

Caribbean Sub-regional Advisory Committee (SUBRAC)

March 8 and 9, 2014

Garraway Hotel

Roseau, Commonwealth of Dominica

MEETING DOCUMENTS



Public Services International
Internationale des Services Publics
Internacional de Servicios Públicos
Internationale der Öffentlichen Dienste
Internationell Facklig Organisation för Offentliga Tjänster
國際公務勞連

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**PSI sub-regional office for the Caribbean
Sub-regional Advisory Committee (SUBRAC) meeting**

March 8 – 9, 2014 | Garraway Hotel, Commonwealth of Dominica

Introduction

The Caribbean Sub-regional Advisory Committee (SUBRAC) meets annually. The SUBRAC is a PSI advisory body comprising representatives from affiliates who “facilitate the consultation process at sub-regional level on policy issues and work programme implementation, and who participate in exchange and dialogue on issues relevant to PSI affiliates.”

One of the key aims of the meeting is to **Inform, Educate and Motivate** committee members.

Working methods

The meeting will include presentations, small group activities, as well as plenary discussions.

The Sub-regional Office will send most documents by e-mail prior to the meeting. There will be no hard copies of documents previously sent by e-mail.

Any other documents, not previously sent, will be provided in both electronic format and hard copy at the meeting. The hotel provides wireless access and as far as is possible, we encourage committee members to use the technology to derive the maximum benefit from the deliberations and discussions.

The Titular members, Bro Wayne Jones and Sis Jillian Bartlett, co-chair the meeting.

Draft Agenda
Saturday March 8

9:15 am

1. Call to order, welcome and introductions

- Welcome from Titular members, Dominica PSU, Regional Secretary, Sub-regional secretary
- Adoption of agenda
- Introductions and announcements

2. Minutes of the 2013 meeting

- Adoption and confirmation of minutes

3. Matters arising (*items not otherwise covered in the agenda*)

4. Priorities in the subregion – actions, proposals and follow-up (2013 – 2014) with linkages to IA regional priorities and actions

- I. Profile and key issues
- II. Activities and campaigns
- III. Sectoral focus
- IV. Challenges and Lessons learnt
- V. Next steps

5. Collective Bargaining in times of crisis

Examples from selected affiliates/territories

- I. The challenges
- II. The strategy and tactics used by both the governments and unions
- III. The results
- IV. The lesson learnt
- V. Suggestions on how unions need to proceed in the future (do we need a different model)

6. Influencing policy: consultation, social dialogue, advocacy

- I. Engaging with IFIs and regional banks: Framework guidelines for public sector unions
- II. Promoting Caribbean focus and strategies on key issues: (Human and trade union rights; Trade agreements; Tax justice; Climate justice and green jobs; Migration and development)

7. Report from SUBWOC meeting

**Sunday March 9
9:15 am**

Report from SUBWOC meeting (if item not completed on Day 1)

8. Re-structuring national economies and the role of public service sector unions

Exploring the role, function and effectiveness of oversight committees and the impact unions can have – the Jamaica case

9. Trade union renewal: trade union self-reform and growth strategies

Position paper and proposals from working group

10. Items from partner organisations (the ILO and Global Unions)

- ILC 2014 and the Route of Shame
- ILO Regional Conference, Lima
- ITUC/TUCA campaigns and activities
- Linking the work of the GUFs to PSI's priorities and work in the sub-region

11. IAMRECON 2015

Proposals from the Regional Office

12. Budget matters and the restructuring of PSI in the Inter-American Region

Report and proposals from the Regional Office

13. The new dynamics for approval of projects in PSI: a global view and proposals

Report and proposals from the Regional Office

14. Proposals arising from the SUBRACs and activities in the PSI Regional Work Plan: report and proposals for 2014

15. End of meeting

Young workers' caucus

Young activists attending the sub-regional meetings may caucus in preparation for the meetings. They decide when and where.

The main aim of these caucuses is to consolidate the positions of the young worker representatives on the items to be discussed during the meetings.

Draft Schedule – March 8, 2014

9:00 am NETWORKING

9:15 am Call to order, welcome and introductions

- Welcome, Adoption of agenda, announcements, introductions

Minutes of the 2013 meeting

- Adoption and confirmation of minutes

Matters arising (items not otherwise covered in the agenda)

10:30 am NETWORKING BREAK

10:50 am Matters arising (cont'd)

Priorities in the subregion – actions, proposals and follow-up (2013 – 2014) with linkages to IA regional priorities and actions

- I. Profile and key issues
- II. Activities and campaigns
- III. Sectoral focus
- IV. Challenges and Lessons learnt
- V. Next steps

Collective Bargaining in times of crisis

Examples from selected affiliates/territories

- I. The challenges
- II. The strategy and tactics used by both the governments and unions
- III. The results
- IV. The lessons learnt
- V. Suggestions on how unions need to proceed in the future (do we need a different model?)

1:00 pm LUNCH

2:20 pm Collective Bargaining in times of crisis (cont'd)

Influencing policy: consultation, social dialogue, advocacy

- I. Engaging with IFIs and regional banks: Framework guidelines for public sector unions
- II. Promoting Caribbean focus and strategies on key issues: (Human and trade union rights; Trade agreements; Tax justice; Climate justice and green jobs; Migration and development)

Report from SUBWOC meeting

Report backs from group discussions

5:30 pm END OF DAY 1

Draft schedule – March 9, 2014

9:00 am	NETWORKING
9:15 am	<p>Report from SUBWOC meeting (if item not completed on Day 1)</p> <p>Re-restructuring national economies and the role of public service sector unions Exploring the role, function and effectiveness of oversight committees and the impact unions can have – the Jamaica case</p>
10:30 am	NETWORKING BREAK
10:50 am 12:00 noon	<p>Trade union renewal: trade union self-reform and growth strategies</p> <p style="padding-left: 40px;">Position paper and proposals from working group</p> <p>Items from partner organisations (the ILO and Global Unions)</p> <ul style="list-style-type: none"> - ILC 2014 and the Route of Shame - ILO Regional Conference, Lima - ITUC/TUCA campaigns and activities - Linking the work of the GUFs to PSI's priorities and work in the sub-region
1:00 pm	LUNCH
2:20 pm	<p>IAMRECON 2015</p> <p>Proposals from the Regional Office</p> <p>Budget matters and the restructuring of PSI in the Inter-American Region</p> <p>Report and proposals from the Regional Office</p> <p>The new dynamics for approval of projects in PSI: a global view and proposals</p> <p>Report and proposals from the Regional Office</p> <p>Proposals arising from the SUBRACs and activities in the PSI Regional Work Plan: report and proposals for 2014</p>
5:15 pm	Closing remarks
5:30 pm	END OF MEETING

PSI Vision Statement

“To advance the rights and interests of working people by building the global strength of global public sector trade unions to promote quality public services as essential in building fair and inclusive societies, where all people have equal access and opportunity.”



Public Services

“Public services are those which are universally provided to the public and available equally to all; they affect life, safety and the public welfare and are vital to commercial and economic development; they involve regulatory or policy-making functions; the service is incompatible with the profit motive or cannot be effectively or efficiently delivered through market mechanisms.”

Focus on the public services; PSI, Vol 8 No 4, 2001



Quality Public Services are important in all our communities:

... education ... health ... housing ... social services ... sanitation ... transport ... postal and communication services ... utilities and renewable energies ... emergency and security services ... municipal services ... public media ... public administration ... water ...

