

Resolution # 205

Uniting Working People to Change Our Lives

Today and every day, in cities and towns all across America...

- Parents who didn't use to be able to take their children to the doctor when they got sick can now do so.
- Hard-working people who had to work two or three jobs and still were barely scraping by now have more time to spend with their families.
- Women and men who provide vital services to their communities now have more say to make sure they have what they need to do the job right – and the strength they need to be treated with respect and dignity.

These are some of the more than a million people in America whose lives have improved by uniting with SEIU since 1996 in the most successful organizing effort by any union in American history.

By joining their strength with the million workers who already belonged to our union, the million new members of the SEIU family have....

- Helped all of us maintain and improve standards in our industries for pay, health care, retirement, and working conditions. They have also
- Helped make our union a far stronger force in our cities, states, and country on all the issues that make a difference in our daily lives – health care, education, housing, transportation, public safety, immigration reform, retirement security, and much more.
- Started to give working people more of a voice in the South, Southwest, and other parts of the country that are growing fastest.

Uniting Our Strength The Result of Past Convention Choices to Work More Closely Together

The doubling of our membership strength in 12 years to improve pay and benefit standards for all of us is a remarkable, historic achievement that no other modern union has ever matched. From 1997 to 2007, we added the strength of nearly 100,000 workers per year, more than triple the rate in the previous period from 1988 to 1996.

This success has been made possible by a series of bold and difficult choices at SEIU's 1996, 2000, and 2004 Conventions about strategy, priorities, and structure:

- **Increased focus and resources.** In 1996, the International Union raised spending on organizing for greater strength from 20% to 50%. The local

union10-15-20% program began so that by 1999 many locals had increased organizing spending from an average of less than 5% to at least 20%. We focused our efforts on uniting workers who do the same type of work in health care, property services, and public sector and publicly funded services.

In 2000, the local union delegates to the SEIU convention adopted the New Strength Unity Plan, part of which dramatically increased resources from members for their local unions and created the Unity Fund for major breakthrough strategies.

- **Increased unity and accountability.** For the past ten years, elected local union leaders increasingly have been serving not just as heads of their local affiliates but as the collective leadership responsible for a national strategy to unite and improve the lives of workers in their industry and ensure quality services for our communities.

At the 2004 SEIU convention, the delegates increased accountability and coordination within the SEIU divisions that are made up of local unions in each industry.

By moving, step by step, toward pooling our strength – bargaining, political, membership, and financial capital – we have been able to develop new models of organizing that unite workers on a far greater scale for everyone's benefit.

- **Homecare.** Our members' combined political strength in California and the combination of local, state, and national resources made it possible to help 74,000 home care workers in Los Angeles establish their legal right to a union, which in turn led to a coordinated effort to help 345,000 of their counterparts in the rest of California, Oregon, Washington, Michigan, Illinois, Massachusetts, Ohio, and parts of Wisconsin to do the same. With each contract, homecare workers are "invisible no more," gaining more pay, health coverage, and other improvements.
- **Childcare.** Building on that experience, we pooled our financial and political strength to help 49,000 child care providers in Illinois to win their right to a union, and then began spreading that model to Oregon, Washington, Maryland, Maine, and Pennsylvania. To date, we have united more than 75,000 family child care providers to win pay and benefit increases, and have active campaigns in Massachusetts, California, Connecticut, and Rhode Island to unite an additional 120,000 providers.
- **Security.** We pooled our strength, including global relationships with unions in other countries, to win an agreement with the largest security company in the world – based in Sweden – and then worked to organize other companies as well to help thousands of mostly African American security officers to raise wages and gain health care.

