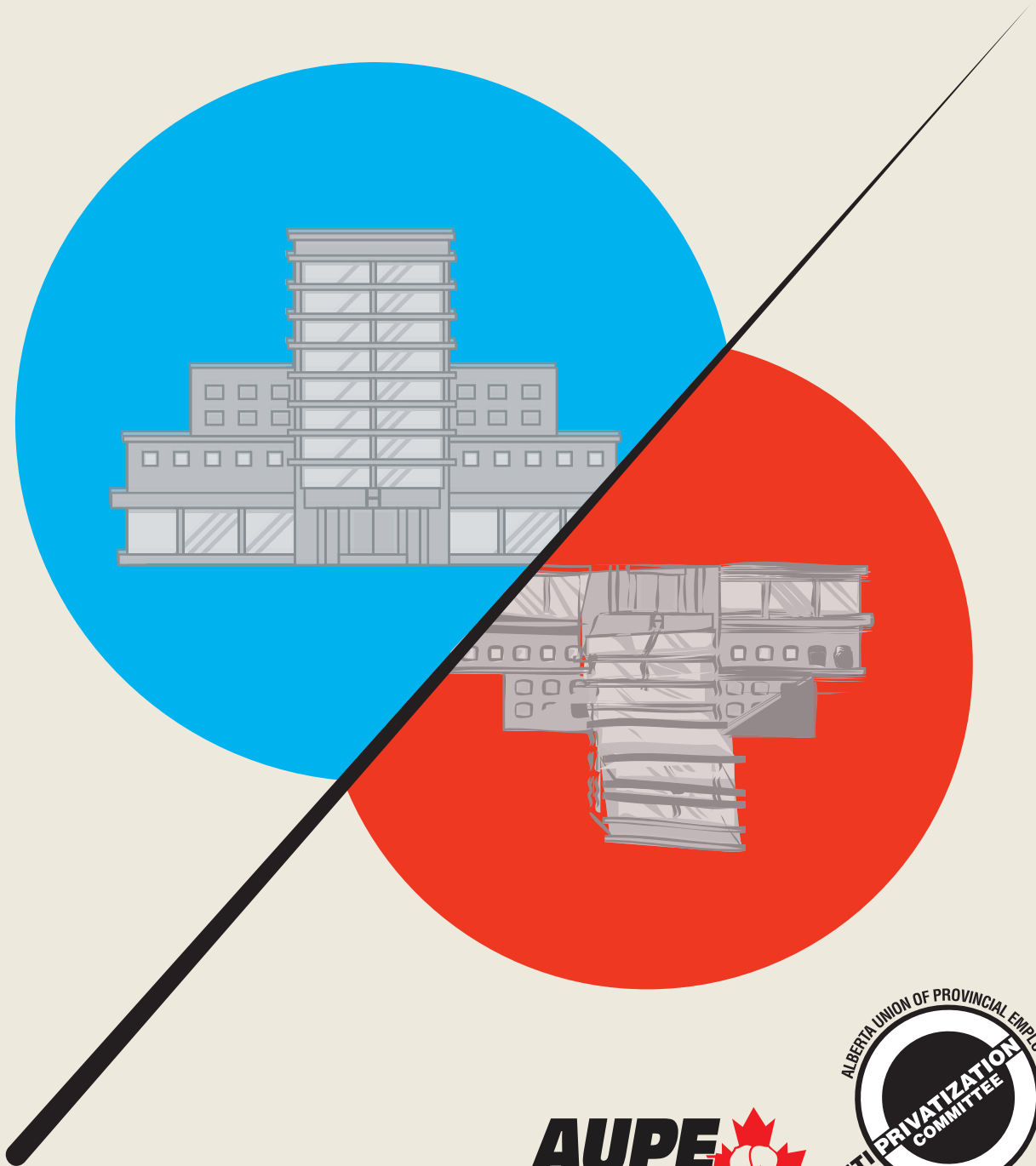


# Anti-Privatization Manual



**AUPE** 





# Contents

Introduction .....	4
Section <b>ONE</b> .....	6
Section <b>TWO</b> .....	8
Section <b>THREE</b> .....	10
Section <b>FOUR</b> .....	12
Section <b>FIVE</b> .....	16
Conclusion.....	18

# Introduction

**Privatization.** It's one of those dreaded events in the workplace, like a call from Human Resources or an order to do unpaid overtime. Privatization is one of the biggest threats that we face as public sector workers, and it's more important than ever that we learn to fight back.

