



Membership Resource Handbook

To develop a culture of belonging in this Association, we must focus on PEOPLE. We cannot overlook or underemphasize the power of the PERSON. To create a culture of belonging, we each must feel ownership of our Association and embrace the responsibility and commitment of transmitting our culture to others.

Remember, you don't grow loyalty in a day. You grow it day by day.

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Section 1:

A Year-Round Look at Membership with the Goal of Creating Strong Local Associations

- Creating a Culture of Belonging
- The Four Seasons of Membership

Create a Culture of Belonging in Your Local Association

What is culture?

A culture is a group of people who share a common purpose or vision, values and goals.

How does a culture develop?

- People come together for a common purpose.
- Leaders project a vision for the future and convince the people to believe it.
- Leaders help the people identify their shared values.
- Leaders develop goals and convince others to help them achieve these goals.

How is a culture passed on?

A culture is not inherited. It is lived.

Each generation creates its vision, values, and goals through its actions and behaviors.

BELONGING is fundamental to the human condition.

We cannot help but want to belong: not just to survive, but to make meaning of our world. Not to provide “communities” is not to satisfy a basic need. We need to belong to survive. We need to belong to create a sense of reality, to determine what’s real. In reinforcing the need to belong, our members are creating “community” for themselves and each other.

Has the Idea of Community Disappeared?

No. It’s true that community concepts have changed over time. “Community” has evolved in many parts of American society to be less formal, requiring shorter periods of commitment, and focused on specific goals – all because of demands on people’s time and energy. But it has not disappeared. It cannot. Belonging and community are fundamental to humans.

“People live in groups. Every human being enters the world as a member. From the earliest known history, people have lived together in families, clans and tribes, have assembled in neighborhoods, communities, villages, towns and cities, and have operated in gangs, clubs, unions, associations and congregations and innumerable other groups. The *person* and the *group* are not separable phenomena but are simply the individual and collective aspects of the same thing.” – Dr. Loren Osborn and Dr. Martin Neumeyer in “Community and Society.”

People Want to Belong

The people in a culture develop a collective sense of identity with the group and with each other. Yes, they also buy the group’s values and beliefs. But to really share in a group’s collective identity and really BELONG to the group, each individual member must have a positive relationship with others in the group. Relating to each other happens first. Buying into the ideology and the tangible benefits of belonging come later – as the “objects” of the individual’s commitment to the group.

Isn't That What We Want in our Association: loyal members?

To really share in our Association's collective identity and really BELONG to our group, each individual member must have a positive relationship with others in our Association. Relating to each other happens first. Buying into the ideology and the tangible benefits of belonging come later as the "objects" of the individual member's commitment to the group.

Remember, you don't grow loyalty in a day. You grow it day by day.

1. Understand what our members (or any customer) wants.

Here are some things our members want.

Value	I want to know that what I'm buying is at a fair price and that it will be supported throughout the entire length of time I'm a member.
Communications	Tell me what I need to know when I need to know it.
Attitude	You are willing and eager to meet my needs.
Reliability	You will deliver what you promise and consistently be there when I need you.
Tangibility	The Association has quality products and performance.
Empathy	You understand me and my needs.
Exceptional Service	You know me, understand me, lead me, help me and serve me.

This translates into a big challenge for Association leaders. We must:

- Understand our members
- Be prepared to serve them as any time/all the time
- Help them immediately when they need us
- Listen to them
- Be responsible for our actions relative to members
- Live up to our commitments
- Be memorable – do memorable things to help members
- Strive to be there for our members "for life"

2. EXPECT that everyone will belong

This idea is not new to us. As educators, we expect that all children will learn and succeed in school. That's the standard in public education.

In our Association, the standard should be "Everyone will belong to our Association."

- Do we have this expectation in this local association? How do you know it's an expectation?
- How is this expectation shared with or explained to members and potential members?
- How can we improve how we do this in this local Association?

Make memorable stories our members will tell and retell through "word of mouth marketing"

Memorable stories, good and bad, are told about the things you do as a leader in your local Association. Members don't invent these stories. You create them by your words and deeds, and the members simply retell them. What the story is and how it's told and retold is up to you.

Jeffrey Gitomer, the author of the book, "Customer Loyalty is Priceless," he calls it the Plus One Insurance. He says:

- You want to ensure that the story told about you is positive.
- You figure out how to help a customer, for example, and you assume that the customer is "satisfied" with your help.
- Maybe. But you don't really want just a "satisfied" customer. You want a LOYAL CUSTOMER.
- So, you add the extra "Plus" – the memory, the WOW!

Here's how this can apply in your local association: When something goes wrong for a member concerning our Association, you don't just help. You use PLUS ONE INSURANCE.

PLUS, ONE INSURANCE

1. You say, "I apologize on behalf of our Association."
2. You say, "THAT'S HORRIBLE!!" with feeling and sincerity. You add, "That makes me mad too. I will personally see that this is resolved."
3. You say, "Thank you for bringing this to my attention," or "Thank you for telling me about this so I can have the opportunity to make it right for you." (When's the last time anyone thanked you for complaining?)
4. You take the personal responsibility for following up and you get back to the member IN PERSON.
5. You follow up, when it's all over, with a personal phone call and, a few days later, with a handwritten note.

3. Welcome New Members

“Welcome” is one of the most powerful words and one of the rarest spoken. This is often true in our Association.

When a new member decides to belong to our association and joins, what should you do?

