

Partnership for Quality & Organising Practice

Foreword

We are pleased to release this document on organising practice in the PSA.

This document draws on the experience of PSA organisers and describes good organising practice in workplaces to give effect to the Partnership for Quality strategy. PSA organising emphasises building union organisation in the workplace, strategic engagement with enterprises, and planning and delivering membership outcomes.

It is intended to be a living set of ideas and we expect and encourage further development and evolution of the thinking and our organising practice over time.

The organising practice model is one of the deliverables of the organising review implementation programme. It was an integral part of a suite of projects on workload allocation, team establishment, team and organiser roles, and sector committee and Te Runanga support. A decision document, released on 16 May 2005, confirmed the organising practice described in this booklet as the PSA approach.

The organising practice approach will be the basis for future recruitment of organisers and the staff development and induction programmes. It will be closely integrated into the human resources framework for the PSA.

Acknowledgements

We would like to acknowledge and thank the project team for its work: Barbara Lautogo, Basil Prestidge, Denise Eilers, Grant Duffy, Jayne MacFarlane, Richard Wagstaff, Warwick Jones, Kerry Davies (convenor).

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National Secretary

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Introduction

The PSA's political goal is:

To build union organisation able to influence the social, political, economic and industrial environment to advance the interests of PSA members.

The strategy employed to achieve that goal is known as **Partnership for Quality**.

Partnership for Quality is a **means** towards achieving the overarching political goal of the union – it is not in itself the goal of the union.


This paper describes what is good organising practice in the workplace within the framework of the Partnership for Quality strategy. It is deliberately not focused on Partnership for Quality practice outside of the workplace. Nor is it an attempt to define Partnership for Quality. That has been done and will continue to be done in a range of other documents and mediums. All PSA organisers need to have a good understanding of Partnership for Quality as the union's industrial and political strategy before they can understand what this strategy means for organising practice.

Ideally ...

In an ideal workplace, every worker would be a member of the PSA. If anybody chose not to join they would feel 'on the outside' because they would not participate in the life of the union, and the life of the union would be central to the lives of employees in the workplace. Being a union member would be more than being simply an employee, it would mean identifying and working with other workers in an independent democratic organisation that freely and frequently entered into internal discussion and debate about workplace issues. Not just about any issues but – through skilled leadership and judgement – the issues that were relevant and really mattered to members.

Those issues would be taken up with the employer by elected delegates and, if necessary, with the support of the PSA organiser, through well-established structures and processes designed to maximise the participation of the union in decision-making. The employer would listen and respond to the union's views and proposals because: they have a high regard for the integrity of the union; the union has a record of contributing good ideas and perspectives; and employers know the union accurately reflects the committed views of the membership. Moreover, the employer takes notice of the union's views because the PSA's strength of union organisation commands respect, not only because membership density is high and members are well organised, but because there is no doubt in anybody's mind that the PSA will **deploy and mobilise** its organisation to maximise its influence.

While the employer and the union are seen to be independent and at times clearly hold different points of view, the parties nonetheless have a constructive relationship that ultimately pays dividends to union members as well as the employer. Even when differences become so pronounced and add up to real conflict, once resolved the parties work to restore and enhance the relationship. Difference and even conflict is understood to be natural, and energy is spent trying to resolve issues in an up-front manner, rather than burying the issues under the carpet. Both parties respect and understand one another's roles and responsibilities and understand that the better organised and effective each party is, the better and more effective the relationship will be.



Partnership for Quality is focused on organising workers collectively around a broad agenda

In simple terms the PSA's job is to build a union so that workers can maximise their influence through collective means. In other words the union has to do two basic things: firstly be highly organised, that is attract the vast majority of workers into the union, where they act as a coherent, disciplined organisation of members; and secondly, effectively engage members collectively through their union organisation in decision-making on a wide range of issues that impact on the quality of working life of members.

The PSA is therefore concerned with the conditions and environment within which members work, and the terms they receive for doing the job. The PSA also seeks to create workplaces where union members have a say in matters that were once the traditional and sole domain of management. The PSA's priorities cannot narrowly focus around the simple agenda of a bargaining agent for pay and rations, but must expand to include how the work is done and the way the enterprise is managed. That is: 'Quality Jobs and Quality Management'.

