

Bringing Our Work Home

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What is contracting in?

- When a public body chooses to use its own staff and equipment to provide a service instead of a private company.

Why would
your local want
to participate
in the process
of contracting
in a service?

- Build relationships between management and the local
- Bring work back to the bargaining unit
- Strengthen the relationship between the local and your community
- Build capacity in your executive
- Build capacity in your members – increase opportunities
- Improve service quality for the community

When
wouldn't your
local want to
participate in
contracting in?

- When there is no buy in from your members

How do we get started?

- Executive consent/servicing rep feedback/division feedback
- Build a team
- Plan out the steps
- Talk to your membership

Build a team

- Executive member
- Members at large (particularly from the affected department)
- Servicing Representative
- Other specialist representatives (research, communications, coordinators)
- Community stakeholders

What the
process looks
like?

Varies from project to project

- Starts with a plan
- Communications with city staff, city elected and members
- Community awareness work
- Negotiations
- More communications
- More community awareness work
- More negotiations
- transition
- Change management and communications
- New in-house service
- More communications

Understanding your membership

- This type of work is time consuming and challenging
- It asks people to step outside their comfort zones
- It requires executives to think outside the box
- It requires strong relationships between the membership and the executive
- It requires open minds
- It requires resolve and firm belief in publicly delivered services

There are two important parts to the contracting in puzzle.

Long term actions
(building relationships and coalitions)

Short term actions
(keeping inventories and creating/sharing plans)

Create an Inventory

As a group think about the services that are contracted out or privatized in your community/communities. Make a list of all of them.

10 minutes

What goes into an inventory

Make sure your inventory includes:

- the service
- the contractor (include subs if they are using them)
- the expiration date
- any history you know of about the service provision

Where do I find that information out?

- Ask your purchasing department for a report (or FOI)
- Check statements of financial information or audited financial statements
- Ask an insider
- Council minutes and reports
- Research support

Prioritize Action

Factors to consider:

- Benefits of success
- Consequences of failure
- Likelihood of success

Prioritize

- Importance of early successes to future actions
- Which are the contracts that will have the most impact by bringing in-house?

Prioritize your action

Thinking about how we prioritize our actions, select from your list of privatized services one that you think would make a good pilot project. (5 minutes)

Justification

Justification is about showing how in-house is better than contracting in one or more of three key areas:

1. In-house services more responsive to community needs
 - Quality is meeting community needs effectively today and on an ongoing basis
2. Fair compensation and good working conditions for workers
 - Wages, compensation, benefits
 - Working conditions, health & safety issues
3. Responsible financial management of public funds
 - Decisions must be based on evidence
 - Profit incentive leads to lowering of quality to reduce expenses

Planning your justification

Consider the 3 key areas of justifications that we use when planning our justification and make a few quick notes about justifications that could be made about that service. (5 minutes)

Identifying Weaknesses

Who is delivering the service?

- Any history about the company (current contract or others) that could reflect on its capacity for operational effectiveness or financial management?
- Labour issues with the current contractor?
- Safety concerns (vehicle, oh&s, other)

Identifying Weaknesses

Assessment of quality of current service delivery

- Compared to local/regional/provincial standards or targets?
- Compared to public sector service delivery?
- Complaints? Problems? Negative trends in service linked to private sector involvement?
- Information gathered through monitoring performance over time

Identifying weaknesses

Impacts on workers

- Are wages/benefits significantly lower than in-house?
- Are there characteristics of the working conditions that cause concern (on-call provisions, split shifts, etc)?
- Have there been any reports of workers' health and/or safety being put at risk?

Identifying weaknesses

Cost issues?

- Is there a comparable service being delivered by public sector for less money?
- Has the cost of the service been consistently higher than budgeted?
- What are the experiences of comparable communities

Identify the weaknesses

Begin to map out the weaknesses (or perceived weaknesses) of your chosen service.

