

ADVANCING EDUCATION
INCOME AND HEALTH

COMMUNITY SERVICES

Program Manual



GIVE. ADVOCATE. VOLUNTEER.

UnitedWay.org

AFL-CIO
COMMUNITY SERVICES



AFL-CIO Community Services and United Way Partnership



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INTRODUCTION

Community service is the foundation of the labor movement. Even before collective bargaining, unions led the way in offering a helping hand to our sisters and brothers and to the community at large. As unions have grown and matured, our efforts and commitment to help working families and improve community life has grown and matured right along with it. With the merging of the AFL and CIO, unions formalized this tradition with the creation of the AFL-CIO Community Services Program.

From its inception, AFL-CIO Community Services has been about helping and empowering people. By providing assistance to members and others in need through pass-the-hat collections and by helping people find community and public resources, AFL-CIO Community Services is and always has been a vital tool in building power for working families and adding value to programs.

AFL-CIO Community Services seeks to address the shortcomings of our public and private systems by providing services to those in need and leveling the playing field that prevents working families from realizing their full potential. But community services is more than handing someone a bag of groceries when they are hungry; it’s about creating an environment in which working families can live, work and flourish in vibrant communities.

The AFL-CIO Community Services Network is the backbone of the program. As a result of a 70+ year partnership with United Way Worldwide, unions have a network of over 160 full time AFL-CIO Community Services Liaisons and dozens of labor agencies working with AFL-CIO central labor councils and state federations.

This manual is designed to assist central labor councils, area labor federations and state federations coordinate community services activities and programs to enhance their strategic priorities, understand their role in the development and implementation of the work, evaluate the strengths and weaknesses of their current program and create a plan for the best and most productive Community Services Program for their communities. In areas without full time Community Services staff, unions and central labor councils are naturally engaged in Community Services and will find this manual a useful tool to assess their Community Services work and, perhaps, seek to develop local partnerships to create new local full time AFL-CIO Community Services positions.

We hope this manual provides insight and support to you in thinking about and implementing the AFL-CIO Community Services Program in your community and your state.

In solidarity,

Will Fischer
AFL-CIO Community Services

KEY ELEMENTS OF AN AFL-CIO COMMUNITY SERVICES AND UNITED WAY Partnership Program



COMMUNITY SERVICES CORE ACTIVITIES

ASSISTANCE TO WORKERS AND THEIR FAMILIES

- Establish a union-based program to help working families and retirees access community and government programs
- Coordinate dislocated worker programs and strike and lockout assistance

SERVICE TO THE COMMUNITY

- Conduct strategic community services projects to support the whole community
- Support efforts to positively impact working families and our communities
- Coordinate promotion and recognition of CLC and union community services projects

BUILD UNION AND VOLUNTEER CAPACITY

- Establish and maintain an active Community Services Committee
- Conduct Union Community Activist Network (UCAN) training
- Recruit and train union community activists
- Build coalitions with community organizations, large and small
- Maintain a data base of union volunteers, activists, unions, workplaces and community contacts
- Provide staff support for the local labor movement, local United Way and affiliated organizations
- Promote leadership development, training and diversity

ADVOCATE FOR IMPROVED PUBLIC AND PRIVATE SUPPORT SYSTEMS

- Mobilize union activists and community organizations
- Support the Community Impact efforts of the United Way
 - Education (link to United Way Education Web page)
 - Income (see above)
 - Health (see above)
- Facilitate labor representation in community organizations
- Coordinate citizenship activities to support good public policy

GOALS FOR THE COMMON GOOD

EDUCATION

- Facilitate union and community support for public education strategies including school-to-work programs, book drives, community services access to families, public awareness and public policy
- Collaborate with teachers and educators, union and non-union, to improve outcomes
- Recruit volunteers from within the labor movement as mentors, tutors, readers and other capacities in education

INCOME

- Promote high-road economic development
- Coordinate community support for public policies that provide opportunities for sustainable, good-paying jobs such as the infrastructure bank, job training, supports for the unemployed, etc.
- Support efforts to help unemployed and low income workers access programs for affordable housing, income support, expense management and asset building

HEALTH

- Support efforts to improve access to health care and health care insurance
- Promote awareness of healthy choices for youth and families around nutrition, physical activity and substance abuse
- Work with the local labor movement around efforts to improve housing, safe home environments and safe neighborhoods

GIVE. ADVOCATE. VOLUNTEER.

GIVE

- Coordinate fundraising in organized workplaces for the United Way
- Cultivate non-participatory union and community organizations to participate in the United Way workplace fundraising
- Maintain accurate records of giving history in organized workplaces
- Establish a recognition program for union donors

ADVOCATE

- Coordinate community forums around issues affecting working families
- Provide education and support on public policy issues
- Coordinate civic participation programs

VOLUNTEER

- Coordinate volunteer recruitment, training and mobilization
- Support and participate in Red Cross or other agencies with similar programs for disaster services, health and safety training, blood drives and community education programs
- Facilitate recognition for union volunteers



**AFL-CIO COMMUNITY
SERVICES PROGRAM
CHART AND
Partnership Structure**

AFL-CIO COMMUNITY SERVICES PROGRAM CHART

- 56 National and International Unions
- 51 State Federations
- 468 Central Labor Councils
- Thousands of Affiliated Local Unions
- Representing Over 12 Million Working People

AFL-CIO COMMUNITY SERVICES started decades ago with labor’s desire to help union members and serve their communities. AFL-CIO unions are long-time committed partners in our communities with United Way. Labor believes in and supports the United Way focus on education, income and health – the building blocks for a good quality of life.

Executive Council

- President
- Secretary-Treasurer
- Executive Vice President
- 56 Vice Presidents

AFL-CIO Executive Council Committee on State, Local and Community Strategies

AFL-CIO Campaigns Department

- National and Field Staff
- Regional Directors
- Community Services Liaisons and Labor Agencies
- Department of Labor Participation, United Way Worldwide

Community Services Activities

- Working Family Advocacy: Education, Income and Health
- Assistance to the Unemployed and Underemployed
- Fundraising
- Community Projects
- Strike Assistance/Lockout
- Union Community Activist Network (UCAN)
- Volunteer Recruitment
- Disaster Relief



AFL-CIO Community Services and United Way Partnership

ROLES AND RESPONSIBILITIES



AFL-CIO COMMUNITY SERVICES COORDINATOR

Responsible for coordinating the Community Services activities of the federation, including AFL-CIO relationships with United Way Worldwide and other major charitable non-profits, developing policies, procedures and training for the AFL-CIO Community Services network and supporting the Community Services activities and programs of AFL-CIO state and local central bodies. Also serves as consultant to affiliated national and international unions on community and human services issues and works to help state federations and central labor councils with developing strategies designed to link allied community and faith organizations with the AFL-CIO agenda in local communities.

COMMUNITY SERVICES LIAISON REGIONAL DIRECTORS

Coordination, training and support of state federation and local central labor council Community Services programs, including working with regional and state AFL-CIO staff and labor council leadership to integrate the work of local Community Services staff with the goals and programs of the AFL-CIO; problem-solving, conflict resolution, consultation and technical assistance in local central labor council/United Way relationships; program development; training, coordination and support of local Community Services staff.