- **Janitors.** We used our existing strength in dealing with national building owners and cleaning contractors to help janitors in nonunion markets such as Houston and Miami to win improvements and lay the groundwork for more victories in the South, while winning the best contracts ever in the industry in the last four years.
- **Nursing homes.** By coordinating strategy, we won agreements with national nursing home chains that led to respect for workers' rights and common efforts to win badly needed funding. Workers at Extendicare, Longwood, Gem, and other chains across the country have a new opportunity to join SEIU through a fair process, and we won funding increases in nine states for nursing home care that total more than \$1 billion.
- **Hospitals.** By pooling resources and strategy across the union, we were able to reduce employer interference with workers' freedom to form a union at hospitals in California, Colorado, Connecticut, Florida, Iowa, Illinois, Maine, Michigan, Minnesota, Ohio, Oregon, Pennsylvania, Nevada, New York, Tennessee, Washington, and Wisconsin, as well as Puerto Rico and Canada. In all, we helped more than 33,000 nurses and other hospital workers to unite with us so they could negotiate improvements for themselves and their patients.
- **Multi-service.** SEIU local unions, together with another union, UNITE HERE, helped unite workers in the multi-service industry that is dominated by three huge global corporations that contract to provide a wide range of support services to governments, businesses, hospitals, local school systems, universities, and other institutions. Together, we have won agreements with two of the three largest multi-service firms to respect workers' freedom to form a union through majority sign-up. We have already helped 14,000 workers gain a union so they can begin the climb to more economic justice with improved pay and benefits.
- **South-Southwest.** We decided at the 2004 Convention to jointly commit serious resources and effort to unite workers in our industries in the South and Southwest, with the result that we now represent more than 100,000.
- **Puerto Rico.** The support of SEIU members throughout North America has helped members in Puerto Rico win public sector collective bargaining and gain new public sector contracts.
- **Canada.** In just the past three years, increased unity and strategic focus has helped 13,000 more workers join us and led to a major affiliation of a new local union. These gains have built workers' strength in healthcare and property services and made us the fastest growing union in Canada.

→ **Global strength.** As a result of coordinated campaigns with global labor federations and about 20 unions around the world, 18,000 more U.S. workers have SEIU representation and improved working standards and about 60,000 workers in multinational corporations in SEIU industries in other countries now have a voice at work.

In all, of the **1 million more workers who have united with us since 1996, more than two-thirds did so as a result of campaigns that involved not just their local union but support from the rest of SEIU** in terms of financial resources, staff and members, political strength, capital strategies support, and/or member bargaining strength.

If we had not acted more and more like one organization – and not just a collection of loosely federated locals – most of the newly organized 1 million would probably not be members today.

Future Challenges Require More Unity, Larger Scale

We have a great opportunity today as polls show that about **50%** of U.S. workers would choose to have a union if they didn't face employer opposition. That's at least **40 million** who don't have one now.

But taking advantage of this opportunity to strengthen all working people requires overcoming some stark realities:

- **The organizing process established by the National Labor Relations Act can no longer be counted on to protect workers' freedom to form a union..**
- **Most employers refuse to respect workers' freedom to form a union without management intimidation.** In many cases, we have had to conduct a corporate social responsibility campaign that holds the employer accountable for the full range of ways that its policies and practices affect the larger community. That takes money, political strength, and the ability to campaign effectively throughout the nation or even around the globe.
- **Our industries and employers increasingly operate on a regional, national, or global basis.** Their increased size allows them to bring to bear far more political pressure than a purely local employer can.
- **Capital is now blurring the lines across industries and between the public and private sectors.** Already, more than 5 million people work for companies controlled by corporate buyout firms that have no industry focus but only an interest in moving and manipulating money to maximize profits for a limited group of executives. In the past few years, corporate buyout firms have taken ownership of the nation's largest office building landlord, Equity Office Properties; the nation's largest for-profit hospital chain, HCA; the

nation's largest nursing home chains, including HCR Manor Care, Beverly Living Centers, and Mariner Health Group; and the largest U.S.-based provider of cleaning and food services, Aramark. Earlier this year, a buyout takeover of one of the largest national child-care providers, Bright Horizons, was announced. The buyout firms' latest target is public infrastructure (roads, bridges, and lotteries) that has involved work performed by public employees that could be outsourced to companies the buyout firms control.

