

State of New Hampshire



**State Employees' Association**

**Service Employees International Union –  
SEIU Local 1984**

# **STRATEGIC FRAMEWORK**

*[Our blueprint for success]*

New Hampshire State Employees Association - SEIU Local 1984  
**STRATEGIC FRAMEWORK**

---

Revision 8 - September 2007

New Hampshire State Employees Association - SEIU Local 1984  
**STRATEGIC FRAMEWORK**

---

**Table of Contents**

	<u>Page</u>
Cover page with revision history	1
Table of Contents	2
Revision and Change History	3
<b><u>CAPACITY COMPONENT</u></b> – overall framework for creating organizational future as an articulation of “strategic organizational stance”.	
Values Articulation	4
Vision Statement	4
Extended Vision Statement	4
Mission Statement	5
Extended Mission Statement	5
<b><u>CAPABILITY COMPONENT</u></b> – effectiveness of organization to implement the Capacity component as an articulation of “strategic organizational stance”.	
Leadership, Administration Staff, and Committee Alignment	5
Leadership Principles as Stewardship Enablers	5
<b>Goal A:</b> To continue the growth of the SEA SEIU Local 1984 through organizing and expanding the membership base.	6
<b>Goal B:</b> To continue and grow the SEA SEIU Local 1984 Collective Bargaining Agreement and other vehicles that develop and provide strong and flexible benefits suite.	7
<b>Goal C:</b> To proactively enforce Collective Bargaining Agreement and Administrative Rule provisions to the benefit of all members.	8
<b>Goal D:</b> To grow our Local’s political action capacity for the benefit of our members.	9
<b><u>COMPETENCY COMPONENT</u></b> – range of skills, talents, and abilities that support the Capabilities component as an articulation of “strategic organizational stance”.	
<b>Goal E:</b> To deliver empowerment, personal and professional, via training and education program(s).	10
<b>Goal F:</b> To support SEA SEIU Local 1984 with comprehensive administrative standards and business systems that promotes high ethical practices.	11
<b><u>CONCIERGE COMPONENT</u></b> – gateway to organization as executive servant as an articulation of “strategic organizational action”.	
<b><u>INITIATIVES</u></b>	12
Figure A: Leadership, Administrative Staff, and Committee Alignment.	13

New Hampshire State Employees Association - SEIU Local 1984  
**STRATEGIC FRAMEWORK**

---

**Revision History**

<u>Rev.</u>	<u>Date</u>	<u>Description</u>
0	05/2005	Initial document.
1	05/2005	Whole rewrite.
2	12/2005	Goal A reworded.
3	02/2006	New Goal D.
4	03/2006	Goal C reworded.
5	04/2006	Goals E and F switched and both are reworked, new Figure A, and new "Governance Strategy".
6	05/2006	Change all "SEIU Local 1984" references to more proper "SEA SEIU Local 1984" throughout document, new "Leadership principles as stewardship enablers" section, new "Table of Contents", and components for Goal Strategies.
7.	07/2006	New strategy statement for Goal F, inclusion of "strategic stance" and "strategic actions" in four components statements.
8.	09/20/07	The cover sheet was changed to add the SEA logo, "State Employees' Association" and "Our blueprint for success". The "revision history" was made a new page. Removed as redundant the second bullet in the "Values Articulation" section under the "We respect and welcome:" topic. The single "Outcome" for each Goal was deleted in favor of "Outcomes" for each "Strategic Objective" that collectively builds each Goal's outcome. Changed the "Vision Statement" to "Extended Vision Statement" to allow the Membership to craft and insert a crisp new Vision Statement. The Goal A Strategic Objective A.2. was moved to Goal E as new Strategic Objective E.6. The "Leadership Principles" statement was changed to make a complete sentence. There were several minor font and spacing changes. Most page numbers were changed appropriately. Figure A changed to reflect movement of Goal A.2 Strategic Objective to new Goal E Strategic Objective E.6 and the addition of "Periodic Performance Action Plan".

**STRATEGIC FRAMEWORK**

---

**VALUES ARTICULATION**

***We highly value and stand for:***

- Economic and social justice.
- Having a voice on the job and in society.
- A secure job with a fair opportunity for advancement.
- Dignity and respect.
- Each other, as brothers and sisters of the union family.

***We respect and welcome:***

- Our existing diverse cultural heritages.
- Our expanding variety of personal and collective lifestyles.

