

RICHARD CHAVEZ

The origin of the UFW comes from services work. In the beginning, there was no Union, only services. We have grown a lot over the years and the bigger we get, the more important our job becomes. In order to get it done, we're going to have to multiply ourselves because there just aren't enough of us right now to get the job done.

How are we going to do this? We're going to have to organize. And the best place in the whole Union to organize is Campesino Centers. Except for maybe the clinics, we talk to more people on a one-to-one basis than any other department in the Union. Talking to people in groups just is not as effective as that face to face contact. And we have an added advantage, they come to us for help so we can use our services to make an exchange with them.

In the past, Campesino Centers was the only part of the Union where people could get something for nothing. We need to change that. Anything that people get free has little value to them and we want them to place value on our services. The only way we can do that is to ask something in return. "We'll help you if you'll help the Union to help others." At our clinics, for example, the medical care could be free, but we ask people to pay something because then it has more worth to them and they feel better about going there.

You're all familiar with poverty programs and you've seen people go into the welfare department, head down, hat in hand. They feel degraded because they feel they're asking for charity. We don't want people to come to us that way. We want them to come to us for services with pride because they will be giving something back to the Union in return for what they get. Service for service.

Some of you have resisted what we're trying to do here at this conference, thinking, I guess, "I'm too smart for this training." But we've been at this for a long time and we've learned a lot so our experience puts us way ahead of you. We know what works and what doesn't. Just providing services for a farm worker doesn't make any permanent change in his life, it only helps temporarily and then he's back again for more help. If you organize that worker and get him to help the Union, he'll not only be helping himself but be able to help others too. You make a permanent change in his life.

We all know the Union has more work than it can handle but once all of you start organizing, we'll be able to do a lot more. One important thing to do is to get our own offices organized. Make a list of the things you have to do and single out priorities. If you have 10 things to do and only have time to do 3, pick the 3 most important things and set the other 7 aside until you're ready to start on them. Keep a checklist all the time so you'll know where you're at. Speaking of lists, I have a list of questions you need to ask yourself everytime someone comes into your office for services. Keep them in mind and you'll do a better job.

- 1) Did I really help him?
- 2) Did I really organize him, or let him go out the door?
- 3) Am I being effective?(You can be efficient without being effective)
- 4) Do I really believe in what I'm doing?
- 5) Am I that committed?
- 6) Do little things bother me? Why? Do I talk to the right person about it?
- 7) Am I giving too much of myself?(No individual glory, only collective)
- 8) Do I have trouble making myself understood?(get on their level)
- 9) Do I follow-up?
- 10) Am I calling people to help me?(people will tell you how much they can do, don't make the decision for them)
- 11) Do I know a good case when I see one?(use it politically)
- 12) Am I paternalistic?
- 13) How do I come across to people?
- 14) How does our office look? (reflects type of director)
- 15) Am I a pleasant person? Understanding? Am I patient enough? Sincere? Too aggressive? Too timid? Am I phony? Uptight? Do I listen enough? Am I dressed too fancy? Scroungy looking?

- 16) Do I make a rosy report at the end of the month or do I tell the truth?
- 17) Can I give accountability to my superiors?
- 18) If I were called in the movement to do another job, am I ready?

To be a good organizer you have to be able to size up people. There are different ways to talk to different people, you can't talk to everybody the same way. You have to be able to figure out how to approach each one and talk to them on their own level.

You can do a lot of disorganizing just sitting in the office--if you're hating people, not being truthful, etc., and you can do a lot of organizing just by being friendly. The office always reflects the director. If you're friendly and cheerful when workers come in, it makes them feel comfortable. They feel more free to discuss their problems and you'll have a better chance to organize them.

I want to make a few comments about the conference. I'm pleased with the results and I think you will be too when you get back to the centers and start organizing. I know the camera made a lot of you nervous and you didn't come out as good as you would in a real work situation in your centers. But it was important that you see yourselves as others see you and you can now correct whatever faults you may have seen or capitalize on good points that came across.

I think you should have had more breaks, one every 1.5-2 hours to get up and stretch and walk around. When you're fresh and ready to pay attention again. But the La Paz staff was trying to give you as much training as possible in the amount of time they had, and that was important too.

I also want to talk a little bit about the MLK structure and position in the Union. I was a little confused about the structure myself in the beginning and thought I wouldn't be able to make any decisions. Now I find that I have a lot of leeway to act and still stay within the structure. As for MLK's position in the Union, we are a part of the Union just like any of the other entities. MLK was set up as an entity in itself for tax purposes only. Without the Union, there would be no MLK so I think that pretty well explains it. We are the Union, we're not separate.