- **The percentage of unionization in the private sector has dropped below 8%, and two-thirds of public employees have no union either. In the health care and property services industries, 90% of workers have no union.**
- **Virtually all population growth in the U.S. in the next 20 years will be in southern and western states where unionization is lowest.** Those states increasingly will have an economic impact on pay and benefit standards for the nation, so if we don't help workers there unite to win improvements, pressure will be greater to reduce standards in the rest of the country.
- **Industries that are growing fastest generally are those with the least unionization.**
- **It takes huge amounts of resources to persuade some of the largest and most powerful corporations in the world to respect workers' rights, and yet...**
 - While we have doubled spending on organizing in four years, we have not doubled results.
 - Our spending to help each new worker join us has increased greatly, which jeopardizes our ability to unite more workers faster.
 - Spending per member on representation and other non-organizing activity increased significantly since 1999 but without clear increases in member satisfaction.
 - While many SEIU local unions are spending at least 20% of their budget on organizing, on average only 45% of the total 20% is being spent for that purpose. That is at least \$37 million that is badly needed to help pay for larger scale strategies.
- **The experiences of some of the major industrial, construction, and transportation unions are a stark reminder that SEIU cannot expect to win or maintain high union standards for just us, as an island in an increasingly nonunion economic sea.** While not long ago SEIU was only 8% of America's union movement, by 2012 we will be 20% if current trends continue and other unions continue to decline. We have to work with our partners in Change to Win to unite the 50 million service workers in the U.S. whose jobs are difficult to move overseas – in transportation, retail, food production and distribution, construction, hospitality and tourism, as well as health care and property services.

A United National Plan to Unite Our Strength

The Justice for All Report contains recommendations developed by the SEIU Organizing Review Committee of local union and International Union leaders and staff, including the following:

A. Involve all local unions to jointly develop one national strategy for uniting more workers with us to win gains for working people on a much larger scale.

- 1. SEIU will have one strategy for uniting more workers and raising standards for all workers in our industries that is based on the integrated plans of each division, their locals, and the South-Southwest, and also includes opportunities and challenges that cross industries and regions.** Local unions will continue to have organizing programs as part of an overall division plan. The overall SEIU strategy will include a number goal for the whole union, each division, the South-Southwest, cross division opportunities, and each local union and will be approved by the International Executive Board.

On Division Day—May 31, 2008—each Division of the International Union (Healthcare, Public and Property Services) adopted a Strategic Unity Plan to unite more workers in our industries. These goals have been formally reported to the convention delegates and are incorporated into our union's strategy.

By 2012, SEIU will have united more than 500,000 additional workers, the largest four-year increase in strength by any union in modern history. That will make SEIU the largest and strongest union that includes private sector workers that North America has ever seen, with more than 2.5 million members. It is also expected that if we are able to enact the Employee Free Choice Act (EFCA) with a new U.S. Congress and President we will unite a total of at least a million more workers by 2012.

- 2. Local union leaders will collaborate as national leaders for their industry to make a united national strategy for their division based on a long-term vision and an initial 4-year action program.** Through the divisions, local unions will collectively decide – instead of deciding individually – where to prioritize efforts for the best chance of large-scale gains for workers. Each division strategy will spell out how the International Union and local unions will blend their efforts, resources, and political, bargaining, and membership strength to win gains for more workers than any local union can win alone. Decisions will be made by consensus when possible, and by majority rule when necessary.

3. **Every local union will set aside 20% of its post per capita budget to organizing** in a separate fund. These local union resources will be blended with the Division's dedicated Unity Fund of at least \$12 million as the primary resources to carry out a Division's plan. That plan will include each local in order to maximize focus on where it will make the most difference in uniting more workers and changing workers' lives.
4. **The International Union's resources will be used to implement the one national strategy** approved by the International Executive Board rather than being automatically allocated in rigid percentages.
5. **All levels of the union will be accountable for their contribution to the strategy.** Once decisions are reached through the collaborative process, everyone will work together to carry them out.
6. **There will be a regular union-wide review and evaluation of progress,** leading to adjustments in resources as well in strategy.

