

## **PSEA/ESP TRAINING PROGRAMS**

PSEA financially assists in the delivery of specific training packages. For information, contact your UniServ representative or division leadership.

Any of the training programs mentioned in this section can be provided by region, state or national personnel. As is often the case, locals need programs tailored to specific needs. Your UniServ rep can arrange to pull together the expertise you request.

The programs listed below may not be available in the exact format as found in the descriptor; however, PSEA will provide a similar training if the one listed as been changed or discontinued.

### **COMMUNICATIONS**

**I've Been Back to School** A joint responsibility of the Communications, Education Services, and Government Relations divisions, this program opens school and classroom doors to the community leaders who have the ability to change attitudes toward public education and education employees. Training lasts one and one-half to two hours and results in a fully developed local strategy with all tasks delegated.

**Community Conversations** This training program was developed to help education employees meet with the public in small groups to discuss important educational issues.

**Community Action** Training in the analysis, planning, implementation, and evaluation of programs designed to bring about voluntary support from community groups for the objectives outlined by the local.

**Crisis Communications** PSEA stresses avoidance of crises through ongoing communications programs with a local's three major audiences (members, community, and media). To make the most effective use of this training, it should be scheduled a full year before entering negotiations. In the event of an unforeseen crisis, communications staff will provide damage control training in whatever timeframe is available to the local.

**Image Enhancement** Adapted to either whole-day in-service or one and one-half hour workshop, this experience explores current research about how the public views and values its public schools concluding that those who know us best value us most highly. Participants then choose individual and group projects to increase public knowledge of and respect for education and its practitioners.

**Member Conversations** Turning the external coffee klatching model inward is designed to break local apathy and open a healthy dialogue among members and between members and leaders which produces unity. This program is especially helpful during bargaining years.

**Internal Communication systems** This session moves from the general to the specific as local leaders learn to choose appropriate vehicles in the creation of a locally effective system of two-way communication with members.

**Media Relations: A Long-Range Program** This in-depth training explains the daily operations of each type of medium--newspapers, television, and radio. It focuses on the news conference as a communications tool and includes how to prepare, tips for dealing with media, and personal composure in the spotlight.

**Media Relations for Quick Results** This one-hour training program is designed to get your local and leaders into the news immediately. It focuses on the "hot" issues of interest to the media at the time of the training session. Training includes video tips on being interviewed, what to say, how to say it, and what not to say.

**Taxpayer Countermeasures** Locals develop specific plans to counter the attacks on public education mounted by taxpayer/CEE groups. All UniServ, Communications, and Organizing staff are available to guide a local through this critical program. Plan to spend two hours identifying the opposition, clarifying local goals, and creating local strategies.

## **LEADERSHIP TRAINING**

**Advocacy for Local Leaders** A how-to for building reps and local leaders who must represent a member in a meeting with an administrator. Includes legal basis for the right to representation then moves on to what to do, what to watch for, how to advise the member, and how to close and follow up on the meeting. Can include role-playing such a meeting.

**Association Awareness** The PSEA staff Awareness Program is designed to answer the question: "What do I get for my dues?" Scheduled for late afternoon and early evening, it is suggested that the program include a dinner break. PSEA will reimburse each local one-half of the dinner cost for each member with a \$12 maximum (Menu Program).

**Association Representative Training** This program is designed to acquaint association representatives with their primary roles in the local association. Additionally, these local association representatives are introduced to the history and programs of PSEA.

**DARE--Developing Association Regional Excellence** This program is designed to increase minority involvement at the local association level. It also can be used to expand minority involvement at region and state levels in support of the Association's commitment to NEA Bylaws 3-1-(g).

**Grievance Training** This is designed for the introductory training of grievance representatives and local association presidents. Trainees receive a handbook on grievance processing and are trained in the basics of grievance processing. The program lasts approximately three hours.