But privatization is a complicated beast, and it's not always clear what's at stake or how to organize. That's what this manual is for. It's an A-Z guide for workplace fights against privatization.

The past years have shown that no matter which political party is in power, workers always need to stay vigilant against the looming threat of cuts, rollbacks, and privatization.

From the Progressive-Conservative's gutting of public services during the Ralph Klein era, to the New Democrats spending public dollars to open new private continuing care beds, to the United Conservative Party (UCP) attempts to privatize 11,000 jobs in healthcare, we know that all parties—some, admittedly, more than others—have a penchant towards privatizing. The best defense we have against privatization is ourselves and our co-workers, because we know our worksite best and we are the ones who have relationships at work to build on.

There are lots of reasons to fight privatization and lots of ways to do it. This booklet aims to be a toolbox from which you can pull examples. It is divided into discrete sections, so that if you don't have the time to read the whole booklet—or don't need to because of where you are in the process—you can take what you need from it.

## Section ONE

**Section one will look over what privatization means for you as a worker.** There are a lot of misconceptions about what happens to your job after privatization, so we'll be busting some of the myths around what to expect. With the information in this section, you can counter any misinformation that the boss might be spreading, and let your co-workers know what they're in for if privatization moves ahead.

## Section TWO

**Section two will look at how privatization affects the services we provide.** This section is meant to be a tool that you can use to bring community allies on board, build coalitions, and take the anti-privatization fight beyond the workplace. Would-be privatizers love to talk about the supposed benefits of privatization—this section will help you fight those lies.

## Section THREE

**Section three will look over some of the early-warning signs for privatization.** The sooner that you start organizing an anti-privatization fight, the more likely you are to win—that's why it's important that we know the language that privatizers use and keep a keen eye out for any of the telltale signs.

## Section FOUR

**Section four will go over some basic organizing principles** that you can use to build your campaign. It will look at how to talk to your co-workers and bring them on board to the fight, some tactics that you can use to put the pressure on, and how to use the collective bargaining process to win definitively.

## Section FIVE

**Section five will look at some of the times that AUPE members have gotten organized against privatization, fought back, and won.** It's important to remember that these principles that we're talking about through this manual aren't abstract—they're real tools that we can put into practice with our co-workers. While victory is never guaranteed, it is possible—and only possible when we get organized.

**Our goal with this book is to create a one-stop shop for any AUPE member to start planning the fightback—no matter where you are in the process, we can always get organized. We hope that this booklet will help you put together effective campaigns, and fight to win.**

Do you want more copies of this book to distribute to your co-workers? Do you want to talk about some of the things that you read here with an AUPE staff person? Don't hesitate to reach out to your Membership Services Officer (MSO) with any requests.

Remember though—the best person to fight privatization isn't your MSO, or an AUPE Vice-President, or some outside expert. Those people can help with your organizing, but the best people to lead the fight to save your job are you and your co-workers.

**Let's get to organizing.**

## Section ONE

# What privatization means for your job

When we talk about privatization, it's important that we establish the stakes properly. There are lots of competing narratives about privatization, and the privatizers would love to confuse us with misinformation so that we don't know what we're fighting, or what to expect. But from the workers' perspective, the stakes need to be clear—our livelihoods are on the line.

Have you heard any of these myths about contracting out, from your boss or even a misinformed co-worker? Let's get to know some of the myths around privatization.

### MYTH

**We will get to keep our jobs but have a different employer.**

When workers think of privatization, we often hear the idea that if the service is privatized, we will get to stay on. There might be some cuts to wages or benefits, but at least we will have some stability, right? **Wrong!**

### REALITY

**Everyone loses their job when services are privatized.**

After a service is privatized, the entire staff is generally let go, and the contractor who has been hired begins building a new workforce.