- Do something of VALUE
- Do something HELPFUL, GIVING, UNEXPECTED, CREATIVE

4. Create Opportunities

Create opportunities for members to interact with each other and for members to interact with potential members.

We want to create bonds between/among members and between/among members and potential members. To do this, we must MAKE OPPORTUNITIES for people to meet and engage at work and in social settings.

This is creating community – remember that people need to belong, and we create community to satisfy our need to belong. To some degree, this will just happen. But we want to MAKE IT HAPPEN.

You may want to think of some ways to do this in your work place: connecting members with members and members with potential members.

5. Identify the Right Recruiters

The “right” people to recruit potential members are the people who are liked and respected in your local association. They must be respected by their PEERS. Identify these people and ask them to help recruit and retain members even if they are not leaders/Building Reps.

- Match up generations/ages (veteran members with veteran potential members, young members with young potential members).
- Find connections at work (members in the Science Department sign up new members in the Science Department).
- Find connections outside of work (church, Scouts, Soccer, yoga class).
- Invite members who aren’t leaders and don’t intend to be leaders to take on the job of recruiting just one member.
- Team members up to contact potential members in ones or twos instead of alone.

6. Learn from Your Members

Find out why current members stay members and why they are loyal.

Ask your 10 best members what makes them continue to belong to our Association, so you can better understand what makes a LOYAL MEMBER.

Then think about the people and organizations to which you are loyal.

The answers you got from the 10 loyal members and your own answers should be similar.

Incorporate the “loyalty actions” you found in your 10 most loyal members into your everyday behaviors as an Association leader.

7. Create Positive Relationships

Find out how you’re doing on positive relationships with members in your work place.

Your friendliness and willingness to help our members is in direct proportion to your success as a leader. How friendly are you to other members? How willing are you to help? When a member asks you for help, do you help or try to get rid of the problem?

8. Discover What Stories Your Members Tell

Find out what memorable stories our most loyal members are retelling and discover how you can get more members to do this.

Word-of-mouth advertising is 50 times more powerful than any other kind of advertising. One person telling another what to do, where to shop, where to live, what to drive... POWERFUL! Word-of-mouth advertising can only take place person-to-person.

Write down three things that help our members the most, things you think members might tell others about our Association.

Then ask your best members what they say about our Association behind your back (when you’re not present). Ask them WHY they say these things.

Ask several people who are potential members the same thing. What do you say about our Association when I’m not around?

Compare the answers. How can you eliminate negative word-of-mouth advertising about our Association and create more positive word-of-mouth advertising about us?

Remember, you don’t grow loyalty in a day. You grow it day by day.

To create and sustain a Culture of Belonging in our Association – and to have loyal members – we must:

- Understand what our members want and always be prepared to serve them.
- EXPECT that everyone will belong and make this our standard
- Make memorable stories our members will retell through “word of mouth marketing”
- Welcome our new members and reinforce their decisions to belong
- Find ways to create bonds between our members, ways to create community in our Association.

NEA-NH's Four Seasons Membership Campaign

Membership is Everyone's Business . . . Membership is Year-Round

June – August Campaign

FOCUS

Final Preparation, Getting Ready and Training

- Conduct Membership Chair, membership processor, and enroller training
- Gather and package materials
- Continue preparation for beginning of school year campaign and develop message
- Determine local Association's market share -who are the potential members
- Mail local Association welcome letter with the school district's mailing to new employees
- Prepare new employee packet about the district (Welcome Committee)
- Confirm preparation for new employee events
- Host year-round school events
- Finalize the schedule to contact members weekly, biweekly and at least monthly for retention.
- Plan member benefits fair
- Invite an NEA-NH guest speaker to a member meeting

August –November Campaign

FOCUS

Enrolling New Members and Retaining Current Members

- Conduct new employee events
- Target sites and do follow up
- Contact membership resignations
- Begin weekly, biweekly and at least monthly contacts with members.
- Develop and implement intervention plans
- Report membership numbers — new employees enrolled, net increase, percent of market share — at each executive board and building rep meeting
- Tie NEA-NH's activities into membership plan
- Invite an NEA-NH guest speaker
- Prepare for winter campaign

November – March Campaign

FOCUS

Talent Search of Current Members and Personal Contact with Potential Members

- Celebrate successes
- Enroll new members as they are employed
- Continue site visits and member enrollment
- Member contact and involvement — contact current members regarding their interest and affiliations and plan on how to use that data
- Contact potential members regarding their interests, affiliations, and reasons for not joining and plan on how to use that data
- Develop and implement intervention plans
- Make connections with legislation, bargaining and membership
- Invite an NEA-NH guest speaker
- Prepare for spring campaign

March–May Campaign

FOCUS

Early Enrollment

- Conduct early enrollment campaign
- Begin preparations for beginning of school year campaign—order material
- Follow up on potential members.
- Make connections with successes of local and celebrate
- Schedule planning retreat and enrollment training
- Develop membership plan consistent with region/state
- Work with school district for Association inclusion in new employee orientation and Association events
- Register for Summer Leadership
- Have a presence at district “new hire” events
- Coordinate with school district insurance enrollment period
- Invite an NEA-NH guest speaker

Section 2:

Tools for Local Leaders

- The Local's Basic Building Block - Conversations
- Tips for Conducting Interactive One on One Conversations
- Enrolling Potential Members
- Local Association Buddies
- Organizing 101
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The Local's Basic Building Block - *Conversations*

Purpose of the one-on-one conversation:

1. The individual meeting and relational conversation are the essential, basic tool of organizing.
2. The conversation is about building a collective structure that will grow the organization, engage more members and identify allies and resources to support the organization.

