Staff reviews process reports with dues and data managers on a quarterly or semi-annual basis to track progress/flag needs for additional support.

Dues and Data Teams

__Department Managers review regular process reports on dues & COPE posting, employee data entry (from bargaining unit lists) and quarterly dues & COPE audits and take appropriate action when employers are late or internal processes not up to date.

__Department Managers regularly review contract language and employer compliance and develop contract proposals for Bargainers that reflect best practices.

__Department Managers meet regularly with Internal Organizing Director(s) to make sure staff and member organizers have the best lists in the most useful format, namely worker lists indicating who needs to sign up for membership and COPE.

Internal Organizing Teams

__Managers, Leads, and Organizers review progress reports on signup for membership and COPE weekly.

__Signup for membership and COPE built into every activity with up-to-date employee lists showing membership and COPE participation easily available for review. This information moved to leaders so they can sign up co-workers.

__Internal Organizing Team leads conversations with member leaders and other members about the importance of winning the best union security contract language to build the workers' power.

__Internal Organizing Team responds quickly to request for worker information from dues/data team. (e.g. unit level seniority lists to check against employer data.)

__Department Managers meet regularly with Internal Organizing Director(s) to make sure the staff and member organizers have the best lists in the most useful format, namely worker lists indicating who needs to sign up for membership and COPE.

Exhibit 11. Do's and Don'ts for Building Worker Power in a Union Shop

Do tell workers "We all need to join the union because it's our unity that gives us power. If the bosses see we aren't even members of the union, why would they take us seriously? We need to use our power to make the Boss do what we want and prevent the Boss from doing what we don't want them to."

Don't *start conversations about joining the union as something we "have to do" because of our contract.*

Do use new hire orientation language in our contract and/or our relationship with the employer to get the employer to include membership and checkoff signups as part of the employer's onboarding process for all new hires. Even better, make sure a steward or designated Union member is invited into the onboarding to speak to members directly about joining the Union, not the boss.

Do make sure EVERY new hire has a paid time UNION ORIENTATION in the first month of employment INCLUDING workers who signed up with the employer during the onboarding process. We need to negotiate this in the contract and enforce it. Ideally, union orientation is part of the onboarding process.

Do make a hard COPE ask at the union orientation. Explain to workers that laws, and oftentimes funding, that impact our jobs and our communities are controlled by politics. When we use our power to impact things on a state and federal level, we increase our ability to create change.

Don't downplay or reduce the importance of COPE or suggest that they sign up for the lowest dollar amount. Within our Union, homecare and childcare members contribute the most to COPE (well beyond $10/month). When we talk about why it's so important, members will rise to the occasion.

Do follow up systematically with workers who don't join the union. In situations where support for the union is weak and there is a large number of non-members who need to join the union, it is important to engage in workplace fights that strengthen support for the union among current members & show non-members the importance of sticking together before launching an "enforcement" program. This is important so that anti-union workers (possibly encouraged by the employer) are not able to get 30% of the unit to sign a petition for a DeAuthorization vote which can be filed at any time.

Don't assume that employers sign every new hire up – even if they have agreed to do so. The union needs to check dues rosters and membership lists against the total list of bargaining unit employees (seniority list.) Invariably, some workers get "missed" by the employer and we need a plan to follow up.

Do use assumptive language in initial conversations with workers who haven't joined. (e.g., "Our records show you have not yet activated a membership. In order to make the changes we want, we have to show we're united as a union. Please fill this card out now to activate a membership.")

Do follow up with those who don't join based on a **quality** conversation with a formal letter from the union (reviewed by counsel) clearly stating that according to article xx of the contract between the employer and the union, paying dues or agency fees (also known as Beck fees) is a condition of employment. Make sure workers know that Agency/Beck fee payers are not union members – so selecting that option means they won't have voting rights on union matters and it also makes us look weaker in the eyes of the boss, making it harder to achieve the progress we deserve.

Do follow up with a formal letter to the **employer** (reviewed by counsel) seeking termination of any worker who does not join the union (or pay "Beck" fees) after being told they must do so in order to keep their job.

Do make sure a staff member is following up on any termination situations…in almost every case the worker will sign up rather than lose their job.

Do keep in mind that an employee cannot legally be required to sign up for dues checkoff. They can insist on paying dues by hand. This rarely happens, but if a worker requests this, they should be informed that it is not recommended because that would require them to remember each and every month to make a payment directly to the union. If they sign up for dues checkoff, they are "covered." If they still decide to pay dues by hand, it will be important to make sure that the worker's dues payments are handled properly.