Sometimes, that contractor might have a team ready to go, waiting in the wings, of their own staff. When that's the case, nobody—or almost nobody—will get re-hired by the contractor. You're out cold.

Other times, the contractor will look to build a workforce using workers from the recently-privatized service. In this case, some of your co-workers might get their jobs back—but everyone will have to reapply, and it will be at the discretion of the contractor whether or not you get re-hired.

### MYTH

**Privatized delivery means stripping away needless bureaucracy so workers can focus more on service provision.**

If you listen to politicians talk about it, you might think that privatization is all about “efficiency” and making service-delivery better. As workers, we know all too well that our jobs are made unnecessarily hard because of so many layers of middle management. So, what could be bad about focusing on the essentials?

### REALITY

**Privatized services often force the workers who stay on to do more useless paperwork to track performance.**

In fact, privatization doesn't mean focusing on the essentials—it means re-focusing on profit, rather than on providing services. We'll get into some numbers on this in section 2, but when it comes to your workplace, you need to know that privatization means that, if you're “lucky” enough to get re-hired by the contractor, you're more likely to have managers watching your every move and tracking performance.

When a profit-seeking company takes over a service, their main goal is to bank as much money as possible. That means that they need more metrics to track performance and make sure no one's slacking off—so they give you more paperwork to file to track your efficiency, which keeps you away from providing the services you were hired to provide.

**MYTH****Working conditions don't change dramatically after privatization.**

Some people believe—and privatizers encourage us to believe—that outsourcing will simply mean having a new boss to report to, while workers' jobs won't fundamentally change. Workloads should remain similar, and we might even get more efficient at doing our jobs.

**REALITY****Privatized services are more short-staffed, less safe, and higher-stress.**

In fact, privatized workplaces are almost always worse places to work than the public services they replace. Because companies are looking to make a profit above all else, they are more likely to cut corners—that means short-staffing, over-working, and disregarding of safety standards.

We've seen it across the board when privatization happens—workers are expected to “do more with less,” and then get blamed when service quality declines. Our bosses try to cut corners on staffing to save some money and increase their profit margins, and we're left holding the bag.

**MYTH****You keep your union contract after privatization.**

This is a common misconception that ties into a lot of the myths we've talked about already. We've heard co-workers say that if things really do get so bad after privatization, well then we'll just file a grievance about it and fight it that way. Unfortunately, privatization takes that option away by removing the protections that come with a union contract.

**REALITY****If you get re-hired by the contractor, you will not have the same union contract and will likely not have a union at all.**

When privatization occurs, the Alberta Labour Relations Board will decide whether or not your bargaining unit continues to exist under the contracted-out service. The vast majority of the time, the Alberta Labour Relations Board determines that the union no longer exists because the service is now a different enterprise.

That has a lot of implications—first off, all the gains that we have fought for over the years go out the window. Maybe your union contract has good sick day provisions that you and your co-workers prioritized—the new boss can get rid of those entirely and strip them down to the legal minimum. Maybe your collective agreement guarantees you a health spending account—the new boss has no obligation to continue that. If you're one of the “lucky” ones who gets re-hired, expect your benefits to be gone.

That's not all. When you have a union contract, you have protections for reporting and fixing problems at work—the most common use is the grievance process. Non-union workplaces don't have those protections, and if you're complaining, then your boss can retaliate against you much more easily. Having a union is about having power in the workplace, and an avenue to make your voice heard. Privatization is a way for employers to put up barricades on that avenue.

## Section TWO

# Privatization by the numbers

**Privatization affects more than just your individual workplace. It's also an attack on public services that Albertans rely on.**

Every day, Albertans rely on public services to keep them healthy, learn new skills, have supports for their families, and more. Public services are the backbone of Alberta—the things we take for granted that hold everything else together.

Privatizing those services is not just an attack on public sector workers, it's an attack on all Albertans. Let's look at how.

## Not worth the cost

**Privatization proponents often say that privatized services are more efficient and cost less. In reality, they can cost more than they did before.**

Hidden and indirect costs can increase the costs of privatized services by 25 per cent.