**VISION STATEMENT**

*Placeholder for emerging vision statement from Membership.*

**EXTENDED VISION STATEMENT**

- Because the world is changing fast, we must move fast. We will act, and act boldly. Working people will know us, know we can win them respect and a higher standard of living, and be inspired to join us. We will grow faster and stronger than any Union in history. We will grow even more diverse, but even more united.
- We will be active in decisions that affect our jobs, our Union, and our communities. We will join together with other organizations to raise our collective voices, express our values, and register for citizenship votes to guide our governments, at every level, to fairly and equally benefit all citizens.
- With pride in our work and in our Union, we will lead the way to a more just and humane society. That society is the embodiment of the greatest social experiment in history, the “social contract.” We will endeavor to make this experiment in social equality, fraternity, and tranquility the greatest memorable success of all time, for we cannot have anything less. As citizens, brothers, and sisters, we cannot, and shall not, settle for anything less.

## **MISSION STATEMENT**

Our mission is to improve the lives of all working people and their families by providing the leadership for the way towards a more just and humane society during times of increasing economic, technological, cultural, and social change.

## **EXTENDED MISSION STATEMENT**

### **A. Internal SEA SEIU Local 1984 focus:**

1. The SEA SEIU Local 1984 encourages and assists all labor groups to join together in New Hampshire towards our common Goals.
2. The SEA SEIU Local 1984 promotes labor organizing, picketing to assist employee rights, recognition, and advancement statewide.
3. Develop and promote the SEA SEIU Local 1984 website to communicate our message to friend and foe.

### **B. External SEA SEIU Local 1984 focus:**

Develop and strengthen our ties with other SEIU Locals and organizations.

### **C. Long-term SEA SEIU Local 1984 service focus:**

1. Develop Stewards to enforce our labor contracts by protecting employee rights to due process in labor disputes.
2. Develop and deliver leadership training.

## **LEADERSHIP, ADMINISTRATIVE STAFF, & COMMITTEE ALIGNMENT**

The SEA SEIU Local 1984 Architecture of Leadership, Administrative Staff, the various Committees, and alignment with this Strategic Framework is illustrated as Figure A.

## **LEADERSHIP PRINCIPLES AS STEWARDSHIP ENABLERS**

Our leadership principles, at all levels and in all venues of our union, are guided by the following principles, as stewardship enablers: 1) respect; 2) service; 3) justice; 4) honesty; and 5) community.

**STRATEGIC FRAMEWORK**

---

**GOALS, STRATEGIC OBJECTIVES, STRATEGIES, AND OUTCOMES**

**Goal A: To continue the growth of the SEA SEIU Local 1984 through organizing and expanding the membership base.** [Themes of Growth and Vitality]

***Strategic Objectives:***

- A.1. Initiate, develop, and sustain an organizing program to attract new public service workers.  
Outcome:
- A.2. Develop, conduct, and sustain membership program(s) to encourage Fair Share payers to become members of our Local.  
Outcome:
- A.3. Develop, implement, and sustain multi-faceted Local-to-member and member-to-member communication channel(s).  
Outcome:
- A.4. Develop, conduct, and sustain Worksite Leadership Development and Succession Program(s) designed to promote continuity of member leadership at all levels of our Local.  
Outcome:
- A.5. Develop, implement, and sustain a comprehensive and progressive member-benefits package.  
Outcome:

***Strategy:*** (To be developed).

*Content* – systems, organizational structure, products, and technology.

*People* – dealing with resistance behavior, increase communications, increase training for skills development, mindset change for human dynamics and mental models, ways of being, and relationship building and maintaining.

*Process* – implementation.

***Lead Committee for Goal:*** Organization Committee

***Supporting Committees for Goal:*** ALL

**STRATEGIC FRAMEWORK**

---

**Goal B: To continue and grow the SEA SEIU Local 1984 Collective Bargaining Agreement and other vehicles that develop and provide a strong and flexible Member benefits suite.** [Themes of Membership Benefits and Value]

***Strategic Objectives:***

B.1. Develop and sustain strong negotiating teams.

Outcome:

B.2. Develop, implement, and sustain a suite of strong and diverse supplemental benefits.

Outcome:

B.3. Develop, implement, and sustain strong communication channels to members about benefits and privileges.

Outcome:

***Strategy:*** (To be developed).

*Content* – systems, organizational structure, products, and technology.

*People* – dealing with resistance behavior, increase communications, increase training for skills development, mindset change for human dynamics and mental models, ways of being, and relationship building and maintaining.