Quality jobs and employment can be focused on:

- Employment security
- Pay and conditions
- Good work design that involves a sense of achievement and contribution
- Health and safety
- An appropriate balance between work and other priorities in life
- Recognition for contribution and work.

The important characteristics of Quality Management (referring to management style, approach and systems and processes) are:

- Inclusive of employees and their union
- Allow for sufficient employee control over work
- Exhibit leadership that promotes individual workers to reach their fullest potential through motivational, supportive and fair methods
- Responsible attention given to the achievement of organisational strategic objectives.

The Partnership for Quality strategy positions the union to organise around these issues and around this agenda in the workplace. While the PSA will continue to negotiate the terms and conditions of employment through collective bargaining, the PSA has an interest in extending the union's influence more widely.



Organising principles and Partnership for Quality

There are a number of principles that organisers must work to when organising within Partnership for Quality:

A shared interest in quality

Clearly the PSA and employers have separate interests. The PSA's primary concern is the well-being of members; the employer is primarily concerned with delivering on the organisation's strategic plans and goals.

But the union and the employer have shared interests. Obviously the employer party has an interest in the enterprise being successful. But so does the union because:

- Members have an interest in doing their job well. They want to work in an organisation that produces quality services where they are more likely to feel satisfied that they are doing a good job and are more likely to advance their careers.
- PSA members are consumers of public services and benefit from quality service delivery.
- Enterprises are more likely to survive a competitive environment, leading to employment security, if they produce high quality services.

The PSA has a constructive agenda and seeks a constructive relationship with employers whereby both parties can advance their respective interests – whether shared or separate. In broad terms the PSA is seeking to work with employers to 'make it work' and to deliver quality services and products through quality jobs and employment and quality management practice.

Collectivism

The fundamental understanding underpinning the union is that together – collectively – members have more power and influence than they do individually. Without collective organisation an inherent power imbalance exists between employer and employee. Collectivism means more than just a collection of individuals merely banding together to express their individual wills. It is the PSA's strongly held conviction that 'the collective whole is more than the sum of the parts'. That is, by working together members can become more powerful and influential through good collective processes that enable more dynamic thinking and action that result only from groups of people working together.

Because collectivism is the basis for the union to achieve any influence, it is also the basis of the union's culture and practice. Collectivism involves discipline, commitment and democracy without which the collective is only the sum of its parts. The organiser's role is to organise members into an effective collective whereby members can wield maximum influence for the good of all members through the union and take more control of their own existence.

Participation

The PSA engages in decision-making by participating in the process of decision-making, in contrast to merely being consulted after decisions have been made. The PSA does not accept the master/servant relationship and authoritarian forms of management practice. The union is concerned with breaking down traditional concepts of management whereby staff are told what to do with little, if any, input to decision-making.

Through Partnership for Quality the PSA is seeking to change the 'relations of production' so that members have more say and control over their work and the way it is done. That means the union is 'in on the ground floor' and part of the development of ideas for change long before they are finalised and require sign-off.

Good faith organising

Organisers working within a Partnership for Quality framework must exhibit the highest standards of integrity and good faith with both employers and members. Partnership for Quality is an approach that demands all participants – union and management – act in an upfront, honest and open manner and that there are no surprises. It means the parties should practise what is preached, being hard on the issues not the people, problem-solving where appropriate, and sticking to agreements. Clever bargaining tricks have no place within a good faith relationship.

Independence

Developing an effective partnership relationship with an employer will benefit both parties, and lead to an understanding that neither party is out to conquer the other, but instead sees the benefits of the other party working effectively. However, while organisers must work to create a relationship with employers that is constructive, the union must not be subservient or act in any way which compromises or calls into question the independent relationship between the union and the employer. There is a place for organisers to debate issues with members and delegates in the process of developing a collective view. But ultimately the union must not shy away from putting forward members' issues and views, especially when members have views that are at odds with those of the employer.

Partnership for Quality means dealing with conflict and difference – not avoiding it. At all times the union (and the organiser) should always feel confident about saying 'no' to an employer's proposal if need be. Like the concept of good faith, Partnership for Quality involves an understanding that serious differences can legitimately elevate to industrial action. Partnership for Quality should be seen more as a declaration of engagement than a declaration of an undisturbed peace and industrial tranquillity. That is neither realistic nor does it reflect the independent interests of the parties.

