

ANTI- PRIVATIZ ATION

MANUAL



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This manual is a practical guide. For Local Chairs, it's an education tool you can use to teach members about privatization issues and mobilize around anti-privatization campaigns. For everyone else in the union, it's a toolbox you can reference with tips on how to stop privatization and bring public services back in-house.

Part I exposes the risks privatization poses to you and your jobs. From examples of Canadian services that have been privatized or brought back-in house, you will discover what privatization means for you, your coworkers and your neighbours. You will also learn how to spot the government's potential plans to privatize the services you deliver and rely upon.

Part II of the manual highlights the clauses we should try to incorporate into legislation and our collective agreements to limit, stop or reverse privatization. These clauses are one of the most concrete calls-to-action you can make in an anti-privatization/fightback campaign.

Part III lists the different aims of a fightback campaign. This section also provides you with a step-by-step framework for building your campaigns, all of which require a long-term strategy.

Part IV of the manual provides instruction on the tactics you can use to spread your anti-privatization messages and reach the larger, end goals of your campaign. Each tactic requires different media and targets different audiences.

- Letter lobby
- Phone lobby
- Rallies
- Phone banks
- Canvassing

PART ONE

PRIVATIZATION & YOUR JOBS

WHAT DOES PRIVATIZATION MEAN FOR YOU?

Think of some of the services you rely on every day: snow removal; recreational facilities; hospital laundry; lab services; school and university maintenance; recycling and waste management – it would be hard to get through the week without them.

When you're a public service worker, your employment depends upon the provision of these services.

Protecting public services = Protecting good jobs.

So what happens when the government tries to sell your livelihoods to private companies?

Profit becomes the main motive for delivery, not labour and not your community.



For you and workers across Alberta it could mean:

- layoffs
- redeployments
- transfers
- lower wages and benefits
- losing your pension

You miss out on every extra dollar a private employer makes from your labour and other workers' labour in lost wages, job opportunities, benefits or important workplace protections, such as job security. Privatization could even cost you and others the jobs you have now.

Below are some real life examples of the losses workers have suffered at the hands of private companies.

EXAMPLE ONE

Canada's Hospital Laundry

BRITISH COLUMBIA

Before the private company Ecotex agreed to take over hospital laundry from BC Interior Health, signing a twenty-year contract in 2016, laundries were paid \$18.00/hr plus benefits and pension. Ecotex paid \$13.00/hr.

Private: \$13/hr VS. Public: \$18/hr

SASKATCHEWAN

In 2013, Saskatchewan's public hospital laundry was contracted out and centralized at a single location.

Five publically owned and operated facilities shut down. A study estimated about 174 jobs would be lost as a direct result of contracting out and centralizing laundry with K-Bro. K-Bro's cost estimates also suggested their facility might be understaffed (they would hire 47 fewer people than what 3sHealth (Shared Services Saskatchewan) determined was warranted.)

K-Bro suggested they would pay fully-burdened wages of \$12-\$13/hr. Public facilities' fully-burdened wage rates were about \$21-23/hr.

Private: \$12-13/hr VS. Public: \$21-23/hr

EXAMPLE TWO

Carillion Collapse: Alberta's Highway Maintenance

In the 1990s, the Government of Alberta started contracting out primary highway maintenance to private companies as part of the Klein administration's attack on the public sector. The effects of his government's agenda are still felt today and aren't unlike some current political parties' platforms.

Provincial highway work continues to be outsourced. Carillion Plc, a large British firm, was the most recent contractor doing the job. In 2018 it collapsed after declaring bankruptcy. In the same year, Emcon, another private company, took over Carillion's Alberta contracts.

After Emcon took over, some seasonal employees received layoff notices despite lots of roadwork that still needed to be done. Fortunately, AUPE resolved this issue with the employer.

However, our members also reported their Blue Cross plans, which they negotiated into their agreement with Carillion, were terminated. Without warning, the employer switched staff's health benefits plan to a new provider, which - unlike Blue Cross - does not do direct billing, forcing the workers to pay for medications up front, leaving them out-of-pocket while waiting for reimbursement.