AFL-CIO STATE FEDERATION

Coordination and support AFL-CIO Community Services within the state including convening CLCs and CS Liaisons; cultivating relationships with United Ways; sponsoring state CS conferences and meetings; advocating for public policy on human services; mediating disputes; coordinating support for unemployed, striking and locked out workers; sponsoring statewide Community Services actions and projects.

AREA LABOR FEDERATION

Responsible for the strategic implementation of Community Services programs and activities in central labor councils and adherence to AFL-CIO Community Services policies. Coordination of central labor council Community Services programs across jurisdictions, when practical. Provide leadership and financial support to enable central labor councils to effectively accomplish Community Services objectives.

CENTRAL LABOR COUNCIL

Primary responsibility is for overall direction of the AFL-CIO Community Services Program and management of the Labor/United Way Partnership at the local level; jointly responsible with the employing agency for supervision and support of the AFL-CIO Community Services liaisons or labor agency staff; development with Community Services staff of an annual work plan; assignment of liaison to support AFL-CIO organizational development activities as appropriate; negotiate a MOU with employing agency; use of AFL-CIO approved selection procedure for filling liaison positions; negotiation with employing agency on salary, benefits, work

plan, evaluations and disciplinary issues; recommendation of union representatives to boards and committees of all non-profit agencies; appointment and support of an effectively operating Community Services Committee; leadership support for Community Services fundraising activities; convener for community problem solving.

COMMUNITY SERVICES COMMITTEE

The Community Services Committee of the state federation or central labor council is an action committee that is representative of key affiliates and activist unions. The committee is supported by the Community Services Liaison where available and recommends and organizes strategic community services projects; recruits volunteers; develops UCAN and other training curricula; considers programs and initiatives of the United Way and other organizations and can recommend action to the CLC; helps the CLC mobilize for United Way and other CLC sanctioned community events; undertakes other Community Services activities requested by the CLC.

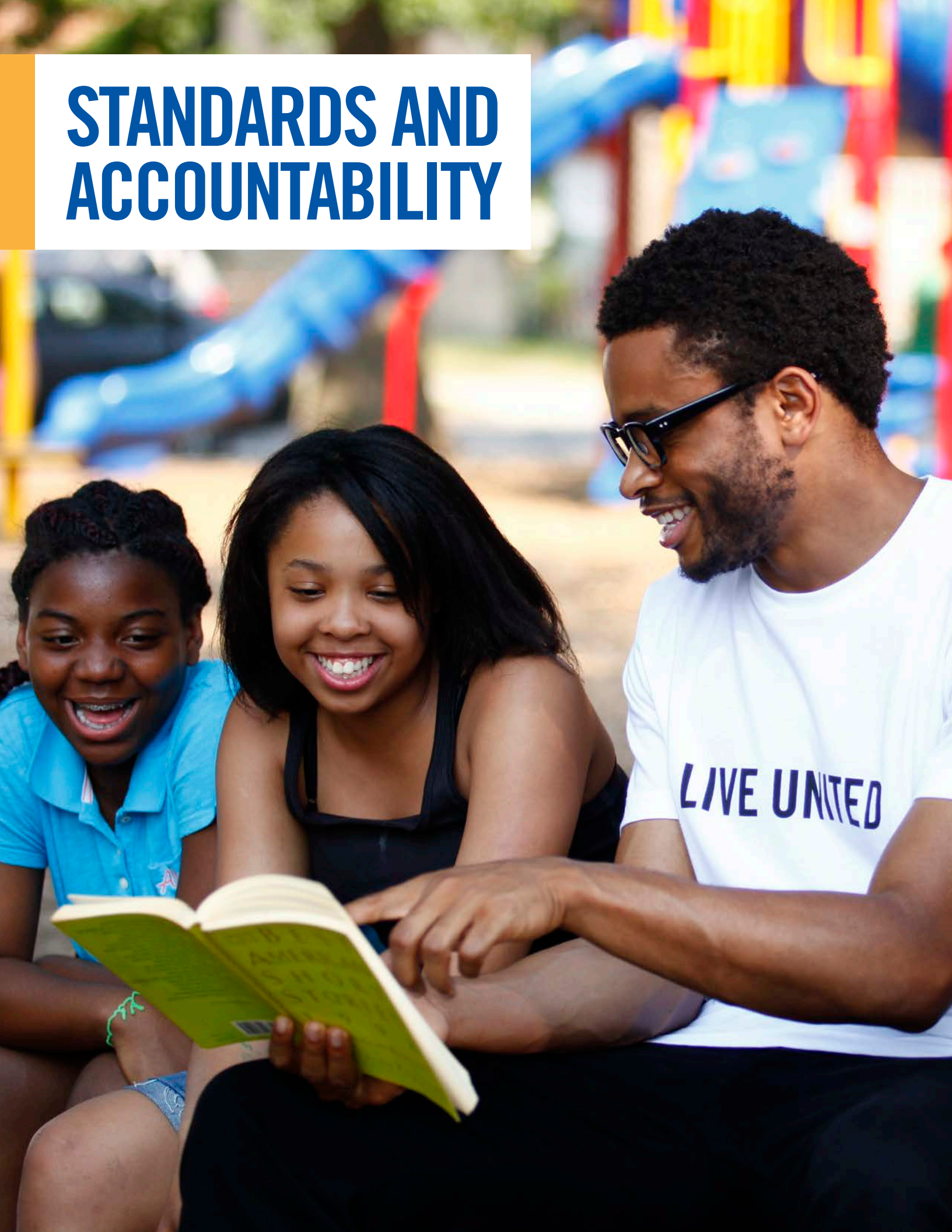
COMMUNITY SERVICES LIAISON

Responsible for carrying out the AFL-CIO Community Services Program under the direction of and in coordination with the central labor council and the Community Services Committee in accordance with AFL-CIO policy and principles and the Key Elements of Community Services. Liaisons develop an annual Community Services work plan jointly with the employing agency that includes recruiting, training and coordinating union volunteers, providing assistance for working families in need; coordinating support for the unemployed, strike and lockout assistance and disaster response; staffing the Community Services Committee; coordinating Community Services fund raising activities; advocating for public policy issues; responding to requests for assistance from AFL-CIO or affiliates on special projects and campaigns as directed by the central labor council; attending and participating in AFL-CIO conferences and trainings as appropriate.

AFL-CIO COMMUNITY SERVICES LABOR AGENCIES

Same as Community Services Liaisons with additional administrative and fiduciary responsibilities as a 501(c)3 organization. The relationship between the central labor

STANDARDS AND ACCOUNTABILITY



COMMUNITY SERVICES STAGES OF DEVELOPMENT

ACTIVITY	REACTING	MOBILIZING	POWER-BUILDING	AGENDA-DRIVING
EDUCATION AND TRAINING	Accepts offers of training from AFL-CIO and UWW	Recruits participants for training offered by AFL-CIO and UWW UCAN training is only human services	Comprehensive UCAN curriculum based on national and priorities of AFL-CIO and UWW Targeted recruitment Training results in tangible action	Trainings target top 10 unions and community partners Training agendas complements the strategic goals of the CLC
COMMUNITY SERVICES COMMITTEE	Chair but no committee Ad hoc report when requested	Key unions have active designee who attends meetings Ad hoc committee projects Verbal reports to CLC on projects	Committee members recruit volunteers from their locals for activities Committee includes women, young workers, people of color and LGBT diversity	Committee has a strategic plan Outcomes are strategic and list building
ISSUE MOBILIZATION	Recruits volunteers as needed Knows location of union worksites of CS activists	Targets top 10 unions Knows location of union worksites	Maintains volunteer data base in the CLC Engages community partners in issue mobilization	Utilized workplace structure for flyers and issue education Conducts community forums on issues Maintains an annually updated database of all union worksites and community partners for Community Services and Issue Mobilization
STRIKE ASSISTANCE	Responds after strike happens	Offers information on resources	Knows when contracts expire and offers support prior to expiration Trains the Local Union Strike Assistance Committee	Supports union leadership to carry out strike assistance Key community organizations engaged