While industrial action is never the goal of the union and while a well-functioning relationship that reflects Partnership for Quality is likely to promote more consensus, it is wrong to avoid industrial action at all costs. There are situations where it is a legitimate and appropriate option for members to consider and implement.

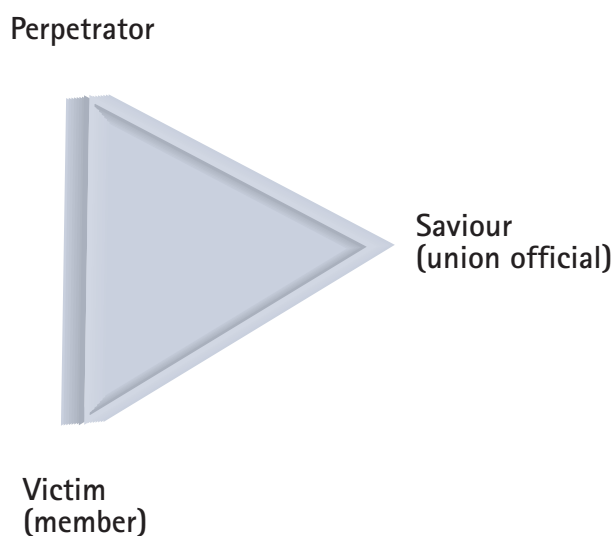
Duty of care to members and relationship with employers

Organisers should never lose sight of the fact that first and foremost they represent the interests of the PSA and PSA members. The union has a moral and legally defined 'duty of care' to members. It is important that members are left with no doubt about the PSA's primary concern for members' interests.

Important as it is, the 'relationship' between the PSA and the employer should never be elevated beyond everything else. The collective interests of PSA members always remain the primary and most important focus of organisers. If for any reasons the relationship and members' interests collide, members come first.

Organisers do not save members

While the union has a 'duty of care' to members, that is not to be confused with any temptation for organisers to act in the role of rescuer or saviour. For members and delegates, a particular and unfortunate psychology can set in whereby members see themselves as 'victims' of the employer's actions and the employer is seen as a 'perpetrator'. The union and/or the organiser is then easily cast in the role as 'saviour', saving members from their managers in the workplace. This can be illustrated as follows:



This is highly undesirable. While it can make an organiser feel appreciated and valued by both members and employers, it is not conducive to building union organisation. It does not assist in getting members to understand that collectively they are the union and they must take ownership collectively of the situation they are in and in finding the solutions to it.

When the organiser assumes the role of rescuer/saviour this simply reinforces a sense of powerlessness amongst members – the opposite of what an organiser should be trying to achieve. Instead, organisers should encourage, advise and support members to organise and act collectively in the workplace so that members themselves understand they collectively have the power and influence.

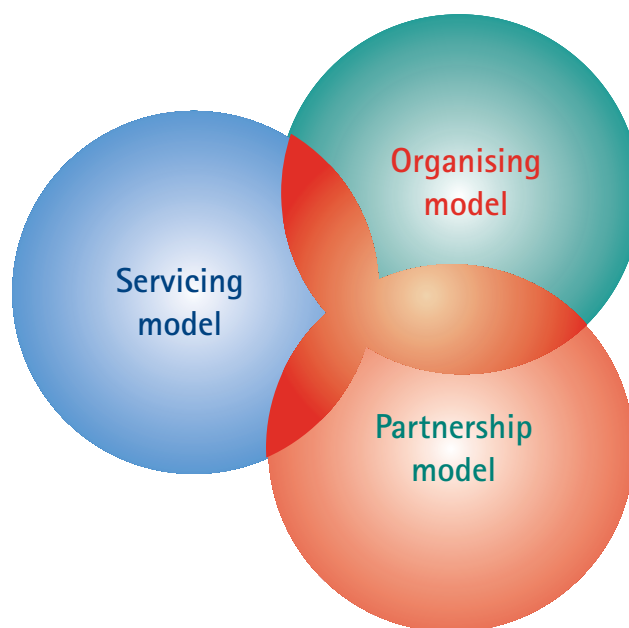
Different organising models

Three simple models of organising labour can be identified in order to clarify thinking:

- 1 Servicing model – concerned primarily with treating members as customers who are provided with union services, especially legal and bargaining services.
- 2 Organising model – concerned primarily with creating union organisation in the workplace on the basis of an adversarial approach that thrives on conflict.
- 3 Partnership for Quality.

