

Caribbean Sub-regional Women's Advisory Committee (SUBWOC)

March 7, 2014

**Dominica Public Service Union Headquarters
Roseau**

MEETING DOCUMENTS



Public Services International
Internationale des Services Publics
Internacional de Servicios Públicos
Internationale der Öffentlichen Dienste
Internationell Facklig Organisation för Offentliga Tjänster
國際公務勞連

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Draft Agenda

1. **Call to order, Opening remarks, Introductions**
(DPSU Women's Chair, PSI Caribbean women's titular, Regional secretary, Sub-regional secretary)
2. **Announcements, Excuses for absence**
3. **Minutes of the 2013 SUBWOC**
4. **Matters arising (items not otherwise dealt with on the agenda)**
5. **Implementing a gender mainstreaming policy: infusing gender mainstreaming into our work**
Workshop session conducted by Sis Susan Hodge
6. **Facing the issues through our gender lens**
 - Collective bargaining in times of crisis (includes public sector financing)
 - Precarious work
 - Organising and mobilising women workers and young workers
 - Influencing national/regional development agendas*SUBWOC members will make a number of presentations on the issues identified above. We invite the committee to discuss these briefing papers/documents/presentations, with the intention of highlighting the impacts, the lessons learnt and developing guidelines, policy advice and proposals for action.*
7. **On-going work in the sub-region**
 - The fight against gender-based violence at work and in the community
 - Rights for domestic workers
 - Migrant workers
 - Links to work of other Global Union Federations (GUFs)*We invite the committee to review the presentations from affiliates, noting the results, lessons learnt and challenges. We also invite SUBWOC members to discuss their campaigns and actions implemented through other GUFs and highlight the links to PSI's campaigns.*
8. **Reviewing and amending the Action Plan for 2014/2015**
 - Conclusions on work done
 - Key recommendations to SUBRAC*This item draws on analyses and conclusions from Items 5, 6, and 7*
9. **End of meeting**

Young workers' caucus

Young activists attending the sub-regional meetings may caucus in preparation for the meetings. They decide when and where.

The main aim of these caucuses is to consolidate the positions of the young worker representatives on the items to be discussed during the meetings.

See next page for schedule

Draft schedule

9:15 am Call to order, Opening remarks, Introductions

Announcements, Excuses for absence

Minutes of the 2013 SUBWOC

Matters arising

10:30 am

NET WORKING BREAK

11:00 am Implementing a gender mainstreaming policy: infusing gender mainstreaming into our work

Workshop session conducted by Sis Susan Hodge

1:00 pm

LUNCH

2:20 pm Facing the issues through our gender lens

- Collective bargaining in times of crisis (includes public sector financing)
- Precarious work
- Organising and mobilising women workers and young workers
- Influencing national/regional development agendas

SUBWOC members will make a number of presentations on the issues identified above. We invite the committee to discuss these briefing papers/documents/presentations, with the intention of highlighting the impacts, the lessons learnt and developing guidelines, policy advice and proposals for action.

On-going work in the sub-region

- The fight against gender-based violence at work and in the community
- Rights for domestic workers
- Migrant workers
- Links to work of other Global Union Federations (GUFs)

We invite the committee to review the presentations from affiliates, noting the results, lessons learnt and challenges. We also invite SUBWOC members to discuss their campaigns and actions implemented through other GUFs and highlight the links to PSI's campaigns.

4:40 pm Reviewing and Amending the Action Plan

- Conclusions on work done
- Key recommendations to SUBRAC

This item draws on analyses and conclusions from Items 5, 6 and 7

5:15 pm

END OF MEETING

PSI Vision Statement

“To advance the rights and interests of working people by building the global strength of global public sector trade unions to promote quality public services as essential in building fair and inclusive societies, where all people have equal access and opportunity.”



Public Services

“Public services are those which are universally provided to the public and available equally to all; they affect life, safety and the public welfare and are vital to commercial and economic development; they involve regulatory or policy-making functions; the service is incompatible with the profit motive or cannot be effectively or efficiently delivered through market mechanisms.”

Focus on the public services; PSI



Quality Public Services are important in all our communities:

... education ... health ... housing ... social services ... sanitation ... transport ... postal and communication services ... utilities and renewable energies ... emergency and security services ... municipal services ... public media ... public administration ... water ...

PSI Statement of Values

1. The values, policies and actions of **Public Services International** are anchored in a world vision of democratic societies wherein quality public services advance and protect human rights and fundamental freedoms, enabling equity, solidarity and prosperity to flourish.
2. **Public Services International** has an historical and deeply rooted commitment to working to eliminate inequality, social injustice and the imbalances aggravated by capitalism and financial profiteering.
3. **Public services are at the core of democratic societies founded on human rights, the rule of law and social solidarity.** Public services provide equitable redistribution of wealth; and in their delivery should ensure that people are treated with equal respect, provided equal protection, and live free of discrimination without regard to age, gender, religion, national identity, race or ethnicity, disability and sexual orientation.
4. **Public services are an asset for sustainable development.** Public services are essential for responsible public and private wealth creation and sustainable economic growth.
5. **Public sector workers have a critical role to play in the creation of democratic public policy and the practice of good governance.** Direct public service and public sector unions must ensure the integrity of the public sector. High quality policy and good governance are the foundation of economic growth and development, creation of wealth, expansion of opportunities, and the widest social and economic integration of members of a society. Corruption in all its forms thwarts good governance and the people and should not be tolerated.
6. **Public services are financed by all for the benefit of all.** In practice, public services are paid for by public revenues. These revenues must be raised through fair taxation policies.
7. **Public services are a public good, designed to work in the interest of the people.** Concern for the quality of public services is a mark of a society's self-respect and commitment to caring for all, especially its most vulnerable members.
8. **Public Services International values the common good.** PSI advocates for quality public services, recognizing that public services of the highest level of quality achievable are required for equitable distribution of growth and sustainable development. In accordance with its Constitution, Public Services International promotes quality public services that guarantee access, are affordable, are democratically accountable, provide for social justice, elevate the quality of life, and offer the opportunity of prosperity.
9. The highest quality public services can only be delivered by workers whose rights are fully respected. To this end, **Public Services International defends and advances the fundamental rights and conditions of work including freedom of association and the right to collective bargaining and the health and occupational safety of public service workers across the globe.**

About the SUBWOC Meeting

The **Sub-regional Women's Advisory Committee (SUBWOC)** meets on the day preceding the SUBRAC meeting and comprises the women representatives attending the SUBRAC meeting. The chair is the Caribbean Women's Titular. The SUBWOC meets annually. In accordance with PSI's constitution, the number of representatives attending the SUBWOC meeting must be **at least 50%** of the number of representatives attending the SUBRAC meeting.