The bottom line is, workers never get their fair share of a service's profit when the provider and employer is a private, for-profit company.

Similarly, your neighbours and community don't get their fair share either. After profits are pocketed by the few, a smaller portion is left to go back into the service itself, often leading to a lower quality service.

Privatized services can also cost you and other taxpayers more money than if it remained in the public's hands. At the outset this might not be obvious; P3s can look very attractive to governments and public.

THE MYTH

STEP ONE

A private company is awarded a contract. The government agrees to annual payments.

STEP TWO

Capital investments the government would have otherwise provided to deliver the service are supplied by private company.

STEP THREE

Public sector offsets risks and rewards onto private sector.

But this doesn't tell the whole story. Upfront payments the government makes at step one may be lower than the long-term costs of a publically funded service. But in the long run, privatization often costs taxpayers more than in-house, public services for a number of reasons:

THE REALITY

HIGHER BORROWING COSTS. To finance public projects, the private sector often relies on private lenders, which cost more and bump up the company's contract price with the government.

MONOPOLIES. Often, private companies will bid low to secure a first contract - it'll look like a good deal for taxpayers. But then, the government dismantles its infrastructure and the contractor establishes itself. By the time the contract is up for renewal, the private company may be one of the only employers left in town able to deliver the service on that scale. They will use this to their advantage to continue upping their contract prices over the years, knowing the government has no other viable option.

LAND LEASE DEALS. To attract contractors to projects, the government will often transfer land to the contractor at a discount price. This means more savings and higher profits for private shareholders, and lower, long-term returns for citizens.

HIDDEN COSTS. Many expenses, shouldered by the public sector, are not accounted for when governments and private companies quote the "cost savings" of privatization.

- a) When a service is privatized, every decision has to be reviewed by more people, so resolving issues can take longer and cost more. Contracts are also inflexible and less responsive to a community's time-sensitive needs.
- b) To sell off a service, the government releases Requests for Proposals (RFPs). Private companies bid and compete for projects by filling out the RFPs. Preparing and evaluating RFPs can account for as much as 10 per cent of a project's total costs, a cost that doesn't exist when the service is delivered in-house.



Consider the workers who maintain our local sidewalks. City staff can address sidewalk issues as they come across them, even while they're working on other projects. A private company contracted to do this work would not be allowed to do repairs outside of their restrictive contract, even if something they came across was an easy fix.

If the private contractor makes a mistake, the city is still responsible for holding them accountable but isn't allowed to step in and fix the issue directly, prolonging the time it takes to resolve the issue.

WHAT ARE THE SIGNS?

How will you know when privatization is happening in your community? To stay vigilant, you'll want to understand what exactly privatization is, the different forms it takes, and the jargon related to it.

Throughout this section, buzzwords are highlighted. Look and listen for them on the news, in your workplace or at the legislature as they could signal the privatization of public services in your neighbourhoods.

HAVE YOU HEARD OF P3s?

In Canada, full privatization describes the sale or transfer of a government-controlled service (including public assets, licences, leases or rights) to a private company.

The government might tell you “public-private partnerships” are not “real” privatization. However, a report from the U of A's Parkland Institute describes P3s as situations where private companies take over some part of a public service for an extended period of time, whether that be its maintenance, operation,

financing, ownership, or some combination of these responsibilities. Unions know that any time a service is handed over to a profiteer – even if it's just a part of the service – it is vulnerable to the pitfalls of privatization and, possibly, full privatization.

GLOSSARY OF TERMS FOR DIFFERENT P3s

- Operation & Maintenance Contract (O&M)
- Design-Build-Finance-Operate (DBFO)
- Build-Own-Operate (BOO)
- Build-Own-Operate-Transfer (BOOT)
- Buy-Build-Operate (BBO)
- Operation License
- Finance Only

Other terms used in the P3 field include:

- RFEI: Request for Expressions of Interest
- RFQ: Request for Qualifications
- RFP: Request for Proposals

Other warning signs of privatization include:

STAFF VACANCIES & CUTBACKS. Look for these in government jobs especially. If they're backing out of delivering a service, they're unlikely to invest in new staff or equipment, and may cut hours of operation for a service.