Essentials of the one-on-one conversation:

- It is about listening and seeing the world through his or her eyes.
- It is deeper, more revealing than small talk.
- It is about probing, asking open-ended questions.
- It is about assessing for evidence of humor, resilience, organization and imagination.
- It is about building a relationship around interests.
- It is about both parties opening. You must be willing to tell your own story to build the relationship.
- It should eventually lead to action.

Open-ended questions to use in the one-on-one conversation:

- What is the individual's story?
- What is his/her passion?
- What is his/her vision?
- What are his/her values?
- What are his/her motivations?
- On what will (s)he act?

Tips for Conducting Interactive One on One Conversations

Planning

1. Ask the school district for new hires' names and contact information on an on-going basis, beginning in August.
2. Be intentional about who will have the relational conversation ("the team member") so that there can be a realistic relationship and follow-up with the new hire.
3. When contacting new hires to set up the conversation, team members should:
 - a. Schedule their own appointments for the individual meetings.
 - b. Make the appointment ahead of time. Thirty (30) minutes is long enough.
 - c. Get the new hire's cell number to call/text in case of last minute delay or cancellation. Also give the new hire a way to call/text the team member for the same reasons.
 - d. Set the meeting for a location where the new hire will feel comfortable, e.g., the school worksite, new hire's home, a coffee shop.
4. When attending the meetings, the team member should also:
 - a. Wear NEA-NH or local identification (NEA-NH button/nameplate, local button or T-shirt, etc.).
 - b. Take membership forms, NEA-NH New Educator cards and pens.
 - c. Take snacks to eat between conversations as needed.
5. Team members should schedule any needed follow-ups in a timely manner. Make sure to provide new hires with information and connections to resources that fit their expressed interests.

The Conversation

General Approach

- Stay focused on the person in front of you.
- Take some risks in the conversation.
- Express interest in what the new hire says. Ask questions, but not rapid fire.
- Spend long enough on an item that you break out of small talk.

Beginning the Conversation

- Begin conversation with, "As I told you on the phone when making this appointment . . ."
- Be clear and open about why we are meeting. "We want to get to know you and help you succeed."
- Offer some information about yourself. Briefly describe your role.

Questions and Answers

- Questions should identify the passion (or anger) of the new hire, as well as his* interests.
- Focus on the "whys" in his life. These are his motivators.
- Ask about family, background, etc.
- Ask, "Why did you choose to become an educator (or other job category)?"
- Ask, "Who do you already know at the school district?"
- Ask, "What do you think of when you think of Unions?"

- For new hires who have work experience (not necessarily in education) ask, “Have you ever seen unfairness at work?” [*Listen to answer*]. “That’s what our association tries to minimize.”
- Some new hires may ask questions about the association. Possible responses could be:
 - Associations are employees supporting each other – around economics, around the classroom, around where the kids come from and where they go to.
 - “The association is more than negotiations and grievances. The association is the only organization on your side. Think about it. Who’s not on your side?” [*Listen to answer.*]
- New hires may ask what “services” NEA-NH offers. Have that information with you.
- Some new hires have asked, “Isn’t membership required?” Possible responses could be:
 - “No. Our association is a democracy.”
 - “The values you identified as important to you are supported by the association. For example, we are working to/on . . .”
 - “Some form of participation is required, but to remain strong we need all involved.”
 - “We do have something called fair share, but it’s important we get to know you and you get to know us and join us as an association member.”
- Below are some possible responses to questions about dues:
 - “We do want your money, and your concerns, your passion and your participation. We want all of you, not just your money.”
 - “Your dues are your commitment to helping others. Others’ dues are their commitment to helping you.”
 - “We support each other with our dues.”
 - “Dues are set through a democratic process by association members.”

The Invitation to Join

- After 20 minutes, if the meeting has not gone well, do not invite them to join the association. Have someone else schedule another meeting with them. Proceed to talk to them about the NEA-NH New Educator card.
- If the meeting went well, invite them to join the association. “I’m inviting you to be my colleague in our association.” Then put a membership form and pen in front of them**. And wait for their response.
 - If it has been a good 20-minute relational conversation, putting the membership form in front of them will be natural.
 - Do not leave the form with them. Wait for them to fill it out and return it to you.
- Show them the New Educator data form and ask them to check what interests them. You may need to help them translate what they talked about to the topics listed on the form, since they may not understand those terms. Working together reinforces that you heard what they said.

Closing the Conversation

- Thank them for his time. Let them know you enjoyed the conversation/meeting them, etc.
- Ask them to critique the conversation, if you’d like feedback.
- Have something to hand them that has basic information about the Association.

Enrolling Potential Members

1. Contact the superintendent's office and plan to be notified when a new employee is hired. Request that the district provide you with the employee's name, email address and teaching assignment.
2. Recruit as many members as needed to be local Association buddies for new employees hired by the district.
3. Send a welcoming letter from the local Association for each new employee hired. (Sample in Section 3)
4. Have each local Association buddy follow up the welcoming letter with a personal contact.
5. Schedule a local Association event during the new employee's first few weeks on the job.
6. Make the importance of membership the focus at this event.
7. Follow up with additional personal contacts until the new employee joins.
8. After new employees join, do not abandon them. Continue to have regular conversations with them to acclimate them to the local Association and the school community.