B. Involve Current Members in Helping More Workers to Unite with Us for Everyone's Benefit

1. **Involve far more members and other activists in our campaigns.**
 - **MOR (Member Organizing Reserves).** SEIU members have been very effective at reaching out to not-yet-union counterparts who do similar work and are organizing to unite with us. MOR will be a new program to expand member involvement in organizing campaigns and will work with the divisions to help staff large campaigns primarily with member organizers.
 - **SEIU Organizing Corps.** This will be a new group of temporary organizers modeled after the Peace Corps or Teach for America. It will be aimed at people interested in doing social justice work for a portion of their life, but who are unsure of what work they want to do long term.
2. **Give high priority to providing members the opportunity to go to nonunion locations** or meet with not-yet-union workers.
3. **Use our bargaining and political strength to unite more workers with us for everyone's benefit.** Mechanisms for involving current members to use their strength to help more workers at national employers to unite with us should be developed nationally through the divisions. Divisions may designate key strategic global/national/regional employers or sectors/subsectors where a comprehensive union-wide strategy offers the potential for breakthroughs in uniting more workers and raising standards. In those cases, democratic procedures for negotiating those agreements are spelled out in Appendix B.

C. Help Build a Stronger Union Movement, as We are All Stronger Together

1. **Help other unions in Change to Win** to unite more workers in their industries.
2. **Increase our capacity to conduct campaigns involving multinational corporations** in other countries on behalf of members in SEIU and Change to Win industries.
3. **Work with union allies in other countries** to increase the capacity to unite workers to improve living standards and working conditions in common industries and multinational corporations.
4. **Deepen the involvement of SEIU local union activists** in SEIU's global work.
5. **Track employer globalization trends** in all SEIU divisions.

Appendices

Appendix A

Division Decision-Making

SEIU members and local unions in the same industry unite their strength and strategy through their industry division. The following spells out a decision-making procedure that ensures that all points of view are heard and that decisions made by a democratic majority are carried out by all.

Division Leadership Board

Each industry division, as defined by the International Executive Board, shall have a division leadership board. (Currently the industry divisions are healthcare, public services, and property services.) The division leadership board will be the highest decision-making body for an industry division, and among other matters, will decide those issues assigned an industry division under the SEIU Constitution.

Composition of Division Leadership Board

Each division leadership board shall be comprised first of representatives elected to the International Executive Board at the SEIU Convention, and those subsequently filling a vacancy as an executive vice president, a vice-president or International Executive Board member. Each International Executive Board member will be asked to serve as a representative of one industry division leadership board subject to policies and procedures adopted by the International Executive Board.

Following their election at the International Convention, the members of each division leadership board shall meet to determine if the division leadership board should be expanded. It will take into consideration locals not represented, size of locals, industry sectors, occupations, geography, diversity, employer relations, and strategic areas for uniting more workers with us. The division leadership board will make recommendations for expansion to the International president for approval by the International Executive Board. Absent an approved alternative recommendation, the division leadership board will consist of representatives elected at the International Convention and the Chair appointed by the International president, and will function in accordance with these procedures.

Executive, Sectoral, Occupational or Other Committees

The division leadership board can recommend to the president that subcommittees be established to assist the division leadership board in its responsibilities. The number of committees, their purpose, role, and responsibilities will be determined by the division leadership board, and then recommended to the president and subject to the approval of the International Executive Board.

Chair of the Division Leadership Board

The chair of the division leadership board will be appointed by the president and can be a full-time officer of SEIU. The chair will only vote in cases where it makes a difference.

Voting

A majority of the members of the division leadership board shall constitute a quorum, and decisions of the division leadership board shall be decided by majority vote of those present and voting once a quorum is present.

Alternative Structure and Voting Mechanisms

Divisions can recommend to the president alternative voting mechanisms or structures subject to the approval of the International Executive Board.

Appendix B Strength through Unity in Employer Relations

Core Values

SEIU members and leaders approach strategy questions regarding agreements with employers based on the following core values:

1. Strength through unity. What working people achieve has always depended on building a broad movement and speaking with one voice. That is all the more important today when unions represent only 1 out of 10 healthcare and property services workers and only one-third of public service employees, and when our employers increasingly are regional, national, or global.

2. Justice for all. Our mission is to unite and win for all working people in our industries and in our society. In the long run, that's the only way to improve and maintain gains for current members as well.

3. Quality service and strong communities. We seek a wide range of improvements that ensure that we can provide the public with accessible services that we can be proud of and that meet the needs of all working people.

4. Democratic decision-making and accountability. SEIU members and leaders make decisions by democratic majority rule and hold each other accountable for carrying them out.