PSI Statement of Values

1. The values, policies and actions of **Public Services International** are anchored in a world vision of democratic societies wherein quality public services advance and protect human rights and fundamental freedoms, enabling equity, solidarity and prosperity to flourish.
2. **Public Services International** has an historical and deeply rooted commitment to working to eliminate inequality, social injustice and the imbalances aggravated by capitalism and financial profiteering.
3. **Public services are at the core of democratic societies founded on human rights, the rule of law and social solidarity.** Public services provide equitable redistribution of wealth; and in their delivery should ensure that people are treated with equal respect, provided equal protection, and live free of discrimination without regard to age, gender, religion, national identity, race or ethnicity, disability and sexual orientation.
4. **Public services are an asset for sustainable development.** Public services are essential for responsible public and private wealth creation and sustainable economic growth.
5. **Public sector workers have a critical role to play in the creation of democratic public policy and the practice of good governance.** Direct public service and public sector unions must ensure the integrity of the public sector. High quality policy and good governance are the foundation of economic growth and development, creation of wealth, expansion of opportunities, and the widest social and economic integration of members of a society. Corruption in all its forms thwarts good governance and the people and should not be tolerated.
6. **Public services are financed by all for the benefit of all.** In practice, public services are paid for by public revenues. These revenues must be raised through fair taxation policies.
7. **Public services are a public good, designed to work in the interest of the people.** Concern for the quality of public services is a mark of a society's self-respect and commitment to caring for all, especially its most vulnerable members.
8. **Public Services International values the common good.** PSI advocates for quality public services, recognizing that public services of the highest level of quality achievable are required for equitable distribution of growth and sustainable development. In accordance with its Constitution, Public Services International promotes quality public services that guarantee access, are affordable, are democratically accountable, provide for social justice, elevate the quality of life, and offer the opportunity of prosperity.
9. The highest quality public services can only be delivered by workers whose rights are fully respected. To this end, **Public Services International defends and advances the fundamental rights and conditions of work including freedom of association and the right to collective bargaining and the health and occupational safety of public service workers across the globe.**

Item 1 - Call to order, welcome, introductions

Item 2 - Minutes of 2013 SUBRAC

Circulated separately.

Item 3 - Matters arising (items not otherwise covered in the agenda)

Item 4 - Priorities in the sub-region - actions, proposals and follow-up (2013 - 2014) with linkages to IA regional priorities and actions

1. Profile and key issues
2. Activities and campaigns
3. Sectoral focus
4. Challenges and lessons learnt
5. Next steps

At the 2013 SUBRAC, committee members examined the paper “**Working for the Alternative: Implementing PSI’s mandate in 2013 and beyond**” (see appendix A). Recognising that the combined resolutions from [Congress](#) represent a massive work plan which cannot be implemented all at once, the policy and strategy team developed the document to help focus priorities and to be more specific about activities for 2013. The contents of the document are still relevant today.

Each sub-region and region has its own realities and this there will be differences in the interpretation of the relevance of each element of the Congress resolutions.

Long-term/strategic priorities

PSI’s long-term priorities are:

1. **Fighting privatisation**
2. **Advancing trade union rights**
3. **Influencing global policy**
4. **Organising and growth**

The above are key areas on which to focus in order to achieve the organisation’s vision and mission. Moreover they are key issues in the Quality Public Services (QS) campaign.

In 2013, during [Focus group session 1](#) and [Focus group session 2](#), SUBRAC examined these priorities areas, paying particular attention to the realities in the Caribbean and making the necessary linkages to the regional and global situation. The topics/issues examined and discussed were:

- a) Financing public services
 - High debt and low growth in Caribbean countries
 - Fair taxation (including the issue of tax havens)
 - Fighting privatisation (outsourcing, PPPs, precarious work)
- b) Social dialogue – influencing policy
 - Collective bargaining
 - Consultations with regional and international financial institutions
 - Caribbean integration
 - Climate change and SIDS
- c) Defending human and trade union rights
 - Social justice
 - Equality and equity issues
- d) Trade union renewal
 - Trade union self-reform
 - Growth strategies

Arising from the discussions, as well as in response to specific requests from affiliates, the sub-regional re-drafted its work programme, following the guidelines established by the Executive Board. The work programme focussed on the long-term/strategic priorities, making the linkages to the realities facing affiliates in the Caribbean.

The sub-regional secretary will present a visual report on the activities carried out during the period, paying particular attention to:

- 1. Sectoral focus**
- 2. Challenges and lessons learnt**
- 3. Next steps**

Committee members are invited to discuss the report and make recommendations.

My Notes

Item 5 - Collective bargaining in times of crisis

Examples from selected affiliates/territories

- I. The challenges
- II. The strategy and tactics used by both the governments and unions
- III. The results
- IV. The lesson learnt
- V. Suggestions on how unions need to proceed in the future (do we need a different model)

Background

Even before the crises, Caribbean governments found themselves struggling to finance public services. In many Caribbean countries, customs revenue constituted a major portion of governments' revenue. This reliance ranged from about 6.4 % in Trinidad & Tobago to 56.2 % in the Turks & Caicos Islands. As the Caribbean moved ahead with trade liberalization, this reliance posed serious challenges to revenue collection. When taken together with low tax revenues through taxation (personal, corporate, property, hotel accommodation taxes), all Caribbean countries find themselves with less money to finance public services. The fiscal space¹ becomes quite narrow in many countries.

The financial, food, fuel and climate crises made a bad situation worse. The openness of Caribbean economies – reliance on tourist dollars and business from financial services meant that any contraction in these areas would have negative impacts on government revenues, foreign exchange and balance of payments.

And in this situation, the high debt of some governments became a paramount factor in public sector bargaining. Moreover, the International Financial Institutions (IFIs) (IMF and World Bank) and regional financial institutions (IDB, CDB) as well as central banks, focussed their attention on the size of the public sector, the public sector wage bill, revenue collection and taxation systems.

Fuelled by strong advocacy by neoliberals at the international level, the only prescription promoted (and this is mimicked at national levels) is to reduce fiscal expenditure. Consequently, those (sub)sectors which do not directly collect or generate revenue are targeted.

Under the theme of Spending and Government Efficiency (SAGE) – perhaps the pun was definitely intended - commissions were established to find ways to reduce government expenditure and also improve productivity and efficiency. These commissions were

¹ **Fiscal space** is a relatively new term^[1] that refers to the flexibility of a government in its spending choices, and, more generally, to the financial well-being of a government. Peter Heller (2005) defined it “as room in a government’s budget that allows it to provide resources for a desired purpose without jeopardising the sustainability of its financial position or the stability of the economy.

established in New York, New Jersey, Nevada and more recently Bermuda. All of these commissions have recommended sweeping privatisations.

Recent rounds of collective bargaining for salaries and wages in the Caribbean demonstrate that current models are no longer as effective as they once were. While those (sub)sectors that are revenue generating have had some flexibility, the trend in the Caribbean is that unions can no longer bargain for double digit increases. In many cases, the bargaining exercise results in salary freezes.

Recent experiences also demonstrate that special care is needed to ensure that collective bargaining is respected and that governments do not use the financial and other global crises as excuses to not engage in collective bargaining.

The following questions from 2013 still seem relevant:

1. Does the employer respect the collective bargaining process? Or is it that in these times, collective bargaining is dead?
2. Are you satisfied with the results from your various rounds of collective bargaining?
3. Does the general public understand your rationale for the actions you take, especially industrial action?
4. Is your union being innovative? Have you been using new strategies and tactics? Have you borrowed any strategies from other unions/countries? How successful have they been? What lessons have you learnt?