Local Association Buddies

A local Association needs to start nurturing potential new members as soon as possible. If the first person potential new members develop a relationship with is a strong Association advocate, chances are when the potential new members are approached to join the Association, they will sign on right away. The following are suggestions for locals to develop *buddies* for potential new members:

- The local should develop a relationship with the school secretary, human resources staff and the superintendent so that when new employees are hired the Association is notified as soon as possible. This notification could go to the local Association President, Membership Committee Chair, Building Representative - whomever the Association designates. The local Association should receive the following information from the district about the new employees: name, home E-mail address, home phone, and assignment.
- The local Association can then assign a member to become a buddy for each new employee. If the district has many new employees, these buddies could be assigned two or three new employees. Provide the information listed in the first bullet to each buddy for the assigned new employee. If possible, match each new employee to a buddy who has a similar assignment or works at the same site.
- The buddy is responsible for contacting new employees and developing relationships with them. The first contact should be face-to-face. Be sure to follow up with a note and a phone call.
- The first task of the local Association buddy is to welcome new employees to the school and community. Other tasks would include finding out what immediate needs they may have. If the potential new member is new to the community, ask if he has found a place to live. The local Association can assist the potential new member with information regarding rental property or real estate possibilities within the community.

Other information that may be helpful is banking information, grocery shopping, doctor/dentist referral information and information on community church services. The intent here is to help new employees feel welcomed, answer questions that they may have and help them to adjust to their new environment.

- If the new employee is already from the community, the questions may be more job related. If there is a district mentoring program for new employees share the contact information with the new employee. If the district doesn't have a mentor program, the local Association buddy can help the new employee with job specific questions.
- Once new employees are settled in the community, the next task for the local Association buddy is to accompany them to any school or local Association related activities. Possibilities include official local Association welcome activities, the first workshop day for employees or district/building meetings. Make sure that the new employee has someone to talk to at all local Association and district functions held at the beginning of the school year.
- Once the new employee has become a local Association member, the buddy should continue the relationship. Make sure that the new member understands the conditions of the contract. The more the relationship between the new member and the local Association buddy develops, the greater the potential is for the new member to become an active local Association member.

Organizing 101

Who is an ideal member?

- Any potential member.
- Anyone who wants to be part of NEA-New Hampshire.
- Someone who understands what the association can do for them.
- Anyone willing to work for change.
- A team member who will go to bat for you.
- Someone that will represent you well.
- Someone who will be active and volunteer.
- Someone who is committed.

What is the ideal purpose of your Local?

- To let people know they are valued.
- To enforce the collective bargaining agreement.
- To protect employees who are covered under the collective bargaining agreement.
- To improve working conditions through:
 - Negotiations of salary and benefits
 - Listening to members' needs
 - Communication
 - Professional Development Opportunities

How do you project a culture of belonging?

- Welcome activities, raffles, gift bags.
- New employee breakfast in which members tell their supportive stories.
- Orientation in which the local association partners with the SAU for new employee education . . . showing collaboration.
- Show support in times of need.

Portrait of a Well-Organized Workplace

The local association is visible to members every day.

- **Face-to-face visits.** Building Representatives/Local Leaders walk through the workplace regularly. They have relationships with all members, not just elected leaders.
- **Complete coverage.** There is a building representative for every 10 members.
- **Lively meetings.** Membership meetings are regular and well-attended.
- **New hires join.** Your local association participates in every new employee orientation.
- **Word gets around.** There is regular communication through newsletters, email, Facebook, Twitter, flyers, up-to-date bulletin boards and a member-to-member network.

We defend our standards and enforce our contracts.

- **Action is the norm.** Members mobilize and use collective action to solve everyday problems. Grievances are not our primary line of defense.
- **We know our rights.** Contracts are widely available and promptly distributed, both electronically and in print.

Members own the local association.

Confidence. Members feel that their union is strong and can resolve problems.

- **Easy access.** Through building representatives, members have immediate access to resources to resolve their problems, without having to track down the association leadership.
- **Participation.** Members participate in association-wide programs, campaigns, and professional development.
- **Pride.** Members are glad they belong to the association. Social events are well-attended.

Opportunities for Successful Membership Enrollment

1. More colleagues will join the local Association because we are more interested in *them* rather than in all the facts we may know about our association.

2. *Remember our colleagues will join for their own reasons, not for ours.* The best promoter of membership is an enthusiastic member. Let it be known that you are proud of the local Association, you believe in it and that the Association can make a difference.

3. Contact potential members in person, one-on-one. Contact them when they are alone rather than in a group. Your best results will be obtained from *personal contact*. After personal contact come telephone contact and, finally, mail and printed material.

4. Timing is important. People are most likely to join:

- When a major activity occurs
- When they are newly hired
- When they are helped with a problem they've had
- When they are already "joiners"
- When they are asked and asked and asked and asked

5. Take a few minutes to plan your contact. Ask yourself, what do I know about this person (potential member)? What is the purpose of this contact?

6. Remember that your job is to *listen*, not to talk, until you find out all you need to know about the potential member. Ask questions that start with *who, what, when, why, and how*. Listen to the answers! Find out:

- What potential members know about the Association
- What are their concerns, questions and needs?
- What are their objections, if any?
- How the Association can fill their needs

7. Prepare yourself with information about the Association goals, programs and services. Know where to get additional information should you need it. Talk about the Association in terms that would answer the questions: "What can the Association do for me?" and "How can I be a part of the Association?" Use what you have learned about the potential member to determine what to highlight about the Association.