During the meeting, the committee deliberates on a wide range of issues and in general advises on:

1. ways to promote the full development of the potential of women in trade unions and in their workplaces;
2. activities and campaigns that would compensate for the results of discrimination against women at all organisational levels within unions;
3. ways that affiliates might work to achieve fair and equitable recognition of women's contributions within unions and in paid employment;
4. ways to support the work of the wider trade union movement in achieving gender equality and equity.

The meeting provides a focussed opportunity for women members to deliberate and make recommendations on the achievement of gender equality and equity. Equally important, members examine and articulate their perspectives on the wide range of issues to be discussed at the SUBRAC meeting.

One of the key aims of the meeting is to **Inform, Educate and Motivate** committee members.

Working methods

The meeting includes presentations, small group activities, and plenary discussions.

The Women's Titular, Sis Jillian Bartlett, chairs the meeting.

Item 1 - Call to order, Opening remarks, Introductions

Item 2 - Announcements, Excuses for absence

Item 3 - Minutes of the 2013 SUBWOC

Minutes circulated separately.

Item 4 - Matters arising (items not otherwise covered in the agenda)

Item 5 - Implementing a gender mainstreaming policy: infusing gender mainstreaming into our work

This workshop session is designed to help reinforce what you already know as well as make the necessary linkages to the sectoral and other types of activities that you carry out in your women's groups/committees as well as in wider union work.



You will receive guidelines and the activities for the small focus group discussions during the meeting.

PSI and gender equality (50/50 rule)

There must be at least 50% representation of women on all PSI's decision-making bodies and working groups. This also applies to all PSI activities, events, programmes and projects.

PSI and young workers

There must be at least 30% representation of young workers on all PSI's decision-making bodies and working groups. This also applies to all PSI activities, events, programmes and projects. The 50/50 rule also applies

PSI Policy on Gender Mainstreaming

Gender equality is a fundamental human right. Gender equality is a central policy objective of the PSI and its affiliates worldwide. It is integral to the achievement of quality public services.

PSI and its affiliates are committed to achieving:

- the provision of public services which benefit women and men equally;
- the adoption of policies and practices which promote equality of opportunity and treatment between men and women among public service employees;
- the adoption of policies and programmes of action by PSI and its affiliates which are based on principles of gender equality.

PSI recognises that gender mainstreaming is an important tool, which coupled with other measures, can assist in achieving the long-term goal of gender equality.

What is gender mainstreaming?

The concept of gender mainstreaming was adopted as a new strategy by the 4th World Women's Conference in Beijing in 1995. Within the European Union, the principle of gender mainstreaming was first described in the 4th Action Programme on Equal Opportunities in 1995 when it was stated that "gender relations should be taken into account in every policy measure, from the planning stage to the performance review." The gender mainstreaming principle was further reinforced in the 1996 Amsterdam Treaty when all Member States in the European Union pledged to apply the principle.

Women in all societies suffer from discrimination in the political, economic and social spheres. Gender means the socially and culturally defined roles of men and women. Because gender roles are defined by social and cultural practices, they can be changed.

Gender mainstreaming consists of the re-organisation of decision-making processes in all areas of an organisation's policy and work to take into account the existence of unequal gender relations. The goal of gender mainstreaming is to ensure that all policies and activities of an organisation take into account direct and indirect discrimination and promote equality of treatment and opportunities between men and women and the equitable distribution of measures and benefits.

How does gender mainstreaming work in practice?

Gender mainstreaming consists of two main aspects:

- the identification of the ways in which existing policies and decision-making processes within any organisation are reflecting and reinforcing existing inequalities between men and women;
- the development of policies and practices to overcome these inequalities.

What changes with gender mainstreaming?

When gender equality becomes a central policy objective of an organisation, many common assumptions are given a new perspective. PSI and its affiliates are committed to implementing the following gender mainstreaming policy, which replaces the traditional women's policy:

<u>Perspective of a gender mainstreaming policy</u>	<u>Perspective of a traditional women's policy</u>
<ul style="list-style-type: none">• Women and men jointly accept responsibility for changing gender relations• Socially determined circumstances place women in unfavourable situations• Women's specific interests are a reflection of their living conditions (such as intense cohabitation with young children). Men would have the same interest if they shared the same living conditions• Decision-making centres take account of gender mainstreaming as a central objective. Women are consulted as experts on specific aspects of women's lives. Initiatives by women themselves are warmly welcomed as a vital component of achieving gender equity.	<ul style="list-style-type: none">• Women are responsible for solving women's problems• Women have specific problems• Women have specific interests• Women approach decision-making centres as petitioners to seek support for their concepts.

Who is responsible?

The responsibility for gender mainstreaming lies in the first instance with the PSI leadership and requires their active commitment. Whereas previously women have normally concerned themselves with "women's issues", in gender mainstreaming both men and women are responsible.

Tools for Gender Impact Analysis

The PSI will review all its decisions to take into consideration their impact on gender relations and to ensure that they actively promote change.

(A) Policies and programmes

PSI is committed to integrating a gender impact analysis into all relevant existing and new policies and programmes.

Decision-makers drawing up new policies and programmes will be guided by the following considerations:

- 1) How many men and women are affected by this measure and how many women and men participate in it?
- 2) How are resources allocated between the sexes (finances, access to information and training, use of time?)
- 3) What are the relative benefits of specific measures for men and women?
- 4) What are the causes of existing representation and resource allocation?
- 5) What are the possibilities for change and how can it be achieved?

(B) PSI headquarters and regional budgets

PSI is committed to carrying out a gender impact analysis of all PSI budgets.

Decision-makers will be guided by the following considerations:

- 1) What proportion of the resources will benefit women and what proportion will benefit men?
- 2) How many men and women are involved in decision-making and reporting on the use of the proposed budget?

(C) Representation of women in PSI Constitutional bodies, activities and staff

PSI is committed to achieving gender equity in its decision-making structures, in its activities and in its own staffing. PSI will provide training opportunities on gender impact analysis to its staff and affiliates.

Decision-makers will be responsible for:

- 1) Monitoring and reporting of participation of women in PSI Constitutional bodies and advisory groups;
- 2) Ensuring 50% participation of women in all PSI sponsored events;
- 3) Establishing transparent and gender sensitive selection processes for the recruitment of PSI staff.

However, the single most effective means of testing the impact of any given measure is to analyse the extent to which the organisation is being mobilised to change inequalities in relationships between men and women.

How does gender mainstreaming relate to other gender policy strategies?

PSI considers that gender mainstreaming supplements existing measures but does not replace them. Specific measures to empower women will be needed for the foreseeable future until gender relations are no longer organised on a discriminatory basis.