While there are certainly differences between these models, there are also important similarities.

Organising models



The point of this diagram is to show that Partnership for Quality organising practice has much in common with the organising practice in the other two models.

All union organising strategies essentially seek to recruit members and represent their interests. That alone means that much of the basics of the three approaches are similar. No model of union organisation can survive without a real commitment to recruitment and retention of members. But even on this point there are critical differences. The principal concern of the servicing model is that members are recruited for their subs to pay the costs of running the union and servicing the members, whereas the organising model and Partnership for Quality understand that the power and influence of the union is derived by the number and density of union membership as much or more than any other single factor.

Unlike the servicing model, Partnership for Quality and the organising model do not work like an insurance company that treats members as though they were customers, paying little attention to collective activity and placing more emphasis on individual servicing. That results in an emphasis on the work of paid staff – especially the legal team and legal action – rather than collective organisation and action.

Like the organising model, Partnership for Quality is concerned with the recruitment of members first and foremost for collective power and influence. However, while Partnership for Quality shares a commitment to recruit members, it is done so within a context where workers are recruited because they want to join a union that recognises shared interests with employers and they seek a constructive union agenda. Under Partnership for Quality workers are not recruited as members on the basis that the employer is somehow the enemy and must be defeated, or cannot be trusted. Rather, organising within Partnership for Quality involves recruiting members to organise for engagement and change for better work and better management practice.

The differences between the Servicing, Organising, and Partnership for Quality organising models are more than simply theoretical or political. These differences manifest themselves in the application of organising tactics. A servicing approach relies on the fears of members to protect/insure themselves by providing members with legal protection and support. The organising model will employ tactics that pit members against the employer, and build unity through opposition to the employer. An example of those tactics is where the union promotes an unrealistic 'shopping list' of claims in collective agreement bargaining that the employer will never meet, and then focuses on building union organisation on resentment towards the employer created as a result of the employer refusing to agree to the claims.

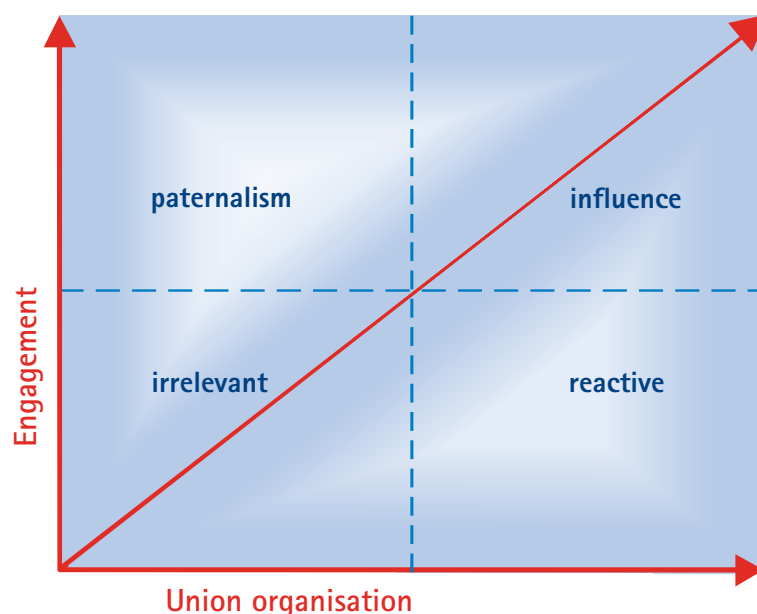
Neither of these approaches fosters a political consciousness amongst members that challenges the fundamental master/servant relationships that exist between employer and employee. Whereas Partnership for Quality is about doing just that.

Partnership for Quality is a positive union strategy involving principled good faith relations. Members are encouraged to understand the issues and their role in confronting them. There is no room for manipulating their perceptions or protecting members from any realities. Instead members are engaged collectively around a broad agenda for a better job and a better workplace.

