



*A Union of Professionals*

**AFT Michigan**  
AFL-CIO

**2018-2019  
UNION BUILDING  
TRAINING  
&  
LEADERSHIP  
DEVELOPMENT PROGRAM**

CONFERENCES AND WORKSHOPS DESIGNED  
TO STRENGTHEN AND BUILD OUR UNION

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The work of AFT Michigan is rooted in two basic power-building strategies:

- **Building strong local unions** able to consistently bring members together and win campaigns at the workplace, and
- **Connecting AFT Michigan locals** on a regional and statewide basis to build power and take on broader external campaigns.

This is the second year of reinventing our training and leadership development program to reflect this strategic focus. We had overwhelmingly positive responses to the “Power Wheel” and how it helped provide a sense of structure to our various conferences. This year, we will continue building on that foundation, and also add a few new elements. Some highlights you can look forward to include:

- A slightly revised **Power Wheel** that will be easier to align with workshops for individual leaders on Saturdays at our **three Leadership Summits** (August, January, and April), culminating in **certificates** for members committed to deepening their knowledge and practice within each area of capacity;
- An **expanded LEAD Program** open to all locals with a leadership team that want to work together to build the capacity of your local (LEAD sessions will again be held on the Sundays of Leadership Summits);
- A **Union Administration workshop series** (also on the Sundays of Summits);
- A **Bargaining Conference** in December to allow for deeper skill-building for members of negotiating teams and contract enforcement committees; and
- A pilot **Emerging Leaders Coaching program** for individuals committed to self-reflection and becoming more effective leaders.

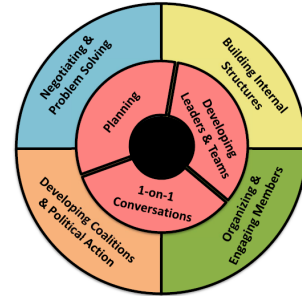
We can also adapt trainings to your local context—if you have ideas or questions, please let us know. We hope you will take advantage of these opportunities to develop your skills and those of your team as we work together to build a union that not only survives, but thrives, in the open shop.

In Solidarity,

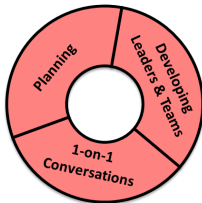
David Hecker  
President

# OVERALL FRAMEWORK: THE “UNION POWER WHEEL”

Our “Union Power Wheel” captures the most important skills and activities of union leaders building strong locals and helps create a common language across the state federation.



**The Hub: Fundamental Skills** (essential to any union leader or staff person, no matter their title. These skills are never perfected, but can be practiced and improved upon over a lifetime):



- One-on-one conversations.
- Developing leaders & teams
- Planning

**The Spokes: Essential Union Activities** (interconnected capacities that work together to form a strong union):



- **Building Internal Structures:** The skeletal, muscular, and nervous system of the union, made up of committees, communication systems, leadership and decision-making norms, etc.
- **Organizing & Engaging Members:** We must constantly reach out to new employees, run campaigns, and ensure everyone at our workplaces are organized to remain healthy.
- **Developing Coalitions & Political Action:** One of the ways we make things better as unions is working together with allies to improve our communities and make our political systems more fair and equitable.
- **Negotiating & Problem-Solving:** The core reason unions exist is to build power to confront problems that are too big for us as individuals. This happens through collective bargaining, but also at the worksite and in policy campaigns.

# TEAM DEVELOPMENT: AFT MICHIGAN'S LEAD PROGRAM

## What is LEAD?

The LEAD Program is a collaboration between the national AFT, several state federations, and the Cornell labor school to develop a comprehensive local development program designed to help locals adopt and strengthen a culture of organizing. In Michigan, we have focused on helping locals survive and thrive in the open shop. Now that virtually every local is operating in the open shop, we are expanding eligibility for the program beyond locals with expiring contracts to any local interested in tackling a significant organizing effort.

Each team is supported while working through four main steps:

- **Team Assessment & Development:** LEAD teams begin by assessing themselves and their locals across a range of fundamental skills and essential union activities.
- **Clarifying Vision & Values:** Each local then spends time developing a vision of the future they want to be a part of building and the shared values that unify them. A vision guides the union in developing specific campaign objectives and maintaining focus and morale as we encounter conflict and resistance.
- **Campaign Planning:** Each local holds a retreat and develops a campaign plan for the year focused on increasing membership participation by pursuing winnable, specific goals that will improve the lives of members.
- **Implementation & Reflection:** As locals move into action, plans should evolve based on thoughtful reflection and discussion (not just by accident).

## Support

In addition to travel expenses for training events, LEAD locals become eligible for additional staff assistance to help with membership organizing.

## Commitment and Next Steps

Participating in LEAD is a sizable commitment for locals, so we encourage you to consider it fully. Minimum commitments for participation include:

- Establishing a core leadership **team** (whose members make a commitment to attend as many LEAD/planning events together as possible over the full year).
- Tracking **progress** in an online database (with support from AFT Michigan staff).
- Setting ambitious **goals** to strengthen the local.
- Being **open** to trying new strategies.
- Participating in a **learning community** with other LEAD locals.

If you are interested in being part of this year's LEAD program, contact David Dobbie at 313-393-2200 or [ddobbie@aftmichigan.org](mailto:ddobbie@aftmichigan.org). If you decide the program is a good fit, we will ask your board to officially vote to participate and get commitments from at least 4-6 members of a "LEAD Team."

