

Leadership Development Committee Report to the AFA-CWA Board of Directors 2021

Active Committee Members:

Krystle Berry - ALA Council 39 LECVP

Thomas Burton – EDV MEC Communications Chair

Adam Novish – United MECVP

International:

Debora Sutor - IVP

Guy Bosworth – Lead ISR

Toni Higgins – ISR

Introduction:

Our last report to the Board was submitted on March 20, 2019 in Denver. The committee conducted regular calls, averaging quarterly throughout the interim period. At the time of the 2019 BOD meeting we were working with the International Vice President and ISR's on the trainings detailed below. Due to the COVID-19 pandemic, in March of 2020 all in person training and in-the-field mentoring by the International Staff was moved and continues to be offered in a virtual format.

New Leader Orientation/Training:

The Leadership Development Committee has attended and reviewed these events and provided input and feedback on the election cycle training.

AFA's Constitution and Bylaws directs that training be provided for one newly elected representative from each Local Executive Council and Master Executive Council. We continue to offer this training in 2 parts. The New Leader Orientation is offered prior to taking office. The agenda includes a general overview of AFA's structure, a familiarization of the resources available to assist leaders at the International Office, a review of responsibilities of a newly elected officer and guidance on transitioning successfully to the new term of office. We offer an optional additional day of in-person grievance training with the New Officer Orientation.

The New Leader Training is conducted approximately 6 weeks after taking office and incorporates initial experiences in office as a framework for instruction around the duties, responsibilities and realities of leadership.

The following training events were conducted:

Election Cycle III:

June 10-14, 2019 – New Leader Orientation, Washington, DC

August 12-15, 2019 – New Leader Training, Maritime Conference Center (MITAGS), BWI

Election Cycle I:

November 18–22, 2019 – New Leader Orientation, Washington, DC

February 3-6, 2020 – New Leader Training, MITAGS, BWI

Election Cycle II:

June 8-12, 2020 – Virtual

August 10-13, 2020 – Virtual

In April 2020, as a result of the pandemic and following consulting with our committee, the ISR's and IVP began preparations to conduct the June Orientation virtually. At that time, we were still hoping to conduct the August Training in person. Online modules were added to our Online Learning Academy (OLA) and a specific New Officer Orientation course was devised using some of the existing courses housed on the site and adding additional activities to simulate those conducted in-person.

3-hour Zoom sessions were conducted daily over the original dates. While it's preferable to conduct them in person, the trainees received presentations from all of the Department Chairs as well as the usual lessons on Finances, Membership Services, AFA Structure and Constitution, transitioning into office as well as an optional zoom session on grievance handling.

As the pandemic continued and a new surge began in June, the decision was made to move the August training to a virtual format as well. Once again, the ISRs and IVP adapted the existing training to an online format and conducted zoom sessions during the originally scheduled week.

Much was learned regarding providing training on-line and the ISRs identified some positive options for advance, online preparatory work that could be used in future "blended" training classes which would include both on-line and in-person training.

The ISRs are beginning to prepare for the next round of election cycles which will begin in Winter 2022, with training forecast for June and August of 2022. It is anticipated that this training will be conducted in-person.

Advanced Leadership Training (ALT):

We were moving forward with budget planning and proposal for an Advanced Leadership training in the 2020-2021 fiscal year. This included scouting hotels to determine accurate pricing. We decided to continue the format of a cafeteria style training with multiple workshop blocks spread out over several days. Due to the financial uncertainty of COVID-19 on AFA's budget, we agreed with the Finance Committee's proposal to eliminate the Advanced Leadership Training for this budget cycle. Instead, it has been included as part of the 2021-2022 budget proposal at this BOD meeting.

As part of the follow up from the last ALT in 2018 we had discussed how to expand our discussion around diversity. International VP Debora Sutor had begun to identify potential presenters to partner with at a future ALT.

Recognizing the importance of such a training, she suggested, and we agreed that an on-line virtual ALT focused on Human Rights, Diversity and Equity would be a good option in the interim. The cost of these trainings was limited and covered by our existing Leadership Training budget. We will be offering the following three workshops:

May 21, 2021 – Democratic Participation Under Attack: Labor and Civil Rights in the US and our Workplaces - Dr. Ericka Wills and Josh Young

Objectives: To investigate:

- Rollbacks to labor, civil, and voting rights;
- Increased economic and related inequalities;
- Challenges to enforcing your workplace and democratic rights.
- Why the labor movement must ultimately be a social movement

June 2, 2021 – Unconscious Bias and Creating Solidarity Within Our Union - Lisa Jordan; Director of Education for United Steelworkers (USW)

Our second workshop will explore:

- Defining bias and understanding the difference between explicit vs. implicit/unconscious bias
- Impact of bias on interpersonal interactions and group dynamics
- How do we begin to build bridges and create solidarity within our union given our differences
- Strategies for intentional inclusion. Reaching out to those different than us, or not in our immediate circle, to create diverse representation.

June 23, 2021 - Panel Presentation - Highlighting the work of our Human Rights Committees - Moderators Guy Bosworth and Toni Higgins

Objectives:

- Highlight the positive work being done by MEC's across the union
- Identify possible activities for Human Rights and Equity Committees (HRE) to participate in or conduct to engage members – in communities, bases or online.
- Identify messages that work or are resonating with members.
- Understanding the importance of having the conversation and how to initiate.
- Explore ways for the committee and members to connect with community groups around diversity.
- Develop goals at each of the carriers as to how they will involve their members.

Attendees are expected to attend all three sessions as they build on each other. We are excited to be able to offer this training during these momentous times.

Please note that class size is limited so please register as soon as possible.

Assuming an in-person ALT is approved for the 2021-2022 budget year, we will begin to explore time frames and format as soon as possible following the BOD meeting.

On-Line Learning Academy

Since our last report AFA has continued to expand its offerings on the [On-Line Learning Academy](#) (OLA). As mentioned previously, we used the OLA to facilitate our New Leader Orientation and Training. In addition to the New Leader Learning path we have reviewed and provided input on the addition of the following courses/resources:

- **Building Union Power - Membership Engagement Conversations**
- **Onboard Fume Events - How to Recognize and Respond:**
- **Implicit Bias - Diversity**
- **Bloodborne Pathogens**

Recently, we have been reviewing and providing feedback on two additional courses:

- **AFA 101 - How Our Union Works**– This member focused course will be made available via the afacwa.org website to provide the broadest possible use. It covers AFA-CWA's Mission Statement, Structure, Committees, Dues, the Grievance process, Communications and AFA Successes.
- **Introduction to Union Volunteering** – This course is focused on new volunteers and will be made available through the OLA site which will allow for tracking of completion. This course is designed for use by members who have expressed a desire to become involved in union committee work and will prepare them as they begin their new role as an AFA Volunteer. Building on the AFA 101 course, it provides greater detail around the roles of committee volunteers and their interaction with the Local Council officers, chairs and International Departments. This course could be offered as an advance assignment prior to finalizing a volunteer's committee assignment. It will assist you as leaders, in determining if the volunteer has shown a sufficient level of commitment prior to delegation of duties.

These courses are in the final stage of development and should be published and available for use soon.

We will continue to work with the IVP and ISRs on additional online course offerings that could be made available for our leaders and members.