8. Keep in mind that you don't have to know all the answers. A general briefing on the local, state and national levels of the Association will usually suffice. Find out the questions, concerns and needs of the potential member and get back to them. It's often more important that you cared enough to follow through with what you promised than that you provided the information. You may also ask a more knowledgeable leader or staff person to follow up with the potential member.

9. If you need someone to assist you or make a follow up contact, decide who the best person should be. When members are *informed* about who the potential members are, they are often willing to make enrolling a potential member a team effort, especially with individuals they know.

10. When talking about dues, talk in smallest terms — by the day, week or month. Use the daily amount and compare it with what little that amount will buy in everyday purchases. Stress that members receive protection and services 365 days a year.

11. Use printed material selectively and try to hand-deliver them. Point out specific information, which refers to the potential member's interests. Write a personal note to go along with the materials.

12. Positive attitudes produce positive results. Be positive; *expect everyone* to enroll. Let the potential member be the one to tell you otherwise.

13. If potential members show interest in joining, try to get them to enroll immediately. It takes less than two minutes to complete a membership form, especially if you have some of the information filled in advance. Become familiar with the form so that you can help make the process smoother. Offer to take the completed form to the local Association building representative to expedite the enrollment process.

14. If the potential member has any uncertainty, remember:

- *Here's who we are*
- *Here's what we do*
- *Here's what we can do together*
- *Here's what the dues are. Then ask,*
- *"Will you join with us?"*

15. Set a goal for yourself each day. For example, contact one potential member; call and support another member who is working on enrollment of potential members.

16. Much more comes through to the potential member than just the words we speak. It's been said that only seven percent of our message comes from our words; 38 percent comes from our tone of voice and how we say the words; and 55 percent comes from other nonverbal messages we send with our facial expression, body language, etc.

17. After potential members join, tell them what they can expect. Do not promise anything you can't personally deliver. Immediately after they have joined is an excellent time to help get them involved. Do what you can to make every new member feel good about their decision.

School Welcome Committee

“Welcome” is one of the most powerful words and one of the rarest spoken. This is often true in our Association. We need to think beyond welcoming members after they join. We need to reach out regularly and welcome new employees in various ways, to introduce them to our Association.

FORM A WELCOMING COMMITTEE and **DEVELOP A PLAN** for connecting with each new employee:

- This is an activity that ESP and EA locals could work on together.
- Have a representative from each area of the school if you have only one school facility.
- Meet monthly to discuss your progress.

GET NAMES OF ALL NEW HIRES by August 15:

- If your school district has an orientation for new hires, request time on the agenda to speak with them and introduce yourself and **Welcome Committee** members.

Make sure the **Welcome Committee** representatives personally **INTRODUCE** themselves at an orientation meeting or the first work day:

- This is just a brief introductory conversation to make connections. Listen more than you speak.
- Remember, one-on-one contact is the best way to communicate.

Have a **Welcome Committee** member **PERSONALLY DELIVER** a gift bag to the new hire two days after school begins:

- Include information about your Association and some information about their new worksite.
Some information you include may be:
 - The names and email addresses of your Local Association Executive Board.
 - A name of an individual they may call with questions about their new worksite.
- Keep your conversation welcoming and brief.

SEND MORE INFORMATION about the Local Association two weeks after school begins:

- This could be a Local Association newsletter, upcoming meetings, school and local events.
- The Local Association’s recent accomplishments can be highlighted.

At last, after all else is completed, **MAKE THE PITCH** to join on the third week after school begins:

- Make sure it is a familiar face that makes the pitch to join.
- Welcome your new members at the next Local Association meeting!

Ten Minute Building Meetings

Building Representatives who hold regular building meetings have the best shot toward strengthening membership rapport, especially in difficult times.

We are all busy! Try promising your membership a 10-minute building meeting timed by the clock.

Often it seems expedient for the Building Representative to have a vote in meetings without having gained input from members. To neglect to ask for member input robs them of the knowledge that they have a voice in the union and the feeling that their opinions count in the decision-making process.

On the sample agenda there is a tear-off section on the bottom so that Building Representatives can speak, on an individual basis, to those who write down concerns. The tear-off section can be collected at the door.

Minutes	Topic	Rationale
2 Minutes	Brief overview of topics discussed at last month's Association meeting.	Keeping members informed is not a matter of how much they are told. Rather, it is a matter of them realizing that leaders are working hard to keep them informed.
4 Minutes	Present and explore a new issue. "We need your input before we go to the next Executive Board meeting."	The mere process of getting members' input reinforces in the member's mind that his/her opinion is actively sought and subsequently presented to the voting body. The Building Representative who neglects this step is asking for mistrust and hostility from members.
3 Minutes	A 3-minute review of a current issue or problem. Could be a building issue or a District-wide item.	Often just talking about a problem gives considerable relief. Reviewing issues keeps information flowing and demonstrates a commitment to concerns raised by members.
1 Minute	End on a positive note. Outline how member involvement has influenced the union's action or a decision by the District. Or simply congratulate a member on a recent achievement.	We must constantly provide our members with the context in which the association operates. We must remind them where we started on an issue and where we are today. While the issue may not be resolved, point out how far the item has come since it was first mentioned.