*Process* – implementation.

***Lead Committee for Goal:*** Collective Bargaining Advisory Committee.

***Supporting Committees for Goal:*** ALL

**STRATEGIC FRAMEWORK**

---

**Goal C: To proactively enforce Collective Bargaining Agreement and Administrative Rule provisions to the benefit of all members.** [Theme of Self-Defense]

***Strategic Objectives:***

- C.1. Endeavor to resolve labor-management conflicts at the lowest possible level with the interests of the member(s) involved held paramount in the representation process.  
Outcome:
- C.2. Develop, implement, and sustain a program(s) that recognize, promote, and support union stewards and worksite leaders as the center of our union.  
Outcome:
- C.3. Develop, implement, and sustain a program(s) and training opportunities that build structures for effective union steward workplace representation.  
Outcome:
- C.4. Develop, implement, and sustain a program(s) that support union stewards in expanding workplace strength.  
Outcome:
- C.5. Develop, implement, and sustain training opportunities to develop skills and confidence that are essential for effective member representation.  
Outcome:
- C.6. Develop, implement, and sustain a program(s) and training opportunities for members and leaders to recognize and own the union's capability for effective member representation.  
Outcome:

***Strategy:*** (To be developed).

*Content* – systems, organizational structure, products, and technology.

*People* – dealing with resistance behavior, increase communications, increase training for skills development, mindset change for human dynamics and mental models, ways of being, and relationship building and maintaining.

*Process* – implementation.

***Lead Committee for Goal:*** Stewards Committee.

***Supporting Committees for Goal:*** ALL

**STRATEGIC FRAMEWORK**

---

**Goal D: To grow our Local's political action capacity for the benefit of our members** [Theme of Advocacy]

***Strategic Objectives:***

D.1. Develop, implement, and sustain effective member mobilization capacity for targeted results.

Outcome:

D.2. Develop, implement, and sustain a program to increase political awareness.

Outcome:

D.3. Develop, implement, and sustain a strong grassroots based political communications capacity.

Outcome:

D.4. Develop, implement, and sustain activities that focus and exert political influence.

Outcome:

D.5. Develop, implement, and sustain a program to elect worker-friendly candidates.

Outcome:

***Strategy:*** (To be developed).

*Content* – systems, organizational structure, products, and technology.

*People* – dealing with resistance behavior, increase communications, increase training for skills development, mindset change for human dynamics and mental models, ways of being, and relationship building and maintaining.

*Process* – implementation.

***Lead Committee for Goal:*** Political Education Committee

***Supporting Committees for Goal:*** ALL

**STRATEGIC FRAMEWORK**

---

**Goal E: To deliver empowerment, personal and professional, via training and education program(s). [Themes of Training and Education]**

***Strategic Objectives:***

- E.1. Develop, implement, and sustain a “Training and Education Architecture” that provides structure and content for growing the union.  
Outcome:
- E.2. Develop, implement, and sustain training and education courses that are consistent with the Training and Education Architecture.  
Outcome:
- E.3. Develop, implement, and sustain mentoring program(s) that support, deepen, and otherwise bring strength to the Training and Education Architecture.  
Outcome:
- E.4. Develop, implement, and sustain seminars and workshops that support the Training and Education Architecture.  
Outcome:
- E.5. Develop, implement, and sustain a program(s) that promote improvement of labor-management relations and relationships towards the cause of greater awareness, understanding, and mutual respect.  
Outcome:
- E.6. Develop, conduct, and sustain membership general education training program(s) to promote our Local and awareness of the labor movement.  
Outcome:

***Strategy:*** (To be developed).

*Content* – systems, organizational structure, products, and technology.

*People* – dealing with resistance behavior, increase communications, increase training for skills development, mindset change for human dynamics and mental models, ways of being, and relationship building and maintaining.

*Process* – implementation.

***Lead Committee for Goal:*** Training and Education Committee

***Supporting Committees for Goal:*** ALL

**STRATEGIC FRAMEWORK**

---

**Goal F: To support SEA SEIU Local 1984 with comprehensive administrative standards and business systems that promote high ethical practices.**  
[Themes of ethics and good resource stewardship]

***Strategic Objectives:***

F.1. Develop, implement, and sustain a unified Administrative Plan that drives administrative and business systems infrastructure that serves SEA SEIU Local 1984.