**Health and Safety Issues** This program currently consists of eight sections addressing different health and safety concerns that may arise in school work environments. The sections include member rights under the Asbestos Hazard Emergency Response Act,

indoor air quality, lead poisoning in the drinking water, office safety, radon measurements in schools, video display terminal safety, and a member's guide to workers' compensation.

**Making the Right Choices** Decision making and problem solving for local leaders, including all officers. A practical, situation-based workshop to teach leaders inclusive leadership skills and the necessity for careful decision making to the health of their locals. Touches on causes and solutions to apathy, how to spot political trouble, and planning for local success.

**New leader Training** This two-hour program for new local association leaders (officers and committee chairs) is designed to briefly introduce leaders to the basic components of leadership skills, planning, and local program development.

**Presidents' Training** Meetings conducted by field staff within the region/cluster system to teach presidents how use of the PRM can promote the effective use of staff services, encourage local self-sufficiency, increase knowledge and use of Association services, speed service to members, and enhance leadership credibility, competence, and confidence.

**Sexual Harassment** An awareness program to help local leaders and/or members deal with sexual harassment in the work place. The length of the presentation can be adjusted, but is most complete at 2 1/2 hours including video, overhead transparencies, small group exercises, and the development of local policies. Contact UniServ reps who will make arrangements with region attorneys.

## **MEMBERSHIP**

**Membership: The Strength of the Association** Provided to local membership coordinators and local presidents, this 3-4 hour workshop prepares locals to recruit and retain members for the purpose of bargaining unit solidarity. Locals leave with a plan designed for their circumstances.

**Treasurers' Guide** This manual was prepared by a member task force to provide local association treasurers with a guide to help them develop sound financial policies with good bookkeeping procedures. Initial distribution took place in December 1982 with requests for additional copies filled upon demand.

At this time, a group of knowledgeable local association treasurers is being sought to provide regional training programs for locals requesting such. Locals requesting training should contact the PSEA Treasurer.

**Membership Processing** This training guide is designed to instruct the reader in the mechanics of processing membership. Two copies of the booklet are mailed to local association presidents during early August. A representative from the PSEA Financial

Management Division is available to lead a group discussion of the Membership Processing System.

### **NEGOTIATIONS TRAINING**

**The BOOK** The "BOOK" is an artfully prepared presentation of the Association's bargaining proposal. It includes supportive documentation arranged to convey the most positive image to the school board. Much of the contents of the "BOOK" such as financial data, salary, tax, demographic, and economic comparisons are available from PSEA research. This workshop provides instruction for bargaining locals on the preparation and presentation of the "BOOK" in bargaining. Arrangements for this session may be made through the UniServ offices. Length: approximately two hours.

**Health Care Awareness** This one-hour program covers the administrative aspects of the health care system and discusses the reasons for the rising cost of health care. It consists of a presentation of a series of transparencies designed to stimulate discussion. It can be tailored to discuss strategies for cost containment in bargaining. Contact UniServ.

**Negotiations Primer** This is designed to introduce inexperienced members to the basic elements of the bargaining process. It deals primarily with the history of collective bargaining in Pennsylvania, the basics of Act 195 and Act 88, and how bargaining works for locals. It lasts about two hours. It is not for experienced negotiators or leaders.

**President's/Collective Bargaining Conference** A weekend conference for President and/or Chief Negotiators to polish their skills and network with colleagues dealing with the same local issues.

**Success Depends on Us** The successful experiences of locals throughout the state have been analyzed and compiled into a two and one-half hour presentation guaranteed to bring about success based on a systematic approach to preparing for bargaining. Success has many definitions. If you want a more knowledgeable membership actively involved in the negotiations process, then this session is for you.

**Surviving the Strike** The purpose of this program is to alert local leaders and members about the emotional consequences of a strike before that point is reached.

### **POLITICAL ACTION**

**Legislator School Visitation Program** This one half-hour presentation explains the purpose and mechanics of a program designed to get state legislators into the schools. Appropriate for cluster, coordinating council, or region meetings.