SPRUCING UP A SERVICE. This can happen with crown corporations: the government will try to make the service more attractive to potential buyers. They may suddenly inject capital into the crown corporation to reduce a debt, or they will reorganize at the management or board level.



AN EXAMPLE P3 EDMONTON'S LIGHT RAIL TRANSIT (LRT)

From day one, Edmonton has been secretive about its plans to contract out work on the new SouthEast LRT line – an issue common to P3s. Nevertheless, we know this much...

When the city decided to add onto its existing light rail system, it applied for funding through P3 Canada, a federal agency, as opposed to prioritizing other financing options, such as provincial funding. The city then hired a private consulting firm to gauge the appropriateness of a P3 for the project.

The Parkland Institute raised concerns about the parts of the firm's analysis, which showed how a P3 would disproportionately benefit the private sector and hurt the public:

- A P3 would depend on private financing, which would cost the City hundreds of millions more than if it borrowed the money directly from the public sector.
- A P3 would mean the contractor retains all profits from any future refinancing or equity-flip related to the LRT project. The City of Edmonton and its resident would get no money in either scenario.
- The firm suggested a contract would be binding for about 30-years, giving the City little flexibility in terms of finance and operations.

Most of the monetary savings the firm cites are operational savings, which would likely be achieved by lowering workers' wages and benefits.

PART TWO

PROTECTIVE LANGUAGE

As a union member, you know the value of getting your rights in writing. Protecting public services – and your jobs – should be treated similarly. Without anti-privatization legislation and contract language, private companies can continue to threaten your livelihoods and the services you provide.

NO CONTRACTING OUT/PROTECTION CLAUSE IN COLLECTIVE AGREEMENTS

In collective agreements, job protection clauses can do the double duty of making your individual employment more secure and stopping privatization by preventing contracting out (as well as keeping public jobs unionized).

Below, you'll find a real-life example of contract language that could protect jobs like yours from being contracted out.

It is taken from AUPE's master agreement with the Government of Alberta (GOA), which was ratified in 2018. The agreement features many examples of landmark language, including this no-contracting-out clause.

When your collective agreement is up for renewal, before another round of negotiations begins, talk to your bargaining committee and tell them you want to push for strong no- contracting-out protections in negotiations. Bring the idea up in meetings, and if AUPE representatives give you a bargaining survey to complete, fill it out! You can't get what you don't ask for.

GOA: NO-CONTRACTING-OUT LANGUAGE

Article 53 - Contracting Out

53.01 The Employer will not contract out services that will result in the loss of Permanent encumbered Bargaining Unit positions without meaningful consultation and discussion with the Union.

53.02 The Union shall be provided at least ninety (90) days' notice prior to when the final decision is required. Lesser notice may be provided when urgent issues rapidly emerge.

53.03 The Employer agrees that it will disclose to the Union the nature of and rationale for the initiative, scope and potential impacts on Employees and any anticipated timeframe for the initiative.

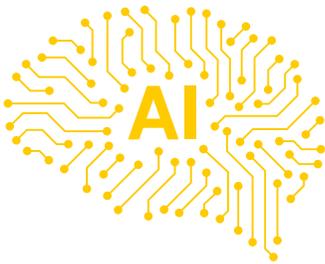
53.04 During the consultation the Parties shall discuss the reasons for and possible alternatives to the contracting out initiative including efforts to maximize the use of Bargaining Unit Employees by examining potential retraining and redeployment opportunities.

53.05 The Union may at any point ask to discuss with the Employer, services that are currently contracted out for specified work. Upon such a request the Employer agrees to entertain and give serious consideration to submissions and rationale from the Union based on an identified interest for specific work where the Union feels the Bargaining Unit may be better able to perform those services.

53.06 The application of the processes in this Article are subject to the Grievance Procedure in Article 29. The outcome of the process in this Article is not subject to the Grievance Procedure.