ILO Report "[Collective bargaining in the public service: a way forward](#)"

The 2013 International Labour Conference debated the above report. This was the first time that collective bargaining in the public service was examined in a General Survey. [PSI's presence at the ILC](#) was visible and vocal and the organisation presented its [comments on the report](#). In addition, PSI highlighted some important actions that need to be taken in order to chart the way forward.

"The way forward

Taking all of the issues above into account, it seems more than appropriate to **broaden the scope of ILO programmes to promote collective bargaining in the public sector, so that these many challenges can be addressed by targeted action, including in Decent Work Country Programmes that include monitoring and dispute resolution mechanisms.** We call on the ILO to **address the impact of precarious work in the public sector as a matter of priority.** PSI also requests to **review all the conventions that serve to define essential services.**

Furthermore we request **more attention for public sector issues in all of the sectors of the ILO.** The role of public services in terms of monitoring labour conditions in all sectors of the economy is also pivotal. Labour administration, labour inspection and all other control bodies need to be strengthened to that effect.

Equality issues could have been covered in a more extensive manner in this review. Collective agreements in the public sector should and often do address equal pay issues, based on a public gender policy that aims to promote equality across the board. Similarly, LGBT workers' rights should be included in public sector agreements. Not only as an employer, but also as a service provider, the public sector should be exemplary.

We also have to draw attention to the importance of **creating opportunities for young workers**. Around the world, youth employment is soaring. Part of the solution to this crisis is surely generating more employment for young people in the public sector, as well as an enabling environment for their skills development.

We request the **ILO to work closely with PSI on migration issues**, since the public sector plays a leading role in anti-discrimination policies as well as assisting migrant workers in their integration in the labour market.

The **equality dimension of collective bargaining in the public sector thus requires more attention in future ILO work**. Public Services International joins the Committee in making a **strong appeal for the ratification of Conventions 151 and 154 which constitute together with Conventions 87 and 98 crucial instruments for the governance of democratic societies** regardless of their level of development, for a greater efficiency and effectiveness of the public service and for the purpose of overcoming discrimination in many countries between the private and public sectors as regards the recognition and promotion of collective bargaining.

We also insist that **countries that have ratified the conventions review how social dialogue in the public services is implemented**, with the objective of strengthening their institutions and mechanisms.”

Excerpt from [Comments on the ILO Report “Collective bargaining in the public service: a way forward”](#)

A sub-regional focus

The sub-region covers a large area with different government arrangements. Included are independent states, British overseas territories, countries and municipalities in the Kingdom of the Netherlands and regions and departments of France. Foreign relations and defence in the countries and municipalities of the Kingdom of the Netherlands are “kingdom affairs”. In Anguilla and Montserrat, the Governor has responsibility for foreign relations and defence. The islands’ operating budgets are largely supplied by the British government.

The financial, food, fuel and climate crises have impacted negatively on collective bargaining in the public service sector. Taken together with “high debt and low growth” in the economies, governments, driven by IFIs, regional banks and central banks, are “cautioning” public sector unions about any demands for higher wages and salaries.

The mid-February meetings between public service sector unions in the East Caribbean countries and the Monetary Council of the East Caribbean Currency Union (ECCU) of

countries, as well as the various “multi-stakeholder consultations” led by governments are cases in point.

The issue of “**productivity in the public sector**” is again on the table. And the concerns and questions from years ago still haven’t been fully examined and answered.

1. *What is the definition of productivity in a public sector context?*
2. *How do you measure productivity in the public service?*
3. *There is still lots of confusion between the concept of productivity and the wider and more common concept of performance and performance measurement. (Productivity is one of the many ways in which performance may be measured and defined.) Are we able to clearly identify and explain the differences?*

Public service sector trade unions in the Caribbean will need to take this bull by the horns and be able provide answers to the questions. The danger lies in the fact that if unions do not tackle these concerns, then private sector concepts, methods and practices will take hold (a form of privatisation).

Another issue is **the collective bargaining model** that will be used.

1. Is it a traditional bargaining model?
2. Is it a win-win model
3. Is it an organising model

And what about **concession bargaining**? What is your view? What has been your experience?



"It's not fair. We have to make up lies about the union... but they get to tell the truth about the company."

Meeting documents for 2014 Caribbean SUBRAC - Roseau, Commonwealth of Dominica

Characteristics	“Traditional” Bargaining:	“Win-Win” or New Model Bargaining	Organizing Model of Bargaining
Assumptions guiding the parties	Assumption of differing union and management interests	Assumes over-riding common union-management interests	Assumes differing interests between workers and owners or managers
Member involvement	Low member involvement; members most involved pre- and post-negotiations	Membership involved pre- and post-negotiations: discouraged during the process	High membership involvement; members involved throughout process
View of bargaining issues	Legalistic (what is permissive? what is mandatory?)	Procedural view of bargaining (focus on following prescribed steps of method)	Political / power view of bargaining issues
Orientation of parties to bargaining	Oriented to rights of the parties	Oriented to business competitiveness	Oriented to increasing union power at all levels of workplace, corporation, society
Communications with members	Closed during bargaining	Closed communications	Open, frequent, communications with members throughout bargaining process
Origin of proposals	Separate union and management proposals	Joint union-management proposals	Separate union and management proposals
Topic areas of proposals	Union proposals focus on financial / distributive issues	Joint proposals focus on business needs, with attempt to fit union concerns into corporate agenda	Union proposals focus on broader union values, e.g., expanding union power in and beyond the workplace
Where union spends most time	More time at the table than meeting with membership	Union time spent almost exclusively with management	Union time allocated more to meeting with / working with members
Who involved on management side	Lower level management people included in negotiations	Higher level management involved	Union confronts all levels of management: shareholders, customers, first line supervisors
Who involved on union side	Business manager / International Rep as spokespersons; bargaining committee as observers / helpers	Bargaining committee; no chief spokesperson; subcommittees of rank and file from departments	All levels of union involved, with important roles for stewards, workplace mobilizers and rank and file members
Extent of bargaining	Limited to term of the contract	Formal bargaining limited to term of contract; ongoing bargaining beyond term limited to non-binding, non-contractual issues not ratified by members	Continual union demands, bargaining never stops, “continuous” bargaining oriented around union values, worker control of technology, etc.
Use of concerted action by members	Concerted action employed after the process breaks down	No or limited use of concerted action	Concerted action employed continually (before, after and during bargaining)
Relationship of bargaining to other union goals	Bargaining separated from union’s organizing and political goals	Union’s organizing and political goals addressed only if coincide with corporate goals	Bargaining integrated with organizing and political goals

A sectoral focus

SUBRAC has already defined priority (sub)sectors for the sub-region:

- 1. Public administration, including local government**
- 2. Electricity, or more broadly, energy**
- 3. Water and sanitation**
- 4. Health and related services**

Over the last year, some affiliates have highlighted groups of members whose circumstances require specific action:

- a) Ambulance and other emergency workers
- b) Firefighters
- c) Immigration, customs and other border control workers
- d) Police officers
- e) Correctional officers

What has been the experience of unions that bargain for workers in the above (sub)sectors? Are there separate agreements or are these workers included in the general agreement?

How do unions deal with the special issues and concerns of these workers?