The importance of women's independent structures and autonomous practice

PSI remains committed to developing and resourcing women's independent structures. The actual experiences of women in the affiliated organisations are vital to achieve gender equality in practice. Within PSI, women will continue to have opportunities to exchange their views and articulate their interests.

PSI endorsement and active promotion of gender mainstreaming principles

The PSI Executive Board meeting in Seoul on 29-31 October 2001 endorsed the above policy and called upon all PSI affiliates to submit this statement to their own decision-making bodies for discussion and adoption.

The Role of Trade Union Women's Groups/Committees

- ✓ If unions are to attract and retain women members, then unions must campaign and negotiate on the things that women care about and which reflect their priorities.
- ✓ We must find ways to help women to participate fully and meaningfully in union structures so that union policies reflect women's concerns.
- ✓ The long-term success of a recruitment campaign will depend on how successful a union is in involving women in the union and its responsiveness to their needs.
- ✓ If unions are to reverse the declines in union membership, unions must attract women to join and ensure that they feel part of the union.
- ✓ To do this, we must take a critical look at what women want from unions and how unions recruit and organise. We must find ways ***to help women participate in union structures so that union policies reflect women's concerns.***

Some Aims and Objectives for Trade Union Women's Groups

The overall aim/objective is ***to help women participate in union structures so that union policies reflect women's concerns.*** Other aims/objectives are:

- To provide a 'space' for women members
- To educate and empower women members of the union
- To increase women members' knowledge of trade unionism and trade union issues
- To ensure that women's voices and concerns are heard on issues which specifically or directly affect them
- To participate fully in the union's collective bargaining activities
- To ensure that women's concerns are reflected in the union's collective bargaining agenda
- To act as a support system or group for other women members
- To organise and celebrate national, regional and international events relating to women
- To promote the involvement of women in trade union education and training programmes
- To organise education and training programmes for women members
- To identify, encourage and prepare women members for leadership positions in the Union
- To recognise and reward the contribution of women members to the development of trade unionism

Specifically, the Women's Group/Committee will/can focus on:

- identifying strategies to get women members more involved in union activities and programmes
 - being a direct link between the Executive Committee (or decision making bodies) and women members
 - planning activities to recruit more women into the union
 - sensitising women members on key issues (national, regional and international)
 - advising the Executive Committee on issues for Collective Bargaining/Negotiations
-

How to have a gender(ed) perspective

At the simplest and basic level, you ask three basic questions:

1. Have women been left out of consideration? If so, in what way; and how might that omission be corrected? What difference would it make to do so?
2. What is the position of boys and/or men in this situation? Implicit in this question...is a second question, Does this apply to all boys and/or men, or does it affect different men differently?
3. How are institutions and structures gendered and how might this affect the action or implementation.

My Notes

Item 6 – Facing the issues through our gender lens

- **Collective bargaining in times of crisis (includes public sector financing)**
- **Precarious work**
- **Organising and mobilising women workers and young workers**
- **Influencing national/regional development agendas [survey results on women's representation on public sector boards]**

We invite the committee to discuss these issues with the intention of highlighting the impacts, the lessons learnt and developing guidelines, policy advice and proposals for action for Caribbean affiliates.

Some background

During the period 2011 to 2013, Caribbean affiliates were all invited to participate in an intense 3-year FES project titled Influencing the debates on public policy and the development agenda in the Caribbean". The project was designed to contribute to:

1. the development of a knowledgeable and effective cadre of trade unionists able to lead and engage in debates at national, regional and international levels;
2. increasing the visibility, influence and impact of Caribbean public sector trade unions in the CARICOM Secretariat, its various institutions and departments and other regional/international organisations;
3. ensuring that the specific and special concerns of women workers, young workers and workers with disabilities are included in proposals and alternative development models;
4. promoting the importance of quality public services in building fair and sustainable societies.

The expected results included the identification of a cadre of trade union activists who:

- have developed expertise (detailed knowledge of and ability to make proposals) on the following issues:
 - public sector finance and taxation;
 - privatisation and outsourcing;
 - precarious work;
 - environment and climate change issues.
- have developed abilities and skills to effectively present the public service sector union case at national, regional and international meetings and forums;
- have prepared and published (online) position papers and small pieces of research.

Of necessity, the project work/activities were linked to PSI's strategic priorities leading up to the 2012 congress.

Collective bargaining in times of crisis (includes public sector financing)

Even before the crises, Caribbean governments found themselves struggling to finance public services. In many Caribbean countries, customs revenue constituted a major portion of governments' revenue. This reliance ranged from about 6.4 percent in Trinidad and Tobago to 56.2 percent in the Turks and Caicos. This reliance posed serious challenges to revenue collection as the Caribbean region moved ahead with trade liberalisation. When taken together with low tax revenues through taxation (personal, corporate, property, hotel accommodation taxes), all Caribbean countries find themselves with less money to finance public services.

The financial, food, fuel and climate crises made a bad situation worse. The openness of Caribbean economies – reliance on tourist dollars and business from financial services meant that any contraction in these areas would have negative impacts on government revenues, foreign exchange and balance of payments.

And in this situation, the high debt of some governments became a paramount factor in public sector bargaining. Moreover, the International Financial Institutions (IFIs) (IMF and World Bank) and some regional financial institutions (IDB, CDB), focussed their attention on the size of the public sector, the public sector wage bill, revenue collection and taxation systems.

Fuelled by strong advocacy by neoliberals at the international level, the only prescription, which is mimicked at national levels is to reduce fiscal expenditure. Consequently, those (sub)sectors which do not directly collect or generate revenue are targeted.

Under the theme of Spending and Government Efficiency (SAGE) – perhaps the pun was definitely intended - commissions were established to find ways to reduce government expenditure and also improve productivity and efficiency. These commissions were established in New York, New Jersey, Nevada and more recently Bermuda. All of these commissions have recommended sweeping privatisations.

Recent rounds of collective bargaining for salaries and wages in the Caribbean demonstrate that current models are no longer as effective as they once were. While those (sub)sectors that are revenue generating have had some flexibility, the trend in the Caribbean is that unions can no longer bargain for double digit increases. In some cases, the bargaining exercise results in salary freezes.

Recent experiences also demonstrate that special care is needed to ensure that collective bargaining is respected and that governments do not use the crises as a excuse to not engage in collective bargaining exercises. Moreover, the

Trade union rights and collective bargaining – a gendered perspective

At the 2013 SUBWOC, members reviewed activities in their union and were asked to describe the experiences in collective bargaining and the protection and promotion of trade union rights. You asked yourselves the following questions.