ACTIVITY	REACTING	MOBILIZING	POWER-BUILDING	AGENDA-DRIVING
LABOR REPS ON BOARDS OF DIRECTORS	Ad hoc reps on boards	Members appointed to boards by the CLC	Promotes CLC initiatives Reports to CS committee Labor reps attend meetings and are active board members	Labor reps are placed in key community organizations of strategic value Mix of elected and rank and file appointments
VOLUNTEER ENGAGEMENT	Recruit as needed	Maintains database of all volunteers	Systematic approach to recruitment through local union structures recognition	Database with volunteer history, interests, skills, access to equipment Volunteer receive regular communications and are engaged in labor activities
COMMUNICATIONS	Sporadic communication	Regular CS newsletter or blog and reports on CS activities and projects	Communications integrated to CLC and United Way systems	Full use of social media, e-activist, engaging all local unions and union worksites
WORKSITE DATABASE	Electronic list at United Way	Recruiting lists Harvest emails and keep in CLC database	Has a plan for signing people up including union leadership, activists, and community organization reps	Can match worksite strengths to names Maintains up-to-date database of worksites
UNITED WAY BOARD REPS	No union representation on the UW BOD or a union member serves but doesn't represent the CLC	United Way asks for a labor rep (instead of CLC driving)	CLC nominates labor reps to local UW and Executive Committee	Labor reps have high attendance record Provides report on labor community services projects to CLC and UW
UNITED WAY CAMPAIGN FOR THE COMMON GOOD	Labor Council supports the goals	Union members volunteer in goals activities	Union leaders from goals industries on GCG committees	Sits on the board and engages fully in solutions Goals projects help support strategic interest of labor

ACTIVITY	REACTING	MOBILIZING	POWER-BUILDING	AGENDA-DRIVING
UW CAMPAIGN	No credit or recognition for labor Union accounts not identified	Labor campaign committee Support union accounts	Labor kick off event Labor speaker's bureau	Labor leadership giving program Full credit and recognition for labor's contributions Labor rep on UW campaign committee
MOU /WORKPLAN	CS Liaison position based on verbal agreement between UW & CLC	MOU for CS Liaison CS Liaison workplan driven by UW priorities MOU in non CSL areas between the CLC and UW for UW campaign and community collaboration	Priority driven joint workplan supported by both partners CS Liaison evaluation conducted by UW	Joint evaluation of CS Liaison with salary and benefits negotiated by CLC and based on measurable outcomes Workplan reflects strategic interests
UW PUBLIC POLICY	When possible, CLC supports UW on issues when requested	CLC requests letters and calls to elected officials on UW issues	Labor rep on UW public policy committee	CLC and UW staff meet annually to shape UW positions Agree on common issues and identify potential contentious issues
UW DISASTER PREPAREDNESS AND RESPONSE	Recruits volunteers as needed Has contact with primary disaster response agencies	Provides disaster preparedness information to local unions at least annually	Has trained group of labor community emergency response team (CERT) volunteers Has a disaster response plan for the CLC	CLC has labor rep on Citizen Corps Council (CCC) Labor CERT team participates in community DR exercises CCC has a long term DR plan including responsible recovery standards.

RESOURCES



Local Union Information Form Union Basics

State: _____ International Union: _____ Local No.: _____

District: _____ Common Name of Union: _____

Union Address: _____

City: _____ State: _____ Zip: _____

Phone No.: _____ Fax No.: _____

E-Mail: _____

Union Specifics

Primary Sector: ☐ Building Trades ☐ Health Care ☐ Private Sector/Industrial
☐ Transportation ☐ Public Sector ☐ Other: _____

No. of Full-Time Staff: _____ No. of Stewards/Business Agents: _____

No. of Worksites: _____ No. of Phone Lines: _____ Affiliations: State Fed.: ☐ yes ☐ no
CLC: ☐ yes ☐ no

Meeting Space: ☐ yes ☐ no

Meeting Frequency: ☐ Weekly ☐ Biweekly ☐ Monthly ☐ Bimonthly ☐ Quarterly ☐ Yearly

Meeting Time: _____ Meeting Location: _____

Newsletter Frequency: ☐ Weekly ☐ Biweekly ☐ Monthly ☐ Bimonthly ☐ Quarterly ☐ Yearly

Retiree Program: ☐ yes ☐ no

Satellite Union Office Information

State: _____ Union Acronym: _____ Local: _____

Satellite Office Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-Mail: _____

No. of Full-Time Staff: _____ Meeting Time: _____ No. of Stewards/BAs: _____

No. of Worksites: _____ Meeting Frequency: _____

State: _____ Union Acronym: _____ Local: _____

Satellite Office Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

E-Mail: _____

No. of Full-Time Staff: _____ Meeting Time: _____ No. of Stewards/BAs: _____

No. of Worksites: _____ Meeting Frequency: _____

Please fill out this form and give it to your political coordinator or your state federation.

Local Union Contact Information Form

State: _____ International Union: _____ Local No.: _____
Last Name: _____ First Name: _____
Title: ☐ President ☐ Secretary-Treasurer ☐ Vice President ☐ Executive Secretary-Treasurer
 ☐ Business Agent/Manager ☐ Steward ☐ Political Coordinator ☐ Other _____
Address: _____
City: _____ State: _____ Zip: _____
Day Phone: _____ Evening Phone: _____
Mobile Phone: _____ Fax: _____
E-Mail: _____
Responsibilities: ☐ Coordinator ☐ Officer ☐ Newsletter ☐ Retiree ☐ Zone _____

State: _____ International Union: _____ Local No.: _____
Last Name: _____ First Name: _____
Title: ☐ President ☐ Secretary-Treasurer ☐ Vice President ☐ Executive Secretary-Treasurer
 ☐ Business Agent/Manager ☐ Steward ☐ Political Coordinator ☐ Other _____
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Mobile Phone: _____ Fax: _____
E-Mail: _____
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Mobile Phone: _____ Fax: _____
E-Mail: _____
Responsibilities: ☐ Coordinator ☐ Officer ☐ Newsletter ☐ Retiree ☐ Zone _____

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 ☐ Business Agent/Manager ☐ Steward ☐ Political Coordinator ☐ Other _____
Address: _____
City: _____ State: _____ Zip: _____
Day Phone: _____ Evening Phone: _____
Mobile Phone: _____ Fax: _____
E-Mail: _____
Responsibilities: ☐ Coordinator ☐ Officer ☐ Newsletter ☐ Retiree ☐ Zone _____