Some references

- [Heads of agreement](#) between government of Jamaica and the Jamaica Confederation of Trade Unions
- SAGE Commission Final report, Bermuda (online magazine format) - <http://issuu.com/bermudasun/docs/sagecommissionfinalreport31102013>
 - PDF version, with appendices - http://www.gov.bm/portal/server.pt/gateway/PTARGS_0_2_18757_935_23_3626_43/http%3B/ptpublisher.gov.bm%3B7087/publishedcontent/publish/ministry_of_finance/new_ministry_of_finance/sage_report_and_appendixes/gadget.html
- Unions and collective bargaining reduce poverty - <http://rabble.ca/columnists/2014/02/evidence-shows-unions-and-collective-bargaining-reduce-poverty#.Uv1Ubf7necw.twitter>

A little note about productivity in the public sector

“Productivity is generally defined as a measure of the amount of output generated per unit of input. In many countries, public sector productivity has been assumed to be zero in the national accounts. The output of the government sector has been measured as equal in value to the total value of inputs. This output - input convention has increasingly come under scrutiny in recent years. The challenge is to devise alternative estimates based on output measurement in a public sector context – where collective services are provided and where there is, in most instances, no market transaction in services provided to individuals. (Boyle, 2006.)

The definition of productivity as being concerned with the relationship between input and output does not cover issues that many people have in mind when they talk about public sector productivity. A more general interpretation of productivity encompasses broader concerns about the outcomes achieved by the public sector. In common parlance, many people talking about public sector productivity have in mind the general question of what value they receive from public services in return for the utilisation of public funds.”²

Many public sector organisations have implemented a number of performance measurement systems. Adapting these private sector approaches has caused many difficulties. In private sector organisations the focus is mainly on customers. In the public sector there are multiple stakeholders.

Also see **Public sector productivity measurement : an impossible task?** by Richard Boyle http://www.forfas.ie/media/productivity_chapter5.pdf

SUBRAC is invited to discuss the various experiences presented and lessons learnt.

We also invite committee members to especially note the suggestions made and to endorse a set of guidelines that affiliates can use.

² Defining and measuring productivity in the public sector: managerial perceptions, Linna, Paula; Pekkola, Sanna, Ukko, Juhani and Melkas, Helina http://www.emeraldinsight.com/products/first/pdf/public_sector.pdf

My Notes

Item 6 – Influencing policy: consultation, social dialogue, advocacy

- I. Engaging with IFIs and regional banks: Framework guidelines for public sector unions
- II. Promoting Caribbean focus and strategies on key issues: (Human and trade union rights; Trade agreements; Tax justice; Climate justice and green jobs; Migration and development)

Engaging with IFIs and regional banks

Over the last year, some affiliates have had various meetings with representatives from the IMF, World Bank, IDB and other regional banks. In April, the titular members and the sub-regional secretary also met with some of the Caribbean country officers for the IDB in Washington DC.

IDB borrowing [member countries](#) in the Caribbean are the Bahamas, Barbados, Belize, Guyana, Jamaica, Haiti, Suriname and Trinidad & Tobago. The [country department Caribbean](#) (CCB) is divided into 6 country offices in Bahamas, Barbados, Belize, Guyana, Jamaica, Suriname, and Trinidad and Tobago.

The [IDB has a civil society](#) branch that seeks to develop working relationships with civil society partners in the respective countries. There are [Civil Society Consulting Groups](#) (ConSOCs) in each member country. The following Caribbean trade union national centres/unions are registered as civil society organisations with the IDB:

Bahamas Public Services Union (Bahamas PSU)	Congress of Trade Unions and Staff Associations of Barbados (CTUSAB)	Confédération National des Educateurs Haïtiens (CNEH)
National Trade Union Congress of the Bahamas (NCTU)	Guyana Trades Union Congress (GTUC)	Federation of Independent Unions and NGOs of Trinidad & Tobago (FITUN)

From experiences, advice and discussion, the sub-region will develop a set of draft framework guidelines to help affiliates prepare for, participate in and follow-up various meetings and consultations with these institutions/organisations.

SUBRAC is invited to discuss the various experiences. We also invite committee members to review and endorse the draft guidelines.

Promoting Caribbean focus and strategies on key issues

Many of the issues facing public sector trade unions are not unique to any one country. Neither are they all unique to public service sector unions. There is a strategic advantage if unions work together and speak as one on common issues when in the regional or international arena.

Some PSI affiliates are also affiliated directly or through their national centres to other [Global Union Federations](#) (GUFs): IUF, UNI, ITF, ITUC, BWI).

Some of the common issues are:

- Human and trade union rights
- Trade agreements
- Tax justice
- Climate justice and green jobs
- Migration and development

SUBRAC is invited to debate the most effective modes to ensure an effective and coordinated Caribbean presence at key regional and international meetings, conferences and consultations.

Members are also invited to identify how the public service sector trade union perspectives on these and other key issues can/should be promoted.

My Notes

Item 7 - Report from SUBWOC meeting

The **Sub-regional Women's Advisory Committee (SUBWOC)** meets on the day preceding the SUBRAC meeting and comprises the women representatives attending the SUBRAC meeting. The chair is the Caribbean Women's Titular. The SUBWOC meets annually. In accordance with PSI's constitution, the number of representatives attending the SUBWOC meeting must be **at least 50%** of the number of representatives attending the SUBRAC meeting.

During the meeting, the committee deliberates on a wide range of issues and in general advises on:

1. ways to promote the full development of the potential of women in trade unions and in their workplaces;
2. activities and campaigns that would compensate for the results of discrimination against women at all organisational levels within unions;
3. ways that affiliates might work to achieve fair and equitable recognition of women's contributions within unions and in paid employment;
4. ways to support the work of the wider trade union movement in achieving gender equality and equity.

The meeting provides a focussed opportunity for women members to deliberate and make recommendations on the achievement of gender equality and equity. Equally important, members examine and articulate their perspectives on the wide range of issues to be discussed at the SUBRAC meeting.

SUBRAC is invited to note carefully and endorse the conclusions and recommendations from the Sub-regional Women's Advisory Committee meeting.

PSI and gender equality (50/50 rule)

There must be at least 50% representation of women on all PSI's decision-making bodies and working groups. This also applies to all PSI activities, events, programmes and projects.

PSI and young workers

There must be at least 30% representation of young workers on all PSI's decision-making bodies and working groups. This also applies to all PSI activities, events, programmes and projects. The 50/50 rule also applies.

PSI Policy on Gender Mainstreaming

Gender equality is a fundamental human right. Gender equality is a central policy objective of the PSI and its affiliates worldwide. It is integral to the achievement of quality public services.

PSI and its affiliates are committed to achieving:

- the provision of public services which benefit women and men equally;
- the adoption of policies and practices which promote equality of opportunity and treatment between men and women among public service employees;
- the adoption of policies and programmes of action by PSI and its affiliates which are based on principles of gender equality.

PSI recognises that gender mainstreaming is an important tool, which coupled with other measures, can assist in achieving the long-term goal of gender equality.

What is gender mainstreaming?

The concept of gender mainstreaming was adopted as a new strategy by the 4th World Women's Conference in Beijing in 1995. Within the European Union, the principle of gender mainstreaming was first described in the 4th Action Programme on Equal Opportunities in 1995 when it was stated that "gender relations should be taken into account in every policy measure, from the planning stage to the performance review." The gender mainstreaming principle was further reinforced in the 1996 Amsterdam Treaty when all Member States in the European Union pledged to apply the principle.

Women in all societies suffer from discrimination in the political, economic and social spheres. Gender means the socially and culturally defined roles of men and women. Because gender roles are defined by social and cultural practices, they can be changed. Gender mainstreaming consists of the re-organisation of decision-making processes in all areas of an organisation's policy and work to take into account the existence of unequal gender relations. The goal of gender mainstreaming is to ensure that all policies and activities of an organisation take into account direct and indirect discrimination and

promote equality of treatment and opportunities between men and women and the equitable distribution of measures and benefits.

How does gender mainstreaming work in practice?