- Do you think that gender rights, gender mainstreaming are relevant for collective bargaining?
- Has your union or the trade union movement in general mainstreamed gender rights into collective bargaining?
- Can you think of any new, relevant and innovative strategies to mainstreaming gender rights especially taking into account the constantly changing political, social and economic environment in which trade unions are operating?

And also thought about:

- parental and family rights
- gender sensitive language in collective agreements
- pay equity and equal opportunities
- Employment equity
- sexual and reproductive health rights

The questions this year are the same. Have things changed for the better or for the worse? And what has been the impact on women and men?

SUBWOC is especially invited to note the summaries of case studies from:

1. **The Bermuda Trade Union Congress (BTUC) and the government of Bermuda**
2. **St Lucia CSA and the St Lucia Electricity Services Ltd (LUCELEC)**

Committee members are also invited to provide summaries from their own unions/counties/territories.

SUBWOC is also invited to recommend specific actions.

Some references

- ILO report “Collective Bargaining in the public service: a way forward” - http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_205518.pdf
- PSI’s comments on Comments on the ILO Report “Collective bargaining in the public service: a way forward” - http://www.world-psi.org/sites/default/files/documents/research/en_psi_comments_ilosurvey_collective_bargaining_sv24-05.pdf

- SAGE Commission Final report, Bermuda (online magazine format) -
<http://issuu.com/bermudasun/docs/sagecommissionfinalreport31102013>
 - PDF version, with appendices -
http://www.gov.bm/portal/server.pt/gateway/PTARGS_0_2_18757_935_23_3626_43/http%3B/ptpublisher.gov.bm%3B7087/publishedcontent/publish/ministry_of_finance/new_ministry_of_finance/sage_report_and_appendixes/gadget.html
- Unions and collective bargaining reduce poverty -
<http://rabble.ca/columnists/2014/02/evidence-shows-unions-and-collective-bargaining-reduce-poverty#.Uv1Ubf7necw.twitter>

My Notes

Precarious work - <http://www.world-psi.org/en/issue/precarious-work>

The growing trend to part-time, temporary or on-call work affects the most vulnerable workers in society. They are the first to be laid off. They can't count on getting enough hours of work to pay the bills. For them and their families, precarious work means a precarious existence. PSI and its affiliates world-wide support initiatives to replace precarious work with decent, family supporting jobs.

In the public service sector, precarious work is mostly present among temporary workers (wormers in temporary posts; temporary workers in permanent posts; contract workers; workers in special projects). It is also possible to have workers who have been temporary for 10 years or more. Both blue- and white-collared workers are in this category of work. Estimates indicate that the majority of these workers are women. There is no specific evidence to indicate any predominant age group. Some observers suggest that the majority of those in clerical positions are under 35 years and under.

Through specific case studies and discussion among affiliates, the SUBWOC is invited to carefully note the profile of those affected by precarious work. Committee members are also invited to identify specific steps that affiliates can take in dealing with precarious work, both at the workplace level and nationally.

References

- Organising precarious transport workers -
http://www.itfglobal.org/files/publications/41809/precarious_workers_book_eng.pdf
- (The section on **10 key questions for organisers** is especially useful to help you think through the issue and how your union will respond.)
- From precarious work to decent work, ILO - http://www.ilo.org/wcmsp5/groups/public/-ed_dialogue/---actrav/documents/meetingdocument/wcms_179787.pdf

My Notes

Organising and mobilising women workers and young workers

In Caribbean public services, at least 60% of workers are women and young workers are about 40% to over 50% of workers. In some unions, the number of young workers is over 60% of membership. Whatever the actual figures, women workers and young workers are two important groups. Both as members and potential members. Union's continued relevance, survival and impact depend in large measure on the involvement of and appeal to these groups of workers.

In the sub-region, the strategy has been with an eye to the future by focussing on these two groups. By building knowledge, skills and capacity the aim has always been to ensure that these workers are able to respond, effectively represent members and be ready for activism and leadership. It has also been important that they are able to act not only at their workplace and national levels but also have an understanding and a quest to build solidarity at the regional and international levels. Wider regional and international events and issues influence national policy decisions. If unions want to influence policy decisions, it means that they too have to be aware of, knowledgeable about and have positions on regional and international issues – all of which impact our societies.

The sub-region has also recognised the importance of building activism around issues. In other words, to use project work and other activities as a jumping off point for women members and young workers to learn more, build skills, develop attitudes and generally to build capacity.

The sub-region, in 2010 agreed a set off framework guidelines on mentoring young women workers. Perhaps now is the time to review what has happened.

**PSI Caribbean
Framework Guidelines on Mentoring Young Women Workers
(in the trade union movement)**

Mentoring is:

- Voluntary
- Temporary (until decided otherwise)
- Oriented towards professional and personal growth
- A mutually beneficial relationship

It is important to note the differences in needs and to create a focus on what the mentee needs and what the mentor is able to offer. So at the beginning of the relationship:

- How often you will meet.
- How long your sessions will be.
- Where it feels appropriate for your meetings to take place, i.e. a café, a meeting room, someone's home.
- Who will be responsible for scheduling the dates of meetings and organising space if appropriate
- The areas of work and life you will talk about (or if there will be any restrictions at all on what you will talk about). eg trade union history and trade union education & training; work and family balance;
- Any structure that you would both like the sessions to take, i.e. an hour to talk and 15 minutes to compile action points, half an hour on action achieved during the past month and half an hour on action points for the month ahead, or a decision to have no structure at all.
- What it is that the mentee hopes to get out of having a mentor
- Establish whether there will be any additional mentoring support outside of the regular meetings. For example, it might be appropriate or desirable for the mentor to see some of the mentee's work, or for e-mails to be exchanged.

Establish a mentoring relationship initially for **about 4 – 6 sessions on a monthly or bi-monthly basis.**

Some **qualities of a mentee:**

- Willingness to achieve personal growth and professional goals.
- Ability to receive and give honest and constructive criticism and feedback.
- Be accessible and positive.
- Initiative and independence
- An acceptance that a mentor is not there to do your work for you and may not have all the answers all the time.
- Expectation of a peer relationship

Some qualities of a mentor:

- A belief that they have experience and knowledge that is worth imparting.
- Time and mental energy to devote to a mentoring relationship.
- Ability to assist the mentee in their decision-making processes by listening, sharing and reviewing options.
- Openness to different perspectives.
- Excitement in finding out about a mentee's work or practice.
- Ability to give and receive honest and constructive criticism.
- Encourage the exploration of ideas where appropriate.
- Ability to understand where a mentee is coming from and what they have in mind.
- Ability to pick up on strengths and weaknesses of a mentee.
- Respect for alternative views and cultures
- Willingness to do things differently

Making it work

Who is responsible for monitoring and evaluation?