Outcome:

F.2. Develop, implement, and sustain an administrative workplace environment that embraces the Strategic Framework “Values Articulation”.

Outcome:

F.3. Develop, implement, promote, and sustain a Code of Ethics to meet the needs of SEA SEIU Local 1984.

Outcome:

***Strategy:*** We will create and institute a comprehensive administrative plan and professional set of processes that will distinguish this union by making a difference. We will also acquire and implement the skills and ethics necessary to become innovators in productive business practices.

***Lead Committee for Goal:*** Finance and Ethics Committees

***Supporting Committees for Goal:*** ALL

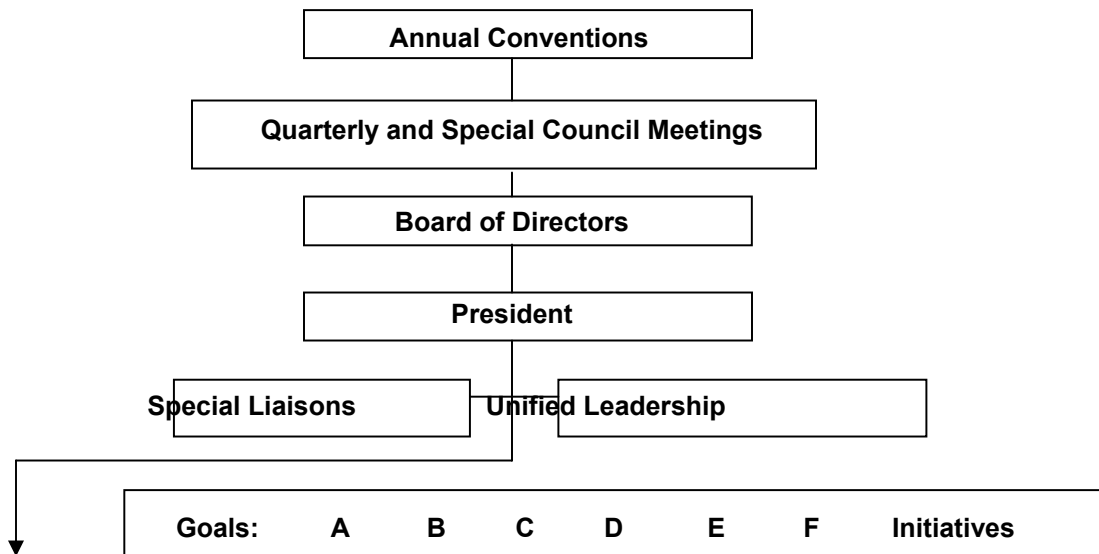
***Initiatives [as Campaigns]:***

1. Build the membership of SEA SEIU Local 1984.
2. Restructuring of the North Country SEA SEIU Local 1984 Chapters as Statewide Agency Chapters.
3. Realization of Statewide Agency Fee at 60% SEA SEIU Local 1984 membership.
4. Refocusing of SEA SEIU Local 1984 Staff to only appeals with Stewards assigned to lower level activities.

New Hampshire State Employees Association - SEIU Local 1984  
**STRATEGIC FRAMEWORK**

Figure A.

**LEADERSHIP, ADMINISTRATIVE STAFF, AND COMMITTEE ALIGNMENT**



**ADMINISTRATIVE UNITS**

Office of the President .....								X
Organizing Section .....	X			X				
Contract & Field Operations Section .....	X						X	
Administration Section .....						X		
Legal Counsel Section .....			X					
<b><u>Strategic Objectives</u></b>	A1	B1	C1	D1	E1	F1	I1	
		A2	B2	C2	D2	E2		I2
		A3	B3	C3	D3	E3		I3
		A4		C4	D4	E4		I4
		A5		C5	D5	E5		
				C6		E6		

**PERIODIC PERFORMANCE ACTION PLAN**

Performance Measures	X	X	X	X	X	X	X	X
Inputs	X	X	X	X	X	X	X	X
Outputs	X	X	X	X	X	X	X	X
Outcomes	X	X	X	X	X	X	X	X

<b><u>Goals</u></b>	<b><u>Administrative Section</u></b>	<b><u>Assigned BoD Committee</u></b>	<b><u>Support</u></b>
A	Organizing	Organization	All
B	Contract & Field Operations	Collective Bargaining Advisory	All
C	Legal Counsel	Stewards	All
D	Politics	Political Education	All
E	Contract & Field Operations	Training and Education	All
F	Administration	Finance and Ethics	All