Gender mainstreaming consists of two main aspects:

- the identification of the ways in which existing policies and decision-making processes within any organisation are reflecting and reinforcing existing inequalities between men and women;
- the development of policies and practices to overcome these inequalities.

What changes with gender mainstreaming?

When gender equality becomes a central policy objective of an organisation, many common assumptions are given a new perspective. PSI and its affiliates are committed to implementing the following gender mainstreaming policy, which replaces the traditional women's policy:

Perspective of a gender mainstreaming policy

- Women and men jointly accept responsibility for changing gender relations
- Socially determined circumstances place women in unfavourable situations
- Women's specific interests are a reflection of their living conditions (such as intense cohabitation with young children). Men would have the same interest if they shared the same living conditions
- Decision-making centres take account of gender mainstreaming as a central objective. Women are consulted as experts on specific aspects of women's lives. Initiatives by women themselves are warmly welcomed as a vital component of achieving gender equity.

Perspective of a traditional women's policy

- Women are responsible for solving women's problems
- Women have specific problems
- Women have specific interests
- Women approach decision-making centres as petitioners to seek support for their concepts.

Who is responsible?

The responsibility for gender mainstreaming lies in the first instance with the PSI leadership and requires their active commitment. Whereas previously women have normally concerned themselves with “women’s issues”, in gender mainstreaming both men and women are responsible.

Tools for Gender Impact Analysis

The PSI will review all its decisions to take into consideration their impact on gender relations and to ensure that they actively promote change.

(A) Policies and programmes

PSI is committed to integrating a gender impact analysis into all relevant existing and new policies and programmes.

Decision-makers drawing up new policies and programmes will be guided by the following considerations:

- 1) How many men and women are affected by this measure and how many women and men participate in it?
- 2) How are resources allocated between the sexes (finances, access to information and training, use of time?)
- 3) What are the relative benefits of specific measures for men and women?
- 4) What are the causes of existing representation and resource allocation?
- 5) What are the possibilities for change and how can it be achieved?

(B) PSI headquarters and regional budgets

PSI is committed to carrying out a gender impact analysis of all PSI budgets.

Decision-makers will be guided by the following considerations:

- 1) What proportion of the resources will benefit women and what proportion will benefit men?
- 2) How many men and women are involved in decision-making and reporting on the use of the proposed budget?

(C) Representation of women in PSI Constitutional bodies, activities and staff

PSI is committed to achieving gender equity in its decision-making structures, in its activities and in its own staffing. PSI will provide training opportunities on gender impact analysis to its staff and affiliates.

Decision-makers will be responsible for:

- 1) Monitoring and reporting of participation of women in PSI Constitutional bodies and advisory groups;
- 2) Ensuring 50% participation of women in all PSI sponsored events;
- 3) Establishing transparent and gender sensitive selection processes for the recruitment of PSI staff.

However, the single most effective means of testing the impact of any given measure is to analyse the extent to which the organisation is being mobilised to change inequalities in relationships between men and women.

How does gender mainstreaming relate to other gender policy strategies?

PSI considers that gender mainstreaming supplements existing measures but does not replace them. Specific measures to empower women will be needed for the foreseeable future until gender relations are no longer organised on a discriminatory basis.

The importance of women's independent structures and autonomous practice

PSI remains committed to developing and resourcing women's independent structures. The actual experiences of women in the affiliated organisations are vital to achieve gender equality in practice. Within PSI, women will continue to have opportunities to exchange their views and articulate their interests.

PSI endorsement and active promotion of gender mainstreaming principles

The PSI Executive Board meeting in Seoul on 29-31 October 2001 endorsed the above policy and called upon all PSI affiliates to submit this statement to their own decision-making bodies for discussion and adoption.



My Notes

Item 8 - Re-restructuring national economies and the role of public service sector unions

Exploring the role, function and effectiveness of oversight committees and the impact unions can have – the Jamaica case

Many governments are talking about “restructuring the economy”. In some cases this is another way of saying reducing government involvement and spending, reducing public debt and passing more of the “driving of the economy” to the private sector. These issues are all linked to the [post-2015 development agenda](#), the role of Small island Developing states and ultimately Caribbean integration. In fact, there are discussions on [restructuring CARICOM](#) itself.

The harsh reality is that without the finances, there is no easy answer to financing public services. And if we are to push QPS in a realistic way, unions must be integrally involved in the discussions and be equipped to deal with the issues. Otherwise, they will always be in a defensive position.

Sis Helene Davis-Whyte (JALGO) is one of the trade union represents on the oversight committee established as part of the agreed recommendations/actions for the implementation of the IMF's Extended Fund Facility Arrangement with Jamaica.

SUBRAC is invited to carefully note the report of experiences, lessons learnt, concerns and recommendations.

We also invite committee members to discuss and consider if the model of the oversight committee can be adapted for individual countries as well as at a sub-regional/regional level.

Other resources

[Caribbean small states: Challenges of high debt and low growth](#)

[The Caribbean's silent debt crisis: New policies are needed to break the cycle of debt dependency](#)

[Worse-Than-Cyprus Debt Load Means Caribbean Defaults to Moody's](#)

[Caribbean blown by winds of financial crisis](#)

[OECS states urged to restructure domestic economies](#)

[Grenada preparing unique approach to debt restructuring](#)

My Notes

Item 9 - Trade union renewal: trade union self-reform and growth strategies

Position paper and proposals from working group

Sisters Janel Joseph (St Lucia NWU), Lloyquita Symonds (Bermuda PSU) and Bro Shamir Brown (JALGO), as part of their work programme during the 2011-201 FES-PSI Caribbean project, researched and prepared a position paper on Trade union renewal in the Caribbean with special emphasis on public service sector unions.

They will present the main findings of their research along with recommendations.

SUBRAC is invited to carefully note the main findings and the recommendations.

Committee members are also invited to endorse the report.

My Notes

Item 10 - Items from partner organisations (the ILO and Global Unions)

- [ILC 2014](#) and the Route of Shame (see info on [2013 Route of Shame](#))
- ILO Americas Regional Conference, Lima
- ITUC/TUCA campaigns and activities
- Linking the work of the GUFs to PSI's priorities and work in the sub-region

International Labour Conference (ILC)

Reports submitted to the Conference

1. Report III(1B): [General Survey of the reports on the Minimum Wage Fixing Convention, 1970 \(No. 131\), and the Minimum Wage Fixing Recommendation, 1970 \(No. 135\)](#)
2. Report III(1A): [Report of the Committee of Experts on the Application of Conventions and Recommendations](#)
3. Report V(1): [Transitioning from the informal to the formal economy](#)

We invite the committee to note carefully the various PSI campaigns and activities as well as those of partner organisations.

We also invite SUBRAC to discuss the sub-region's views and positions and make any relevant recommendations.

18th ILO Americas Regional Conference – 13 – 16 October, 2014 in Lima, Peru
[The 17th conference](#) was held in Santiago, Chile in 2010.

From the information available, workers' delegates from ABWU, Barbados Workers' Union, WAWU (Dominica), CTH Haïti, C47 (Suriname) and NATUC & FITUN (Trinidad & Tobago) attended the 2010 conference.

SUBRAC is invited to note the above. Affiliates may wish to follow-up with their respective national centres and the ILO's sub-regional office for the Caribbean.

Linking the work of the GUFs to PSI's priorities and work in the sub-region

SUBRAC is invited to note the following:

[ITF 43rd World Congress](#), 10 – 16, 2014 in Sofia, Bulgaria

[ITUC's 3rd World Congress](#), 18 – 23 May, 2014 in Berlin, Germany

SUBRAC is invited to note the linkages between the campaigns and activities of the Global Unions and the PSI's strategic priorities.

