WELCOME TO NYSNA’S LEADERSHIP TRAINING!

Your commitment and leadership make it possible to build a united, organized, and involved membership at your worksite.

The New York State Nurses Association, the state’s largest union for nurses and healthcare workers, is the voice of tens of thousands of New York’s frontline healthcare workers.

Collectively, we can win improvements for our patients and for healthcare workers. We can win legislative victories for safe staffing, quality patient care, and health care for all. We can win better contracts with fair wages and health benefits, retirement with dignity, employment security, safe staffing, and more. And we can be part of a vibrant labor movement that fights for working class power, at work and in society.

As a leader and patient advocate you play a key role as part of a movement to put our patients, our families, and our future first.

This four-part training program is designed to provide you with practical information to enforce the contract, advance the interests of the healthcare profession and members, and ensure that nurses and other healthcare workers and patients are respected. The training covers a range of topics including organizing co-workers to resolve worksite issues, grievance handling, legal rights, recruiting co-workers to be involved in union activities, winning safe staffing enforcement, and more.

We encourage you to take these ideas you develop and skills you sharpen over the course of the education program back to your facility and share them with your co-workers and implement them in your worksite!

We look forward to working with you to build a stronger, democratic, member-driven union. With the strength of member power, we will be able to win at work and beyond, for our patients and for healthcare workers, today and tomorrow!

--NYSNA Labor Education Department
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ABOUT THIS TRAINING

This leadership education program provides a foundation for worksite leaders to develop the strategies and skills needed to win at work and beyond, for us as healthcare workers and for our patients and communities. It provides an opportunity to build new skills and to refresh the ones you already have.

The education program has four parts, each three and a half hours long (which includes an opening and closing section). This training is offered in person as well as online. Here are the topics covered in the four parts:

Part 1: The Responsibilities of Leaders to Advocate for Themselves and Their Patients
1. Healthcare Leaders and Patient Advocacy (55 minutes)
2. Organizing for Power: A Member-Driven Union (50 minutes)
3. Roles and Rights of Leaders (65 minutes)

Part 2: Using Representational Rights Under Law and the Contract to Improve Working Conditions
1. Weingarten Rights (30 minutes)
2. Understanding Just Cause (30 minutes)
3. Representing Members at Investigatory Meetings (60 minutes)
4. Understanding a Contract and Identifying Grievances (30 minutes)
5. Grievance Process and Duty of Fair Representation (20 minutes)

Part 3: Organizing for Collective Advocacy to Build Unity and Engage the Healthcare Worker Community
1. Why We Organize: Engaging and motivating co-workers for collective advocacy (75 minutes)
2. Getting Members Involved (30 minutes)
3. Answering Tough Questions (30 minutes)
4. Role-Playing an Organizing Conversation (35 minutes)

Part 4: Advocating for Healthcare Workers’ and Patients’ Needs Through Effective Campaigns and Contractual Committees
1. Taking Action: Worksite Campaigns for Change (55 minutes)
2. Effective Labor-Management and Safe Staffing-related Committees (40 minutes)
3. Meeting with Management (75 minutes)
THE TRAINING METHOD

NYSNA member leaders and staff will conduct these workshops using a method designed specifically for adult learners that teaches participants to think critically and to take action in the workplace, to build collective power and to learn to use that power to the benefit of nurses and all healthcare workers, their patients, and communities and in pursuit of social justice.

We use a method called Popular Education which recognizes that participants enter the learning space with important experience, skills, and knowledge. In our trainings participants build on that experience and knowledge, adding new information, analysis, and have an opportunity to practice using those skills in a supportive environment before applying them in the workplace. Popular Education also strives to create a learning environment that is democratic and challenges existing inequities so that all feel equally welcome and empowered to learn and practice.

This engaging and participatory method puts participants at the center of every learning opportunity. Participants work together in the training, analyzing information, addressing real-life problems, and sharpening their own skills and applying them to real workplace experiences. It allows us all to learn collectively by doing.

TRAINING FORMAT

Each section has a purpose, tasks, factsheets, and a summary of the main points.

Large or Small Group Discussions: Once the facilitator has introduced the activity, participants work on the task together. Very often, there is more than one right answer; the tasks require that the large or small groups use their experiences to tackle the problem and make judgments on key issues. Part of the tasks often include looking at factsheets and applying new information--working together to find solutions, just like in our work together in the workplace.

Report Back: For each task, the group selects a reporter whose job is to take notes on the small group discussion and report back to the larger group. During the report-back, the reporter shares how their group tackled the problem. The facilitators will record these reports on flipcharts so all can refer to it.

Role-Play: This training relies on active learning strategies that invite participants to perform realistic scenarios. Guided by prompts with constructive feedback from other participants and
facilitators, these exercises are meant to help build experience in a safe and supportive environment to be replicated with confidence in the workplace.

**Summary:** At the end of each section, the facilitators will highlight key points, bring up points that may have been overlooked, and clarify issues that may have come up during the discussion.

**THREE BASIC LEARNING EXCHANGES**

This education program is built on the idea that every workshop is a place where learning is shared. Learning is not a one-way street that runs from facilitator to participant. Nor is the training method simply a free-for-all discussion. Rather, the training method is a structured procedure that allows us to share information. It is based on three learning exchanges:

1. **Member to member**
2. **Member to facilitator**
3. **Facilitator to member**

**Member to member**
Most of us learn best from each other. We should never underestimate how much real education takes place between members. This training is set up in such a way as to make this participant-to-participant learning exchange a key element of all our workshops.

**Member to facilitator**
Lecture-style training assumes that the facilitator knows all the answers. On many subjects, a group of members will often have as much, or more, collective knowledge and experience as any one expert. So, in our training method, facilitators learn as much from the workshop participants.

**Facilitator to member**
This is the formal educational process we are used to. It also has its place in our training method. Facilitators help to clear up confusion, ensure that all the key points are covered during an activity, and share new information with the group. Facilitators are responsible for keeping time, ensuring there is equal participation of all members and providing a learning-conducive experience for all.