Responsibility is at various levels:

1. Overall responsibility is SUBWOC
2. SUBWOC reports to SUBRAC
3. Responsibility at affiliate level – women's committee & young workers' committee
4. SRO (networking at sub-regional level)
5. 1st and 2nd substitutes to communicate, link with affiliates women's and young workers' committees

It is important at this stage for the sub-region to critically review the work done in organising and mobilising women and young workers, and especially from the perspective of (sub)sectors. SUBRAC has already defined priority (sub)sectors for the sub-region:

- 1. Public administration, including local government**
- 2. Electricity or more broadly, energy**
- 3. Water and sanitation**
- 4. Health and related services**

This priority was based on current membership within the affiliated unions. But shouldn't we also be considering potential membership?

Over the last year, some affiliates have highlighted groups of members whose circumstances require specific action:

1. Ambulance and other emergency workers
2. Firefighters
3. Immigration, Customs and other border control workers
4. Police officers
5. Correctional officers

Are there other (sub)sectors that we have not focused on which would provide growth and build union influence in the fight for Quality Public Services?

Arising from discussions on implementing PSI's [PoA 2013 – 2017 and other approved resolutions](#), there is a proposal to add a new sector focus on education, culture and media.

[Education International](#) (EI) is the GUF that focuses on education. PSI and EI collaborate on a number of common issues, actions and campaigns.

In the Caribbean, PSI's affiliates represent workers in education (teachers, and other education workers); media (government information/media departments and entities); culture (ministries, departments and agencies responsible for national art galleries, cultural festivals, and museums and cultural heritage sites and other forms of cultural expression).

Caribbean countries are understandably proud of their various forms of cultural expression (reggae, steel pan, calypso and soca). Recent pronouncements by Minister Hanna of Jamaica on the [role of reggae](#) to advance social change point the way to a wider thinking on culture and cultural identity.

The Caribbean sub-region's women's advisory committee (SUBWOC) met in Grenada in March this year and also proposed that media and culture are key components of public services and that there is a case for including them as (sub) sectors of focus in PSI's work. There is also a strong case for them to be priority areas of work in the sub-region.

My Notes

Influencing national/regional development agendas (survey results on women's representation on public sector boards)

Over the years, the sub-region has been collecting information on the representation of women at decision-making levels among the affiliates. Specifically this has been an examination of Executive Committees and similar bodies; and National or General Councils and similar bodies.

We asked SUBWOC members to conduct small surveys in their countries/territories and unions to map the representation of women in the union as well as on national/public sector boards, councils and similar entities.

SUBWOC is invited to review the information collected to date and to examine the findings.

SUBWOC is also invited to recommend the next steps for action.

My Notes

Item 7 – On-going work in the (sub)region

- **The fight against gender-based violence at work and in the community**
- **Rights for domestic workers**
- **Migration and development**
- **Links to work of other Global Union Federations (GUFs)**

Committee members and the sub-regional office will supply information and details about some of the work started and developed in 2013, especially those activities the SUBWOC had recommended or initiated.

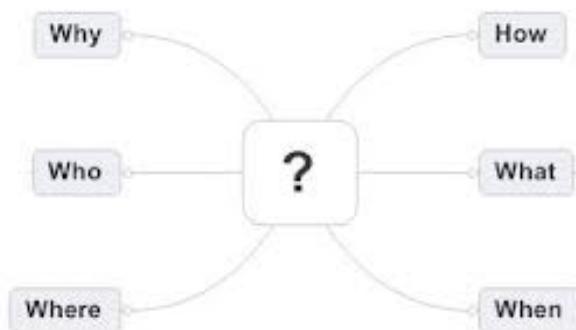
My Notes

Item 8 – Reviewing and amending the Action Plan

- Conclusions on work done
- Key recommendations to SUBRAC

This item draws on analyses and conclusions from Items 5, 6, 7 and 8

SUBWOC's task is to develop a set of recommendations that it will present to the SUBRAC for its approval.



In defining the recommendations, we suggest that you focus on the 5Ws and an H:

Who

Who will get things done?

Who is responsible?

From whom do you need help?

What

What exactly do you want to achieve?

What specifically do you want to do? What steps do you need to take?

What resources do you have?

When

Do you have a specific time frame for action?

When will you do what?

Where

Specifically where will you implement these actions? (Workplace, union secretariat, community?)

Why

Why are these actions/activities important?

How

How are you going to achieve these tasks? (*be specific*)

My Notes

Item 9 – End of meeting

Closing remarks

My Notes

Appendix A

Working for the Alternative Implementing PSI's mandate in 2013 and beyond

1. PSI occupies a unique place in the labour movement. We are the only global union federation focused solely on public services (outside of the education sector). For workers in these public services we are their only voice in international forums and the only body coordinating global public sector union action.
2. As we consider PSI's priorities over the next five years we must remind ourselves of the importance of building our power to fulfil these key roles. If we do not fulfil them, nobody will.
3. The enclosed paper forms the basis for the 2013 Sub-Regional, Regional and Executive Board discussions. Input from regional discussions will be reported directly to EB. This consultation should do three things:
 - Ensure that we have our priorities right;
 - Determine how we can work differently including how we resource our priorities; and,
 - Plan our actions for the next 12 months.
4. Regional work plans already exist and should now be incorporated into, and be consistent with, the new implementation priorities. RECs and RACs will need to ensure that this happens in 2013.
5. Congress has asked us to re-invigorate our sectoral work. It acknowledged that we will need to deal with different sectors in different ways, and at varying speeds, and that resourcing sector work is an unresolved issue.
6. In the first instance, this envisages informal networks with optional steering committees, supported by the Secretariat, followed by an examination of more solid structures. Sector work plans must be developed additionally.
7. In regards to **sector work** these current consultations must ensure two things:
 - That our priorities for the next 12-18 months are driven through our sectors; and,
 - That we get clear input from affiliates on how to establish sector structures and do sector work in the future.
8. With this in mind, PSI's long-term priorities will be: **fighting privatisation, advancing trade union rights, influencing global policy and organising and growth.**