Program Activities Form

State: _____ International Union: _____ Local No.: _____

Zone: _____

Last Name: _____ First Name: _____

Action

- | | |
|---|---|
| <input type="checkbox"/> Leaflet | <input type="checkbox"/> Mailing |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Phone |
| <input type="checkbox"/> Voter Registration | <input type="checkbox"/> Leadership Meeting |
| <input type="checkbox"/> File Update | <input type="checkbox"/> Walk |
| <input type="checkbox"/> Walk Support | <input type="checkbox"/> Rally |
| <input type="checkbox"/> Other | <input type="checkbox"/> Issue Survey |

Activity Date: _____
Completed: ☐ No ☐ Maybe ☐ Yes

Content

- | | |
|--|---|
| <input type="checkbox"/> Education | <input type="checkbox"/> Health Care |
| <input type="checkbox"/> Guns | <input type="checkbox"/> Jobs |
| <input type="checkbox"/> Labor Candidate (Target 5000) | <input type="checkbox"/> Medicare Prescription Drug Benefit |
| <input type="checkbox"/> Minimum Wage | <input type="checkbox"/> Multi-Issue Comparison |
| <input type="checkbox"/> Overtime Pay | <input type="checkbox"/> Pensions and Retirement Security |
| <input type="checkbox"/> Prevailing Wage | <input type="checkbox"/> Privatization |
| <input type="checkbox"/> Project Labor Agreements | <input type="checkbox"/> Right to Organize |
| <input type="checkbox"/> Right to Work for Less | <input type="checkbox"/> Social Security |
| <input type="checkbox"/> Trade | <input type="checkbox"/> Voter Registration |
| <input type="checkbox"/> Workplace Safety | <input type="checkbox"/> Other |
| <input type="checkbox"/> GOTV | <input type="checkbox"/> None |
| <input type="checkbox"/> Multi-Issue Single Candidate | <input type="checkbox"/> Opponent Issues |

Campaign

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> Presidential | <input type="checkbox"/> Gubernatorial |
| <input type="checkbox"/> U. S. Senate | <input type="checkbox"/> State Legislature |
| <input type="checkbox"/> U. S. House | <input type="checkbox"/> Statewide Other |
| <input type="checkbox"/> Initiative | <input type="checkbox"/> Local |
| <input type="checkbox"/> Other | <input type="checkbox"/> None |

Worksite Information Form

Worksite Basics

International Union: _____ State: _____ Local No.: _____
District: _____

Worksite Specifics

Worksite Code: _____
Employer: _____ Worksite: _____ No. of Members: _____
Worksite Address: _____
City: _____ State: _____ Zip: _____
Shift Information: _____
Coordinator: _____

Worksite Code: _____
Employer: _____ Worksite: _____ No. of Members: _____
Worksite Address: _____
City: _____ State: _____ Zip: _____
Shift Information: _____
Coordinator: _____

Worksite Code: _____
Employer: _____ Worksite: _____ No. of Members: _____
Worksite Address: _____
City: _____ State: _____ Zip: _____
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Coordinator: _____

Worksite Code: _____
Employer: _____ Worksite: _____ No. of Members: _____
Worksite Address: _____
City: _____ State: _____ Zip: _____
Shift Information: _____
Coordinator: _____

Worksite Code: _____
Employer: _____ Worksite: _____ No. of Members: _____
Worksite Address: _____
City: _____ State: _____ Zip: _____
Shift Information: _____
Coordinator: _____

MODEL PARTNERSHIP WORK PLAN PLANNING TEMPLATE

AFL-CIO Community Services Liaison with a Local United Way

NOTE: This Planning Template is offered to assist in developing priorities for inclusion in a practical and workable joint work plan that reflect local priorities of the CLC and United Way.

COMMUNITY SERVICES CORE ACTIVITIES

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
I. Assistance to Workers and Their Families					
A. Establish a union based program to help working families and retirees access community and government programs and services.	1. Provide information and referral and case management to people seeking assistance. 2. Develop a network of union community activists in local unions. 3. Provide additional training as requested.				
B. Coordinate Dislocated Worker Programs and Lockout and Strike Support	1. Develop a Resource Guide for working families facing hardship. 2. Assist in establishing lay-off, lockout or strike support by engaging union, government and community resources including Rapid Response and other government funded programs for workers and their families in need.				
II. Service to the Community					
A. Conduct strategic Community Services projects to support the whole community.	1. Develop relationships with religious and community organizations to build strategic alliances.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
Service to the Community (continued)					
	2. Identify union Community Services projects to assist these organizations. 3. Help recruit union volunteers, including retirees, for CLC or local union sponsored projects. 4. Coordinate and/or assist with Community Services projects and activities of the CLC and local unions.				
B. Support efforts to positively impact working families and our communities.	1. Identify community organizations that are working to improve conditions for working families. 2. Link union leadership to these organizations for collaboration.				
C. Coordinate promotion and recognition of CLC and union community services projects.	1. Facilitate issuance of press advisories, press releases and coordinate earned media, social media and other opportunities to publicize and recognize volunteer efforts.				
III. Build Union and Volunteer Capacity for the Labor Council					
A. Staff the Labor Council's Community Services Committee	1. Staff the committee by assisting the chair with the agenda, minutes, and scheduling of meetings. 2. Assist with the development and implementation of the committee work plan.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
Build Union and Volunteer Capacity for the Labor Council (continued)					
	3. Develop a strategy to recruit new members for the committee to assure diversity and representation of key unions.				
B. Conduct Union Community Activist Network (UCAN) Training	1. In consultation with AFL-CIO staff, CLC leadership and the CS Committee, identify the strategic priorities to be included in the training. 2. In consultation with the CS Committee, local union leadership, UW and community allies, identify human services, programs and other topics to be included in the training. 3. Promote and coordinate content and logistics for the UCAN training program following the guidelines of the AFL-CIO UCAN Program.				
C. Maintain a database of union volunteers, activists, unions and workplaces	1. Use a CLC approved database to maintain information. 2. Develop a system to collect volunteer information from UCAN classes, the UW campaign, Community Services projects, CLC and local union activities.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
Build Union and Volunteer Capacity for the Labor Council (continued)					
	3. Collect information on local unions and union workplaces through the CLC, UW and other sources. 4. Enter and maintain information for use as needed.				
D. Establish community contacts and a database to help build coalitions with ethnic, religious, and other community organizations	1. Gather information using a CLC approved database format on all community contacts, targeting those with human services and/or strategic value to working families. 2. Maintain and update information annually.				
E. Provide staff support for the Labor Council and affiliate organizations	1. Assist the officers of the CLC as needed. 2. Provide logistical support for CLC activities. 3. Support affiliates, constituency groups and community allies.				
F. Promote diversity and leadership development and training	1. Recruit participation of women, people of color, religious and ethnic groups for UCAN and other training. 2. Seek opportunities for participation in community organizations and projects. 3. Provide additional training as requested.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
IV. Advocate for Improved Public and Private Support Systems					
A. Mobilize union activists and community organizations	1. Coordinate with CLC leadership and allies to identify and mobilize activists and organizations through union and community structures. 2. Track and maintain contact with activists.				
B. Support the Community Impact efforts of the United Way - Education - Income - Health	1. Identify the community impact strategies of UW. 2. Involve labor leadership in the impact strategy process. 3. Monitor community impact strategies to identify common interests.				
C. Facilitate Labor representation in community organizations	1. Coordinate CLC placement of appropriate union representation in the structure of the UW and other agencies where the CLC has a strategic interest. 2. Facilitate communication and provide support to Labor representatives to assist them in serving the interests of working families.				