Section 3:

Sample Materials and Additional Information

- Blank – Back to School (B2S) Local Campaign Plan
- SAMPLE – Back to School (B2S) Local Campaign Plan
- Back to School (B2S) Local Campaign Plan Materials
- Create Your Local Membership Plan/How to be a Good Listener
- SAMPLE – 10-Minute Building Meeting Notice/Input Form
- Letter to Potential Members
- Sample Agenda for the One on One Conversation
- Potential Member Information
- Call Us!

Blank Back to School (B2S) Local Campaign Plan

A well planned Back to School recruitment plan is an essential building block for a strong local association. NEA-NH and the NEA have joined together for the national New Educator Organizing Campaign, a comprehensive effort to build our association in the next generation of educators. Through one on one conversations with new educators, you will be identifying their interests to bring them the support and professional development resources of the 3-million members of the NEA. This campaign will gather valuable information as we elevate their voices on issues that impact them and their students. The planning template below serves as a guide so you're able to set realistic goals for your local. Refer to the example further down for ideas during your planning process.

Goals

1. Recruit, orient, and engage new hires.
2. Recruit, reclaim, and retain current employees.

Overall Objective/Benchmarks

Appropriate objectives include membership gains, number of interest cards collected, number of worksite leaders identified, etc.

Objective 1:

Benchmark 1:

Benchmark 2

Objective 2:

Timeline

List important dates over the next several months that will include a planning meeting, new employee orientations, building rep meetings, blitz weeks, follow-up asks, etc. Your objectives listed above should be reflected in your timeline.

August

September

October

New Hire Lists

How do you plan to get your list of new hires? Examples include requesting from the district, school board minutes, or FOIA request.

Back to School Events

How do you plan to engage and develop relationships with your new hires? Examples include Back to School picnics, new hire social events, professional development around evaluation, Degrees not Debt, invite to an association meeting.

Notes/Additional Background Information

Use this space to include any relevant information about the local or the District, such as potential obstacles. An example could include whether the School District is going to push back on any of your actions. Or, was there recently a policy change at the District level that may affect your conversations?

SAMPLE Back to School (B2S) Local Campaign Plan

Overall Objectives/Benchmarks

Appropriate objectives include membership gains, number of New Educator data cards collected, number of worksite leaders identified, etc.

Objective 1: Sign up 11 new members during the first two months of Fall semester (total of 39 potential members)

Benchmark 1: August 10th – Sign up 6 of the 39 new hires at the New Employee Orientation (NEO)

Benchmark 2: August 30th – Sign up 3 potential members with follow-up visits to new hires and conversations with other potential members

Benchmark 3: September 15th – Sign up 2 new members through 1:1 conversations using BR structure and a blitz

Objective 2: Collect 100 New Ed Interest Cards from new hires

Benchmark 1: August 10th – Collect 27 Interest Cards at the NEO

Benchmark 2: September 15th – Collect 12 Interest Cards through follow-up conversations or visiting with new employees that were not contacted at the NEO

Timeline List important dates over the next several months that will include planning meeting, new employee orientations, building rep meetings, blitzes, etc. Your objectives listed above should be reflected below.

July 20th: Convene key local leaders to discuss New Ed plan

August 3rd: First BR Meeting of the year; opportunity to educate BRs about the New Ed campaign and prepare for the New Employee Orientation next week; designate roles for NEO and set expectations

*August 10th: **New Employee Orientation***

August 11th: Follow-up ‘thank you’ to BRs and report on results from NEO; communicate objectives for the next month and distribute new hire lists to BRs for 1:1 conversations

September 7th: Second BR Meeting of the year; report on the progress of established objectives and plan for a blitz week from Sept 11-15th

*September 11-15th: **Blitz Week** – this is a concerted effort to increase membership, collect Interest Cards and identify new leaders*

September 18th: Report back to BRs about the results of Blitz Week

October 5th: Third BR Meeting of the year; Let’s keep organizing! Review the Interest Card data and determine how to act on it through follow-up conversations, educating members and providing resources such as Professional Development offerings

Back to School (B2S) Local Campaign Plan Materials

List all the materials that you will need for your New Ed campaign.

- New Hire List for Each Building
- Bargaining Unit Employee List for Each Building (Blitz Week)
- Membership Forms for Teachers and ESPs
- New Ed Interest Cards
- List of Local's Accomplishments
- NEA Member Benefits Brochure
- Prep Time Schedule (Blitz Week)
- Description of Roles/Responsibilities of an AR (For new leaders)

New Hire Lists

How do you plan to get your list of new hires? Examples include requesting from the district or a Right to Know request.

We have a great relationship with the district so they usually give it to us ahead of time. NEA-NH's UD or UA can also request this list of the district.

Local Sponsored Back to School Events

How do you plan to engage and develop relationships with your new hires? Examples include Back to School picnics, new hire social events, professional development around evaluation, Degrees not Debt, invite to an association meeting.

August	NEA Center for Social Justice Cultural Competency
August	New Hire Trainings: Classroom Management, SLO
August	New Hire Trainings: Know Your
August	Back to School Social

Create Your Local Membership Plan

Identify two or three items as medium-term membership goals, things you think you can achieve over the next year and want to focus on. Jot down specific steps you'll need to take to move toward these goals.