A. Fighting privatisation

9. Privatisation remains one of the core threats to our rights and interests. PSI and its affiliates (along with a number of civil society allies) have slowed the attacks, notably in water and energy. In other sectors, such as health and municipal, we've met more difficulties; therefore we need to increase our work on these fronts.
10. We need to recognise that the agents promoting privatisation are well-coordinated, and operate at local, national, regional and global levels. They use a variety of means to promote privatisation: free trade agreements; donor funding; pressure on public budgets; the work of national embassies; trade missions and more.
11. To block the privateers, PSI requires a range of tools available in a coordinated manner: strong local/national campaigns against privatisation; solid research on the negative impacts of privatisation, including corruption, and on the agents of privatisation and their behaviour in each sector, region and country; strong alliances with social movements; and political influence with key governments and international institutions.
12. We must build our capacity to share affiliates' good practices in fighting privatisation.
13. Unions involved in privatisation battles need to alert PSI early enough so that we can contribute to a resistance strategy. Receiving early warning is absolutely crucial.
14. We also need to fight the ideological system that promotes privatisation and creates the public, political and academic view that private is always better than public.
15. We must develop the capacity and reputation of PSI as a global advocate for successful models of public service provision, indicating the public sector's contribution to the creation of prosperity and equity, and promoting our preferred models of public management such as labour management co-operation (LMC). PSI can use its global position to identify and campaign against barriers to public provision, such as 'free' trade agreements, the funding mechanisms of global financial institutions, and austerity measures flowing from the financial crisis, and continue to work with our allies to support progressive taxation and attack tax evasion.
16. In 2013, we will:
 - a) Support national union efforts to block privatisation through our sector networks, regional structures, and with additional support across regions.
 - b) Invest in capacity to map sectors and issues and mobilise members and coalition allies.
 - c) Establish resources and mechanisms for rapid campaign responses.

- d) Update regional work plans to specifically address the various levels of privatisation campaigns.
- e) Facilitate communication between trade experts in unions and distribute information to affiliates from various NGOs and networks that operate in this field.
- f) Establish two coordinating groups to work with our allies to oppose the harmful aspects of the Trans-Pacific Partnership and European Union-based trade agreements respectively.
- g) Identify the major global research centres and civil society actors promoting public service provision.
- h) Continue to support the financial transactions tax campaign globally as part of a general campaign for fair taxation including of corporations, exposing tax evasion, and fighting to abolish tax havens.

B. Advancing trade union rights

- 17. We will continue fighting violations of trade union rights by pressuring governments, and by exposing them in the media, at the ILO and in other institutions. We must quickly improve our responses in more urgent cases, including better use of the ILO reporting mechanisms to take up cases on behalf of our members. Our experience has been good with LabourStart trade union rights campaigns in the past years and we should integrate more EB members in this network. Internal urgent actions in PSI have also had results, which we can improve. We need to expand the range of tools available to unions, including direct mobilisation of members.
- 18. We will also develop a positive agenda that is integrated into all our work, particularly in the sectors.
- 19. In 2013-2014, we will focus on implementation of ILO convention 151 (right to organise in the public sector) across the world and fighting abuse of the essential services exclusions under ILO Convention 87, particularly in public administration and the proposed multi-sector network for first responders.
- 20. We will work to ensure public service workers in the private sector are protected through mapping and targeting multinational corporations which deliver public services, including negotiating framework agreements, particularly to establish trade union rights and stop private provision being used to introduce precarious work and downgrade terms and conditions.
- 21. PSI activity on migration is also important to end discrimination, address precarious work, strengthen workers' rights and provide pathways to organising.
- 22. This work should be a key feature of the sectoral work plans.

23. In 2013 we will:

- a) Ask each union to provide a contact to respond to urgent trade union rights issues.
- b) Co-ordinate and assist PSI affiliate action at the annual International Labour Conference in Geneva focusing on C151, supported by coordinating regional action in advance.
- c) Conclude the ongoing negotiation with ENEL, and upcoming negotiations with EDF.
- d) Launch a trade union rights strategy for first responders as part of sectoral and regional work planning.
- e) Denounce racism and xenophobia in the workplace and support action for the ratification of the ILO Convention 111 in countries where it has not yet been ratified.

C. Influencing global policy

24. PSI will engage international and regional institutions to influence policy that affects public services, and assist affiliates affected by the actions of these institutions.

25. PSI unions need to help by bringing pressure on national members of the governing bodies of these global organisations through a coordinated delivery of clear messages regarding policies or programmes (for example, on misguided privatisations in specific countries).

26. PSI can identify threats and opportunities, map the points of influence in the process, coordinate the message, content and timing, and assist affiliates to carry the message into their national governments. This work can be carried out in the ILO, International Financial Institutions such as the IMF and World Bank, regional development banks and economic organisations (such as ASEAN, ECOWAS, MERCOSUR), trade institutions, OECD, UN institutions and sectoral bodies such as WHO, and mayors' organisations.

27. The policies of the IFIs are increasingly coming under scrutiny for their contribution to the global crisis. The IFIs are even examining the own role in creating or perpetuating the crisis. PSI will work together with the ITUC and Global Unions' office in Washington DC, to lobby the IFIs for our agenda. This will include highlighting the damaging effects of inequality on economic growth, the role public services play in alleviating this inequality, and the corrosive effect of corruption on providing quality public services.

28. PSI will build stronger relations with the ILO, increase its presence at the ILC and coordinate international work to fight negative aspects of trade agreements as outlined above. PSI will also advocate for the public provision of social services in the global expansion of social protection floors as promoted by the UN and advocate for rights-based global governance of labour migration in partnership with the global unions and civil society allies.

29. In 2013 we will:

- a) Organise a working group of staff and affiliates to analyse IFI activity and propose action. The focus will be the attacks on public services and the effects of austerity.
- b) Clearly define PSI's policy in support of the FTT to ensure viable funding of quality public services and promote the creation of such taxes as one of the responses to the economic crisis.
- c) Work with TUAC and the ITUC to influence the OECD in areas of key importance to PSI – privatisation, regulatory policy, austerity, tax, voucherisation of social services, and in the OECD's review of its economic policies called *New Approaches to Economic Challenges*.
- d) Strategic engagement at the UN High Level Dialogue on Migration and Development to be held at the UN General Assembly in New York, 3-4 October 2013, and the ILO Tripartite Meeting on Labour Migration in Geneva in November 2013.
- e) Monitor developments in the World Trade Organisation, especially as they relate to trade in services.

D. Organising and growth

- 30. PSI's power to make positive change for our members grows with each worker we join to the struggle. Our ability to project our power to bring about change relies crucially on how we organise ourselves and mobilise our members and allies.
- 31. Sector work will become a bigger focus for PSI activity. We must better coordinate work within sectors and ensure that cross-cutting work including gender and youth equity and influencing the IFIs is integrated into sector work plans. This year we will run more sector networks and develop a clearer picture of how professional groups within sectors will operate.
- 32. Health and social services is a priority as the largest sector in PSI. This sector is expanding while facing attacks from private providers and government cuts. In the developing world, and in particular in the Asia Pacific, economic expansion is accelerating the demand for health and social services. As part of this work, the trend to voucherisation of social services must be urgently addressed.
- 33. PSI's treatment of municipal services also requires a rethink. Increasingly public services are provided through the policy, administrative and political prism of cities. Municipal governments are some of the greatest supporters and providers of public services as they are closest to the users of public services. Political power at regional and national levels is often influenced by large city centres in ways under-utilised by PSI. We will link our municipal sector more directly to PSI's *Quality Public Services* campaign, and the specific promotion of public services in health and social services, water, energy and waste.