GOALS FOR THE COMMON GOOD

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
V. Education					
A. Facilitate union and community support for public education	1. Provide information on UW goals and initiatives on Education through meetings, publications, social media, etc. 2. Coordinate presentations to union and community groups.				
B. Collaborate with teachers and educators to improve outcomes	1. Facilitate representation from teachers unions in UW and community structures addressing education. 2. Work with teachers unions to assist in initiatives they support.				
C. Recruit labor volunteers	1. Identify volunteer opportunities in public education. 2. With the support of teachers unions, publicize opportunities, gain union leadership support, recruit, train and track union volunteers in education.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
VI. Income					
A. Promote high-road economic development	1. Research organizations, programs and services involved in high-road economic development; publicize activity and promote labor involvement. 2. Research organizations, programs and services involved in job skills and related training; publicize and promote opportunities.				
B. Coordinate community support for sustainable, well-paying jobs	1. Provide research and information on the community benefits of quality jobs. 2. Coordinate promotion of community efforts and coalitions to develop quality jobs, job training and supports for unemployed and low income workers.				
C. Support efforts to help unemployed and low income workers	1. Engage unemployed and low income workers through unions, agencies, community organizations and all media. 2. Help facilitate access to public and private programs and services for affordable housing, income support, expense management, asset building and other programs that build income stability.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5= high
Income (continued)					
	3. Coordinate opportunities for unemployed and low income workers to engage in community efforts for development of quality jobs.				
VII. Health					
A. Support efforts to improve access to health care and health care insurance	1. Collect and provide information on programs and services on health care and health care insurance to unions and community organizations. 2. Work with unions and community organizations to actively enroll those eligible in CHIP, health insurance exchanges and other programs for health insurance.				
B. Promote awareness of healthy choices	1. Publish and make available information on healthy choices for union websites and publications. 2. Seek opportunities for union participation in community events promoting good nutrition, physical activity and substance abuse prevention and treatment.				
C. Work with labor to support improved housing and safer homes and neighborhoods	1. Engage Building Trades Unions and others in community efforts to improve safe and affordable housing. 2. Promote home and neighborhood safety initiatives of the UW and other community groups.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
VIII. GIVE					
A. Coordinate union support for United Way in organized work sites	1. Develop a union leadership structure to support the UW Campaign. 2. Secure United Way endorsements from the CLC and local unions. 3. Identify and analyze unionized campaign accounts for development and improvement. 4. Strategize with union and UW leadership to work effectively in these accounts. 5. Train and support UW staff and volunteers working in unionized Campaign accounts on best practices and protocols. 6. Produce union specific campaign and promotional materials for distribution and use in digital media. 7. Encourage joint Labor/Management campaign practices.				
B. Cultivate non-participatory unions and organizations to develop new workplace campaigns	1. Identify unions and unionized employers that do not conduct a UW campaign. 2. Work with CLC, union and UW leadership to develop a plan to create active and productive support for UW.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
GIVE (continued)					
C. Maintain accurate records of giving history in organized workplaces	1. Create a mechanism to identify or reasonably estimate union member contributions in unionized accounts. 2. Maintain an ongoing record of this information to assist in future campaign strategies.				
D. Establish a recognition program for union participation	1. Identify unions and unionized accounts worthy of recognition. 2. Assure appropriate acknowledgment commensurate with employer recognition. 3. Consider a Labor award(s) for individuals and/or unions outstanding support for the UW Campaign. 4. Explore development of a Labor Leadership Giving Program.				
IX. ADVOCATE					
A. Coordinate community forums around issues affecting working families	1. Identify appropriate public policy issues important to working families 2. Help conduct community forums including participants from labor, UW and community organizations. 3. Recruit affected people to testify on the personal impact of the issues.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
ADVOCATE (continued)					
B. Provide education and support for public policy campaigns	1. Seek labor representation in UW Public Policy structures. 2. Once issues are identified, provide materials to the CLC and unions in hard copy and digital format for inclusion in newsletters and web sites, social media, etc. 3. Present information on public policy issues at meetings of the CLC, unions and community organizations.				
C. Coordinate civic participation programs	1. Support labor and community efforts for non-partisan voter registration, education and participation. 2. Work with Community organizations to counter voter suppression.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
X. Volunteer					
A. Coordinate volunteer recruitment, training and mobilization	1. Develop a systematic process to recruit union volunteers at every opportunity. 2. In addition to UCAN, conduct training as needed to enhance volunteerism and leadership development. 3. Provide opportunities for union volunteers to participate and represent the CLC in programs of the UW and other community organizations. 4. Develop and maintain an accurate and up-to-date database to track union volunteers and enhance future volunteer recruitment. 5. Maintain regular communications with unions and union volunteers with a printed and/or electronic newsletter, social media and CLC and UW web sites.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
Volunteer (continued)					
B. Support and participate in programs for disaster services	1. Identify agencies supportive of working families including VOAD and the local Emergency Management Agency (FEMA). 2. Coordinate labor participation in Community Emergency Response Team (CERT) training, the development of a Labor CERT and a Labor Disaster Response Plan. 3. Provide at least annual Disaster Preparedness information to the labor community.				
C. Facilitate recognition of union volunteers	1. Identify unions and union volunteers worthy of recognition. 2. Seek opportunities to highlight volunteers in printed and electronic media including newsletters, web sites, social media and meetings. 3. Promote development of labor and United Way awards to recognize unions and union volunteers.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
XI. Administrative					
A. Joint work plan	1. Develop, in consultation with the CLC,CS Committee and United Way, an annual joint work plan. 2. Facilitate quarterly meetings of the leadership of the CLC, CS Committee and UW to review progress on and modify, if needed, the joint work plan. 3. Participate in joint performance evaluations annually.				
B. Database	1. Establish and maintain a database of unions, leadership, volunteer, retiree clubs and community contacts. 2. Update on an ongoing basis.				
C. Reporting	1. Present reports at the CS Committee, CLC Executive Board and Delegate meetings. 2. Prepare and submit reports to the UW as requested. 3. Prepare and submit reports to the AFL-CIO Campaigns Department and the AFL-CIO CS Regional Director as requested. 4. Cooperate with national offices on information requests.				

Performance Objective	Action Plan to Achieve Objective	Goal	Est. Comp. Date	Results Achieved	Priority 1 = low 5 = high
Administrative (continued)					
D. Meeting, training and conference attendance	1. Attend the CLC Executive Board, Delegate meetings and CS Committee meetings. 2. Attend UW staff meetings, executive committee meetings and board meetings. 3. Participate in the AFL-CIO New Staff Training Seminar during the first year on staff. 4. AFL-CIO national and regional Community Services conferences, training and retreat. 5. State AFL-CIO Community Services meetings. 6. UWW training/conferences 7. AFL-CIO meetings and conferences				

AFL-CIO COMMUNITY SERVICES STAFF

Monthly Report

Submit to the Community Services Committee, CLC Executive Board and the United Way.

ASSISTANCE TO WORKERS AND THEIR FAMILIES

Example: Conducted three workshops on available resources and distributed our Resource Guide to X# of members of USWA Local #XXX affected by the ABC Company plant closing.

SERVICE TO THE COMMUNITY

Example: Mobilized X# of volunteers from IBEW Local #XXX to assist Agency XYZ. The agency provides vital services to unemployed workers.