Strength through Unity in the 21st Century

SEIU members value and respect our rights and responsibilities within our own locals to determine our own bargaining culture, structures, and processes for developing contract proposals, establishing bargaining committees, and conducting strike and ratification votes. As a basic guideline, bargaining is primarily the responsibility of local unions and conducted through members' democratically determined processes at the local level.

Our review of local union bargaining practices demonstrates that locals have well-established, and in many cases long-standing, policies that have served their members well. Some local union constitutions include provisions on bargaining that give wide latitude in size and organization of bargaining teams.

The International Union constitution requires member approval of all collective bargaining contracts, and appropriately leaves to local union members the decision on what policies, structures, and practices best serve the local's members.

In 2000, the elected delegates to the SEIU Convention adopted the New Strength Unity Plan, which established the principle that local union leaders through their divisions could strategically decide in certain circumstances that the interests of members were better served when we united members' strength to speak with one voice with an employer where more than one local union had members or was engaged in helping workers at that employer to organize. These circumstances most frequently arise with key strategic global/national/regional employers, where a comprehensive unionwide strategy offers potential for uniting more workers with us and improving standards.

In 2004, the elected SEIU Convention delegates called for the union to further expand its efforts to coordinate and engage in national bargaining, again generally working through the industry divisions.

As our industry employers consolidate and grow in size and resources, and buyout firms gain ownership of companies in multiple SEIU industries, we know our union must develop employer relations strategies that best enable workers to gain the strength to organize and bargain to improve their working lives in this new environment across local unions.

Over the past four years, SEIU has experimented with a range of employer relations strategies in an effort to gain more strength by uniting more workers in our industries, improve members' pay and benefit standards, and work for quality of services with strategic employers within our industry divisions. Our Subcommittee on National Bargaining/Employer Relations has examined the benefits and challenges of these different approaches.

To create clarity and unity we recommend the following principles and process to guide future employer relations with "strategic employers" within our industry divisions. **The following applies only to those limited situations involving a designated "strategic employer" within an industry division. It does not affect the regular day-to-day practice of collective bargaining that local unions will continue to conduct with most employers.**

The committee had the opportunity to learn from the experiences of other national unions that had a history of national bargaining. We learned from them creative ways to build bargaining structures that enabled democratic decision-making at a national level and member action and leadership at the local level. We also took to heart the shortcomings that allowed the false hope of maintaining standards for a diminishing membership to stifle the need to organize and raise and maintain standards for all workers in an industry.

Strength and Democracy Begin with Member Action and Leadership

The foundation of our strength through unity and our democratic decision-making and accountability is the involvement of SEIU members. SEIU local unions have

a rich tradition of member action and leadership that is expressed in our Member Bill of Rights and Responsibilities, including:

- the right to have opinions heard and respected;
- the right to be informed of union activity;
- the right to be educated in union values and union skills;
- the right to participate in the union's bargaining efforts and approve union contracts;
- the responsibility to help build a strong and more effective labor movement; and
- the responsibility to support the organizing of unorganized workers.

Uniting More Workers to Build Strength for All

Global/national/ regional employer relations with strategic industry employers are now key to achieving long-term gains for all workers. In this ever changing global economy, we cannot let employers divide us –we must meet the challenge and create our own organizational structures so we are more unified than the employers we confront.

The issue of standards has two dimensions. The first is raising standards for “some of us” or raising standards “for all of us” regionally, nationally, and globally.

The second issue on standards is that labor history has taught us that unions that tried to maintain standards in one geography or one company have seen those workers' standards eroded over time.

Uniting more workers with us is essential to achieve and maintain increased standards for pay, healthcare, retirement security, working conditions, and quality service for all workers in our industries, including current members.

Building strength in numbers and achieving higher standards are not competing goals. Each is essential to the other. Without uniting more workers with us, we cannot raise and maintain standards in today's world. Without raising standards, we cannot expect to maintain and increase our strength in numbers. Winning these standards requires building real power for workers through organizing the unorganized as well as developing a collective bargaining program that will win these standards at the bargaining table.

Our relations with strategic industry employers should focus on division-identified organizing agreements, labor relations accords, and contracts that provide:

- **Uniting more workers with us.** A primary goal in agreements with employers is that they provide for the right and ability of more workers to unite with us within identified markets and individual employers or sectors. One fundamental test of any agreement should be that it speeds the day when all workers in healthcare, public sector, and property services industries can be united in our union.