Don't forget the cardinal rule with contract language: if you don't use it, you lose it. Just because protections and binding words are in your collective agreement doesn't mean the employer will follow them. You have to hold employers accountable. If the employer disregards your collective agreement rights, talk to a union steward or MSO.



TECHNOLOGY & PRIVATIZATION

Sometimes technological changes in industries can prompt worksites to contract out some of their work to private companies with new technologies, and more specifically, AI.

A good example of a time this threat reared its head in Alberta was when the province spoke of plans to outsource Alberta Aids to Daily Living's (AADL) claims processing and administration IT systems to Blue Cross, a private insurer.

The province said the transition would increase the automation of claims and vendor administration systems.

Automation is inevitable just as all technological change is. Automation is not necessarily a bad thing, and doesn't have to spell the end of good-paying jobs. However, to ensure it's done in a manner that is worker-friendly, our union needs to be proactive. We have to work together to advocate for more public funding and ownership of new technologies, and for contract language that holds employers responsible for helping employees affected by technological change to transition into new roles.

LOBBYING THE GOVERNMENT TO ADOPT PROTECTIVE LEGISLATION

This process is intensive and requires a long-term strategy, which fightback campaigns facilitate. Lobbying means getting involved in the government's decision-making process and maintaining continuous communication with elected officials.

When lobbying for anti-privatization legislation, you will specifically need to influence government Ministers. Maybe you need to talk to the Minister of Health, the Minister of Education, the Minister of Agriculture and Forestry or someone else. Visit <https://www.alberta.ca/premier-cabinet.aspx> to find out whom you need to talk to.

You can fight privatization at the legislative level in a number of ways. The following is a real-life example of how unions, advocacy groups and other members of the public banded together to reverse legislation that opened the door to privatization of Saskatchewan's public-owned lands.

REPEALING BILL 40

In 2017, the Saskatchewan government introduced a bill that would allow the province to sell, without public consultation, up to 49 per cent of its shares in a crown corporation.

The justification was that a 51-per-cent share would still give the public majority control over the land.

However, as we know, selling off even a portion of a service makes it vulnerable to the interests of profiteers and could be a hop-skip-and-a-jump from full privatization of the service or crown land.

Unions and other activists pushed back hard against the bill, and in 2018 it was repealed. *The Interpretation Act, 1995* was amended to reverse the definition of "privatize" that allowed for the partial transfer of crown corporations to private companies.

Thanks to the efforts of these groups, popular and iconic crown corporations such as SaskTel, which was at risk of being sold after privatization talks started in 2017, were saved from private ownership.

PART THREE

DEVELOPING A FIGHTBACK CAMPAIGN

The first step you'll take to get almost any AUPE fightback campaign off the ground is calling your AUPE Organizing staff. They will then recruit the support of other departments to help you in your fight.

Most of the steps in this section describe the work your AUPE resource staff will do as they help build the foundations for your campaigns, so you can lead from the frontlines. However, you're encouraged to become familiar with these processes. This way you have the tools to be as involved as possible, from start to finish.

Remember that union members in Alberta often find themselves waging fightback campaigns against a government that is generally unsympathetic to the goals of unions and working people. This will affect how you approach your messaging.

No two fightback campaigns are the same. The goals of your particular campaign will inform the way it looks. These goals generally fall into one of three broad categories (or a combination of them):

- Discouraging pro-privatization legislation (See part 2 for example).
- Introducing anti-privatization legislation.
- Delivering consistent warnings to the government and the public about the dangers of privatization and asking for privatized services to come back in-house.

KNOW YOUR AUDIENCES

Regardless of the goal(s) of your campaign, you will always be targeting at least three groups with your anti-privatization messages: the membership, the public and politicians.

THE MEMBERSHIP

The membership is the first audience you want to reach with your anti-privatization messaging. We're stronger because we work together. You have over 96,000 allies. Gather the force of this collective voice for your cause, so when you take your messages to the public and politicians it already has support and therefore, impact.

This means educating each other about privatization, and mobilizing around privatization-related issues.

