Introduction by Frances O’Grady

Welcome to the 2014–15 programme for the TUC’s Organising Academy.

One year ago, the TUC set out its plan for a new economy that gives more power to ordinary people. We’re campaigning for decent jobs, fair pay, respect and a democratic voice at work. Building stronger unions is key to our success and that’s why we want you to experience the learning and training the TUC Organising Academy offers.

The Academy offers a comprehensive package of training and consultancy services. Since its creation in 1998, the Academy has already made a significant contribution towards the development and practice of union organising in the UK.

But there is much more that we need to do.

Now the Organising Academy programme is designed to ensure that every union officer and staff member can find a course to suit them. That means we can all contribute to building a strong trade union movement.

This year you will see a sharp focus on making organising more strategic. In response to a wide survey of union staff, the programme now offers new opportunities to develop your knowledge and practical skills on strategic campaigning, developing reps, and leadership and management.

We hope you enjoy your time on our courses. By learning to organise together, we can win for working people.

Frances O’Grady
General Secretary
Our work: what we offer to unions

Organising Academy

The main area of work for the Organising Academy is the comprehensive core programme of training for officers. The programme offers union staff members a range of short and long courses. Full course information can be found on page x.

The Organising Academy develops and delivers the core programme of work in partnership with Ruskin College. Founded in 1899, the college aimed to provide university-standard education for working class people so that they could act more effectively on behalf of working class communities and organisations - trade unions, political parties, co-operative societies, and working men’s institutes. Today, it delivers a range of higher and further education courses, including the TUC Education centre and International Labour and Trade Union Studies Departments.

Our tutors have experience in organising across a wide range of industries and areas and use contemporary materials. In our last yearly review from our awarding body, the programme was praised for its innovative approach.

Locations and cost

All of our core courses are offered free of charge and are fully accredited via our partnership with Ruskin College. To obtain the qualification, participants will be required to produce a portfolio that evidences their learning. Organising Academy tutors will provide support to participants throughout their course.

For courses with time at Ruskin College, accommodation is available at Ruskin’s newly refurbished campus in Oxford.

For enquiries on Leading Change and consultancy work:
Carl Roper, National Organiser, croper@tuc.org.uk

For enquiries on the core programme and bespoke training and consultancy work:
Becky Wright, Director, TUC Organising Academy, bwright@tuc.org.uk
Bespoke programmes

We also understand that unions may wish to develop their staff and executives in organising, campaigning or leadership around specific areas that reflect their key industries, sectors or challenges. We are therefore able to tailor our core programme to those needs or to develop bespoke courses.

Typical examples of courses on offer to unions include:

- Strategic Research
- Leadership and Management
- Supporting Organising: for union support staff
- Strategic Campaigns
- Developing Reps
- Lay Leadership: effective governing of unions

Case Study – Lay Leadership programme

Mike Graham, head of national organising, recruitment and development (NORD), Prospect

“Succession planning across the whole of our lay representative structure is key to the future of Prospect. We take succession seriously and a key element of the Prospect strategy is the training and development of our senior representatives.

We run a Leading Lay Representatives Development Programme (LLDP) and we chose the TUC Organising Academy (OA) to take a key role in helping to develop and deliver our LLDP.

We found that the OA brings a wealth of knowledge and experience from their work across many other unions which helped to form the right programme for us. The quality of delivery through using the OA was high, which is important to a professional union like Prospect when delivering this type of course.”
Consultancy and briefings

In addition to training, the Organising Academy provides other support via consultancy services and briefings to assist unions to develop and review organising strategies, practice and campaigns. These can include:

- team building of union leaders and staff
- support for campaigns plus strategic planning sessions
- support for union change programmes.

Case Study – Consultancy

Michelle Stanistreet, General Secretary, NUJ

“Oh through my attendance on the Leading Change programme, I was aware of the help and guidance that the TUC could give unions in developing new strategies and direction for unions. I approached Carl Roper who has been working with the NUJ to develop a strategy which focuses on building our internal capacity. With the TUC we have undertaken a SCAT analysis, as well as a training programme for our National Executive. Working with the Stronger Unions team has given us a friendly outside perspective and offered many ideas about how we can remain an independent union given the changing nature of our industry and membership.”
Our team

**Carl Roper, TUC National Organiser**
Carl is responsible for leading the TUC’s work on organising and recruitment, and is Senior Policy Officer responsible for the TUC’s work on young people and the TUC Young Workers’ Forum.

**Becky Wright, Director of the TUC’s Organising Academy**
Becky is responsible for the development and delivering of the Academy’s training programme for union organisers and officers.

**Mark Everden, Course Coordinator, Ruskin College**
Mark Everden is the TUC Programme Coordinator at Ruskin College, Oxford and manages a team of staff who market, deliver, tutor and provide admin support for the entire TUC programme. He also forms part of the management team for Ruskin’s International Labour and Trade Union Studies Department.
Our Core Programme

Leading Change

Leading Change is a 10-day package of training discussion and support for senior trade union officers. Delivered in partnership with Birkbeck College, and the Labor & Worklife programme at Harvard University, it features contributions from senior academics, employers’ representatives, leading private and voluntary sector figures, national and international trade union leaders and senior politicians. The programme runs across four modules delivered over a nine-month period and includes a study visit to Harvard University.

Programme

• organising unions in a changing world
• strategic choice, campaigning and coalition building
• changing the way we work
• global trade unionism.
Diploma in Organising

Course aims
This course is for union officers who are already carrying out an organising role or who expect or would like to in the future. This is a 20-day course run over five, four-day modules which explore the key skills and knowledge needed to organise successfully.

