

New ways of  
**WINNING**  
**FIGHTING PRIVATIZATION AND CONTRACTING OUT**

**WORKSHOP 3**  
**STRATEGY CHALLENGE**

**CUPE's National Privatization Conference, Toronto - March 27-30, 2003**

**CUPE·SCFP**  
*On the front line • Au coeur de l'action*



## ***A. Building Opposition to Public Private Partnerships***

The provincial government has agreed to replace the facility where you work with a public private partnership, using private financing and ownership. Your task is to come up with solutions to the following challenges as part of a multi-pronged fightback against the P3 project.

### **Membership Education, Communication, Mobilization**

Many of your members are either not aware of the threats posed by this P3 project, or they feel there are no alternative funding options. **What will you do to raise members' awareness of the P3 threats, communicate with members on the issue, and mobilize them to oppose this model?**

### **Bargaining**

Many members feel their 'no layoff' protection or other job security language is enough to protect them in this situation. **Why is the job security language not sufficient protection, and what type of contract provisions can you bargain to deal with P3 threats?**

### **Community Organizing**

Often community groups are anxious to get a new facility and believe P3s are the only option available. They may believe the union's just out to protect our own jobs. **How will you identify potential allies in the community and find common ground with them?**

### **Making Elected Officials Accountable**

Our members and the public are often unaware of the role that governments (at various levels) play in promoting P3s, either directly by such measures as requiring private partners for capital projects, or indirectly by means such as neglecting public infrastructure. **What tactics will you use to expose governments' role, and to pressure elected officials (both allies and adversaries) on this issue?**

## ***B. Fighting Contracting Out***

Your employer is threatening to contract-out, and at least one corporation recently pitched its services to the employer, so you know this is no empty threat. Your task is to come up with solutions to the following challenges as part of a multi-pronged fightback against the contracting-out proposal.

### **Membership Education, Communication, Mobilization**

Your meetings have so far attracted few members – mainly those whose jobs would be immediately affected. **What arguments will you use to mobilize members who don't feel immediately threatened, and how will you communicate with members?**

### **Bargaining**

There's a broad range of contract provisions that can be used to deal with contracting-out. **How could your collective agreement be improved to prevent contracting-out?**

### **Community Organizing**

Our members' work is not highly visible to the public, and when we resist contracting-out, we're often portrayed as status quo defenders, out to protect our jobs. **How will you identify potential allies in the community, illustrate the risks of contracting-out, and find common ground with these groups?**

### **Making Elected Officials Accountable**

Our members and the public are often unaware of the role that governments (at various levels) play in promoting privatization, either directly by requiring private competition for services, or indirectly by steadily under funding public services. **What tactics will you use to expose governments' role, and to pressure elected officials (both allies and adversaries) on this issue?**

### **Countering the Employer's proposal to contract out**

Your case will be stronger if you can get details on the proposal, the company and the specific impacts of contracting-out. **What information will you obtain (from members, the employer, and other sources), and how will you use it to show the negative consequences of contracting out and the advantages of keeping services in-house?**

## ***C. Contracting In***

Either use an actual situation from participants in the small group, or use the following scenario to develop your contracting-in strategy:

In the context of municipal amalgamations, your local sees an opportunity to expand in-house operations. There are some municipal councillors and managers who appreciate the benefits of contracting-in and have agreed to hear the union's proposal for specific projects.

Answer the following questions:

- ❑ **How will you identify priority work/departments for your contracting-in proposal?**
- ❑ **How will you involve members in gathering information, developing a proposal, and promoting that proposal with management/council?**
- ❑ **What information will you need to develop a proposal?**
- ❑ **How will you identify and build alliances, with other unions in the workplace, with managers, with municipal staff and elected officials, with community groups, others?**
- ❑ **What are ways that you can pitch your proposal and advocate for its implementation?**