THE PUBLIC

When you're trying to get the public's support for your campaign, your two main challenges will be apathy and pro-privatization.

You will likely find the wider public is generally unaware of most privatization issues when you start your fightback campaign, so it's essential we campaign early to inform, reverse apathy and earn our neighbours' support.

Build strong networks with people or groups who are likely to feel the negative effects of privatization. Privatization affects more communities than one. For instance, consider a fightback campaign to stop the privatization of Alberta's long-term care or supportive living facilities. Our seniors' care members working as support staff, licenced practical nurses (LPNs) and Health Care Aides (HCAs) could find solidarity with:

- Other AUPE members working in health care.
- Residents in facilities.
- Family of residents.
- Seniors communities.
- Other organizations that provide support for seniors or people with disabilities.
- Migrant worker groups.

If they don't know the risks privatization poses to them, inform, educate and prepare these groups. Part of earning widespread public support for our campaigns is discussing the ways privatization affects the public services our members deliver.

POLITICIANS

The decision to privatize ultimately lies with politicians, so it's important our membership maintain a working relationship with all political parties in Alberta.

We should always seek out political and public support on a case-by-case basis, with specific asks and calls-to-action, rather than with general, anti-privatization messaging that doesn't address a specific privatization issue. We want to show the government that at every turn, we will show up to stop any party from privatizing any public service.

While it's key to lobby Ministers (legislators who are the first gatekeepers for tabled policies to pass), remember to seek political support from other elected officials, such as mayors, municipal councillors, or MLAs whose ridings the privatization issue might affect. Show Ministers the political support you already have for your cause to influence them.

You can also seek support from managers who might be affected by the privatization; or community groups, such as Chambers of Commerce, Legions, municipal departments or other unions.

STRATEGIC THINKING

Reaching out to your three audiences is just one part of your larger strategy.

A strategy is a broad plan, where we decide how we will combine separate actions to reach our end goals.

A strategy is like a road map. We need to know where we are and where we want to end up, so we can develop our route. A strategy suggests immediate action but also provides a long-range perspective that will carry us through weeks or even years of hard work, setbacks and short-term success.

STARTING YOUR FIGHTBACK CAMPAIGN

Contact your Organizing Department. Share your ideas and any information you may have about a privatization issue. Staff will then guide you through the rest of these steps.

Set your goals. A campaign needs clear goals that are attainable, concrete, measurable and focused on no more than one or two specific privatization issues. Write your goal(s) down to give the campaign focus, and don't use jargon.

We must periodically assess our situation and know if we are closer to achieving our goal now than we were a month or a year ago. Ask: "Are we as close as we thought we would be now?"

Educate members. Before a campaign goes public, ensure your fellow members understand the point you're trying to make. Find a short slogan or catch phrase to bring the issue into focus. Request written materials from AUPE headquarters (educational leaflets, promotional event posters, etc.) to hand out to other members and supporters.

Delegate responsibilities. Find suitable people to handle various campaign tasks. Do not try to do everything yourself. (See sidebar for tips on finding volunteers)

Know the tactics. Strategies and tactics are not the same thing. The strategy is our overall plan for getting us where we want to go. Tactics are the specific, timely things we do to propel us down this path: demonstrations, picket lines, petitions, mass letter writing. (See part 4 for a list of fightback tactics and how to use them.)

Fight back with PERM. Use AUPE's Anti-Privatization Early Response Model (PERM) as a general framework for all of your fightback campaign strategies.

PERM MEANS STAYING VIGILANT.

The best time to get started on a fight-back-campaign is as soon as you or anyone hears rumours of privatization.

When you hear rumours, get in touch with your Organizing staff and anti-privatization committee members. Locals and Chapters can help by forming anti-privatization sub-committees and enlisting volunteer contacts at worksites to monitor or listen for privatization talk onsite.

Once the campaign has started, if you're working closely on it, maintain communication with AUPE staff who can give you expenditures, time-offs, and approvals that you'll need to do frontline campaign work.