In California, research has shown that contracted services end up costing 50 per cent more than in-house services.

There are a number of hidden costs associated with privatization, including:



### Transition costs:

It costs money to launch bids for contracts, write those contracts, and renew them. That's what transition costs are about—the hidden costs that are a part of making the switch to privatized services.

### Monitoring costs:

The costs associated with monitoring the performance of the private contractor and ensuring that they are fulfilling the terms of the contract.

### Shifted costs:

Costs that are shifted to the government—for instance, if the contractor pays poverty wages to staff, those staff are more likely to rely on additional government assistance.

### Cost overruns:

It's extremely common among contracted-out services to have surprise costs, and those costs are generally passed on to the public sector. If a project takes longer than expected, or the cost of materials go up, that increases the price.

### Change orders:

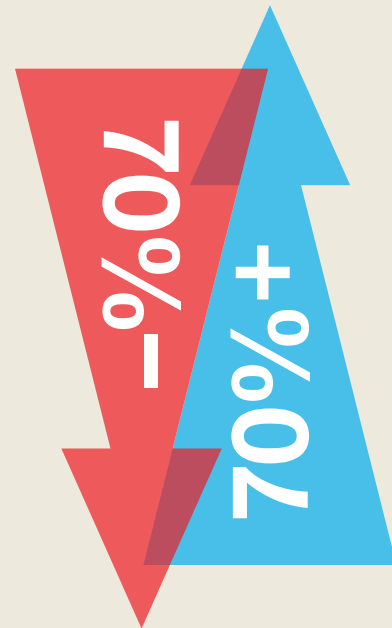
Any time the scope of a service changes (often due to legislative changes) the contractor can charge extra money for the change, whereas public services are more flexible.

## Service failures

**Privatization advocates claim that the services will become more efficient with contracted providers. In reality, the quality of service often declines substantially.**

In a survey of places that reversed privatization, 73 per cent of cases were because the quality of the service declined substantially.

After Saskatchewan privatized delivery of some surgeries, wait times steadily worsened over the years. In 2016, 80 per cent of Sask. patients waiting for a hip replacement received the surgery within the national wait time guidelines. By 2018, that number was down to 66 per cent. The report also found that the percentage of knee replacements that met benchmarks decreased from 77% to 66%.



## Bringing it back in-house

**Many governments that have privatized services eventually decided to bring them back in-house because the private contractor failed in their duties.**

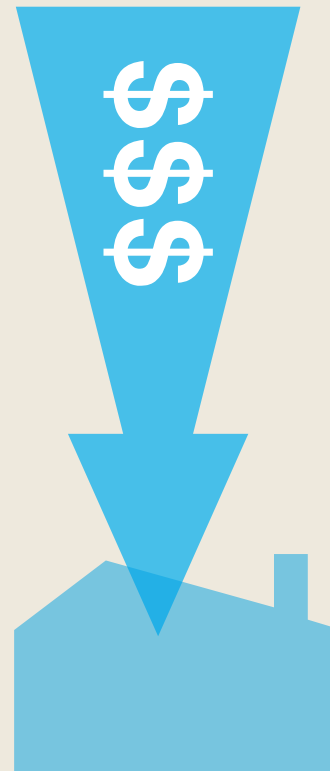
When Fort McMurray privatized its transit system in 2013, the contractor failed to meet its contractual staffing requirements, and failed to build a bus depot. The municipality canceled the contract, allowing it to reinvest up to \$2 million per year into transit while improving service.

Banff brought its waste-water treatment back in-house in 2015 rather than continuing to contract out to EPCOR. The decision saved the small municipality \$350,000 per year.

When the town of Sherbrooke, Quebec brought its solid waste treatment back in-house, it saved \$750,000 per year. “The decision could not have been made any easier,” said the mayor at the time.

After privatizing garbage collection, the town of Conception Bay, Newfoundland received 800 complaints about service quality in the first six months of privatization. The town decided to bring the services back in-house, and saved \$100,000 per year by doing so.