In four or five years, we're going to be a huge union and you need to prepare yourselves for leadership roles, especially you younger people. The North Unit will be the MLK Educational Training Center with kitchen, dorms, etc., self-contained, comfortable to learn in. Lots of other changes are ahead and we have to be looking to see where we will fit in. It all depends on your own initiative, how hard you want to work, how high you want to go. You can be the future leaders of the Union. Its up to you.

BUDGETS:

Mike Mooring

Mike distributed manuals he had prepared with complete instructions on doing budgets. He also gave a thorough explanation of the budget by preparing a sample budget on the board and going over it line by line. He explained that the budget from the Campesino Center to the Division Director to Roberto Ybarra to Richard Chavez and then to Cesar Chavez. One budget can hold up all the rest, so its very important to get them in on time and have them correct.

Mike also passed the word down that there can be NO BUDGET ADDITIONS unless an expense was absolutely unexpected. RECEIPT EVERYTHING. IRS holds us accountable for all monies received so we need good records. Initial every memo that is sent out and make sure you read them. Then you'll be up to date on all the latest information.

SEE RED MANUAL FOR COMPLETE INSTRUCTIONS ON BUDGETS!

Wednesday, July 14, 1976

Cathy Christian

Pete Martin, State Franchise Tax Board, is interested in training for our people. He will send us a list of contacts in different areas if we give him names and street addresses of centers. He can also help us out in 1) Getting tax letters in Spanish, 2) Paying in installments, 3) How to get extensions on filing dates. He gave the following toll-free numbers to call for information.

800-852-7050.....Free information on state taxes.
800-852-7100.....Information about forms or instructions
from past years.

The problem was brought up of Notary Publics doing people's taxes and not caring whether or not they do it right--just collecting the fee. Cathy stated that all Notary Publics are bonded. If anyone runs into unscrupulous ones who are cheating the people, report them to the Consumer Affairs Department in Sacramento. They can lose their license and have to pay back whatever they cost the taxpayers.

She noted that we need IRS contacts too, but State Tax needs are more immediate, lots of problems. She suggested that we teach each other things we've learned about taxes in conferences and go to Martin with specific problems.

ELISEO MEDINA

Eliseo came in with some good news about new contracts. Colasi Bros., Calexico, contract means the first Union cantaloupes. We have nine new apple contracts in Watsonville with one pending, and a contract with Mr. Artichoke in Salinas, for a total of 45 Union contracts in California. This means a total of 10,400 jobs and allowing for turnover, about 17,000 people working.

We are considering filing unfair labor practices charges against 15-20 companies. Top of the list is Dole Products. Castle and Cook are the owners of West Foods and the Board has authorized us to take economic action against them so we're turning the boycotters loose on them in the morning. We want to make an example of them for other companies who might be watching to see what happens before negotiating with us. Others at the top of the list are McFarland Rose, Delano, roses and seeds, and Jiffy Products from West Chicago; H. B. Metzler, Fresno, Mr. L. and Sunmet products, tangerines and peaches, also Peto Seeds; Sunworld, Coachella, that's the main label and is California based; Hemet Wholesale, San Jacinto, shade trees; and Mt. Arbor, Delano, roses. It is extremely important to put enough pressure on companies to get negotiations moving with them and also to influence companies looking to them to see what they're going to do.

Right now Campesino Centers are the best organizing tools the Union has. Campesinos come to you for services and the kind of job you do gets around. If you do a bad job or even a mediocre job, that word gets out. So you have to do a superb job; that's the kind of word we want to get around. That helps us when we're negotiating.

Workers have a right to your services, but they also have an obligation to help in return. Otherwise, we're operating like a welfare agency and that's one thing we don't want to be. Campesino Centers are designed to help farm workers organize themselves. All they need is some direction and they'll be holding their own house meetings and organizing among themselves. It's up to you to show them how. You're the ones who have the face-to-face contact with them. Get away from thinking, "poor, little farm workers," they work so hard and don't make much money, etc. You can't let yourself get to the point where you want to carry them around in your arms, thinking if you put them down they might get bruised. They're strong, not weak. Treat them with respect and dignity. Help them, but expect help from them for others in return.

Don't be driving people around all the time. And filling out forms. Get other people to do that. Lots of people have cars and would be glad to help somebody out by taking them to the doctor, welfare office, etc. And almost anybody can fill out a form. Even I can do that and I've only had an eighth grade education! That's what your volunteers are for. Get them to do those jobs so you can be free to organize and to do all the other things that go along with being a center director.