After this, you and other members, AUPE representatives and staff working closely on the campaign will:

- Develop alliances in the community, and seek support from organizations and politicians.
- Cultivate relationships with the media to get the union's word out to the public through media releases (Communications staff and Executive will do this).
- Do ongoing research to support our specific anti-privatization campaign. While AUPE research staff do most of this, collecting member anecdotes and creating or filling out surveys provided by AUPE staff is important research you can do.

SOME GENERAL RULES FOR DEVELOPING STRATEGIES

Write your strategy down. Be clear about who is responsible for what. The more members and volunteers working on a campaign, the clearer your lines of communication must be, so everyone feels confident in their role.

Give them longevity. A strategy needs to be able to outlive the work-life of the individuals who first planned it because staff come and go on worksites.

Create a rough timeline. Know what steps need to be taken when. This will help you prepare for deadlines and take advantage of any time-sensitive situations that could benefit your campaign. Timelines are also good reminders that some steps need to be taken before others can be undertaken.

Anticipate roadblocks. Whether they're likely to happen or not, plan for any events that could potentially get in the way of your campaign goals.



FIND VOLUNTEERS

To fulfill Step 3 you'll want to recruit and motivate volunteers, who can help you at different points in your campaign when you need all hands, or just a few more, on deck.

Here are some tips for finding and engaging volunteers!

- Start with lists of names you already have: executive members, stewards, committee members, retirees, unemployed workers and activists.
- Clearly outline the goals of your campaign strategy for interested individuals. Ensure they know what their specific role in the campaign would be.

Once you've found some committed volunteers:

- Never expect them to commit more than a few hours at a time.
- Phone to remind them of the time they're expected to arrive for their task.
- Make sure they've received proper training and know exactly what is expected of them.
- Make them feel part of the team. Keep them informed and listen to their ideas.
- Develop relationships with the volunteers. You might be surprised by the hidden talent you've recruited.
- Let them know what they're doing is not only important, but also appreciated. Find work for which they're suited, so they feel they're doing something meaningful.
- Maintain records of volunteers: names, addresses, phone numbers and areas of expertise.

PART FOUR

THE TACTICS

LOBBYING TACTICS

Lobbying refers to influencing legislators or politicians. As we mentioned before, this is the step you take after you've gathered support from AUPE membership and the public.

STEP 1: KNOW YOUR AUDIENCE

Legislators respond to your lobbying if they think you will affect their shots at re-election. The success of your lobbying depends on your capacity to influence people's votes. This is why you want to gain the support of the constituencies of the politicians you're trying to influence.

STEP 2: PICK YOUR METHOD

- Letter lobby
- Phone lobby
- Rally

LETTERS

Numbers are everything when you plan to influence legislators by writing to them. Often, AUPE representatives will write letters to politicians on behalf of the membership. Some of these letters will be made public and digital, so you and anyone else can "send" a stock message at the click of a button or edit it to add your own personalized message.

For digital letters:

- Ask all volunteers, AUPE members, community members, organizations and interested individuals you've enlisted in your campaign to visit the url where the digital letter is and send it.
- Request AUPE members to ask a friend to send the digital letter.

If you and other members are crafting the anti-privatization letter:

- Write directly to the politician you want to influence. Address them as "you" in the body of the letter.
- State your call-to-action or your "ask" early in the letter. If applicable, remind the politician of any promises the government made regarding the "ask."
- Be brief and to-the-point. Be specific: explicitly state what's wrong about a specific privatization deal and ask for an alternative course of action.
- If you are part of the politician's constituency, state this, so they know their actions will influence your vote.
- End with a "follow-up" statement. Tell the politician or legislator you look forward to hearing from them, and if you don't, you will contact them again within a week or two.

PHONE

Similar to letters, phoning politicians only has impact when everyone's doing it.

Before you call the politician or legislator:

- Be prepared with your list of asks or calls-to-action. Be clear about what it is you want the legislator to do or not do.
- Enlist the support of everyone involved in your campaign. Request that each of them ask a friend to also phone. Numbers are everything.
- Write a script. You want your messaging to be consistent; every campaign participant should say the same thing on the phone.
- Always start your script by introducing yourself as an AUPE member.
- The script is flexible, but never stray from its main objectives or the order of the talking points.