BUILD UNION AND VOLUNTEER CAPACITY FOR THE CLC

Example: Spoke at three union meetings, Union A, Union B. and Union C., and three strategic coalition partner meetings, Org. A, Org B and Org. C, to discuss their participation in UCAN training. Gathered their updated information for the CLC database, which is attached.

ADVOCATE FOR IMPROVED SUPPORT SYSTEMS, PUBLIC AND PRIVATE, FOR WORKERS AND THEIR FAMILIES

Example: Coordinated a meeting of the CLC, UW and three faith leaders to discuss proposed cuts to human services and opportunities to advocate for fair funding.

GOALS FOR THE COMMON GOOD – EDUCATION, INCOME AND HEALTH

Example: Coordinated a Job Fair with five Building Trades Unions at the North County Vo-Tech School attended by 150 potential apprentices OR Made presentations to three community organizations attended by X# of participants on access to health insurance through the health insurance exchange and CHIP.

LIVE UNITED – GIVE, ADVOCATE, VOLUNTEER

Example: Identified two union accounts, ABC Steel Co. and the West County School District, for improvement in the United Way Campaign this year and with the help of the USWA and AFT leadership an increase of 10% was raised for the United Way OR Awards were presented to three unions for their support for education by providing 35 volunteers for the United Way Mentoring Program at the East County Middle School.

EVALUATION FORM FOR AN AFL-CIO COMMUNITY SERVICES LIAISON

Note: This form contains all the provisions of the National Model Work Plan and should be modified to reflect the specific provisions of your local Joint Work Plan.

AFL-CIO Community Services Liaison:	
AFL-CIO Central Labor Council Evaluator (Name & Title):	
United Way Evaluator (Name & Title):	
Date of Evaluation:	Date of Employment:

WORKPLAN PERFORMANCE EVALUATION
Based on Performance Implementing the Joint Work plan

ACTUAL ACHIEVEMENTS Prepared in advance by the AFL-CIO Community Services Liaison and relating to the Work plan for the year. Briefly list achievements and highlights for the period.	RATING 1=Below Expectations 2=Meets Expectations 3=Exceeds Expectations	
	CLC	UW
I. Assistance to Workers and their Families <ul style="list-style-type: none">Helping Workers Access ServicesDislocated Workers and Strike and Lockout Assistance		
II. Service To the Community <ul style="list-style-type: none">Strategic Community Services ProjectsSupport community effort to help working families		
III. Building Union and Volunteer Capacity <ul style="list-style-type: none">Active Community Services CommitteeUCAN TrainingVolunteer DatabaseCommunity Contact DatabaseStaff Support for CLCPromote Diversity/Leadership Development		

ACTUAL ACHIEVEMENTS Prepared in advance by the AFL-CIO Community Services Liaison and relating to the Work plan for the year. Briefly list achievements and highlights for the period.	RATING 1=Below Expectations 2=Meets Expectations 3=Exceeds Expectations	
	CLC	UW
IV. Improving Support Systems <ul style="list-style-type: none">• Mobilize Union and Community Activists• Support UW Community Impact• Labor Representation in Community Organizations		
V. Community Impact - Education <ul style="list-style-type: none">• Facilitate union and community support• Collaborate with teachers and their unions• Recruit union volunteers for Education		
VI. Community Impact – Income <ul style="list-style-type: none">• Promote High-Road Economic Development• Coordinate support for well-paying jobs• Help unemployed and low income workers• Engage unemployed and low income workers		
VII. Community Impact – Health <ul style="list-style-type: none">• Support to improve access to health care and insurance• Promote awareness of healthy choices• Improve housing and safer homes and neighborhoods		
VIII. Live United – Give <ul style="list-style-type: none">• Coordinate union support for the United Way Campaign\• Cultivate non-participatory union and organizations to conduct Campaigns• Maintain accurate records of giving history• Establish a union recognition program		

IX. Live United – Advocate <ul style="list-style-type: none">• Coordinate Community Forums• Support Public Policy Campaigns• Coordinate Civic Participation Programs		
X. Live United – Volunteer <ul style="list-style-type: none">• Coordinate volunteer recruitment, training and mobilization• Disaster Preparedness and response• Volunteer Recognition		
VI. Administrative <ul style="list-style-type: none">• Joint Work plan• Database• Reporting• Meetings, training and conferences		
ADDITIONAL SIGNIFICANT ACCOMPLISHMENTS		

PERSONAL PERFORMANCE EVALUATION
Based on Individual Skills, Abilities and Traits

WORK RELATED BEHAVIORS 1 = Below Expectations 2 = Meets Expectations 3 = Exceeds Expectations	Central Labor Council		United Way	
	Rating	Comments	Rating	Comments
Work Habits				
Communication Skills				
Reliability, Punctuality				
Initiative / Attitude				
Quality of Work				
Organizational Skills				
Follows up, Follows through				
Commitment to the Organizations				
Respect for the mission and values of the CLC				
Respect for the mission and values of the UW				
Respect for the protocols of both organizations and their affiliates				

WORK RELATED BEHAVIORS 1 = Below Expectations 2 = Meets Expectations 3 = Exceeds Expectations	Central Labor Council		United Way	
	Rating	Comments	Rating	Comments
Adheres to policies and procedures of both organizations				
Builds consensus on issues between UW and CLC without compromising either's values				
Responds to requests from the AFL-CIO and UWW Department of Labor Participation				

WORK RELATED BEHAVIORS 1 = Below Expectations 2 = Meets Expectations 3 = Exceeds Expectations	Central Labor Council		United Way	
	Rating	Comments	Rating	Comments
	Relationships with Others			
	Demonstrates cooperation and teamwork			
	Sensitive to cultural and ethnic differences			
	Projects a positive image of both the CLC and UW			
	Accepts direction and feedback from CLC and UW leadership			
	Personal Development and Skills Training			
	Oral Communication			
	Written Communication			
Technical/Computer Skills				
Seeks personal growth opportunities				
Participates in AFL-CIO and UW training and conferences				

EVALUATION SUMMARY

AFL-CIO CENTRAL LABOR COUNCIL RATING	
Rating	Comments
UNITED WAY RATING	
Rating	Comments
JOINT RATING	

Additional Comments:

Suggested Improvements:

Community Services Liaison Comments:

Signatures:

Liaison

_____ Date _____

United Way

_____ Date _____

Central Labor Council

_____ Date _____

COMMUNITY SERVICES COMMITTEE MEMBER JOB DESCRIPTION

Members will be appointed to serve on the committee by the union. Those appointed will receive training and support from their AFL-CIO Community Services Liaison (if one is available in their community) to build Community Services in their local unions. They will:

1. Serve as the local union coordinator for:

Service Projects – recruiting volunteers for blood drives, Union Day of Caring activities, holiday charity collections and related activities.

Fund Raising - recruiting volunteers and financial support for local United Way campaigns in conjunction with local liaisons and labor agency staff.

Mobilization – assist with rallies or actions in support of organizing, community issues and other working family issues.

Outreach – to union members’ faith institutions and community organizations.

2. Sign up and maintain a list of at least twenty individual union members who will participate in service projects, worker mobilizations and community outreach.
3. Build and maintain a communication system for at least one major work site* with an ideal ratio of one work site captain to each ten members. This structure will be used by the local union for communication on internal union activities as well as AFL-CIO projects, mobilization and community outreach.
4. Take responsibility for outreach and ongoing communication with one of the following: a congregation, community group, fraternal organization, constituency group or coalition.
5. Attend monthly Community Services Committee meetings on a regular basis. When unable to attend meeting, initiates call to chair then follows up immediately after meeting for information and assigned tasks.
6. Report to and communicate with local Union leadership to build local workplace structure and to represent the local union’s priorities.