(7.5 minutes)

Developing In-house Alternatives

- Gather information about how service is delivered by the public sector in other communities and identify what elements could work in your community
 - Or gather information about how service is being delivered in your community and how it can be expanded
- Identify, in practical terms, options for how the service can be delivered effectively in-house, including any changes or re-organization of existing operations
- Identify gaps, if any, in in-house staff capacity (additional staff required training needs)

Develop In-house Alternatives

- Identify expenses or capital investments required, including any costs associated with transferring of the service from the private sector company.
- Estimate total costs for in-house option(s).
- Identify the quality and cost benefits (short and long term) that in-house service provides over private sector delivery.
- Note if there are benefits that come from the integration of the new in-house service with existing services already being provided.
- Gather any positive information about the public's views on in-house delivery of the service.

Alternative Plan

Consider the development of an alternative plan for your identified service. What can you identify right now that could be included in that plan? (10 minutes)

Developing Your Action Plan

It is important to build an Action Plan that will guide your contracting-in campaign.

Your Action Plan should include:

- Timelines
- Tactics
- Target Audience(s)
- Messages
- Roles and Responsibilities

Developing Your Message

- A good message explains, in a positive way, what your union stands for and is trying to accomplish.
- A good message is positive, reasonable, and helpful.
- A good message is clear, short and concise.
- A good message relates privatization to the needs of the public and shows how contracting out and privatization hurt ordinary Canadians and their families.
- A good message focuses on the impacts privatization has on the community and avoids reducing the issue to job-loss and protection of benefits. Our message should emphasize that the quality, efficiency and availability of threatened services will deteriorate if the services are contracted out.

Influence Decision Makers

- Identify potential allies in the government and the community—influential individuals and organizations.
- Demand transparency (sharing of all relevant information) and meaningful public consultation.
- Advocate for early involvement of union in discussion and development of options.
- Focus on the desired outcomes and demonstrating cost-effective ways of achieving those outcomes.
- Advocate for accurate and legitimate comparison of in-house versus contracting out options: ensure overhead, administrative, monitoring and oversight costs are accounted for appropriately.

Create a
message and
Identify Who
you need to
talk to!

At your table create a clear message about what you want to communicate about your pilot project. (10 minutes)

Share your pilot project

Starting with your message statement, tell us a little bit about your project and why the service you have chosen should be contracted in.

Manage Transition

- What does this change look like for members?
- Be part of the team – to a point.

Some Notes

- Process is rarely linear
- Important to manage transition to in-house
- Tactics will be influenced by
 - Overall political environment
 - Existing relationships with senior managers and elected officials
 - Government financial situation
- Local history with the delivery of a particular service

Bargaining Contracting Out Language

There are four major areas to look at when drafting and reviewing collective agreement language:

- Getting ahead of privatization: notice, disclosure and consultation.
- Preventing privatization: contracting out language.
- Reversing privatization: language to bring work in house.
- Protecting benefits from privatization or delisting.

Bargaining Contracting Out Language

The best possible collective agreement language against contracting out contains three elements:

- A total ban on future contracting out.
- An agreement that work already contracted out will be brought back into the bargaining unit as soon as possible.
- In the meantime, all subcontractors will provide wages and working conditions at least equal to those in the collective agreement.

Bargaining Contracting Out Language

Complete restriction on contracting out any work presently performed by the bargaining unit.

Example A: LOCAL 116 GRADUATE STUDENT SOCIETY ARTICLE 22.02

No work of the bargaining unit shall be contracted out without the written agreement of the Union.

Example B: UNITED WAY OF THE LOWER MAINLAND ARTICLE 34.01

The Employer agrees that work or services presently performed or hereafter assigned to the collective bargaining unit shall not be subcontracted, transferred, leased, assigned or conveyed to any other person, company or non-unit employees, unless agreed to in writing by the Union. This article shall not interfere with the provisions of Article 40.