When Port Moody, British Columbia brought its garbage collection back in-house, it was able to increase Waste Diversion (preventing compostable and recyclable materials from going to landfill) by 75 per cent.



## Section **THREE**

### Signs to watch out for

In order to beat the privatizers, we first need to know when we're being targeted. No boss is going to walk into your worksite with an advanced warning that says "in two years, we're going to outsource your jobs." Often, bosses will only make the official announcement at the last minute, when it's already too late to get organized and fight back effectively.

That's why it's so important that we know the early warning signs, and stay on our toes. A lot of the time, early actions might not seem particularly alarming. Don't wait for your boss to use the word privatization, or for an AUPE staff member to contact you—your view from the ground is the best way to catch privatizers early. And by starting to organize early, you're much more likely to win.

Here are some of the main signs that your workplace might be on the chopping block.

Privatizing those services is not just an attack on public sector workers, it's an attack on all Albertans. Let's look at how.

### Worksite tours **with people in suits**

You're sitting down with your co-worker, and all of a sudden, your boss walks by, flanked by a group of people wearing fancy suits, and you don't recognize any of them. The boss waves at you and smiles, and then keeps walking, pointing at things in the worksite and explaining what they are. Later, you ask the boss who they were, and the answer isn't really satisfying. Maybe they were "consultants" or "advisors," or some other vague term. What were they consulting? Response unclear.

What you just witnessed could well have been a worksite tour with a company that is interested in taking on a privatized contract. Before a company actually starts the process of taking over a public service, they want to get a feel for how the existing service works—their main goal here is to find places where they can cut costs to increase their profit margins.

If you see this happening, take note of anything that you happen to hear them talking about when they're within earshot—and talk to your co-workers about it after to see if they heard anything. Those notes could be the starting point for a fightback campaign.

## Hired consultants are writing a report about your workplace

Governments and bosses absolutely love to commission reports, they just can't get enough of them. Paperwork! There's never enough.

In general, before bosses or governments actually begin the process of privatization, they will hire some consulting firm to write a lengthy report that justifies what the boss was already planning on doing. Want to privatize healthcare, parks, or schools? There is always some

mercenary consultant to dress up that ideological choice in scientific-sounding language to make it sound objective.

So keep an ear out for any signs that your boss (or the government) is "commissioning a study" of your workplace. If that's happening, then spread the word—it's time to get organized.

## Glossary of terms

Bosses don't like to use the word "*privatization*," because they know that it will trigger a fightback. So they use a whole array of euphemisms to describe the process without having to use the word. Here are some to know:

**Partnerships:** While it might sound friendly, when your boss says they're looking into "partnerships" with the private sector, that should be a big red flag.

**Restructuring:** Restructuring can mean a lot of different things—and almost none of them are good. From job layoffs to increases in your scope of work to privatization, "restructuring" is a term to watch out for.

**Outsourcing:** This one is a classic, one of the older terms that bosses sometimes use to describe privatization.

**Increasing efficiency:** This term doesn't always refer to privatization, but even when it doesn't it's a bad sign. If your job survives the push for "efficiency," expect to have dramatically increased workloads.

### Public-private partnerships: The hot new privatization trend

Public-private partnerships (P3s) are a particularly insidious form of privatization that not only undercuts the value of public sector workers but completely hands over ownership of essential public services and infrastructure to a private entity. Governments and private corporations often try to sell P3s by saying that they will create jobs—but what they don't tell you is that those jobs would still be created if it stayed a public project or service and the quality, pay, and benefits of those jobs would be significantly better. Any time a private company is added to the equation they slash costs, like pay and benefits and service quality, to make a profit from workers and the public.

While at work, you may hear that your team is undergoing a "restructuring". This is one of many code words for eliminating your jobs and replacing you. Restructuring in a public service or work environment often means adding a private corporation into a public structure at the expense of public workers.

## Section **FOUR** Organizing principles

Once you've identified a potential threat, the most important thing for you to do is to start organizing. There's really no way around it—the people who can stop privatization and save your jobs are you and your co-workers—AUPE staff and elected officials can help with the process, but you need to be the driver.