We also invite affiliates to work on ways in which they can promote the QPS campaign through the GUFs to which they are affiliated.

Item 11 - IAMRECON 2015

Proposals from the Regional Office

Item 12 - Budget matters and the restructuring of PSI in the Inter-American Region

Report and proposals from the Regional Office

Item 13 - The new dynamics for approval of projects in PSI: a global view and proposals

Report and proposals from the Regional Office

**Item 14 -Proposals arising from the SUBRACs and activities in the PSI
Regional Work Plan: report and proposals for 2014**

Report from the Regional Office

Appendix A

Working for the Alternative Implementing PSI's mandate in 2013 and beyond

6. PSI occupies a unique place in the labour movement. We are the only global union federation focused solely on public services (outside of the education sector). For workers in these public services we are their only voice in international forums and the only body coordinating global public sector union action.
7. As we consider PSI's priorities over the next five years we must remind ourselves of the importance of building our power to fulfil these key roles. If we do not fulfil them, nobody will.
8. The enclosed paper forms the basis for the 2013 Sub-Regional, Regional and Executive Board discussions. Input from regional discussions will be reported directly to EB. This consultation should do three things:
 - Ensure that we have our priorities right;
 - Determine how we can work differently including how we resource our priorities; and,
 - Plan our actions for the next 12 months.
9. Regional work plans already exist and should now be incorporated into, and be consistent with, the new implementation priorities. RECs and RACs will need to ensure that this happens in 2013.
10. Congress has asked us to re-invigorate our sectoral work. It acknowledged that we will need to deal with different sectors in different ways, and at varying speeds, and that resourcing sector work is an unresolved issue.
11. In the first instance, this envisages informal networks with optional steering committees, supported by the Secretariat, followed by an examination of more solid structures. Sector work plans must be developed additionally.
12. In regards to **sector work** these current consultations must ensure two things:
 - That our priorities for the next 12-18 months are driven through our sectors; and,
 - That we get clear input from affiliates on how to establish sector structures and do sector work in the future.
13. With this in mind, PSI's long-term priorities will be: **fighting privatisation, advancing trade union rights, influencing global policy and organising and growth.**

A. Fighting privatisation

14. Privatisation remains one of the core threats to our rights and interests. PSI and its affiliates (along with a number of civil society allies) have slowed the attacks, notably in water and energy. In other sectors, such as health and municipal, we've met more difficulties; therefore we need to increase our work on these fronts.
15. We need to recognise that the agents promoting privatisation are well-coordinated, and operate at local, national, regional and global levels. They use a variety of means to promote privatisation: free trade agreements; donor funding; pressure on public budgets; the work of national embassies; trade missions and more.
16. To block the privateers, PSI requires a range of tools available in a coordinated manner: strong local/national campaigns against privatisation; solid research on the negative impacts of privatisation, including corruption, and on the agents of privatisation and their behaviour in each sector, region and country; strong alliances with social movements; and political influence with key governments and international institutions.
17. We must build our capacity to share affiliates' good practices in fighting privatisation.
18. Unions involved in privatisation battles need to alert PSI early enough so that we can contribute to a resistance strategy. Receiving early warning is absolutely crucial.
19. We also need to fight the ideological system that promotes privatisation and creates the public, political and academic view that private is always better than public.
20. We must develop the capacity and reputation of PSI as a global advocate for successful models of public service provision, indicating the public sector's contribution to the creation of prosperity and equity, and promoting our preferred models of public management such as labour management co-operation (LMC). PSI can use its global position to identify and campaign against barriers to public provision, such as 'free' trade agreements, the funding mechanisms of global financial institutions, and austerity measures flowing from the financial crisis, and continue to work with our allies to support progressive taxation and attack tax evasion.
21. In 2013, we will:
 - a) Support national union efforts to block privatisation through our sector networks, regional structures, and with additional support across regions.

- b) Invest in capacity to map sectors and issues and mobilise members and coalition allies.
- c) Establish resources and mechanisms for rapid campaign responses.
- d) Update regional work plans to specifically address the various levels of privatisation campaigns.
- e) Facilitate communication between trade experts in unions and distribute information to affiliates from various NGOs and networks that operate in this field.
- f) Establish two coordinating groups to work with our allies to oppose the harmful aspects of the Trans-Pacific Partnership and European Union-based trade agreements respectively.
- g) Identify the major global research centres and civil society actors promoting public service provision.
- h) Continue to support the financial transactions tax campaign globally as part of a general campaign for fair taxation including of corporations, exposing tax evasion, and fighting to abolish tax havens.

B. Advancing trade union rights

22. We will continue fighting violations of trade union rights by pressuring governments, and by exposing them in the media, at the ILO and in other institutions. We must quickly improve our responses in more urgent cases, including better use of the ILO reporting mechanisms to take up cases on behalf of our members. Our experience has been good with LabourStart trade union rights campaigns in the past years and we should integrate more EB members in this network. Internal urgent actions in PSI have also had results, which we can improve. We need to expand the range of tools available to unions, including direct mobilisation of members.
23. We will also develop a positive agenda that is integrated into all our work, particularly in the sectors.
24. In 2013-2014, we will focus on implementation of ILO convention 151 (right to organise in the public sector) across the world and fighting abuse of the essential services exclusions under ILO Convention 87, particularly in public administration and the proposed multi-sector network for first responders.
25. We will work to ensure public service workers in the private sector are protected through mapping and targeting multinational corporations which deliver public services, including negotiating framework agreements, particularly to establish trade union rights and stop private provision being used to introduce precarious work and downgrade terms and conditions.
26. PSI activity on migration is also important to end discrimination, address precarious work, strengthen workers' rights and provide pathways to organising.

27. This work should be a key feature of the sectoral work plans.

28. In 2013 we will:

- a) Ask each union to provide a contact to respond to urgent trade union rights issues.
- b) Co-ordinate and assist PSI affiliate action at the annual International Labour Conference in Geneva focusing on C151, supported by coordinating regional action in advance.
- c) Conclude the ongoing negotiation with ENEL, and upcoming negotiations with EDF.
- d) Launch a trade union rights strategy for first responders as part of sectoral and regional work planning.
- e) Denounce racism and xenophobia in the workplace and support action for the ratification of the ILO Convention 111 in countries where it has not yet been ratified.

C. Influencing global policy

29. PSI will engage international and regional institutions to influence policy that affects public services, and assist affiliates affected by the actions of these institutions.

30. PSI unions need to help by bringing pressure on national members of the governing bodies of these global organisations through a coordinated delivery of clear messages regarding policies or programmes (for example, on misguided privatisations in specific countries).

31. PSI can identify threats and opportunities, map the points of influence in the process, coordinate the message, content and timing, and assist affiliates to carry the message into their national governments. This work can be carried out in the ILO, International Financial Institutions such as the IMF and World Bank, regional development banks and economic organisations (such as ASEAN, ECOWAS, MERCOSUR), trade institutions, OECD, UN institutions and sectoral bodies such as WHO, and mayors' organisations.

32. The policies of the IFIs are increasingly coming under scrutiny for their contribution to the global crisis. The IFIs are even examining the own role in creating or perpetuating the crisis. PSI will work together with the ITUC and Global Unions' office in Washington DC, to lobby the IFIs for our agenda. This will include highlighting the damaging effects of inequality on economic growth, the role public services play in alleviating this inequality, and the corrosive effect of corruption on providing quality public services.