**PACE Contribution Processing** This training guide is designed to instruct the reader in the mechanics of processing PACE contributions. Two copies of the booklet are mailed to local association presidents during early August. A representative from the PSEA

Financial Management Division is available to lead a group discussion of the UEP Membership Processing System.

**School Board Elections Training Manual** This program was developed by PSEA staff to give the local leader a nuts and bolts approach to the election of school board members. Specifically, it deals with selecting a candidate and building the candidate's campaign.

**PACE How To** This tape explains how PSEA members may contribute to PSEA-PACE. The mechanics of contributions processing, record keeping, transmittals, etc. are discussed. This tape uses state of the art graphics and video techniques in an approximate eight minute presentation. It is a must-see for anyone responsible for collecting and handling PACE contributions. Available from GR and each field office.

**PACE Motivational – Word to Numbers** This tape explains why PACE is important to members. The tape uses the latest in state of the art graphics and video techniques to explain the importance of PSEA-PACE. It should be presented to members at the first membership meeting of the year or at the time of the kickoff for your PACE Fund Drive. It lasts approximately 13 minutes. Available from GR and each field office.

## **RETIREMENT**

**Pre-Retirement Seminars** Trained PSEA members, who have excellent resources and materials, will conduct Pre-Retirement Workshops for those members who are planning their retirement. This program was a direct result of an NEA-R initiative and is an excellent program. It is not necessary to limit this program for members ready to retire. Retirement planning is a good idea for everybody. For more information, contact your UniServ representative.

**Region Retirement Workshops** A comprehensive retirement workshop conducted by PSEA staff is held in each region at least once a year. A call to your region field office will get you more information on this subject. This workshop is designed primarily for those people within five years of retirement.

## **NEA TRAINING PROGRAMS**

**The Advocate** The training of faculty or association representatives, given the dimensions of their responsibilities, is necessarily multi-faceted. This program attempts to address basically three aspects of those responsibilities:

1. The enlisting of non-joiners as members.
2. The handling of member complaints.
3. The resolution of situations negatively impacting the membership.

A major portion of the training involves the trainees in working with a set of verbal skills that will enhance their efforts in both the enlistment of non-joiners and the handling of member

complaints. The final segment of training introduces the participants to the use of issue organizing as a technique for generating action around situations within their buildings for the purpose of both resolving the situation and strengthening the organization.

**The Association Representative: A Promoter and Maintainer of Membership** This training program is designed to provide basic training in membership promotion and enrollment for all association representatives of NEA affiliates.

Its purpose is to show association representatives how to prepare materials and strategies for enrolling members--particularly long-term holdouts--and to offer them practice in how to approach nonmembers.

The program may be trained by a single state or UniServ staff person, or an association leader who is responsible for the membership campaign.

**Grievance Processing** This "Grievance Processing" training program is designed for grievance representatives of local associations.

The program's principle objectives are to prepare grievance representatives for their new responsibilities by giving them:

- Practice in resolving problems that arise in serving as member advocates.
- Practice in analyzing grievances based upon their own contracts.
- Exposure to typical contract violations they can expect to encounter as grievance representatives.
- Insight into how people may err in their perceptions of events or incidents.
- Practice in the development of advocacy positions.
- Experience in the art of converting complaints into grievances.

**The Higher Education Advocate** "The Higher Education Advocate" seminar for association representatives is a program designed to meet the needs of higher education local associations in the development of association leadership. It is based on methods and strategies which have proven successful in other training programs.

The program reflects the particular concerns of higher education association leaders who carry on the day-to-day work of organizing and serving the members of the National Education Association. The seminar is particularly designed to assist in membership promotion campaigns and grievance processing.

**Interview Skills** As the United Education Profession has grown over the past several years, the numbers of both professional and support staff persons have increased.