This type of organizing might be new to you, and that's okay—you've got the backing of 95,000 AUPE members behind you! Read on through this section to learn some of the basic building blocks of worksite organizing that you can apply to your fightback campaign.

### Fundamentals of organizing

#### Mapping

Getting organized means, by definition, bringing as many of your co-workers as possible on board to the campaign. In order to do that, you'll need to start by building what we call a "social map" of your worksite.

A social map is what it sounds like—it's a document that you use to understand the social dynamics at work. The first important thing to collect is contact information. Make sure to collect your co-workers' contact information—specifically, their non-work contact info. No work emails! And make sure that you tell them that the information is to be contacted about union business and protecting their job.

**Friend groups** are another important piece of information. You want to know who respects who, because it will make it easier to contact people. Maybe you don't really get along with Debra, but Debra really likes Peter—in that case, it's better to have Peter talk to Debra rather than you. Understanding these types of social relationships in the workplace are a key part of campaign-building!

Make a list and put down as much information as you can in this document. When you start bringing new people into the campaign, they should contribute to the map as well—everyone has their own insights into the workplace, and we want as many people as possible to contribute!

#### One-on-ones

With your social map off the ground, you need to start having one-on-one conversations with your co-workers. One-on-one conversations work better than large group meetings, because you can really understand where specific people are coming from—what is that person's key issue?

You want to talk to as many of your co-workers as possible, so that you can bring as many people as possible into the campaign. But don't worry, you're not doing it alone! One of the most important parts of this type of organizing is that it's a collective task.

The most important thing for you to be doing is asking questions. Organizing conversations are not about preaching to your co-workers or telling them how to feel, they're about helping your co-worker come to their own conclusions about the campaign. By doing it this way, they're much more likely to come on board with the anti-privatization campaign. And you're likely to learn some new information that is helpful to the campaign as well!

## A-E-I-O-U

When we have one-on-one conversations—which we also call “organizing conversations”—we try to follow a specific formula: the A-E-I-O-U formula. Here’s what that means:

**A—Agitate:** Asking questions to your co-worker about what their key issues are at work. What are their fears? How would privatization affect them? You want them to come to their own conclusion that we need to get organized together. If our worksite was privatized, how would it affect you?

**E—Educate:** This is where you ask them how they think we could take action. You want to draw out your co-workers’ ideas for organizing, and help them get creative. What do you think we could do to stop this from happening?

**I—Inoculate:** This is where you “inoculate” your co-worker against their fear of retaliation from the boss. We want to think over how the boss is likely to respond to our organizing, and how we can respond to that! How do you think the boss would respond if we did that?

**O—Organize:** Next step is asking them to take on a task. You want to start with small, achievable tasks, and build them up to larger ones. Each of your co-workers has a specific set of skills that they can use—this is where you want to figure out what those are and put them into practice. Could you have a conversation like this one with Jim in accounting before next Thursday?

**U—Union:** This happens after the initial conversation—it’s about following up with the co-worker to make sure they completed the task from the previous stage. So did you have the conversation with Jim? How did it go?

## AUPE Organizing Resources!

Want to learn more about the organizing principles we’ve laid out in this section? AUPE hosts courses as part of our Education program, and we have a course dedicated to this type of organizing.

The course is called Direct Action, and you can find out when it will take place next, and how to sign up, at <https://aupe.org/training/courses>

Every AUPE worksite also has an Organizer on staff to help you along this process. If you need support, reach out to your Organizer—contact the Member Resource Centre if you don’t know who that person is. The Member Resource Centre can be reached during business hours at [1-800-232-7284](tel:1-800-232-7284)

## Tactics toolbox

### Worksite direct action

The most powerful tool that workers have is our ability to slow down or stop work. That is the source of our power—it's the reason why we were able to win the protections that we have today, such as legal unions, grievances, and collective bargaining. And there's nothing that will make your boss take you seriously faster than a threat to the smooth operation of a worksite.

That's what direct action is all about, from smaller actions like a sticker-up campaign or flyering your workplace to something more intense. It's always best to try the lowest intensity action and work up from there if they don't get the message.

