

**PUTTING PEOPLE
OVER PROFIT**

**PSI
PRIORITIES
2018-2022**



**Public Services International
2018**



Dear Affiliates,

PSI's 2017 Congress confirmed our political direction for the next five years and overwhelmingly endorsed the comprehensive Programme of Action (PoA) entitled *People Over Profit*, a wide range of affiliates' resolutions and a revised constitution.

Together, these resolutions identify the major challenges for public service workers, and their unions, set out the position of PSI in relation to these challenges and approve a wide range of actions that build on the mandate and work of the previous five years.

Congress reminded us that quality public services are fundamental to a better life for all. Congress also reminded us that our work makes a real difference to the lives of public service workers and the users of public services across the globe.

For example, we are an active player in the global wave of re-municipalisations; our efforts contributed to the ratification of ILO Convention 151 in the Philippines, and the recognition of health sector union NAHWUL in Liberia after a four-year campaign.

Our work ensured that the UN Commission on Health Employment and Economic Growth (ComHEEG) did not endorse PPPs as a means for addressing the projected shortfall of 18 million health workers globally by 2030, but rather committed to further investment in public health. We also contributed to halting trade agreements, such as the Trade in Services Agreement (TiSA) and to the creation of a new political discourse on tax via the establishment of the Independent Commission on the Reform of International Corporate Taxation (ICRICT).

Our successes rely on being clear about our priorities and focussing our energies on the opportunities where we can make a difference.

After the 2012 Congress, the secretariat produced the document *Working for the Alternative* to articulate our priorities into a single succinct document. After consultation with affiliates, the document became the backbone of our work over the last mandate.

The attached document, *Putting People Over Profit*, serves this purpose for the 2018-22 mandate and follows the same format. It will be discussed and adopted by Executive Board at the end of 2018. We now seek your input in advance of the EB – please provide comments to your EB member or regional secretary.

Once adopted, these priorities will inform our global implementation plan and be incorporated into regional and sector annual work plans.

I look forward to another five years of working together to make sure we live in a world that puts people over profit.

Rosa PAVANELLI, PSI General Secretary

11 June 2018

Putting People Over Profit

Implementing PSI's Congress mandate in 2018 - 2022

DRAFT FOR AFFILIATES' CONSULTATION

June 2018

Introduction

- 1) Between 2012 and 2017, PSI and our affiliates increased our capacity to defend trade union rights, promote quality public services, fight privatisation and influence the global institutions whose decisions affect our members. We have rebuilt our sector activity, strengthened our project work, invigorated the regions and ensured that the voice of public service workers - and their unions - is heard in the global labour movement, in public debate and in international fora. We will continue to build this capacity inside PSI and with our affiliates in everything we do.
- 2) Our successes have shown us that articulating a broad vision for a better world, and the place of universal access to quality public services within it, is essential, that our analysis must be of the highest quality, and we must communicate our messages effectively.
- 3) They have also shown us that we must continue to root our work in our regions and sectors and ensure our union development work supports our priorities.
- 4) We must never forget that the majority of our membership, and the biggest users of public services, are women. We will continue to take specific actions to address gender and other forms of discrimination as well as mainstreaming these issues through all our work.
- 5) We will also continue to build and extend the alliances we have amongst the broader labour movement, civil society, users of public services, academics and political actors. And we will maintain a solid financial basis for PSI and ensure that we attract, develop and retain the best staff.
- 6) Most importantly our success relies on working closely with our affiliates. At the request of our affiliates through our Executive Board, our PoA identifies affiliates' actions and commitments essential to reaching our objectives.
- 7) The PoA and affiliates' resolutions passed by Congress outline an extensive global policy framework across a wide range of areas over the Congress mandate. This document sets out our priority themes and actions as we implement that mandate.

8) PRIORITIES 2018-2022

9) Trade Union Rights

- 10) The PoA identifies that violations of trade union rights are increasing and must be resisted. These attacks constitute fundamental and existential threats to the human rights, dignity and economic interests of our affiliates and their members. They also undermine democracy and the provision of QPS. We have had some success in our work over 2012-2017 but must do more. Finding better ways to defend our affiliates, and their members, is the highest priority for PSI.
- 11) We will continue **fighting erosions and violations of trade union rights** and defend trade unionists imprisoned or persecuted for trade union activity by pressuring governments and employers using all available tools including the media, ILO, national and international actions. We will always seek to negotiate and promote social dialogue. Trade unions rights work will be integrated into each sector workplan.