Because Partnership for Quality is not simply anti-management but rather demands quality management, a different relationship emerges between the union and the employer. This involves a focus on union participation in decision-making and an overall relationship where good faith is considered a premium, and all engagements, including bargaining, are conducted within the context of that relationship.

The dual axis

The dual axis diagram is designed to show that Partnership for Quality, from an organising perspective, requires the union to pursue a balanced set of priorities and achieve results on two fronts simultaneously. These priorities can be described diagrammatically on a dual axis: union organisation and engagement.



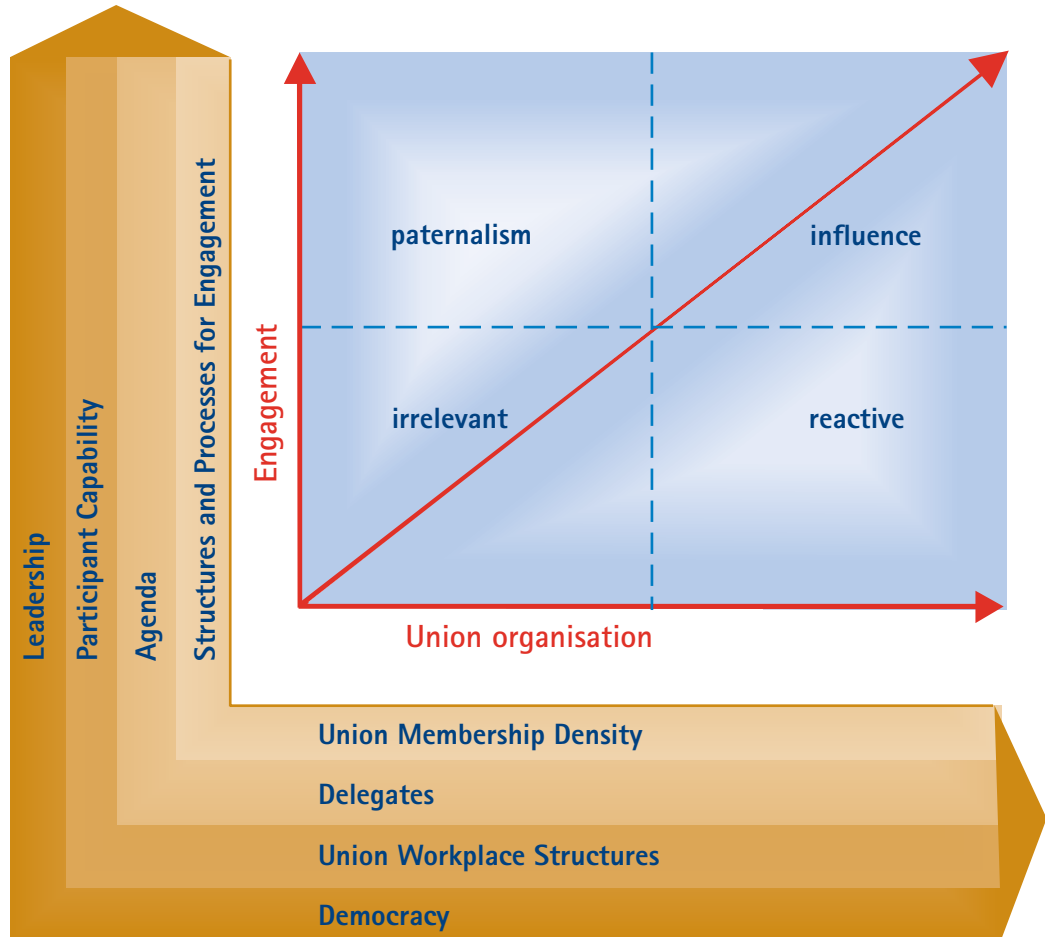
If the PSA does not pursue the two broad priorities of union organisation and engagement, the union runs the risk of being:

- Irrelevant – because the union organisation is so insignificant and inactive nobody, employer or employee, takes any real notice of it. Instead the union acts as an insurance company for the handful of member it has.
- Reactive – because even though the union has the membership density and is organised, it does not engage the employer proactively and only responds and reacts to the employer's agenda.
- Paternalistic – because despite being involved in decision-making through high levels of engagement, the union is in a paternalistic relationship with the employer and unable to independently challenge the employer on behalf of members.