33. PSI will build stronger relations with the ILO, increase its presence at the ILC and coordinate international work to fight negative aspects of trade agreements as outlined above. PSI will also advocate for the public provision of social services in the global expansion of social protection floors as promoted by the UN and advocate for rights-based global governance of

labour migration in partnership with the global unions and civil society allies.

34. In 2013 we will:

- a) Organise a working group of staff and affiliates to analyse IFI activity and propose action. The focus will be the attacks on public services and the effects of austerity.
- b) Clearly define PSI's policy in support of the FTT to ensure viable funding of quality public services and promote the creation of such taxes as one of the responses to the economic crisis.
- c) Work with TUAC and the ITUC to influence the OECD in areas of key importance to PSI – privatisation, regulatory policy, austerity, tax, voucherisation of social services, and in the OECD's review of its economic policies called *New Approaches to Economic Challenges*.
- d) Strategic engagement at the UN High Level Dialogue on Migration and Development to be held at the UN General Assembly in New York, 3-4 October 2013, and the ILO Tripartite Meeting on Labour Migration in Geneva in November 2013.
- e) Monitor developments in the World Trade Organisation, especially as they relate to trade in services.

D. Organising and growth

35. PSI's power to make positive change for our members grows with each worker we join to the struggle. Our ability to project our power to bring about change relies crucially on how we organise ourselves and mobilise our members and allies.

36. Sector work will become a bigger focus for PSI activity. We must better coordinate work within sectors and ensure that cross-cutting work including gender and youth equity and influencing the IFIs is integrated into sector work plans. This year we will run more sector networks and develop a clearer picture of how professional groups within sectors will operate.

37. Health and social services is a priority as the largest sector in PSI. This sector is expanding while facing attacks from private providers and government cuts. In the developing world, and in particular in the Asia Pacific, economic expansion is accelerating the demand for health and social services. As part of this work, the trend to voucherisation of social services must be urgently addressed.

38. PSI's treatment of municipal services also requires a rethink. Increasingly public services are provided through the policy, administrative and political prism of cities. Municipal governments are some of the greatest supporters and providers of public services as they are closest to the users of public services. Political power at regional and national levels is often influenced by large city centres in ways under-utilised by PSI. We will link our municipal sector more directly to PSI's *Quality Public Services* campaign, and the

specific promotion of public services in health and social services, water, energy and waste.

39. Those workers who provide emergency services at times of disaster, such as firefighters, ambulance and emergency medical and utilities staff, have many shared issues. PSI will explore the opportunities for better co-ordinating activity amongst this group to further their interests.
40. These sectors must be at the heart of our efforts not only to improve our effectiveness, but also to recruit more affiliates.
41. Mainstreaming equality remains a central pillar of PSI. All sectoral work plans will have a gender component. PSI's focus on privatisation and precarious work in the health and social services sectors will specifically focus on the disproportionate effects on women. PSI's migration programme priorities will include outreach to and organising of migrant workers, promoting ethical recruitment and the regulation of recruitment agencies. This positive experience in the health and social services sector can help PSI in other sectors where migrant workers are a significant part of the workforce, such as energy, water, waste.
42. Young workers are similarly over-represented in precarious work. We need to better understand this issue in each of our sectors. We must better understand the dimensions and consequences of the working conditions that affect young workers and provide space to organise. Integrating this work into sector and regional work plans is the way to get young workers fully involved in PSI's activity. PSI will work towards a global conference of young workers in the middle of the Congress mandate.
43. The discussions at the SUBRACs and RECs in 2013 will also be an opportunity to assess PSI's union development strategy. Projects are long-term development tools which provide crucial support to our regions and are the main mechanism for engagement with PSI for many affiliates. By supporting PSI's objectives, projects are important tools for building union strength. However, projects have faced a number of threats in recent years and it is necessary to ensure project resources are used in the most effective ways possible.
44. The labour movement is under attack in many countries. Public service unions are often the strongest, so we are being particularly targeted. Our strength is in our numbers, and we must help all unions grow, both in size and capacity. We will include organising new members in all of our work. **Our target for the next five years will be 1 million new members through growth in our affiliates' memberships, increasing affiliation**

levels to PSI, and by attracting unions which are not yet part of our family.

Leadership

45. In 2013 we will:

Seek to involve our Vice Presidents more in supporting the political direction of PSI and in guiding the work of their regions. We will assist them to represent PSI in the regional offices of global institutions such as the ILO and the IFIs and in the regional development banks. They will also be called on to provide more regular input into the decisions and deliberations of the General Secretary. Leadership has never been more important for our success.

Growth

46. In 2013 we will:

- a) Work on mapping potential affiliates and their issues, identify strategies for recruitment and specify the role of regions and sector work in these strategies.
- b) Focus our efforts in key strategic regions such as the USA and Asia and in sectors such health and social services, and firefighters, as mentioned above.

Sectors

47. In 2013 we will:

- a) Identify opportunities for regions and sub-regions to strengthen sectoral structures.
- b) Prepare global sector work plans to implement PSI priorities, taking account of professional, gender and youth aspects, resourcing implications, regional priorities, mapping potential for growth and identifying affiliates to lead work (see Appendix A for detail on priorities by sector).
- c) Scope and examine the potential for activities in sub-sectors and professional streams.
- d) Identify lead unions in each region and within sectors who can provide specific assistance and guidance.

Equality and equity

48. In 2013 we will:

- a) Attend the United Nations Committee on the Status of Women and coordinate various activities in the effort to end violence against women.
- b) Ensure at least two young workers are part of each REC (a female and a male).
- c) Gather data and, if necessary, commission research to ensure we better understand young workers and their issues including mapping their membership, activist and leadership profiles in our affiliates and their employment patterns in the public sector workforce.
- d) Develop a proposal for a youth network built on current local and regional networks and integrated into sectors.

- e) Organise a meeting among our affiliates' delegates at the Out Games in Belgium to reconstitute the PSI LGBT Caucus.

Trade union development

49. In 2013 we will:

- a) Increase human resources at head office for project work.
- b) Reconstitute the PSI Union Development Working Group.
- c) Link projects with PSI's strategic organising priorities and communications.
- d) Build a stronger sectoral presence within projects.
- e) Look to secure further resources for projects directly from trade union funds.

Migration

50. In 2013 we will:

- a) Linked to the *Quality Public Services* campaign, further develop PSI's *Ethical Recruitment* campaign, focusing on the implementation of the WHO Code of Practice through multi-sectoral alliance building, mapping of recruitment practices and patterns of labour brokers, and protecting migrant workers' rights.
- b) PSI will develop specific strategies to address migration issues in all of the sectors.

Dynamic, effective campaigns and communications

51. If we are to win we must know where we are strongest and be able to mobilise. Of key importance is working with affiliates and staff to transform PSI into a more effective campaigning and mobilising organization. PSI will invest in new communications tools and technologies, strengthen communications links with our affiliates, and work with affiliates and allies to deliver effective communications on specific campaigns, sectoral and cross-cutting issues.

52. In 2013, PSI will:

- a) Work with affiliates and staff to review the current PSI website, and propose changes to improve website features and usability.
- b) Build a more responsive communications structure, including open source e-campaigning and social media tools that can heighten our campaign effectiveness and be adaptable for potential use by our affiliate unions.
- c) Replace the costly annual mailed hard copy Focus magazine with more timely and targeted electronic news that can also be printed and distributed within unions and regions.

Appendix A: Priorities for Sectoral Work

1. Energy

- a) Support public ownership of renewable energy systems, including at the municipal level.
- b) Assist in building union networks representing workers in specific MNEs, including ENEL/Endesa; EDF, and GDF-SUEZ.
- c) Ensure PSI input into the UN Sustainable Development Goals on energy.
- d) Support work on climate change and mitigation for the energy sector.