*Every union will have a different structure for communication, such as building trades and other unions with temporary or scattered workplaces.

ONLINE RESOURCE INFORMATION

There are many documents available online that you will find helpful in carrying out the duties of your Community Services Program. For example, the AFL-CIO web site has among other resources “The People Who Help”, “When the Paycheck Stops”, “Strike & Lock Out Assistance Tool Kit” and regular blog posts about Community Services activities. On the United Way of America web site you will find the annual labor campaign speech and the “Model Memorandum of Understanding.”

AFL-CIO Community Services information and resources located at www.aflcio.org/about/community-services

There you will find the following resources:

1. People Who Help handbook
2. Action in the Aftermath – disaster preparedness and response manual
3. When the Paycheck Stops in English and Spanish
4. Strike & Lock Out Assistance
5. Financial Literacy Resources

United Way Department of Labor Participation information and resources located at <http://online.unitedway.org/laborparticipation>

There you will find a menu bar on the left hand side with the following resources:

1. AFL-CIO UW Partnership
2. NALC Food Drive
3. UWA Labor Resolution
4. UW Campaign Support
5. Joseph A. Beirne Award
6. Labor Resource Material

If you have any questions regarding resources, contact AFL-CIO Community Services at (202) 637-5233 or United Way Department of Labor Participation at (703) 836-7112, ext. 465.

AFL-CIO

NATIONAL MODEL

MEMORANDUM OF UNDERSTANDING

between a

LOCAL UNITED WAY

and a

LOCAL AFL-CIO CENTRAL LABOR COUNCIL
OR AREA LABOR FEDERATION

This Memorandum of Understanding provides a framework for a partnership between the United Way of (name) (hereafter called the United Way), and the (name) Central Labor Council, AFL-CIO or (name) Area Labor Federation, (hereafter called the Labor Council). The partnership seeks to provide health and human services support without discrimination and regardless of the cause of the need. Further, the partnership seeks to provide all the opportunity for full participation in community life through contributing in the United Way Campaign and participating in volunteer partnership and community activities.

In order to realize the potential of this partnership a full-time AFL-CIO Community Services Liaison (hereafter called the Liaison) is employed by the United Way to facilitate and implement this partnership.

PRINCIPLES

Liaisons are United Way employees, selected cooperatively by the AFL-CIO, in accordance with the AFL-CIO Selection Process, confirmed by the United Way and assigned to work with the AFL-CIO to promote United Way and AFL-CIO Community Services priorities and programs under a joint work plan to be developed annually. The liaisons are responsible to promote and motivate the participation of unions and their members in the United Way Campaign and other worthy causes, facilitate collaboration on areas of mutual interest including United Way Community Impact (i.e. Education, Income, Health) and other Give, Volunteer, Advocate opportunities. The Liaison will also facilitate, through the Labor Council, the Community Services Program as outlined in the AFL-CIO Community Services Manual.

Liaisons will work at both the United Way and the Labor Council as needed and will work cooperatively with all levels of the AFL-CIO and United Way Worldwide related to Community Services.

The Labor Council will be adequately represented on the board, executive committee, personnel, CPO search committee and other committees as appropriate. The Labor Council will recommend these representatives.

The United Way will in good faith purchase American and union made goods and services whenever reasonably available. AFL-CIO will assist in obtaining information on competitive sources for American and union goods and services. The United Way affirms its support of the public policy of the United States, and respects the right of employees to join organizations of their own choosing for the purpose of collective bargaining in good faith and for grievance purposes, if that is their desire, in accordance with the May 20, 1982 United Way of America Board of Governors resolution.

PROCEDURES

The Labor Council and the United Way will agree upon the starting salary and benefits for the Liaison and future annual salary adjustments and an annual budget to adequately fund the program, travel costs and office expenses of the Liaison.

There will be a six-month probationary period during which time the Liaison may resign or with the joint agreement of the Labor Council and the United Way be terminated. Formal joint reviews will be conducted before the first three-month and six-month anniversaries. Voluntary resignation or termination with joint agreement shall not adversely affect the Liaison's employment record.

The Liaison will conform to provisions of the AFL-CIO Community Services Program Manual including development of a Joint Work Plan with input and final approval from the Labor Council and the United Way. The parties should meet at

least semiannually to review progress and update the work plan as needed. There will be an annual year-end review of the joint work plan and Liaison performance by both parties.

CONFLICT RESOLUTION

In the event of issues regarding liaison performance, program conflict or other problems, resolution will be sought first between the Liaison and the United Way CPO; followed by a meeting of the Labor Council principal officer and the United Way chief professional Officer; followed by a joint meeting of the executive committee of the United Way and the executive board of the Labor Council. Mediation by the AFL-CIO Community Services Liaison Regional Director, Department of Labor Participation, United Way Worldwide is recommended throughout the process.

Discipline and/or termination of the Liaison shall be the joint responsibility of the Labor Council and United Way, and must meet accepted standards of just cause for discipline, except during the six-month probationary period when termination can be accomplished for reasons of incompatibility with the position as determined by mutual agreement of the Labor Council and the United Way.

This Memorandum of Understanding will remain in effect until amended by agreement between the parties or canceled with ninety (90) days written notice from either party.

_____ United Way Name	_____ Labor Council Name
_____ UW Chief Professional Officer	_____ Labor Council Principal Officer
_____ United Way Chief Volunteer Officer	_____ Labor Council Community Services Committee Chair
_____ Date	

RESOLUTION

WHEREAS, The public policy of the United States is to encourage the practice and procedure of collective bargaining by protecting the exercise by workers of full freedom of association and of choice without interference and coercion of their own representatives for the purposes of negotiating terms and conditions of their employment; and

WHEREAS, peaceful resolution of labor disputes is in the best interest of the United Way of America and of local United Ways in implementing their human service program:
Now therefore be it

RESOLVED, that United Way of America Board of Governors supports the right of employees to join organizations of their own choosing if that is their desire, and to make that choice without interference or coercion and recognizes and respects established bargaining relationships and the negotiated terms and conditions provided for in collective bargaining agreements or equivalent understandings. United Way of America Board of Governors urges local United Ways to have such a labor policy and to recommend to their participating agencies the adoption of a similar labor policy.

Adopted
May 20, 1982
Board of Governors
United Way of America
Alexandria, Virginia

**AFL-CIO Selection Process
for a Local
AFL-CIO Community Services Liaison**

**The following procedure should be followed
by an AFL-CIO Central Labor Council when selecting
a local AFL-CIO Community Services Liaison to be
employed by the United Way**

1. Notify all local unions within the Central Labor Council jurisdiction that an AFL-CIO Community Services Liaison position is available with the local United Way.
2. Forward two application forms to each local union. Include a copy of the job description, salary range and fringe benefits.
3. Advertise the position on www.unionjobs.com, the local United Way website, in the local print media, and the area Labor Paper (if available).
4. Allow at least 30 days for local unions to announce the job and for union members to apply.
5. Appoint a selection committee to review applications and to interview candidates. AFL-CIO staff working in the Central Labor Council jurisdiction should be asked to serve on the committee (with voice but no vote). Each member of the selection committee should receive a copy of the selection process, suggested questions and criteria rating sheet. The Community Services Designee of the AFL-CIO State Federation and the AFL-CIO Community Services Liaison Regional Director should participate as consultants and technical advisors in the interview process. The local United Way chief professional officer and chair of the board of directors should be invited to participate in the interview process (with a voice but no vote).
6. A secret ballot vote by the committee is suggested for the selection of the liaison and the selection should then be submitted for a vote of approval by the Central Labor Council delegate body. If there is no clear majority of a specific candidate through the first selection committee vote, a second set of interviews of the top three candidates should be held and another vote taken to determine the candidate with the majority vote.