34. Those workers who provide emergency services at times of disaster, such as firefighters, ambulance and emergency medical and utilities staff, have many shared issues. PSI will explore the opportunities for better co-ordinating activity amongst this group to further their interests.
35. These sectors must be at the heart of our efforts not only to improve our effectiveness, but also to recruit more affiliates.
36. Mainstreaming equality remains a central pillar of PSI. All sectoral work plans will have a gender component. PSI's focus on privatisation and precarious work in the health and social services sectors will specifically focus on the disproportionate effects on women. PSI's migration programme priorities will include outreach to and organising of migrant workers, promoting ethical recruitment and the regulation of recruitment agencies. This positive experience in the health and social services sector can help PSI in other sectors where migrant workers are a significant part of the workforce, such as energy, water, waste.
37. Young workers are similarly over-represented in precarious work. We need to better understand this issue in each of our sectors. We must better understand the dimensions and consequences of the working conditions that affect young workers and provide space to organise. Integrating this work into sector and regional work plans is the way to get young workers fully involved in PSI's activity. PSI will work towards a global conference of young workers in the middle of the Congress mandate.
38. The discussions at the SUBRACs and RECs in 2013 will also be an opportunity to assess PSI's union development strategy. Projects are long-term development tools which provide crucial support to our regions and are the main mechanism for engagement with PSI for many affiliates. By supporting PSI's objectives, projects are important tools for building union strength. However, projects have faced a number of threats in recent years and it is necessary to ensure project resources are used in the most effective ways possible.
39. The labour movement is under attack in many countries. Public service unions are often the strongest, so we are being particularly targeted. Our strength is in our numbers, and we must help all unions grow, both in size and capacity. We will include organising new members in all of our work. **Our target for the next five years will be 1 million new members through growth in our affiliates' memberships, increasing affiliation levels to PSI, and by attracting unions which are not yet part of our family.**

Leadership

40. In 2013 we will:

Seek to involve our Vice Presidents more in supporting the political direction of PSI and in guiding the work of their regions. We will assist them to represent PSI in the regional offices of global institutions such as the ILO and the IFIs and in the regional development banks. They will also be called on to provide more regular input into the decisions and deliberations of the General Secretary. Leadership has never been more important for our success.

Growth

41. In 2013 we will:

- a) Work on mapping potential affiliates and their issues, identify strategies for recruitment and specify the role of regions and sector work in these strategies.
- b) Focus our efforts in key strategic regions such as the USA and Asia and in sectors such health and social services, and firefighters, as mentioned above.

Sectors

42. In 2013 we will:

- a) Identify opportunities for regions and sub-regions to strengthen sectoral structures.
- b) Prepare global sector work plans to implement PSI priorities, taking account of professional, gender and youth aspects, resourcing implications, regional priorities, mapping potential for growth and identifying affiliates to lead work (see Appendix A for detail on priorities by sector).
- c) Scope and examine the potential for activities in sub-sectors and professional streams.
- d) Identify lead unions in each region and within sectors who can provide specific assistance and guidance.

Equality and equity

43. In 2013 we will:

- a) Attend the United Nations Committee on the Status of Women and coordinate various activities in the effort to end violence against women.
- b) Ensure at least two young workers are part of each REC (a female and a male).
- c) Gather data and, if necessary, commission research to ensure we better understand young workers and their issues including mapping their membership, activist and leadership profiles in our affiliates and their employment patterns in the public sector workforce.
- d) Develop a proposal for a youth network built on current local and regional networks and integrated into sectors.
- e) Organise a meeting among our affiliates' delegates at the Out Games in Belgium to reconstitute the PSI LGBT Caucus.

Trade union development

44. In 2013 we will:

- a) Increase human resources at head office for project work.
- b) Reconstitute the PSI Union Development Working Group.
- c) Link projects with PSI's strategic organising priorities and communications.
- d) Build a stronger sectoral presence within projects.
- e) Look to secure further resources for projects directly from trade union funds.

Migration

45. In 2013 we will:

- a) Linked to the *Quality Public Services* campaign, further develop PSI's *Ethical Recruitment* campaign, focusing on the implementation of the WHO Code of Practice through multi-sectoral alliance building, mapping of recruitment practices and patterns of labour brokers, and protecting migrant workers' rights.
- b) PSI will develop specific strategies to address migration issues in all of the sectors.

Dynamic, effective campaigns and communications

46. If we are to win we must know where we are strongest and be able to mobilise. Of key importance is working with affiliates and staff to transform PSI into a more effective campaigning and mobilising organization. PSI will invest in new communications tools and technologies, strengthen communications links with our affiliates, and work with affiliates and allies to deliver effective communications on specific campaigns, sectoral and cross-cutting issues.

47. In 2013, PSI will:

- a) Work with affiliates and staff to review the current PSI website, and propose changes to improve website features and usability.
- b) Build a more responsive communications structure, including open source e-campaigning and social media tools that can heighten our campaign effectiveness and be adaptable for potential use by our affiliate unions.
- c) Replace the costly annual mailed hard copy Focus magazine with more timely and targeted electronic news that can also be printed and distributed within unions and regions.

Appendix A: Priorities for Sectoral Work

1. Energy

- a) Support public ownership of renewable energy systems, including at the municipal level.
- b) Assist in building union networks representing workers in specific MNEs, including ENEL/Endesa; EDF, and GDF-SUEZ.
- c) Ensure PSI input into the UN Sustainable Development Goals on energy.
- d) Support work on climate change and mitigation for the energy sector.

2. Water

- a) Support initiatives on implementing the UN Resolution on the Right to Water and Sanitation.
- b) Distribute information on the use of referenda to block privatisations and support public ownership and control.
- c) Ensure PSI input into the UN Sustainable Development Goals on water and sanitation.

