

A Labor Management Committee was formed in February 2020 to collaboratively develop a proposal to the Executive Director-Treasurer on restructuring MTA field operations to most effectively advance the Blueprint Strategic Priorities adopted by the Board. Following is the recommendation of the Executive Director-Treasurer, which represents a consensus reached by the LMC after nearly six months of research, exploration, and analysis. Adopted by the MTA Board of Directors: July 24, 2020.

BLUEPRINT STRATEGIC FRAMEWORK

Our mandate is to adapt the MTA staffing structure to most effectively advance the Blueprint strategic priorities adopted by the Board of Directors:

- Connect Members to the Life of the Union
- Cultivate and Support Leadership at All Levels of the Union
- Maximize Our Bargaining Power
- Advance Policy Solutions and Campaigns
- Lead on Economic, Social and Racial Justice

To implement the Blueprint strategic priorities adopted by the Board requires:

- A field operation that supports establishing strong rank and file communication structures in locals, effective leadership identification and development, and meticulous member sign-up systems
- Increased staff organizing and strategic campaign resources dedicated to supporting locals as they build their power at the bargaining table by growing rank and file activism and leadership
- Systematic training programs and opportunities for local activists
- Systematic training and professional development for staff as they transition to new roles and priorities and as new staff are hired

DIVISION/JOB TITLES

Both the division structure as well as areas of responsibility are changing as a result of this proposal. To avoid confusion, the following name/title changes are recommended:

Affiliate Services + Higher Ed = Field and Organizing Division

Current Field Rep positions will be retitled as Field Rep Organizer positions

Current FTTE Organizer positions will be phased out and replaced by Regional Organizer positions

FIELD REP ORGANIZERS

The structure proposed by the LMC acknowledges both the need for additional staff in the field to address workload distribution and the need for a structure that enables field representatives to focus more of their time on internal organizing to build capacity for:

Membership Recruitment Systems, Leadership Identification and Development, Issue Organizing, Contract Action Campaigns and Open Bargaining

6 new full-time additional Field Rep Organizers in preK-12 and Higher Ed

- 5 new Field Rep Organizers in preK-12 and 1 new Field Rep Organizer in Higher Ed
- Retiree-Student/ESP/New Member Organizers each working directly with locals to recruit, develop new leadership, support local bargaining/issue campaigns, etc. (Up to an additional 1.5 FTE in the locals)

REGIONAL ORGANIZERS

This is a new position where regional organizers will focus on strengthening regional and campus coalition organizing and partner with Field Rep Organizers to develop local organizing campaigns in a larger number of locals.

Six new Regional Organizers

- One in each Regional Office, plus Higher Ed

Duties may include:

- Support organizing and growth of Regional Bargaining Councils and Action Networks
- Assist Bargaining Councils/Action Networks to foster solidarity in coordinated bargaining and support of each local's bargaining actions
- Collaborate with Bargaining Campaign & Strategy Specialists to implement strategic bargaining campaigns in the region
- Coordinate statewide campaign activity in the region
- Assist locals to build relationships with student, parent, and community organizations
- Serve as an organizing resource for staff and local leaders in the region
- Serve as a regional and sometimes statewide rapid response organizing team to be nimble in response to crises or opportunities
- Prioritize organizing through a racial justice lens and making sure other underrepresented constituencies are empowered

BARGAINING CAMPAIGN AND STRATEGY SPECIALISTS

This Team will develop bargaining standards and campaign strategies that maximize our bargaining power, engage the rank and file membership, and develop leadership at all levels of the union. This will free up time for Field Rep Organizers to do work around internal organizing by creating systems and bargaining efficiencies.

Three new Bargaining Campaign & Strategy Specialists

- Work as a team based out of the Quincy office and collaborate closely with Field Rep Organizers and Regional Organizers

Duties may include:

- Develop model contract language
- Build and then oversee maintenance of an easily searchable contract and language database
- Partner with Regional Organizers to develop regional bargaining strategies and standards and support the activities of the regional bargaining councils/action networks
- Provide analysis on the financial health of school districts, colleges and universities, and assist locals with budget analysis, costing out, campaign research, etc.
- Provide expertise to Field Rep Organizers on shared complex issues including health insurance, evaluations, etc
- Identify points of leverage through research, data and power analysis
- Participate in bargaining sessions when needed
- At least one of the three should be someone with higher education knowledge and expertise
- Develop training for locals on bargaining and campaign strategies in conjunction with TPL

DIVISION STRUCTURE

- Create a single Field and Organizing Division that includes both the current Affiliate Services and the Higher Education Divisions
- F&O Director supervises management staff and provides overall vision, strategy, and coordination for MTA field operations
- Add one additional F&O Field Manager
 - Supervises one regional office (Metro?)
 - Supervises bargaining/campaign strategy staff and regional organizers
 - Oversees development of staff and member training programs (in collaboration with TPL and HR)

RACIAL JUSTICE

- Each regional office needs to grow its capacity to support organizing among educators of color and help build alliances between locals, students, parents and communities of color
- Aim to increase the diversity of field staff in the regions and Higher Ed
- Raise consciousness and foster an analysis of white supremacy, patriarchy and systemic racism among all field staff so that they will be better able to address issues of racial and economic justice and bias in all forms and support members of color

Staffing and structure recommendations are subject to applicable collective bargaining obligations and MTA internal processes.

Racial justice goals will also be addressed through organization-wide assessment and structural proposals that encompass all divisions.