Building Relationships with Decision Makers

- The best way to protect public services is to work to get progressive politicians elected.
- Even one or two sympathetic members on the municipal council or school board can make a difference when contracting out is being debated.
- It is important to establish a plan on how you will hold elected officials accountable and also develop a plan on how you will build relationships with each elected official.
- Decision makers need to have information to use to help keep services public.

Building Relationships with Decision Makers

- Senior Staff {or other key players}
- Board of Directors
- Mayors, Councillors, Regional District Representative, Electoral Directors
- School Board Trustees
- MLAs
- MPs

You must identify who is truly making the decision

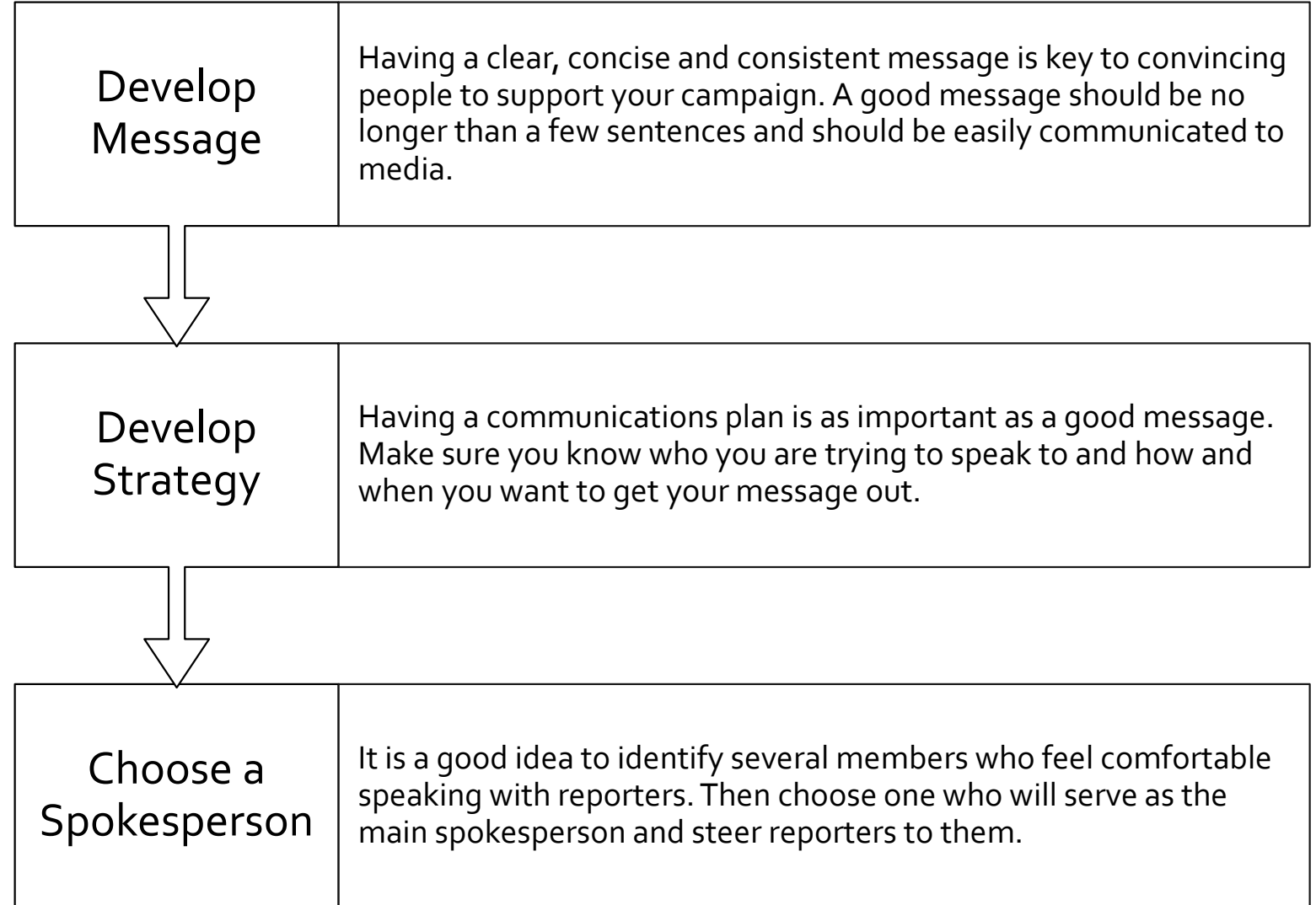
Changing Procurement Policy

Consider lobbying to have an inhouse comparator done for all procurement over a certain threshold.

- This is the opposite to policies that require a privatized comparator for projects.

Communicating for Contracting-In

Using the Media & How to Communicate Effectively



Using the Media & How to Communicate Effectively

- **Who is your audience:** You are most likely trying to speak to the users of the public service that is being privatized. Who are they? Seniors? Youth? Parents? The general public? Different messages and mediums might work better for each one of these populations. Where does your target audience get news?
- **Coverage:** Does a particular newspaper, radio station or TV station serve your target audience? For example, if the service you are concerned about is mainly used by the elderly, a heavy metal rock radio station would be an unlikely choice.
- **Choosing a media source:** Television, print newspapers and radio continue to be the leading sources of news for Canadians. Increasingly, younger people are turning to the internet and social media forums, like Twitter, for their daily dose of information. It is a good idea to use a variety of sources.

Using the Media & How to Communicate Effectively

- Prepare a simple one-pager of facts and/or basic background information for the media about your union local and who you represent. Do not assume reporters know that CUPE stands for the Canadian Union of Public Employees or what kind of work members do.