2. Water

- a) Support initiatives on implementing the UN Resolution on the Right to Water and Sanitation.
- b) Distribute information on the use of referenda to block privatisations and support public ownership and control.
- c) Ensure PSI input into the UN Sustainable Development Goals on water and sanitation.

3. Health and Social Services

- a) Coordinate our affiliates' action at the Third Global Forum for Human Resources in Health in November in Brazil to oppose outsourcing and support better remuneration for health workers.
- b) Prepare a detailed analysis of the trends in the health and social services sector, mapping the major threats and opportunities, our allies, potential union affiliates, enemies and identify where we will make the biggest impact. EB 2014 will be presented with detailed options for action.
- c) The health sector will be a significant trial for the organising of professional sub-networks within the sectors, including the mobilisation of nurses. These networks will deal with issues specific to their profession, such as health and safety working conditions and employment conditions.
- d) Begin mapping our members and their issues in the social services sector. A strategy for social services work will be presented to the 2013 Steering Committee meeting.
- e) PSI will continue its Programme on Migration in the Health and Social Care sectors with the inclusion of new countries to tackle challenges posed by demographics, precarious work, gender inequality, privatisation (outsourcing) and ethical recruitment.

4. Municipal

- a) Develop a strategy for engaging with the two leading organisations of mayors worldwide to discuss possible joint actions to promote good practice in public service provision, possibly including joint lobbying of the United Nations.
- b) Integrate municipal work into the Council of Global Unions' *Quality Public Services* campaign work by focusing on urban policy that could include a campaign with other global unions to get municipalities to support the QPS Charter or organising migrant workers in the waste sector, for example.

5. Public administration

- a) Support the expansion of the current network of affiliated unions operating in the sub-sectors which regulate state activity.
- b) Use the expanded sub-sector network on regulation of state activity to exchange experiences and promote policies to combat corruption as part of our QPS work.

6. Education, culture and media

Seek the views of unions in these sectors to determine the most important issues, where PSI can add most value to these issues, which sector structures should be established and which affiliates are willing to take the lead. An options paper will be presented to the 2013 Steering Committee so that work on establishing the network and a sector work plan can begin in 2014.

7. First responders

- a) Identify unions interested in participating in work in this area (Fire, Health, Assistance and others) and the issues and opportunities worth pursuing for presentation to EB.
- b) Subject to EB decisions - an action plan for 2013/2014 will be developed.

Appendix B

Concept Paper A renovated PSI anti-racism/anti-xenophobia project

By Bill Fletcher, Jr.

[Executive Assistant to the National Vice President for Women & Fair Practices, AFGE]

17 January 2013

The following represents a suggestion on the direction of PSI's anti-racism work. I qualify this concept paper by noting that while I am not new to the trade union movement, I have had limited contact with PSI over the years.

The gist of the proposal is that those working on anti-racism efforts constitute a project on "*anti-racism & anti-xenophobia*" with specific outcomes intended that are defined later in this paper. As such this may take the form of a working group or permanent subcommittee of PSI.

Race & Xenophobia

Though throughout history there have been tensions between ethnic groups, nationalities, etc., it is with the "Reconquista" in Spain (ending in 1492), the invasion and occupation of Ireland in the 1500s and the invasion of the Western Hemisphere that "*race*" takes on a new and toxic construction.

"Race", as has become common place to say these days, is a socio-political construction. It has nothing to do with genetics since scientists have established the origin of humanity in Africa. "Race", however, is very real and is experienced by countless peoples as both a method of suppression by colonial and former colonial powers, settler states, and rich elites, while at the same time serving as a method of social control over the mass of people in specific social formations.

Because "race" is a socio-political construct, it is represented differently in various locales. An obvious example is how in the United States, those who would be described as "black" would not necessarily be so described in Latin America. This difference is not about science but rather about the methods of social control that were employed beginning with the invasion of the Western Hemisphere.

"Race" has become a very powerful instrument over billions of people since its restructuring in the 1500s. With the development of labor movements race became a reality in many, if not, most of these movements. How it was handled, however, ranged dramatically. In many countries the labor movement has tried to avoid race altogether believing that it is divisive, rather than recognizing that the workers are already divided by race and that that division must be healed.

To the general category of “race” can be added xenophobia. In this age of neo-liberal globalization, environmental crises and mass migrations, xenophobia has raised its ugly head. In addition to the demonization of migrants, entire segments of national populations have been de-legitimized and condemned as the “other.” Certainly one of the worst examples of this in modern times was the Rwanda genocide of 1994, but it is not the only such example. Xenophobia also tears at the labor movement as unions are forced to grapple with whether and how to organize migrant workers; how to address worker organizations that emerge among migrant populations; and how to challenge our own members so that they do not fall prey to xenophobia and right-wing populism.

Proposal

The suggestion is for the creation of an **“anti-racism & anti-xenophobia project”** [ARAX] of PSI. This could mean the reformation of the current anti-racism work and the expansion of its objectives. The specific objectives of this proposed project would include, but not necessarily limit itself to:

1. **Social Justice Education Initiative:** ARAX would constitute a team of labor educators to begin work on a “social justice education initiative.” The aim would be to develop a worker-centered education program that addresses race and xenophobia. Such a program would not, however, resemble so-called multi-cultural or diversity training programs. Instead this project would aim to create tools that can be modified to suit specific national conditions that:
 - a. Demythologize race and ethnicity: Using history, the aim would be to help the participants understand the origins and purposes behind the construction of race, racism and xenophobia.
 - b. Link issues of race and class: Too many so-called diversity trainings treat race and ethnicity in the abstract, and ignore class altogether. We need to link issues of race and class and how they interpenetrate.
 - c. Create a framework for understanding the dynamics of race, racism and xenophobia in different national settings.
 - d. Lay the foundations for the development of strategies and organizational forms to construct an anti-racist practice among workers and in the broader society, including helping to formulate the sorts of demands that unions and other progressive forces should advance that take on racism and xenophobia.
2. **Creating models of anti-racist/anti-xenophobic practices:** This could include:
 - a. Developing collective bargaining language that can be applied.
 - b. Outlining strategies for tackling racism and xenophobia in the workplace, the communities and broader society.
 - c. Popularizing legislation that has been developed to tackle racism and xenophobia. Also, develop new legislative models to confront contemporary issues of racism and xenophobia that are not addressed by existing legislation.

- d. Clarifying the role of the labor union as an instrument in opposition to racism and xenophobia.
 - e. Developing approaches that can be used by worker activists in tackling racist and xenophobic behavior from within our own ranks in the union movement.
3. **Supporting the self-organization of historically oppressed and excluded racial/ethnic groups:**
- a. Developing models of caucuses, conferences, etc., that historically oppressed groups can use in order to address issues of common concern.
 - b. Explore the potential role(s) that such formations can play in individual unions and the larger labor movement as a whole.
 - c. Link to leadership development.
4. **Address issues of equity *within* unions and the labor movement as a whole:**
- a. Identify best case examples of how unions have addressed racial/ethnic inequity within their ranks.
 - b. Construct teams of trained individuals who can assist unions with tackling racism and xenophobia within their ranks.
 - c. Sponsor multi-national gatherings on matters of race and xenophobia targeting union activists and providing them with the tools to do their work.
 - d. Outline potential leadership development programs that can help to identify and build talented working class leaders from among racially and ethnically oppressed groups who can move on to play a major role(s) in the overall labor movement.