Importantly, direct action campaigns only work when you have a majority of your co-workers on board. If you walk into your boss' office alone with a list of demands, your boss isn't going to take you seriously—they might even retaliate against you. But if you have everyone else on board with you, and you do it together, then the boss has no choice but to listen.

Contact your worksite's AUPE staff organizer if you want to start this type of organizing!

### Community coalitions

Anti-privatization fights are about more than protecting our jobs, they're also about defending the public services that Albertans rely on. One of the most powerful things that you can do—once you're well-organized in the workplace already!—is to reach out to the community and start building alliances.

If you work in senior's care, there are lots of seniors advocacy groups to reach out to. If you work in education, consider reaching out to students and parents. If you're in parks, think of environmental organizations. Every public service has its natural allies, it's up to you to find yours!

### Political pressure

When privatization is being driven by politicians, then those politicians need to be your target. Elected politicians need to worry about being re-elected every few years, and that makes them vulnerable to pressure—especially if they're not in a safe seat.

There's nothing like a good old-fashioned door-knocking campaign in a politician's constituency to put the fright into elected officials. Once they start receiving angry calls from their constituents, they start taking you more seriously.

## Get creative!

Organizing an anti-privatization campaign is hard work, but that doesn't mean it should be boring. Many of the most successful campaigns incorporate really creative types of direct action into them—from beautifully-painted banners to street theater to creative workplace disruptions.

Every workplace, and every campaign, is different—not the least because every group of workers is different! Your co-workers are a group of smart and creative people, and all of them bring their own abilities to the table. Finding out what those abilities are will make your actions more effective, and give you new ideas for creative direct action.

That can be little things, like office workers clicking their pens in unison every time the manager walks by, or turning off their cameras during videoconference meetings. It can also mean larger and flashier actions, like info-pickets or street protests. Maybe you put up a big banner in a common area of the workplace, or putting union songs on the speakers for everyone to hear.

**The limits of your action are the limits of your own imagination—let's dream big!**

## Grievances and collective agreements

**Once you've identified a potential threat, the most important thing for you to do is to start organizing. There's really no way around it—the people who can stop privatization and save your jobs are you and your co-workers—AUPE staff and elected officials can help with the process, but you need to be the driver.**

This type of organizing might be new to you, and that's okay—you've got the backing of 95,000 AUPE members behind you! Read on through this section to learn some of the basic building blocks of worksite organizing that you can apply to your fightback campaign.

## Section FIVE

### Case studies

**Fighting privatization isn't new—AUPE members have been doing it for a long time. From the privatization mania in the 1990s to the UCP's attacks, AUPE members have been on the front lines of anti-privatization fights. We can learn a lot of lessons from those past struggles, especially the ones that won!**

#### The University of Calgary Bookstore

During the winter semester of 2021, workers at the University of Calgary Bookstore—who are AUPE members—got word from their managers that the university was “looking into options” for contracting-out the store to a third-party. The bookstore had always been a part of the university, and now administrators were looking into selling it off to save money.

The workers sprang into action immediately. They started having one-on-one conversations with each other and letting each other know about the threat. They brought their co-workers on board to fight back and started planning a campaign.

Somebody started an online petition to stop the privatization, and workers started holding meetings, which some AUPE staff members attended to provide guidance on the campaign. None of the workers had been involved in a campaign like this before, but they knew they would need to fight to save their jobs.

They started by putting up anti-privatization posters inside the bookstore—not outside, or in the hallways, but inside the store itself. They designed and printed a few big banners, which they hung in the entrance hall of one of the main campus buildings. They wrote articles for the student newspaper, and wrote a collective letter to the university administration.

The workers also built a coalition with the campus student union, as well as other community groups on campus. The coalition had wind in their sails, and the administration seemed ready to blink.

The workers were able to pin down the University president for a meeting, which was attended by a good portion of the bookstore staff. They showed up to the meeting prepared, with revenue numbers, examples of comparable contracting failures at other universities, and personal stories of what the job means to them.

That meeting was a turning point. The university decided to back down on its privatization plan, and the vice-president who was leading the push for the selloff resigned. The workers got organized, and they won.