Only through a combination of being well organised and properly engaging in decision-making can the union be influential. The two broad priorities cannot become isolated from one another.

Each of the axes can be broken down to sub-axes as follows:

The Dual Axis



Union organisation

Effective union organisation can be achieved by attending to three key elements – density, delegates and democracy.

1. Union Membership Density

The power and influence of the union is derived by the number and density of union membership as much or more than any other single factor. For that reason alone recruitment should be seen as part of everyday union activity. High levels of union membership density are achieved through effective recruitment and retention strategies which boil down to two essential elements: firstly, finding out where non-members are; and secondly, inviting them to join.

Identifying members and potential members is done by :

- Workplace mapping – firstly, finding out the total number of staff in an enterprise who are eligible to join the PSA and where they are. Secondly, finding out exactly how many PSA members work in the enterprise and where they are. Finally, contrasting the total from the existing to find out exactly who and where the potential lies in order to target non-members accordingly. Organisers unfamiliar with this approach can learn effective and well-known 'workplace mapping' techniques from other staff or the staff development team.
- Negotiating agreements with employers to enable better identification of new members, for example, getting regular updates on the names of new employees etc.

Once identified, non-members should be systematically invited to join the union by preparing and implementing a plan with delegates for building membership that includes:

- Planning around specific activities, eg bargaining/change management etc, where the PSA is especially active and attractive to non-members.
- Organising and training delegates to systematically sign up new workers when they start employment.
- Researching the history of membership levels – finding out significant events that have impacted on membership (both negative and positive) over recent years.
- Working with the PSA communications team to create enterprise/industry specific recruitment resources.
- Identifying opportunities for tangible union presence – for example notice boards, PSA page on Intranet, etc.
- Following up quickly with members who resign.
- Ensuring new staff are quickly introduced to the union through promotional material and delegate introductions.

The organiser should be encouraging delegates to take ownership of recruitment as much as possible.

2. Delegates

A sufficient number of effective delegates are required so that all PSA members are properly connected to and represented in the union. Measures to achieve this include:

- Workplace mapping – for delegates, finding out where members are and who their delegate is, and targeting gaps where delegates do not exist.
- Identifying workplace leaders and activists and encouraging potential candidates to become delegates.
- Establishing regular delegate meetings.
- Encouraging members and employers to value and respect the work of the delegate.
- Being clear about the roles and responsibilities of delegates, including the plans and priorities of the union in a particular enterprise and the roles of national delegates on sector committees.
- Ensuring delegate structures enable direct engagement with the employer's management structures and that delegates have clear constituencies.
- Getting appropriate delegate facilities clauses in collective agreements – including national delegate role.
- Ensuring delegate development and training needs are identified and met so that skills and competence is achieved and practised.
- Encouraging delegates to operate effectively as a group, supporting each other.

3. Union workplace structures

Organisers need to support well functioning independent union workplace structures and ensure they are operating so that:

- Regular delegate meetings are held so delegates can discuss and plan around the union's agenda in the workplace, including preparing for meetings with both members and employers, supporting one another and keeping up a focus on the work of the union, communicating union information etc.
- Regular members' meetings (but not as frequent as delegate meetings) are held to openly discuss key issues of union activity and priorities, and, where appropriate, to seek a mandate for the union to proceed down a particular path!

4. Democracy

Members participate in their union through a thriving democratic framework that is supported and encouraged by:

- Delegates being effective democratic leaders by ensuring they are regularly elected, regularly communicate, know how to develop and articulate a collective view and seek a mandate from members.
- Having an accurate, accessible and timely communications strategy that keeps delegates/organisers accountable and members informed through a variety of mediums – notice boards, web pages, e-mails, newsletters etc.
- Using union face-to-face meetings as much as possible to stimulate discussion.

Engagement

Being mindful of maintaining independence, the four streams that must be attended to ensure effective union engagement with the employer are:

1. Structures

Appropriate and effective structures are required for the union organisation to engage with the employer and participate in decision-making. The number and levels of forums for engagement within a given enterprise must be established to ensure the best interface between the union and the employer. Structures should encourage the resolution of issues at the level they emerge. Regular forums are required along with ad hoc arrangements for particular issues as they arise.

