



## **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:
  4. Ensure that we have our priorities right;
  5. Determine how we can work differently including how we resource our priorities; and,
  6. Plan our actions for the next 12 months.
7. 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.
8. 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.
9. 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.
10. In regards to sector work these current consultations must ensure two things:
  11. That our priorities for the next 12-18 months are driven through our sectors; and,
  12. That we get clear input from affiliates on how to establish sector structures and do sector work in the future.
13. 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**

14. 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.
15. 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.
16. 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.
17. We must build our capacity to share affiliates' good practices in fighting privatisation.
18. 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.

19. 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.
20. 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.
21. 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**

22. 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.
23. We will also develop a positive agenda that is integrated into all our work, particularly in the sectors.
24. 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.
25. 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.
26. PSI activity on migration is also important to end discrimination, address precarious work, strengthen workers' rights and provide pathways to organising.
27. This work should be a key feature of the sectoral work plans.
28. 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**

- 29. PSI will engage international and regional institutions to influence policy that affects public services, and assist affiliates affected by the actions of these institutions.
- 30. 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).
- 31. 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.
- 32. 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.
- 33. 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.
- 34. 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**

- 35. 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.
- 36. 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.

37. 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.
38. 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.
39. 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.
40. These sectors must be at the heart of our efforts not only to improve our effectiveness, but also to recruit more affiliates.
41. 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.
42. 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.
43. 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.
44. 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**

45. In 2013 we will:
  - a) 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**

46. 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**

- 47. 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**

- 48. 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**

- 49. 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**

- 50. 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**

- 51. 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.
- 52. 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.

## **E. PSI internal finance and governance**

- 53. This year we face serious financial challenges. The 2012 accounts will close in deficit and additionally we face a large one-time expenditure that has not been provisioned. The total cost of the 2012 World Congress and associated activities was over 2 million Euros, significantly more than the €1,350,000 provisioned by EB-134 (meeting 9-10 May 2007). However, the net cost has been reduced, as some costs have been offset against the 2012 budget. The 2013 budget, if not amended, is projected to be in significant deficit also. Our activity in 2013 is appropriately modest but achievable while we put in place permanent measures to balance the finances.
- 54. The best way to increase PSI membership is to demonstrate our relevance to potential new affiliates and the benefit of further contributions from existing affiliates.
- 55. However the time has also come to open a discussion about affiliate fees, including reporting of membership for affiliation purposes, indexation of fees, and possible fee increases.
- 56. It is not sustainable to continue to run down our reserves. PSI has not had a fees increase in five years and continues to have the lowest affiliation fees of all the global union federations.
- 57. This discussion must occur in all our constitutional meetings, from SUBRACs to EB, and in our sectoral networks.
- 58. We must also look for less bureaucratic approaches to fund and operate local and sectoral activities, i.e. through major affiliates sponsoring campaigns, secondment of staff to sectors/projects, organising a first response task force and identifying lead unions for specific activities. We must ensure that our head and regional offices are structured in the most effective ways and that all staff has the best skills available to carry out our priorities. In the face of global attacks on workers' rights, public services and unions, we must make every cent count.
- 59. In 2013 we will:
  - a) Ensure transparency in accounting, governance and reporting to members and staff by sending detailed proposals to the EB members in a timely manner.
  - b) Establish a membership and affiliation fees working group to look at PSI's membership and affiliation fees strategy, including the possibility to review country indexation levels.
  - c) Present the findings of the 2012 World Congress Review to EB.
  - d) Identify and build the skills needed to implement new ways of working.

## **Summary of work in early 2013**

- 60. The following work is consistent with the priorities above but will have been carried out before the end of the regional consultations.
- 61. As mandated by Emergency Resolution at Congress, and in support of our affiliates in the MENA subregion, PSI will participate in the World Social Forum in Tunis (March 2013) through a variety of sectoral and issue-based workshops.
- 62. PSI will attend the IFI High Level consultations in Washington (February 2013) to ensure these institutions are aware of the detrimental effect of their policies and in particular the effects of privatisation and austerity on public services.
- 63. PSI will be part of the UN Special Thematic Session on "Water and Disaster" (March 2013) to highlight the fundamental role of public service workers in prevention, recovery, and reconstruction in natural disasters.

## 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

- a) 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.

## **Appendix B: Questions for SUBRACs, RECs and EB**

### **1. Resourcing PSI priority work**

- a) What resources can your affiliate bring to these activities (financial, staff, activists, advocacy, other partners)?
- b) How can we attract new resources to support our priority activities?
- c) How can your region support PSI growth through focused organising outreach?
- d) How will you integrate these activities into your regional work plan?
- e) What are some ideas for how PSI can support the leadership development of young workers both in unions and in their sectors?

### **2. Supporting sectoral work**

- a) How can we resource sector work?
- b) How can informal networks work?
- c) How should we deal with specific professional/ occupational groups in each sector?
- d) How should the sectoral work plans drive the PSI mandate?
- e) What are the most important issues to be dealt with in the establishment of the proposed fifth sector in Education, Culture and Media, and what can the affiliates do to support this work?

### **3. *Quality Public Services* local campaign initiative**

- a) Through these RAC and REC consultations, each region is asked to propose several urban or municipal centres or a local sector for consideration for targeted QPS campaign action, based on criteria for potential success, including:
- b) Municipalities that may have a sympathetic mayor and councillors, a unified municipal services union, and committed affiliate support;
- c) Where it may be possible to highlight best practices in defending against water or health privatization or outsourcing, or supporting first responders, or establishing an anti-tax haven campaign connected to municipal procurement.
- d) Where other global unions may have the opportunity to support the target QPS activities.