- **Raising standards.** Agreements must open the way to improve economic standards for our members, including wages that reward work, healthcare benefits, retirement security, and dignity on the job, and have a clear path for achieving industry standards and full bargaining rights as their collective strength grows.

- **Political strength for workers and communities.** Agreements should recognize that in those industries that depend on public funds or public contracts, vehicles for effective political partnerships are essential for improving workers' lives and the services we deliver.

- **Consumer support.** Improving the quality of the work we do is important to broadening the support for workers in our industries and the communities they serve.

- **Workers' voice.** Members must have the right to approve collective bargaining agreements which directly impact their current wages, benefits, and working conditions. It is important that members' voices are heard on issues involving the quality of the services they provide as well as their working conditions, and we should utilize a range of avenues for accomplishing this.

Unity and Speaking With One Voice at All Levels of the Union

We build the most collective strength for members and all workers in our industries when members are engaged and, after consultation and debate, we adopt and implement unified goals and strategies. It will take the highest level of commitment, coordination and unity possible to implement our strategy in the global/ national/regional employer relations arena. Our ability to change workers' lives is determined by our unity of purpose and action.

Based on our common understanding that uniting more workers with us and raising standards must go together, our employer relations must be aligned with a clearly defined, articulated, and communicated organizational plan and strategy to minimize competing agendas and maximize our ability to improve workers' lives.

Our strategy, priorities, field campaign, and communications must be united. Global, national, and/or regional bargaining of contract terms covering bargaining unit members and future members must be accompanied by a comprehensive and unified campaign of member action and leadership at all levels of our union.

Recommended Processes for Strength through Unity

In order to achieve our twin goals of uniting more workers and raising standards with maximum unity, we need processes that are open and clear. Consolidation of industrywide, multiemployer or single employer multistate bargaining and organizing not only gives rise to greater worker bargaining power, but also serves as a vehicle to drive industry standards designed to improve the lives of workers.

We believe our employer relations strategy should be accomplished through our industry divisions and pursued as an integral part of their "Strategic Unity Plans."

Therefore we recommend the International Executive Board adopt the following processes for members and their local unions to unite their strength.

A. Division Delegates Day at the SEIU Convention

The highest representative body of the division membership, the division convention delegates at division day of the SEIU Convention, after input, consultation and debate, adopts their overall "Strategic Unity Plan" for uniting more workers and raising standards for the division. Recognizing that bargaining is primarily the responsibility of local unions and conducted through their democratically determined processes, the division convention delegates may identify in their plan those key strategic global/national/ regional employers or sectors/subsectors where a comprehensive unionwide strategy offers potential for breakthroughs in uniting more workers and raising standards.

B. On-going Evaluation by the Industry Division Leadership Board

The industry division leadership board (to be defined) has the responsibility to implement their "Strategic Unity Plan" adopted by the division convention delegates. The ongoing responsibilities of the division leadership board shall include continued assessment and recommendation to the International president of strategic industry employers for global/national/regional employer relations. The division leadership board may pursue an individual employer or sector-wide/market approach.

C. Designation of Strategic Employer Relations Category

The division leadership board will designate the type of employer relations/bargaining that applies to each situation; that is, which category best describes the strategic employer(s) from the division's perspective: virtually no union/organizing agreements; low density; or high density employer relations.

Each category requires a different balance of the need to act decisively to take advantage of breakthrough opportunities with the need for meaningful engagement at multiple levels of union leaders and members.

D. National Bargaining Process

In carrying out this work, the division will use three vehicles to insure effective bargaining and meaningful participation from affected local union leaders and members. They are:

- National Bargaining Teams;
- National Bargaining Councils; and
- Local Bargaining Councils;

1. National Bargaining Teams

Upon the recommendation of the division leadership board, the International president acts and utilizes his/ her authority under the SEIU Constitution to authorize national bargaining and appoint a national bargaining chair and team for the strategic employer(s). The chair is responsible for implementing the strategic plan of the division and is the chief spokesperson. The makeup of the other team members will depend on the category of strategic employer relations designated by the division leadership board.

a. For situations involving virtually no union or a pure organizing agreement, the process is streamlined.