# TRAINING & DEVELOPMENT FOR INDIVIDUALS

## **Leadership Summits & Union Skills Certificate Program**

All members are encouraged to participate in our core training program by attending our three Leadership Summits. All of us will return to the Fundamental Skills at the August Summit, and participants will choose one of the four Essential Activities (Internal Structures, Organizing, Politics, or Negotiating) to focus on for January and April. Members who participate in all four workshops of their track and complete a portfolio documenting their application of the skills in their local will receive a certificate in that area.

## **Position-Specific Workshops**

One learning from our 2016-17 program was that certain topics require “deeper dives” into the content than the format of our Summits allows. This year, we are offering two such programs:

- A Bargaining Conference aimed at members of negotiating teams and grievance committees (to be held December 7); and
- A Union Administration series aimed at presidents, treasurers, secretaries, and other officers responsible for the “back office” functions of the union (offered on the Sundays of Summits).

## **Emerging Leaders Coaching Pilot Program**

In addition to the Summits and workshops, we would like to provide more of a one-on-one relationship-building approach to leadership development. During last August’s Summit, many leaders committed to changing their approach by incorporating one or more of the Fundamental Skills in various ways; however, we provided no structured follow-up. This year, we want to offer an optional Leadership Coaching program to local leaders who are interested in reflecting on, and improving, their leadership capacity, particularly people in their first few years of union leadership.

Emerging leaders who volunteer will be assigned an AFT Michigan staff person as a coach for the school year, who would work with them to set goals and then check in periodically (perhaps twice a month) to discuss progress. In addition, we will pull together a few small regional dinners of participants over the year to facilitate peer interaction.

If you are interested in applying to be part of this first cohort, contact your Field Representative or David Dobbie at [ddobbie@aftmichigan.org](mailto:ddobbie@aftmichigan.org).

# UNION-BUILDING CALENDAR

## Leadership Summit 1: August 18-19, 2018

University of Michigan—Dearborn Fairlane Center North

### **Saturday, August 18**

Focus will be on practicing the three fundamental skills:

- One-on-One Conversations
- Developing Leaders & Teams
- Planning

Administrative Board meeting immediately following the Summit (all members welcome)

### **Sunday, August 19**

- LEAD Program Session 1
- Financial Management Workshop

## Collective Bargaining & Contract Enforcement Conference: December 8, 2018

Location TBD

Designed for teams of three or more people from each local, but also useful for individuals who are on the bargaining team or contract enforcement committee.

### **Tentative Agenda**

- I. Breakfast & Registration
- II. Opening Session: *How will the next legislature shape the bargaining environment?*
- III. Workshops (Tentative)
  - a. Bargaining 101
  - b. Contract Enforcement
  - c. Financial Analysis
  - d. Bargaining Health Care
  - e. Strategic Transparency in Negotiations
  - f. Using Leverage at the Table
- IV. Bargaining Scrimmages
- V. Local Planning and Q&A with President David Hecker and General Counsel Mark Cousens

# UNION-BUILDING CALENDAR

## Leadership Summit 2: January 26-27, 2019

Wayne State University Student Center—Detroit

### **Saturday, January 26**

Participants choose one of four tracks to focus on for January and April:

- Building Internal Structures,
- Organizing & Engaging Members,
- Developing Coalitions & Political Action
- Negotiating & Problem Solving

Administrative Board meeting immediately following the Summit (all members welcome)

### **Sunday, January 27**

- LEAD Session 2
- Union Administration Workshop: Membership Databases and Dues Collection

## Leadership Summit 3: April 13-14, 2019

Location TBD

### **Saturday, April 13**

Participants will complete their workshop track for the year:

- Building Internal Structures,
- Organizing & Engaging Members,
- Developing Coalitions & Political Action
- Negotiating & Problem Solving

Administrative Board meeting immediately following the Summit (all members welcome)

### **Sunday, April 14**

- LEAD Session 3
- Union Administration Workshop: Communication Tools and Financial Reviews & Audits

# UNION-BUILDING TRAINING & LEADERSHIP DEVELOPMENT PROGRAM

## REGISTRATION INFORMATION

Please visit our website to register: [www.aftmichigan.org/events](http://www.aftmichigan.org/events)

Leadership Summit, Union Admin and LEAD Session 1	August 18-19, 2018
Collective Bargaining & Contract Enforcement Conference	December 8, 2018
Leadership Summit, Union Admin, and LEAD Session 2	January 26-27, 2019
Leadership Summit, Union Admin, and LEAD Session 3	April 13-14, 2019

## REIMBURSEMENT FOR MILEAGE AND HOTEL COSTS

AFT Michigan will help locals defray the cost of attendance in two ways:

- **Mileage for "out-state" locals:** Recognizing the distance some locals need to travel, we will reimburse mileage at the IRS rate for members from locals located more than 80 miles from the event.
- **Hotel:** We will reimburse up to \$90 per member for lodging for those who participate on both Saturday and Sunday or who are traveling more than 80 miles for the event.

If you want to discuss more ideas, or have any questions about the Union-Building Program, contact David Dobbie at 313-393-2200 or [ddobbie@aftmichigan.org](mailto:ddobbie@aftmichigan.org).