7. The applicant should:

- Be a member in good standing of an AFL-CIO union. With the approval of the AFL-CIO Campaigns Department, a non-union worker or a member of an unaffiliated local union may be selected, but must join an AFL-CIO Central Labor Council affiliated local union as a condition of employment
 - Have knowledge of organized labor, with a basic understanding of the local labor movement and its community allies
 - Have knowledge of the local voluntary sector, with specific understanding of the local United Way system
 - Possess organization, mobilization, communication and administrative skills
 - Be able to compose two paragraphs about a committee selected topic during the interview
 - Have computer and social media skills
8. The AFL-CIO Community Services Liaison selected must be a member in good standing of a local union affiliated with the Central Labor Council. A member of an unaffiliated local union or a non-union worker may be selected with the approval of the AFL-CIO Campaigns Department, but must join a Central Labor Council affiliated local union as a condition of employment.
 9. After being selected and approved by the Central Labor Council delegate body, the candidate must be approved by the United Way.
 10. Conflicts regarding the approval of the selected applicant should be discussed by the officers of the Central Labor Council and the United Way Executive Committee. The AFL-CIO Community Services Liaison Regional Director and an AFL-CIO staff representative should participate in these discussions.
 11. The principal officer of the Central Labor Council must inform the Community Services Coordinator, AFL-CIO Campaigns Department, in Washington, D.C., in writing, of the individual selected and their union affiliation. The AFL-CIO Campaigns Department retains the right of final approval of AFL-CIO Community Services Liaisons.
 12. Initial new staff training will be conducted by the AFL-CIO Community Services Liaison Regional Director within 90 days of their first day of employment if at all possible.
 13. An annual new staff training seminar will be conducted by the AFL-CIO Campaigns Department, in cooperation with United Way Worldwide. All new AFL-CIO Community Services Liaisons must attend this training.
 14. This position will be filled without regard to race, gender, age, religion, disability, veteran status, national origin or sexual orientation.

MODEL JOB DESCRIPTION
AFL-CIO Community Services Liaison with a Local United Way

Implement the AFL-CIO Community Services Program:

- Provide assistance to workers and their families
- Provide service to the community
- Build union and volunteer capacity for the Labor Council
- Improve support systems, public and private, for workers and their families so they are better served
- Improve the social and economic conditions of working families to reduce their need for services and assistance.

Increase labor support for the United Way campaign

Cultivate AFL-CIO / United Way partnerships

Fulfill administrative responsibilities:

- Develop in consultation with the Labor Council and United Way an annual joint work plan based on the national AFL-CIO model
- Attend appropriate AFL-CIO and United Way meetings and conferences
- Make monthly reports to the Labor Council and reports as requested to the United Way, the AFL-CIO, and the AFL-CIO Community Services Regional Director.

LIAISON QUALIFICATIONS / REQUIREMENTS

- A member in good standing of an AFL-CIO union. With the approval of the AFL-CIO Office of State and Local Affiliates, a non-union member or a member of an unaffiliated local union may be selected, but must join a Central Labor Council-affiliated local union as a condition of employment
- Knowledge of organized labor, with a basic understanding of the local labor movement and its community allies
- Knowledge of the local voluntary sector, with specific understanding of the local United Way system
- Organization, mobilization, communication and administrative skills
- Ability to compose two paragraphs about a committee selected topic during the interview
- Selection by the AFL-CIO Central Labor Council as its representative
- Approval of the national AFL-CIO Office of State and Local Affiliates

AFL-CIO COMMUNITY SERVICES POLICY

AFL-CIO state federations and central labor councils are responsible for implementing the federation’s Community Services program in their localities. International and national unions are encouraged to participate in AFL-CIO Community Services through state federations and central labor councils, consistent with existing AFL-CIO policy resolutions.

If they have not already done so, all state federations and central labor councils should establish a standing committee on Community Services. These community services committees should seek to provide programs, which include, but are not limited to, union counseling, strike assistance, information and referral/case management services, retiree and older worker programs, blood drives, disaster services and help for the unemployed, which should include participation in job retraining programs. United Way Labor participation committees should be called Labor Campaign Committees and be limited to fund raising.

State federations and central labor councils should support AFL-CIO endorsed health and human services agencies by recruiting volunteers, raising contributions and by placing union representatives on agency boards and committees to participate in community planning. An effective tool in the delivery of human services for union members is the establishment of an AFL-CIO Community Services Liaison position.

AFL-CIO Community Services Liaisons are employed by United Way, American Red Cross and other social service agencies and are assigned by the agency to work for an AFL-CIO state federation or central labor council. The AFL-CIO and social service agencies employing liaisons will prepare and work together under an annual work plan. The primary responsibility of these liaisons is to implement the federation’s Community Services program and their title shall be “AFL-CIO Community Services Liaison.”

The most effective programs result when AFL-CIO Community Services Liaisons are covered by a Memorandum of Understanding between the state federations or central labor councils and the employing agency. The National Model Memorandum of Understanding, prepared by the AFL-CIO Department of Community Services, should be used as a model for such agreements. State federations and central labor councils are urged to use the selection process for AFL-CIO Community Services Liaisons outlined in the model memorandum of understanding.

AFL-CIO Community Services Liaisons, to avoid conflicts of interest and responsibilities, should not serve as principal officers of, or direct COPE activities of, state federations or central labor councils.

To assist them in their community service activities, liaisons may use the AFL-CIO Community Services logo on union printed letterhead and calling cards when approved by the state federations or central labor councils. Permission for other uses of the logo on union-made products should be requested, in writing, from the AFL-CIO Department of Community Services, consistent with Union Label and Service Trades Department policies.

Labor agencies, which are independent tax-exempt organizations, have been created with AFL-CIO approval in a number of cities. The Department of Community Services must approve the creation of any labor agency not in operation as of June 1, 1990. In normal circumstances, the AFL-CIO does not encourage the creation of new labor agencies.

Workplace employee assistance programs, if desired, should be established through the collective bargaining process in accordance with AFL-CIO policy resolutions. External employee assistance programs, if supported by AFL-CIO state federations or central labor councils, should use a peer referral and self-referral system, maintain strict client confidentiality, offer service from organizations acceptable to the AFL-CIO, be reasonable in cost to participants, meet proper service standards and have a sound fiscal operating policy.

AFL-CIO state federations and central labor councils shall not receive referral fees or other payments from organizations that provide employee assistance programs.

AFL-CIO state federations and central labor councils should not give exclusive endorsements to any employee assistance program without the approval of the President of the AFL-CIO.



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Alexandria, Virginia 22314 U.S.A.
UnitedWay.org

AFL-CIO

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