After input from the division leadership board, the International president appoints the National Bargaining Chair and additional bargaining team members whom he/she determines is best situated to accomplish the strategic plan of the division.

Organizing agreements, including model contract guidelines impacting potential members, shall be submitted by the National Bargaining Team to the division leadership board for approval before final recommendation for execution by the International president and should be shared with the cross divisional committee.

b. For situations involving low density or high density employers that will address both organizing and the negotiation of contract terms affecting current members, the process shall be expanded to assure that the voice of members is heard.

• **Low density setting:** The International president acts upon the recommendation of the division leadership board and appoints the national bargaining team chair and after input from the division leadership board appoints division representatives and representation from locals with bargaining unit(s) of the employer(s) covered by the collective bargaining agreements and serving on the national bargaining council (elected/selected by the local and affirmed by the national bargaining council).

- **High union density setting:** The International president appoints the chair, division representatives and local union representative from each local with members covered by the collective bargaining agreement (elected/selected by the local and serving on the national bargaining council). The number of division representatives shall not be greater than the number of team members appointed from the local unions.

c. National bargaining teams operate by consensus where possible, under the guidance of the chair. When consensus is not achieved:

- **In the virtually no-union or low density union setting,** differences on a bargaining team are resolved by one vote per bargaining team member. The chair may use his/her discretion to refer a significant dispute within the bargaining team to the division leadership board or the International president.

- **In the high union setting,** differences on a bargaining team are resolved by the bargaining team using the same decision-making formula as used by the division leadership board.

2. National Bargaining Councils

Once the division leadership board decides on whether to proceed on an individual employer or sectorwide/market approach for its strategic employers, it will establish national bargaining councils for all national bargaining that has a shared goal of uniting more workers and negotiating standards for existing members.

National bargaining councils (by employer or sector) shall consist of two representatives from every local (selected/elected by the local) with members or potential members from the employers/ sector within that national bargaining council's jurisdiction.

The national bargaining council has the responsibility of adopting bargaining goals for uniting more workers and raising standards consistent with the overall division plan at the start of pattern contract bargaining and shall approve tentative collective bargaining agreements. The division leadership board shall approve agreements before they are submitted for ratification by the affected membership.

3. Local Bargaining Councils

Once national bargaining councils are established, the division leadership board will develop a plan for local bargaining councils to be integrated with the national bargaining councils work at the local membership level.

Specifically, for all locals with members covered by a collective bargaining agreement that is designated part of national bargaining, a local bargaining

council shall serve as a vehicle for members/ workers to have a voice, exercise leadership and take action around the organizing and contract campaign as part of a unified national employer relations strategy.

Local unions determine the structure of their own local bargaining councils. Each local bargaining council, operating in unity with the other local bargaining council(s) and the applicable national bargaining team, is responsible for member action including surveys, ongoing education, mobilization and ratification as part of the unified national strategy.

Note: Representation on the national and local bargaining councils.

Members at the local level select/elect delegates to their local bargaining councils. Those local delegates elect/select one leader/one member to the relevant national bargaining council(s).

E. Cross-Division National Employer Relations Committee

A cross-division national employer relations committee shall be established as a standing committee of two representatives from each division plus additional representatives appointed by the International president from the International executive committee. This committee is responsible for blending the national employer relations strategies of the divisions and resolving any tensions or problems arising from our ambitious plans. The committee will continue to monitor, evaluate and make recommendations for improved processes and is responsible for reviewing and approving recommendations for process modification from the division leadership boards. [The International president may also initiate modifications as he/she deems appropriate and necessary.] When requested by the International president, the cross-division committee shall help resolve significant disputes with the national bargaining team or aid other decision-making. The cross-division committee will oversee policy issues that may arise in labor relations accords.

F. Members approve their collective bargaining agreement, as required by the SEIU Membership Bill of Rights.

Therefore be it resolved that the Convention delegates adopt the Resolution on "Uniting Working People to Change our Lives," and its recommendations herein. [The related constitutional amendment # 316 amends Article XV, Sec. 16 and # 308 amends Article VIII, Section 1(f).]

Submitted by IEB. Referred to Program Committee.