RALLY

Rallies require a lot of organizing, and a poorly attended one will hurt your campaign. As a regular member, the most important thing you can do to support an anti-privatization rally is to show up and encourage your fellow workers, neighbors and friends to join.

Chapter and Local Chairs should organize their components to join rallies and bring visibility to them by either wearing Chapter/Local branded clothes or holding banners.

Promote your rallies effectively. When you request and receive posters for anti-privatization rallies from AUPE headquarters, distribute them widely and don't forget to put them in places outside your workplace where interested individuals are likely to see them.

You can also request AUPE headquarters prepare pamphlets or leaflets for rallies to hand out to the public.

REACHING OUT TO THE PUBLIC

The success of your lobbying will depend on your ability to get the public on board with your campaign and vocal about the issues you're addressing. Try to get influential people in your community to lend their voice to your campaign. Reach out to the neighbourhoods and workers most affected by the privatization issue of concern.

There are two main tactics you should use to spread your message to the public:

1. Phone Banks
2. Canvassing

PHONE BANKS

There are three types of phone calls you can make in a phone bank. Usually you will make them in this order (unless one or two are unnecessary):

1. A call to the frontlines, so you can gather firsthand information about a particular privatization rumour or situation.
2. A call to members and allies to both inform them of the privatization issue and gauge their support for a fightback campaign.
3. The final advocacy call, where you inform the public of the privatization issue and request a call-to-action from them.

Preparation is key to a successful phone bank. The leaders of a campaign should test your script before phoning or giving it to volunteers. This gives you the chance to see how long each call might take, so you can estimate the number of hours, days or weeks you will need to do outreach in order to run through your entire contact list.

Leaders of the campaign should test the script on a handful of contacts before starting the actual phone bank to identify and fix "problem areas." Maybe a number of respondents didn't understand a question; maybe the process reminded you of another question to ask; or maybe people's responses suggested volunteers will need extra training for a particular question.

The following information should be collected for each contact to keep detailed records and for follow-ups, including direct mail:

First Name
Middle Initial
Surname
House number
Street Direction (N., S., N.W., etc.)
Street Name
Street Suffix
Apartment number
City or Town
Province
Postal Code
Telephone number

Other personal data to collect could include:

- Language spoken
- Gender
- Union membership or other organization
- Affiliations

*Don't forget, updated contact lists are crucial.

Phone bank coordinators should remind volunteer callers to:

- Never argue.
- Always be polite.
- Keep it short by following the script.
- Talk slow, so you're understandable.
- Be a good listener. Don't interrupt, prompt or offer answers to contacts. If a respondent pauses in the middle of a question, don't talk - wait for them to continue.

CANVASSING

Canvassing means going door-to-door and spreading your anti-privatization messages in-person.

What are the advantages?

- Canvassing is a commitment, and if your neighbours see this, that in itself communicates the seriousness of the anti-privatization issue.
- You can answer the public's questions on the spot.
- People are more likely to trust information coming from someone they can see.

Remember:

- Similar to phone calls, introduce yourself, say you are an AUPE member, and prepare the key messages and calls-to-action you want to make.
- Come prepared with handouts that have more detailed information, so you can keep the conversation brief and to the point.

RESOURCES

http://www.kelownadailycourier.ca/news/article_bcc59260-6f33-11e6-8210-674bb2e0e003.html

<https://www.policyalternatives.ca/publications/reports/short-term-gain-long-term-pain>

https://www.parklandinstitute.ca/wrong_turn

<https://albertapolitics.ca/2018/01/fallout-klein-government-mismanagement-two-decades-ago-drifts-winds-carillon-collapse/>

<https://www.mgeu.ca/news-and-multimedia/news/read,article/1799/pallister-government-announces-potential-lay-offs-as-it-prepares-to-shut-down-real-estate-services-division#sthash.NL3ZzNe4.dpbs>

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