Association leaders are finding they are more and more involved in the processes and procedures related to the screening and interviewing of candidates for these most important positions. A good interview will skillfully identify appropriate and necessary information regarding both the candidate and the position.

The Interview Skill program is designed as a preparatory experience for persons who will be interviewing such candidates for Association positions.

Particular attention is focused, during the training, on potential discriminatory behaviors, questions or statements that could leave the candidate and the Association open to legal charges and subject to considerable personal and organizational embarrassment.

**Issue Organizing** There are basically three ways to build strong local associations. One way is through the providing of services to the members; a second way is by building active, ongoing programs with which members can identify and participate; and the third is by organizing around issues, the subject of this program.

The program introduces participants to the utility of issue organizing as a viable technique for building the organization while resolving issues and ultimately problems that are negatively impacting the members.

It is recommended that this program be utilized selectively in situations where there is ready potential for the use of confrontation tactics.

**Issue Organizing in Higher Education** "Issue Organizing in Higher Education" is a training program for higher education local association presidents.

The objective of this program is to create an understanding and awareness of the following concepts in organizing:

- Use of organizing to build the association.
- Use of conflict in organizing.
- How and when to use this method of organizing.
- Identification and use of leaders.
- Introduction to organizing tactics.
- Steps in organizing.
- Planning process in organizing.

**Personal Leadership Skills, Women's Leadership Training** Personal Leadership Skills has three major skills objectives: value development skills, decision-making skills, and program development skills. Value development skills help leaders decide what is really important to them, enabling them to measure how one value compares with others in terms of priorities. Decision-making skills are used by leaders to quantify different courses of action in order to make significant decisions that reflect their values. Once leaders have made such decisions, they employ program development skills and develop programs of steps to reach the goals or decisions that they have made.

Personal Leadership Skills training was developed for the entry level leader in the Association. However, such training would be beneficial for those within leadership roles who wish to strengthen their skills in making decisions and/or planning action strategies. Most women and many ethnic minority people have not had the opportunity to acquire the systematic processes of decision-making and program development. Decisions have been made for them and values have

been imposed upon them. Personal Leadership Skills training seeks to counteract this lack of opportunity.

This program is available periodically on statewide basis. Additional information is available on request.

**Group Process Skills, Women's Leadership Training** Group Process Skills are composed of three major skills objectives: responsive leadership skills, inclusive leadership skills, and initiative leadership skills. Responsive leadership skills are used by leaders to gather exclusive input from individual members. These skills enable leaders to explore what issues are important to their members. Inclusive leadership skills are used by leaders to develop inclusive goals for the Association. The leader shapes the members' exclusive input within common themes of other members' concerns. Once the leader can represent the members inclusively, then she can employ initiative leadership skills. Leaders develop programs of steps for others to use as well as providing management skills to ensure the attainment of the program.

Group Process Skills training was developed for the Association's governance. However, the training would be beneficial for any Association member considering a leadership responsibility. Most women and many ethnic minority people have not had the opportunity to acquire the systematic programs of inclusive leadership. Decisions have been made for them. Values have been imposed on them and programs have been forced on them. Group process skills seeks to counteract this lack of opportunity. With training, leadership will include the members in decisions and members' values and programs will be addressed by the leaders.

This program is available periodically on a statewide basis. Additional information is available on request.

**Leadership Development Program For Women** The Leadership Development Program for Women is designed to strengthen the leadership and management skills of women members of the United Education Profession in order to maximize the use of talented women in the leadership, political, and staff positions of the Association.

The development of this training program has been based on three assumptions:

1. Women are sometimes excluded from significant association leadership and management positions.
2. There is an untapped resource in women in the Association that could contribute to the achievement of NEA, state, and local association goals.
3. Women who possess leadership skills frequently do not realize their potential due to the lack of opportunities for development and growth.