Get out into the communities. Campesino Centers is the Union's extension into unorganized areas. We have to move out of the fields and into the communities. The Union is with the worker while he's on the job but when he leaves work, he's in a largely hostile world, loan sharks, discrimination, school problems, etc. The Union needs to be involved in every facet of the worker's life. That's why we're involved in campesino centers, day care, clinics, retirement housing, credit union. We're doing more than any other Union but we're still not doing nearly enough or doing it as well as we could because we don't have enough people.

That's why we need you out there to get people organized. Once they see what power there is in organization, they'll be able to handle a lot of their own problems. Work with the field offices. The Community Action Committee in the field office helps get farm workers involved in community fights. The campesino centers need to get into this too. Fight slum housing, loan sharks, bad schools, etc. Follow through on all these things, taking action outside of your ten hour day if necessary. Action like this was taken in Coachella where teachers were thrown out for mistreating kids. We need more community fights like that. People can't do it alone, they need help in organizing to fight. And that's where you come in.

It's especially important to have your help where we're trying to win elections. For example, in Lamont, the center should target Guimarra to organize first. Really service them and get commitments at the same time. Make sure you get their names and addresses when people come in. That gives us the contact too. We're going to have a big house meeting drive in all areas. We'll tell the field offices to let you know where and when the house meetings will be so we can work together to get the workers involved.

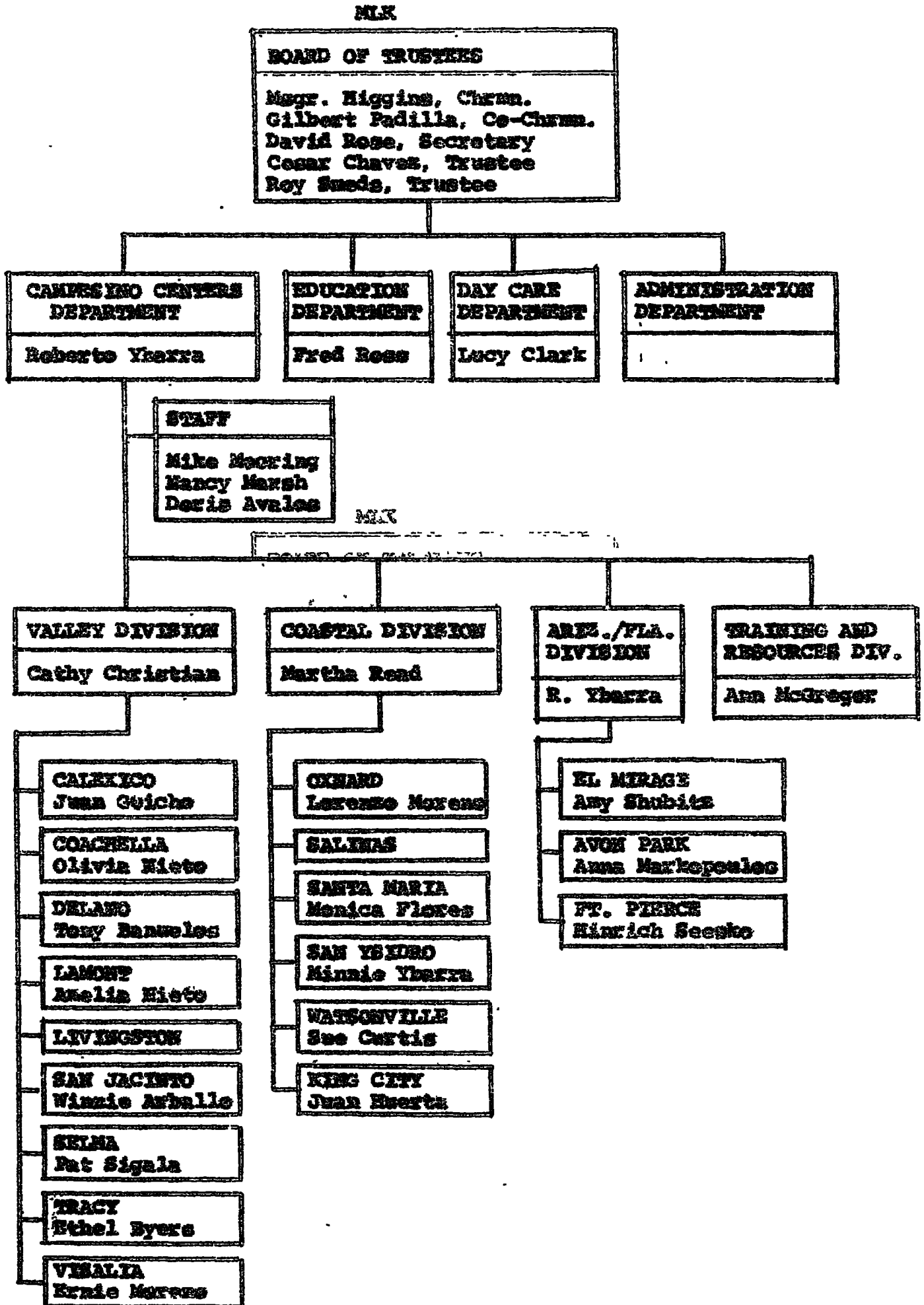
Let's make sure the workers know everything the Union can do for them and how they can help others through the Union. Let them know that we want to get to a point where they won't have to deal with so many hostile forces. When they're on the job, they'll have the Union, when they need health care, they'll have the Union, if the children needs day care, they'll have it, if they need help, they'll have the centers, etc. Wherever the worker is, the Union will be there. But in order to reach that point, we all have to work for it. Together we can do it.