Goal for this year:
Steps:

Another goal for this year:
Steps:

Also pick out a couple of items as longer-term membership goals, things that might describe your workplace a few years down the line if you keep organizing. Jot down some intermediate steps you'll need to take to move toward those membership goals.

Long-term goal:
Steps:

Another long-term goal:
Steps:

How to be a Good Listener

- **Avoid distractions.** Look the other person in the eye and put your phone away.
- **Slow down.** Our brains process thoughts four times faster than spoken words. It's easy to skip ahead in a conversation, using your assumptions to fill in the gaps and plan your response. Resist this urge. Focus on what is being said.
- **Don't interrupt.** Take the time to hear the full story.
- **Keep an open mind.** Don't assume you already know what someone cares about. People will surprise you.
- **Don't fish.** Avoid leading questions like, "Don't you agree that . . ."
- **Practice empathy.** Sometimes people need to let off steam. Don't discourage them. Your immediate task is to hear what they have to say, not to judge. Be sure to show concern, empathy and understanding for the person.
- **Show that you hear what they're saying.** React, ask follow-up questions, and repeat back what you understand. If you don't understand, ask them to "say more about . . ."
- **Find common ground.** You don't have to agree with every point, but look for areas of agreement, and acknowledge where you differ.
- **Don't feel you need to sell something.** An organizer is not a salesperson. You're genuinely looking to learn the other person's point of view and create something new together.

SAMPLE

10-Minute Building Meeting

Middle School Education Association
October 12, 2018

Middle School Education Association is negotiating our contract this year.
Middle School Education Association is determined to keep you informed.

Middle School Education Association leaders need YOUR input!

We start in the library at 3:15 p.m. SHARP!

We wind up the meeting at 3:25 p.m. SHARP!

SAMPLE

10-Minute Building Meeting

Middle School Education Association
October 12, 2018

- What was discussed at the last Middle School Education Association meeting. (2 minutes)
- We need your input on (____). Your views will be presented at the next Executive Board meeting. (4 minutes)
- Latest developments on the problem of _____. (3 minutes)
- Something that should make you proud! (1 minute)
- Time's up! Don't forget to leave your questions and suggestions at the door.

ASK A QUESTION, MAKE A SUGGESTION. Tear off this portion of the agenda and leave it with (name) at the door.

Your name: _____

Best way to reach you: _____

Letter to Potential Members

An important part of creating a community of colleagues is welcoming potential members. The following is a sample of a letter that can be personalized to meet the needs of your individual local Association.

(Use Association letterhead)

August, x, xxxx

Jane Newcomer

One Education Circle

Smart City, NH 03301

Dear Jane:

On behalf of the Best Ever Education Association (BEEA), I would like to congratulate you on your new position and welcome you to our district. You will find the Kids First School District is a wonderful place to teach and work! The Best Ever Education Association would like to ensure that you begin the year in a positive way by pairing you with Sally Elder, who will be your Association buddy. Sally will contact you soon to help you in any way she can, as you become a part of our district.

BEEA would also like to invite you to the new employee luncheon, which will be held on August xx, xxxx at 12:30 p.m. in the Kids First Middle School cafeteria. At the luncheon you will have an opportunity to meet other new employees and their Association buddies as well as to acquaint yourself with the advantages of Association membership. This year we are offering an early enrollment incentive, which Sally will explain when she calls you.

I am enclosing a brochure on NEA Member Benefits, which you might find helpful as you transition into the area.

Please call me at xxx-xxxx with any questions you may have. I look forward to meeting you at the new employee luncheon on August xx, xxxx.

Sincerely,

Bev Leader

President

Best Ever Education Association

Sample Agenda for the One on One Conversation

1. Thank the new employee for meeting with you.
2. Introduce yourself.
3. Remind them that you are part of a team of leaders in _____(local name) that is meeting with all the new employees in the district this summer.
4. Ask them to introduce herself.
5. Often the new employee will ask, "What do you want to know?"
At this point you should have a list of questions that you can ask. *They should be open-ended questions that will identify the new hire's stories, values, passions and motivations.* You are also looking for *evidence of humor, resilience, organization and imagination.*

Remember that you want to listen more than talk. Questions you could start with:

- a. How did you decide to become involved in education?
 - b. Do you come from a family of educators?
 - c. Being an educator has become more difficult in recent years. Did that effect your decision?
 - d. What is exciting you about the prospect of the new school year and new job?
 - e. What is making you feel anxious?
6. After asking a few questions you need to volunteer something about yourself or this will sound like an interview. Speak personally and not about NEA-NH or the local association at this point. Tell a story to prompt one from the other person. Stories about how you decided to work in education or your best or worst year in education work well. Stories about your first year in an educational setting would be good because many new hires are about to experience that.
7. This part of the meeting (items 1-6) should go on for 20 minutes or so. *Then you need to make a turn.* Introduce the local association and don't get defensive in any way!
- a. Example: "The employees of this school system are very lucky to have a strong association of their own. We are the _____ and we are part of both a state and a national association. One of the reasons that we enjoy decent pay and good benefits is that our association has been able to use its power to negotiate well."
 - b. Then talk personally about a story of when the association was there for you or for someone you know well.