## Land titles

In early 2021, Alberta's UCP government issued a Request for Expressions of Interest (REOI) for an exclusive 35-year deal to operate the Land Titles, Corporate, and Personal Property Registries, described as an "essential services business" in the REOI.

For many of the 130 AUPE members who stood to be affected, it was a case of déjà vu all over again. In 2013, the Progressive Conservative government proposed privatizing the registries. Members organized and fought back, gaining the formal support of The Alberta Land Surveyors' Association, the Real Estate Council of Alberta, the Alberta Real Estate Association, the Alberta Mortgage Brokers Association, the Law Society of Alberta, and both opposition parties in the legislature. In April 2014 Minister Doug Griffiths announced he was backing away from the move.

The UCP's 2019 114-page election platform made no mention of privatizing these services, which consistently produced a revenue surplus. Revenues for the three registries was \$123.6 million in fiscal year 2019/2020.

Members responded quickly and worked with AUPE's organizing and communications department to develop a fightback strategy. Because of their experience in 2013/14, members knew that they were not alone in this fight and that many Albertans and organizations supported maintaining the public delivery of these services. AUPE members engaged with the Canadian Condominium Institute; the former Minister of Service Alberta, Doug Griffiths; land surveyors; realtors; and lawyers. What they found was very few organizations were willing to go on the record opposing the UCP government's plans, unlike the reaction in 2013/14, with many citing the government's reputation for retaliation against those who publicly opposed them.

Members turned their focus on Sherwood Park MLA Nate Glubish, Minister of Service Alberta. They organized an outreach campaign via phone and text banks encouraging other AUPE members to contact the Minister. They dropped leaflets in Glubish's constituency.

They encouraged members and allies to reach out to other MLAs across the province to support the cause. Many held meetings with their MLAs, pointing out that it made no sense for a government which states it's fiscally responsible to be handing over a revenue-generating service to the private sector, and asked those MLAs to contact Minister Glubish to advocate for stopping the privatization.

In October 2021, Service Alberta announced it was abandoning its privatization plans. AUPE members preserved their jobs, successfully defended important public services, and ensured the revenue that flows into government coffers continues to do so.

## Conclusion

**Privatization is a complex, and it's something that we will always need to be vigilant of. No matter which government is in power, there is always a strong pressure for them to sell off public services to profit-hungry corporations. That means that we, as workers, and as people who rely on public services, need to keep the pressure on as well.**

This booklet is a jumping off point for how to do so, but it isn't a be-all-end-all. The most capable organizers—the people who know what pressure points to hit and when—are you and your co-workers. Together, you are the ones that hold the power to save your jobs and protect public services.

But it's also important to remember that you aren't alone. There are over 95,000 AUPE members across Alberta standing behind you, defending their own jobs and ready to stand in solidarity with you. That's the power that comes with being in a union.

The next time that you hear your boss talking about “restructuring,” the next time that you hear about the government hiring a consulting firm to evaluate your workplace, you know what you need to do. Start talking to your co-workers, and build a plan to fight back.

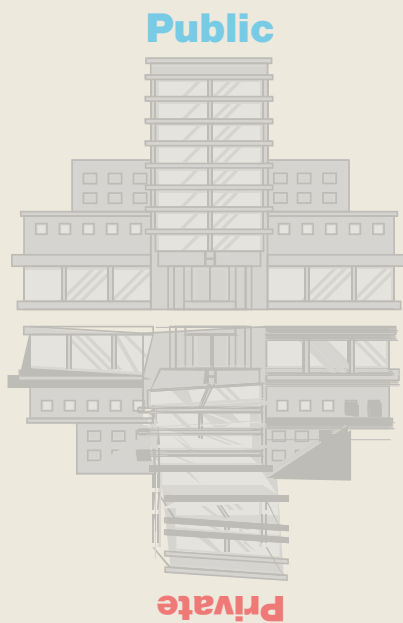
Not every fightback campaign wins, but it's the only way that winning is possible. And that possibility makes it worth it.

**When we fight, we can win—let's get organized!**

**LET'S GET  
ORGANIZED!**



# Anti-Privatization **Manual**



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