Roberto Ybarra then spoke to the meeting about office forms. A folder of sample forms to be used was passed out, including: 1) Permanent Record form, 2) Case Record form, 3) Daily Activity Report, 4) Monthly Report form, and 5) Authorization Form. Roberto then went over each form and explained how they are to be used. Campesino Centers were asked to send in to La Paz any suggestions for improvements on the forms.

Richard Chavez spoke on the Martin Luther King Farm Workers Fund structure. We have to help each other with this new organization of the Union - it's not perfected yet. Each worker will have a clearly defined job and area of authority. You will have more room to do things on your own, but you must be accountable to all decisions made. There should be no changes in the following areas without approval from Cesar: 1) policy 2) procedures 3) budgets 4) programs 5) priorities 6) personnel (hiring, firing, transfers) 7) schedule. Let there be no surprises. You've got to be ready to move, to jump. Leaders never complain when they have to make a move. Go through channels for smooth communications. Keep everyone involved in discussion and decision. There should be no staff politicking against another Dept. head.

Gilbert Padilla is a good example of someone who has to wear different hats. When he sits on the Executive Board he is Cesar's top. When he is on the Executive Committee he is Cesar's equal. When he is

head of Financial Management Dept. Cesar is his boss. And when he is negotiating, Eliseo is his boss.



STRUCTURING OFFICES

What kinds of jobs do we have in Campesino Centers ?

reception//answering phones//organizing//servicing//administrative janitorial//going out with organizers//house meetings//education disseminating information//transportation//hearings//translating getting contracts//hustling//funerals//coordination with Field Office//Union campaigns//liason with Ranch Committee//boycotting plan volunteer activities//voter registration//Initiative petitions listening to people's problems//follow-up//reporting//identification of community problems//supervising//fund raising//recruiting liason with clinics and RRF//raising hell//coordination with Division heads//purchasing//collect donations//investigations gathering info//research//organizing contacts - doctors, lawyers, food, places to stay, resource materials//recreation//singing songs//going to conferences//learning//role playing//interviewing negotiating//recording

AREAS OF JOBS:

1) ADMINISTRATION

budgets//filing//typing//ledger//purchasing//reports//vouchers applications//transmittal slips//writing checks//balancing bank book

2) ORGANIZING

house meetings//Union activities//negotiating during interview trade-off//volunteer activities//making friends//recruiting new staff//identifying community fights for recommendations//setting priorities//community resources//General Meetings//vacuums//follow-up//Ranch Committee link//Field Office coordination//anime fund raising//organizing committees to help//P.R.

3) SERVICING

intake//follow-up//listening//interpreting//translating//transportation form filling//telephoning//divorces//medical//consumer//income tax counselling//power of attorney//visiting in hospital//money from poverty agencies//voter registration//hearings//organizing chauffers funerals//Notary Public//Workers Comp//Welfare//bail//police SGA//landlord-tenant//family fights//drivers licenses//public schools//drawing up wills//emergency services//food vouchers food stamps//immigration//unemployment//legal//survival income traffic//housing//labor commissioner//civil liberties//civil rights job safety//small claims//debtor-creditor//educating//senior citizens Hill-Burton//fighting contractistas//OSHA, health and safety// interest loans//pensions//getting attorneys//securing documents making use of emergency Red Cross//State Disability//EACCP v. Brennan//fighting Farm Bureau//financing consumer franchise// insurance//fighting Los Padres//environmental health agencies Railroad retirement//Vet's benefits//child labor//Teacher problems RRF//organizing on non-union ranches//putting heat on public officials

4) DIRECTOR

supervising//reporting//training//making assignments//making sure office is clean//saying no//coordinating with other entities coordinating//teaching//accountability//holding staff meetings signing voucher, checks//fiscal management//disseminating info from La Pas//coordinating community fights with Division director and Field Office//planning//processing volunteer applications delegating authority//discipline//review budgets//recommendations on program development -- staff//public relations - coordinate with Field Office and Roberto Ybarra