In the main these structures refer to delegate/management forums, but it may be appropriate to have direct meetings of members and management.

2. The agenda

It is critical that the parties engage on the right and relevant issues. The parties should establish a set agenda that includes issues of interest and importance to **both** parties – union and management. The agenda should include issues such as: change proposals, organisational performance, workplace issues affecting members such as workloads, work design, health and safety, etc.

3. Participant capability

The participants need to have the competence and capability to effectively engage in a manner that is consistent with Partnership for Quality. That means all participants should be able to practice and participate in problem-solving processes, understand basic change management and planning. Managers should be comfortable at sharing decision-making and delegates must learn to represent the views of their members, not just themselves, and act as democratic leaders. Importantly all participants should understand and respect each other's roles in the process.

4. Leadership

The parties should actively support and show leadership in the engagement process. Many participants may be unsure of Partnership for Quality practice and will be looking to the senior ranks of both parties for leadership and role modelling. While mistakes will occur, there should be no doubt in the minds of either management or union members that the policy of union/management engagement is a serious commitment by both parties.

Results

Above all it is important that these structures deliver real results. Members will soon get impatient if the union is seen to be working alongside the employer and not making significant progress on their concerns.

It is a good idea to regularly review how these structures are performing and both parties should ask: is this working for them? If not, why not?

Time management and setting priorities

To put it simply good organising practice is doing the right things at the right time in the right amount. The hallmark of a high-functioning organiser is their ability to make good tactical and strategic judgements about relative priorities in a way that advances Partnership for Quality and builds the union.

At any given time there are always many options for organising staff to choose from when considering what to do. *Organisers have to make realistic decisions about what can be done well and what has to be left.* Key questions that PSA staff should always ask themselves when they decide where to put their time and energy are:

- *What is the very best use I can make of my time?*
- *What opportunities are there to exploit for maximum return on the union's strategy?*
- *How can I ensure that what I do is the most efficient and effective action that builds union organisation and/or engages with the employer?*
- *How can I act strategically and tactically to constantly put the union in a better place in the future?*
- *What actions will have the most visibility amongst the membership (and potential membership)?*
- *What activities will engage workers best as members of the union, that is, as independent union members and not employees?*

There is no doubt that Partnership for Quality places new and additional demands on union staff compared to more traditional models of union work. Some unions have tried and failed to get the balance right and have subsequently dropped their desire to get the union involved in decision-making and returned to a more reactive footing.

Planning should lead to action and enable spontaneity

Another important judgement is getting the balance right between planning and action. Good planning leads to and encourages action. Because of the dynamic nature of our work, making decisions about where to spend organising resources will be both planned and 'on the hoof'.

The key is to be flexible enough to be able to prioritise organising work to most effect. Timing is critical. An effective organiser knows when and how to act in a way that places the union in a position where members see real leadership and are drawn to it. Good organising involves taking a lead on issues and never procrastinating.

A skilled organiser anticipates and selects the best opportunities to best advantage the PSA – both planned and spontaneous. These judgement calls need to be based on a sound understanding of the enterprise concerned and where it sits on the Dual Axis. Everything that we do in an enterprise can be an opportunity for advancing our strategy. Some of the best opportunities for advancing Partnership for Quality include:

- 1 **Collective Bargaining** – Reaching a settlement should never be seen as the sole purpose of collective bargaining. A more strategic approach is required which considers long and short term consequences of bargaining activity. Bargaining needs to be well

planned and executed from start to finish. The whole process of bargaining beginning well before initiation right through to post-ratification offers numerous and excellent opportunities to build union organisation, maximise members opportunities for participation and improve engagement with the employer. Bargaining provides an opportunity to create a dialogue with members about the Partnership for Quality strategy and how the collective agreement contributes to quality jobs, quality management and the delivery of the quality services.