Programme modules
- essential skills for organising
- research for organising
- campaigning 1: strategy and tactics
- campaigning 2: communications and planning
- developing the organising team

Course: Diploma in Organising

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Case Study – Diploma in Organising

Kristin Hamada, Equalities, Recruitment and Retention Organiser, Equity

“I signed up to the Diploma course to get a better understanding of good practice with regards to organising and campaigning and see what was happening in other unions. The modules on campaigning were thorough and applicable to any organising and campaigning role.

Understanding in more detail how to build and plan a campaign by using practical examples of our work was very helpful. It allowed me to first get a picture of what best practice looks like, then think about how to implement that.

I would definitely encourage organisers to go on the course. You have to be willing to put some time into the workplace activities but as a result of this course I make an effort to plan more thoroughly and try to ensure that activities are a part of wider strategy and vision to build power.”
Certificate in Advanced Organising

Course aims

This course is for experienced union officers/organisers and those who have completed the Diploma course. This 12-day course delivered over three, four-day modules explores in more detail the key skills and knowledge needed by officers to build effective organising campaigns. Participants will be asked to specialise within the course, taking either a communications or leadership pathway.

Programme modules

- strategic campaigning
- collective bargaining, negotiations and organising
- leadership and management

Course: Certificate in Advanced Organising

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Case Study – Advanced Organising

John Coote, Organising Industrial Offices, Public and Commercial Services Union

“I have worked for PCS for over 10 years in various organising and negotiating roles and began to feel that I was regurgitating the same tired methods. I wanted to make sure I had the latest tools, techniques and ideas to help PCS through what will prove a very challenging time.

I learnt a lot by critically examining different organising methods and it was clear that I could adapt them to complement different styles of campaigns. I had only really focused on issue-based organising before, but now I have begun to advise more on community organising in order to apply leverage on individuals to achieve the goals laid out in a campaign.

Being able to share experiences and knock around ideas has proven to be invaluable in helping me decide on key focus points and strategies and I have forged some amazing contacts and friendships on this course.

It’s hard work, but it will genuinely help you in your job. The rewards are worth all the effort and you will gain the confidence to take the lead and assume responsibility.”
Award in Supporting Organising

Course aims

This course is for union staff members in administrative and other support roles who would benefit from a deeper understanding of core organising practices and their implications for the way that unions operate. This course, over three days, provides participants with the skills and knowledge needed to support organising work.

Programme modules

- understanding organising
- working with members
- effective communication

Course: Award in Supporting Organising

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Aisha, Campaigns Officer, NUT

“I enrolled to find out how the union is carrying out organising work. I learnt a great deal from the course, including why organising members has to evolve and how new challenges affect the union and staff.

I use what I learnt at the Organising Academy in my role all the time – but particularly whilst working with colleagues from regions and dealing with members. I view us as one organising unit rather than individual units with separate organising responsibilities – our work complements each other.

The Award in Supporting Organising is the best work-related course I’ve ever done. It was completely relevant to my union and job, and was informative and enjoyable. I would recommend it to everyone.”
Award in Communications and Campaigns

Course aims

Effective communication provides unions with an opportunity to increase awareness of campaign aims and improve opportunities for activism. This three-day course for officers, organisers and other union staff involved in union campaigns explores how unions can maximise the potential of both traditional forms of communication as well as new and social media.

Programme

- campaigning and communications
- understanding social media
- public speaking

Course: Award in Communications and Campaigns

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Case Study – Communications and Campaigns


“Being relatively new to my role, I wanted to gain a more structured approach to campaigning, and develop a better understanding of the use of social media. As well as a more focused approach to developing campaigns, I learnt how to frame campaign material to ensure that members remain motivated and on board as well as keeping a focus on why we were doing certain activities.

As a small union there is only really myself and my administrator that cover all aspects of press, parliament and campaigns so the course helps me on a day-to-day basis. I am also able to line-manage my administrator in terms of priorities much better.

I definitely recommend this course as it gives you an all-round knowledge base and I am looking forward to doing the next level of the course to develop further.”
Award in Leadership and Management

Course aims

Good quality leadership and management can ensure that union organising strategies and strategic objectives can be met. This three-day course for existing and potential union leaders explores leadership theory and models in relation to unions to deliver effective campaigns and union work.

Programme

- team development
- practical leadership for campaigns
- mentoring and coaching

Course: Award in Leadership and Management

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Award in Developing Reps

Course aims

Reps remain the bedrock of the trade union movement and helping them develop can be a key part of building union strength. This three-day course for officers and organisers explores the methods and techniques full-time staff can employ to overcome these obstacles and create sustainable union structures.

Programme

- developing teams for organising
- identifying workplace leaders
- building sustainable structures

Course: Award in Developing Reps

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Award in Strategic Campaigning

Course aims

How do you ensure that campaigns help unions achieve wider strategic objectives? This three-day course gives union staff the skills and knowledge needed to execute well thought-out campaigns. Practically based, the course enables participants to work through existing campaigns as well as possible new ones to ensure the right issue, target and tactics.

Programme

- identifying issues
- allies and opponents
- tactics.

Course: Award in Strategic Campaigning

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To register

There are two ways that you can apply for our courses. You can use this application form or book a place on your chosen course online at www.tuc.org.uk. We aim to acknowledge all applications as soon as we receive them. Course joining instructions are usually sent out two weeks before the start of each course.

TUC Organising Academy

Training Programme 2014/15

Application form and contact details

Name: ____________________________________________________________

Union: ____________________________________________________________

Role: ____________________________________________________________

Address: ______________________________________________________

_____________________________________________________________

Telephone: ______________________________________________________

Email: __________________________________________________________

Course name: __________________________________________________

Dates/location: __________________________________________________

Signed: _________________________________________________________

Please return this form to:
Organising Academy, TUC, Congress House
Great Russell Street, London WC1B 3LS

If you have any problems or queries please email:
organisingacademy@tuc.org.uk