**Media Relations** In an age of electronic and print media, the public's views on all subjects are increasingly being shaped by what they see or hear on TV and radio, or what they read in newspapers or periodicals. If the Association is desirous of generating interest and support for education employee concerns and issues, leaders who own the responsibility for getting the Association's message across in the various media need to possess the skills and strategies for doing so.

This training program is designed to introduce the leaders to a set of communications skills and strategies for focusing the media's attention on the message the Association wants to communicate. Participants in the program will become familiar with these skills and in the course of the training, will have an opportunity to practice using the skills in media interview simulations or role plays.

**Parliamentary Procedure** All associations need to consider the views of all of their members--or their elected representatives--in making association decisions. Such decisions usually are made in formal, organized meetings (membership meetings or Representative Assemblies) where parliamentary law is observed and knowledge of parliamentary procedure is necessary for all participants.

The program is designed to assist the members of the NEA's local and state affiliates in learning how to feel comfortable and confident as participants in association meetings of any and all sizes.

This program is based upon Robert's Rules of Order, Newly Revised, which has been adopted by the National Education Association as the parliamentary authority used to govern all of its official meetings. It may be self-administered by individuals or used by groups in workshops.

**PR Handbook** Designed to provide association communicators with useful ideas, the NEA PR Handbook combines philosophy and numerous practical examples. The 285-page loose-leaf binder makes it possible to deliver good association public relations.

Contents of the Handbook include:

- Tips for the PR Chairperson
- Internal Communications
- News Media Relations
- Community Relations and Action
- Campaigns
- Collective Bargaining
- Publishing a Newsletter
- Feedback
- Index of Samples

**Program Development** Strong and relevant association programs at the local level benefit both the members and the organization. This training package suggests that the development, implementation and evaluation of local programs need to be done in a way that ensures programs will be both ongoing and on-target in addressing both member and organizational needs.

The activities in the training involve the participants in an examination of the need for local programs and their association's current practices in developing, implementing and evaluating programs. Further, the package introduces the trainees to a model development cycle and planning system.

This package has special utility for locals that have yet to establish an ongoing program or are looking to improve their current procedures.

**Thinking Organizationally** The need for clearly thought out organizational decisions is crucial to the continued strength and health of the association. This training program attempts to address that need.

The training process, through the use of case study, involves the trainee in an examination of alternative courses of action in situations that have the potential of generating negative reactions either internally and/or externally to the association. As they work through problems, participants will be asked to select among action alternatives, formulate predicted internal and external reactions, and to plan how they would deal with those reactions when they occur.

The training of this program would be most appropriate in situations where the association is soon to be faced with a "hard" decision that will likely generate the kind of internal or external reactions described above.

**Verbal Skills In Negotiations** "Verbal Skills in Negotiations" is a programmed learning system which is designed to enhance the effectiveness of the education employee negotiator in the collective bargaining encounter. The program develops a level of proficiency in the use of nine clearly defined verbal skills which gives the negotiator the ability and the confidence to function effectively and persuasively in contract negotiations. Optimum group for this one-day session is six.

**The Vital Link** "The Vital Link" training program is designed to strengthen the leadership skills of the leader at the building level. That leader can be a association representative, a committee chairperson, a grievance representative or a person who has demonstrated a willingness to organize and actively represent the association in his/her building.

The program helps the leader understand the importance of the local, state, and national associations; assists the faculty leader in defining his/her role and in being an effective and assertive leader who knows how to plan and organize in a building.

### **OTHER TRAINING AVAILABLE**

During late July/early August of each year, a large and very comprehensive Summer Leadership Conference is held on the campus of Gettysburg College. This week-long training session covers all aspects of running a local association, including communications, grievance processing, and political action training, and professional development as well as specific training for leaders and negotiators. For more information about the Summer Leadership Conference, contact your region/division field office.

In addition, training programs are available in other subject areas such as Workers' Compensation, Privatization/Subcontracting, ESP and EA Working Together, and Unemployment Compensation.