3. Health and Social Services

- a) Coordinate our affiliates' action at the Third Global Forum for Human Resources in Health in November in Brazil to oppose outsourcing and support better remuneration for health workers.
- b) Prepare a detailed analysis of the trends in the health and social services sector, mapping the major threats and opportunities, our allies, potential union affiliates, enemies and identify where we will make the biggest impact. EB 2014 will be presented with detailed options for action.
- c) The health sector will be a significant trial for the organising of professional sub-networks within the sectors, including the mobilisation of nurses. These networks will deal with issues specific to their profession, such as health and safety working conditions and employment conditions.
- d) Begin mapping our members and their issues in the social services sector. A strategy for social services work will be presented to the 2013 Steering Committee meeting.
- e) PSI will continue its Programme on Migration in the Health and Social Care sectors with the inclusion of new countries to tackle challenges posed by demographics, precarious work, gender inequality, privatisation (outsourcing) and ethical recruitment.

4. Municipal

- a) Develop a strategy for engaging with the two leading organisations of mayors worldwide to discuss possible joint actions to promote good practice in public service provision, possibly including joint lobbying of the United Nations.

- b) Integrate municipal work into the Council of Global Unions' *Quality Public Services* campaign work by focusing on urban policy that could include a campaign with other global unions to get municipalities to support the QPS Charter or organising migrant workers in the waste sector, for example.

5. Public administration

- a) Support the expansion of the current network of affiliated unions operating in the sub-sectors which regulate state activity.
- b) Use the expanded sub-sector network on regulation of state activity to exchange experiences and promote policies to combat corruption as part of our QPS work.

6. Education, culture and media

Seek the views of unions in these sectors to determine the most important issues, where PSI can add most value to these issues, which sector structures should be established and which affiliates are willing to take the lead. An options paper will be presented to the 2013 Steering Committee so that work on establishing the network and a sector work plan can begin in 2014.

7. First responders

- a) Identify unions interested in participating in work in this area (Fire, Health, Assistance and others) and the issues and opportunities worth pursuing for presentation to EB.
- b) Subject to EB decisions - an action plan for 2013/2014 will be developed.

My Notes

Appendix B

Concept Paper A renovated PSI anti-racism/anti-xenophobia project

By Bill Fletcher, Jr.

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17 January 2013

The following represents a suggestion on the direction of PSI's anti-racism work. I qualify this concept paper by noting that while I am not new to the trade union movement, I have had limited contact with PSI over the years.

The gist of the proposal is that those working on anti-racism efforts constitute a project on "*anti-racism & anti-xenophobia*" with specific outcomes intended that are defined later in this paper. As such this may take the form of a working group or permanent subcommittee of PSI.

Race & Xenophobia

Though throughout history there have been tensions between ethnic groups, nationalities, etc., it is with the "Reconquista" in Spain (ending in 1492), the invasion and occupation of Ireland in the 1500s and the invasion of the Western Hemisphere that "*race*" takes on a new and toxic construction.

"Race", as has become common place to say these days, is a socio-political construction. It has nothing to do with genetics since scientists have established the origin of humanity in Africa. "Race", however, is very real and is experienced by countless peoples as both a method of suppression by colonial and former colonial powers, settler states, and rich elites, while at the same time serving as a method of social control over the mass of people in specific social formations.

Because "race" is a socio-political construct, it is represented differently in various locales. An obvious example is how in the United States, those who would be described as "black" would not necessarily be so described in Latin America. This difference is not about science but rather about the methods of social control that were employed beginning with the invasion of the Western Hemisphere.

"Race" has become a very powerful instrument over billions of people since its restructuring in the 1500s. With the development of labor movements race became a reality in many, if not, most of these movements. How it was handled, however, ranged dramatically. In many countries the labor movement has tried to avoid race altogether

believing that it is divisive, rather than recognizing that the workers are already divided by race and that that division must be healed.

To the general category of “race” can be added xenophobia. In this age of neo-liberal globalization, environmental crises and mass migrations, xenophobia has raised its ugly head. In addition to the demonization of migrants, entire segments of national populations have been de-legitimized and condemned as the “other.” Certainly one of the worst examples of this in modern times was the Rwanda genocide of 1994, but it is not the only such example. Xenophobia also tears at the labor movement as unions are forced to grapple with whether and how to organize migrant workers; how to address worker organizations that emerge among migrant populations; and how to challenge our own members so that they do not fall prey to xenophobia and right-wing populism.

Proposal

The suggestion is for the creation of an **“anti-racism & anti-xenophobia project”** [ARAX] of PSI. This could mean the reformation of the current anti-racism work and the expansion of its objectives. The specific objectives of this proposed project would include, but not necessarily limit itself to:

1. **Social Justice Education Initiative:** ARAX would constitute a team of labor educators to begin work on a “social justice education initiative.” The aim would be to develop a worker-centered education program that addresses race and xenophobia. Such a program would not, however, resemble so-called multi-cultural or diversity training programs. Instead this project would aim to create tools that can be modified to suit specific national conditions that:
 - a. Demythologize race and ethnicity: Using history, the aim would be to help the participants understand the origins and purposes behind the construction of race, racism and xenophobia.
 - b. Link issues of race and class: Too many so-called diversity trainings treat race and ethnicity in the abstract, and ignore class altogether. We need to link issues of race and class and how they interpenetrate.
 - c. Create a framework for understanding the dynamics of race, racism and xenophobia in different national settings.
 - d. Lay the foundations for the development of strategies and organizational forms to construct an anti-racist practice among workers and in the broader society, including helping to formulate the sorts of demands that unions and other progressive forces should advance that take on racism and xenophobia.
2. **Creating models of anti-racist/anti-xenophobic practices:** This could include:
 - a. Developing collective bargaining language that can be applied.
 - b. Outlining strategies for tackling racism and xenophobia in the workplace, the communities and broader society.
 - c. Popularizing legislation that has been developed to tackle racism and xenophobia. Also, develop new legislative models to confront contemporary

- issues of racism and xenophobia that are not addressed by existing legislation.
- d. Clarifying the role of the labor union as an instrument in opposition to racism and xenophobia.
 - e. Developing approaches that can be used by worker activists in tackling racist and xenophobic behavior from within our own ranks in the union movement.
3. **Supporting the self-organization of historically oppressed and excluded racial/ethnic groups:**
- a. Developing models of caucuses, conferences, etc., that historically oppressed groups can use in order to address issues of common concern.
 - b. Explore the potential role(s) that such formations can play in individual unions and the larger labor movement as a whole.
 - c. Link to leadership development.
4. **Address issues of equity within unions and the labor movement as a whole:**
- a. Identify best case examples of how unions have addressed racial/ethnic inequity within their ranks.
 - b. Construct teams of trained individuals who can assist unions with tackling racism and xenophobia within their ranks.
 - c. Sponsor multi-national gatherings on matters of race and xenophobia targeting union activists and providing them with the tools to do their work.
 - d. Outline potential leadership development programs that can help to identify and build talented working class leaders from among racially and ethnically oppressed groups who can move on to play a major role(s) in the overall labor movement.