8. Ask: Have you ever belonged to an association in a previous job? See if you can get them to tell a story.
9. Say something like: "I am inviting you to join us today. We want you to become an active member in the association. I brought a membership form with me." Hand them the form and pen and be then silent.
10. If they say they want to think about it, ask if you or someone else can see them again. Let them know that we enjoy almost 100% membership. Do not leave the form with them.
11. Show them the New Educator data card. Tell them that we want to provide them with information and resources to support them in their new position. Ask them to fill out the data card. If they don't understand the terms on the card, help them translate what they shared with you to the choices on the card.
12. Make sure to schedule any follow-ups with them before ending the meeting.

Potential Member Information

Inviter _____ Building _____
 Name _____
 Subject _____ Room _____
 New Employee? _____ Yes _____ No
 Member? _____ Yes _____ No
 If Not, Why Not? _____
 Spouse's Name _____
 Spouse's Occupation _____
 How Long in District? _____
 Children? _____ Ages _____ In School? _____
 Main Interests _____
 Address _____
 Phone Number _____ E-mail _____
 Other Information _____
 Date of Contact Inviter Information Comments

Date of Contact	Inviter (If different)	Information Shared	Comments
1.			
2.			
3.			
4.			

Your Partner. Your Advocate. Your Association.

How can we best support you?

Please print using one box per letter.

FIRST NAME

MIDDLE NAME

LAST NAME

WORKSITE

EMPLOYER

PERSONAL EMAIL

HOME ADDRESS

CELL PHONE #

CITY

STATE

ZIP

Get NEA Mobile Alerts

Message and data rates may apply.
Four msgs/month.
SMS terms at nea.org/terms.

JOB TITLE (Pick one that most represents your work.)

- | | | |
|---|---|--|
| <input type="checkbox"/> Clerical Service | <input type="checkbox"/> Paraeducator | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Custodian & Maintenance | <input type="checkbox"/> Security Services | <input type="checkbox"/> Classroom Teacher |
| <input type="checkbox"/> Food Service | <input type="checkbox"/> Skilled Trades | <input type="checkbox"/> Other |
| <input type="checkbox"/> Health & Student Service | <input type="checkbox"/> Technical Services | |

1) What year did you enter the profession?

 (YYYY)

2) I am:

- Already a member
- Transferring from another district
- Joining the Association today
- Interested in receiving more information about membership

3) Our Association provides resources and support to educators to ensure student success. How can we help you in your career and practice as an educator?

- Student Behavior / Classroom Management
- Curriculum Assistance
- Access to Mentors and/or Coaches
- Working with Parents
- Working with Administrators
- Understanding Your Evaluation / Observation Process

4) Our Association works to ensure every school provides our students with the opportunities to succeed. Which of the following issues are most important to you?

- Social and Racial Justice
- Economic Justice
- Parental and Community Engagement
- Fully-funded Schools
- Conditions in the Workplace
- Education Policy—*policy that impacts your school at the local, state or national level*
- Political Advocacy—*advocate for policies that ensure all students get the opportunities they deserve*

5) Our Association advocates for conditions that retain high-quality educators for students. Which of these are you interested in learning about?

- Compensations & Contracts
- Educator Rights & Responsibilities
- Health Care & Insurance
- Pension & Retirement Benefits
- Student Debt
- Stretching Your Paycheck



Office Use: Worksite ID

One on one. Here's my colleague's info:

FIRST NAME	MIDDLE NAME	
LAST NAME		
WORK SITE		
EMPLOYER		
() - CELL PHONE	<input type="checkbox"/> Get NEA Mobile Alerts <i>Msg & data rates may apply. 4 msgs/month.SMS terms at nea.org/terms.</i>	
PERSONAL EMAIL		
HOME ADDRESS		
CITY	STATE	ZIP CODE
What best describes your job here:		
<input type="checkbox"/> Faculty PT	<input type="checkbox"/> Academic Professional Staff	
<input type="checkbox"/> Faculty FT	<input type="checkbox"/> Other Support Staff	
	<input type="checkbox"/> Graduate Teaching / Research Assistant	

1) Date of Hire (Year):

--	--	--	--

2) What issues are most important to you?

- Academic Freedom
- Campus Safety
- Job Security
- Office Space & Resources
- Promotion & Tenure
- Shared Governance
- Wages & Benefits

3) Our Association works to ensure every school provides students with opportunities to succeed. Which of the following issues are most important to you?

- Social & Racial Justice
- Economic Justice
- Conditions in the Workplace
- Education Policy—*policy that impacts your college / university at the local, state or national level*
- Political Advocacy—*advocate to ensure that all students get the opportunities they deserve*

4) Our Association advocates for conditions that retain high-quality faculty and staff. Which of the following are you interested in learning about?

- Compensations & Contracts
- Health Care & Insurance
- Pension & Retirement Benefits
- Student Debt
- Stretching Your Paycheck



Official Use ONLY:

Worksite ID



The staff and governance at NEA-NH are available to come out and speak with your local!

Below is a sampling of topics you can choose from.

Please contact Bobbi-Jo Michael at 603-715-9307 or

bmichael@nhnea.org to schedule your next guest speaker!

- Bargaining and Negotiations Training
- Developing Leadership Skills
- Grievance Process Training
- Internal and External Communications
- Legal Liabilities
- Legislative Issues
- Membership Recruitment, Engagement and Retainment
- NEA Member Benefit Programs
- NEA-NH State Leadership Visits
- New Hampshire Retirement
- Professional Development Opportunities
- Public Relations/Community Involvement
- Treasurers' Training
- Website Development
- Leadership Training
- Membership Chair Training
- Professional Development – Micro Credentialing
- Professional Development – Mental Health Awareness