- 2 Management of Change** – The management of change can occur in a variety of ways, from large scale formal restructuring through to subtle slow-moving evolutionary change. Like bargaining, formal restructuring exercises can have a high profile in the workplace and offer good opportunities for improving the union's visibility, to recruit members and participate in decision-making. Change can also be driven by crisis in management due to political or external events and again the union must be alert to the organising opportunities. However, much change is now delivered through more evolutionary processes which are best addressed through effective formal engagement structures between the union and management. The work within these structures must be visible to members.
- 3 Personal Cases** – Personal cases can present great opportunities for involving delegates in managing employment relationships. Personal cases may identify a bigger problem that exists in the organisation and offer an opportunity to get the employer to agree to address the bigger issue – perhaps immediately or in another forum. While care needs to be taken before any disclosure of a member's personal situation to other members (involving their express permission), the PSA can organise around the issue and build our profile. Members will also observe the union's support of individual members. Done badly, a personal case can undermine collective support for the union. Done well, it can strengthen it.
- 4 Health and Safety** – Health and safety offers another important opportunity to engage with employers on an issue where there are clearly shared interests between the union and the employer, that is the reduced incidence of workplace injury. The principle of employee participation is currently enshrined legally and provides an ideal platform for the union to become involved and effective. Maximum delegate and member input for the PSA on health and safety will provide heightened relevance and visibility for the union.

Organising Practice is not HR Practice:

While PSA staff may be clear about good Organising Practice within a Partnership for Quality framework, employers – especially HR practitioners – frequently are not. HR managers and practitioners can be very demanding on an organiser and their time. And that can be very seductive particularly when it sometimes seems easier to meet with HR staff than members or potential members, so it is important to keep things in perspective for a number of reasons:

- *Organisers are not part of the HR team, they represent the interests of the members and the union, and their time and energy is directed accordingly.*
- *The union has a relationship with the whole organisation, not just the HR team, and cannot properly influence decision-making if its efforts are simply channelled into HR activities and kept away from other areas of management.*

- *HR management is an important and legitimate function in any organisation, but it is clearly a management tool and accountable to management. In contrast the union's core principles involve democracy and democracy demands certain things of the union which may not be a key consideration of HR such as: openness, meetings, visibility, accountability to members.*

The PSA cannot waste time and energy effectively subsidising the HR capacity and capability of the employer, instead of remaining focused on the PSA strategy and goals. While it is difficult to be hard and fast with clear rules about this, organisers should be cautious about committing their time to HR projects. It is more effective to determine what are the things that really matter to PSA members and concentrate on them, rather than scattering energy at everything that moves and effectively doing nothing particularly well.

If the union does not do this, things can backfire with members blaming the PSA for a lack of progress in issues the union has got involved in. Again careful judgement is required to sort the 'wheat from the chaff'. Through over-eagerness to participate, the PSA may well find itself over-committed and participating in projects that are really management (especially HR) functions. In these circumstances it is often more effective and simple from a PSA perspective to clearly set out the union's expectations to an employer, have them do the work and report back to the union.

Delegate's role

An important consideration here is the role of delegates. With extensive training available delegates must be employed to best advantage. That is not only a more efficient way to manage the union's resources, it is also more effective at empowering members to take more control over their own lives instead of relying on union staff to solve their problems for them. Careful judgement is needed to get the balance right when getting delegates to carry out work including considerations of:

- *Does the delegate have sufficient knowledge and understanding of the issues (and the wider strategic significance of the issues) to effectively participate in the process?*
- *Does the delegate have the confidence to put forward the union's independent view and properly, appropriately and assertively engage in discussion?*
- *Does the delegate have the time to do the work required for any particular project?*
- *Does the delegate have the skill and commitment to be a democratic representative of members views – not just their own – and properly report back to members?*
- *Does the delegate know when to ask the organiser for help?*

On any given issue the answer to the above questions may not all be yes, but that does not mean an organiser should either pull back altogether from an opportunity or do all the work themselves. Instead organisers should consider what they can do to bring delegates 'up to speed' so they can do more. Many of the above questions are generic, i.e., once the skills are learned a delegate can apply them in a wide variety of settings. In this sense up-skilling delegates should always be seen as an investment.



Conclusion

Organising labour is always a very challenging and skilled occupation. Doing so within a Partnership for Quality framework is more so and can be both very rewarding and very taxing for staff members.

While it may seem at times an impossible task, and an unending task, there are tools and practices that can make the world of difference between going forward and going backwards.

This guide is intended to help individuals or teams of organisers but it is not exhaustive, and it is no substitute for talking with colleagues, teams and other staff.

Finally, organising within a Partnership for Quality framework is an emerging practice and for that reason this cannot be the last word on the subject.