- Personal contacts are more effective than a news release. Keep track of who is reporting on what issues and follow up by phone or e-mail with additional information. On-going contact will help develop a relationship of trust. Then reporters will seek you out for comment.
- Keep the media informed. Make sure the media in your community knows who you are and how to reach you if they need information or want a comment or interview.

How to Make Your Issue News

Impact – events that affect many people, e.g., an airline strike or a major storm.

Timeliness – events that are immediate or recent, e.g., election results, how workers vote in tight negotiations, a city's proposal to privatize a recreation facility.

Prominence – events with well-known persons or institutions, e.g., CUPE's National President draws media as the representative of hundreds of thousands of CUPE members across Canada.

Conflict – events reflecting clashes between people or institutions, e.g., fist-waving protestors on the steps of Parliament.

Bizarre – events that deviate sharply from everyday life, e.g., an unemployed worker who wins a lottery.

Currency – events and situations being talked about, e.g., the ongoing cutbacks and changes to health care.

How to Get Your Message Out

Paid Advertising

Newspaper Ads (can be in print or online)

Radio Ads

Billboards

Transit Advertising

Sponsorships

Print Ads in community rec guides or other local magazines

Facebook Ads (or other social media ads)

Earned Media

Letters to the editor

Op-Eds

Press Releases Published

Print Stories

Interview with TV or Radio Station

Social Media post with high number of shares (viral content)

Other Tactics

Leaflets

Community Mailings

Email Campaign

Meetings with Decision Makers

Presentations

Public Forums

Information Booths

Campaign Resources

Available Resources

- Cost Shared Campaigns with CUPE National
 - Trustees Report, Letter from CUPE National approving bylaws, Dues Check-Off Report
- What is offered by your Division?
 - CUPE BC Contracting-In Pilot Project
 - Contracting-In Committee
- Access to Staff
 - Communications, Research, Legal, National Anti-Privatization Coordinator, Other Specialized Staff

Be out in front
of issues

- Council Watch
- Engaged Membership
- Progressive politicians
- Excellent relationships with city staff
- Community Coalitions and support

Questions?

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Materials located at

<https://cupe.ca/western-muni-resources>

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