- 12) At a time when both the **right to strike**, and the very legitimacy of the ILO mechanisms, are under attack, we will defend the ILO, its tri-partite foundations and its authority as the only legitimate international body with a mandate to deal with labour issues.
- 13) We will continue to co-ordinate and assist PSI affiliates' action at the **International Labour Conference** in Geneva, focusing on standard setting and the Committee on Freedom of Association (CFA). We will prioritise work on Conventions 151 and 154, and work on a new convention on violence in the world of work, and a new convention on whistleblowing. We will continue the struggle for equal opportunities for all and the elimination of discrimination, and will follow up on the implementation of Conventions 100, 111, 156 and 183. We will defend the right to strike at the ILO, in national and international jurisprudence and legislation. We will build our capacities in the regions to ensure that our affiliates are well prepared to support this work.
- 14) We will assist affiliates to ensure workers in privatised services benefit from trade union rights, including through the negotiation of global framework agreements, and that private provision is not used to introduce precarious work and downgrade terms and conditions.
- 15) We will strengthen current, and pursue new, **pay equity initiatives**, push for real participation of trade unions and the integration of the union perspective on the Equal Pay International Coalition (EPIC), focus on women workers' rights in precarious public services work (such as health, social services and education), and update PSI policy and materials on gender-based violence.
- 16) We will continue our international solidarity work to support the growth and development of strong and independent unions, so they can establish and extend trade union rights. We will launch a trade union rights strategy for **first responders** as part of our work in emergency services, and we will work with the United Nations staff unions to ensure they enjoy fundamental rights such as collective bargaining and freedom of association.

17) The future of Quality Public Services and alternatives to privatisation

- 18) The PoA makes clear that quality public services are essential to a decent life and outlines a range of accelerating forces that are shaping the future of QPS, the way they are provided and the effects these changes have on public service employment conditions. These include the effects of globalisation, digitalisation and technology, gender-responsive public services, universal basic income, trade and investment treaties, whistle-blower protection, re-municipalisation, Public-Public Partnerships and government debt and austerity.
- 19) We will more clearly identify these forces and provide timely information and advice to our affiliates on how to deal with them. This work will be integrated into our sectoral and trade union rights work and complement our fight against privatisation by assisting affiliates to provide alternative models of public provision.
- 20) We will work with our affiliates to identify the trends and specific effects that digitalisation is having on QPS, and workers in public services, and provide advice to affiliates about how to deal with these issues.
- 21) In 2019, the 63rd UN Commission on the Status of Women (UNCSW63) priority theme will be social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls. PSI will increase our presence and ensure the voice of women workers in public services are heard, advocate for universal, gender

responsive and quality public services to meet the needs of women and promote QPS as a vital tool in the fight for women's equality and empowerment.

- 22) The PoA clearly states the interests promoting privatisation are relentless and well co-ordinated. Our work fighting privatisation, and PPPs, has increased in prominence over the 2012-2017 period and will remain a high priority for PSI throughout 2018-2022.
- 23) We will continue supporting affiliates to **resist specific attempts to privatise**. We will continue our global advocacy to expose the myths and lies promoted by those who benefit from privatisation (particularly trans-national corporations, investment groups, consulting firms and corrupt politicians) and oppose the ideological system that promotes the false view that private is always better than public. We will continue to expose Public-Private Partnerships as the latest iteration of privatisation in all our work and ensure the devastating effects of PPPs cannot be hidden from the public or policy makers. We will commission high quality and credible research to combat these myths.
- 24) Our experience shows that we must challenge the International Financial Institutions (IFIs) in the countries where they impose privatisation and austerity. This work will require better coordination with affiliates to support unions to block privatisation and austerity requirements in the receiving countries, and to work with affiliates in those countries that have influence in the executive boards of the IFIs.
- 25) We will document and share our affiliates' experiences in returning privatised services to public ownership and control, with a focus on cities and regional governments, and the implications for staff and trade unions involved. We will highlight the gender effects of privatisation and build alliances with women's organisations to advocate for gender-responsive models of re-municipalisation. We will continue our **fight against the enablers of privatisation**, such as global trade and investment agreements and corporate tax dodging. We will prioritise working with partners to expose the growth and abuse of corporate power. We will support the movement for a binding global treaty on business and human rights.
- 26) We will continue to **oppose plurilateral trade agreements** that undermine public services, workers' rights and democracy, such as RCEP, TPP 11 and TiSA. We will continue to protect public services from trade agreements, oppose investor-state dispute clauses and work with EPSU to oppose the EC's Multilateral Investment Court proposal. We will continue to advocate for a fair, democratic multilateral trading system, consistent with human rights obligations, that promotes development and preserves government policy space. We will continue to monitor the services and domestic regulation agenda at the WTO and intervene to protect public services, and the interests of workers providing public services.
- 27) We will build **political pressure for tax reform** by exposing the hypocrisy of large corporations hiding their profits and avoiding their taxes, whilst claiming that there is insufficient public finance to fund quality public services (QPS) or pay decent wages. We will establish a global union centre for corporate tax research and accountability to assist PSI affiliates, and private sector unions, to hold multinational corporations to account for their tax affairs in their sectors. We will prioritise targets in health and social services and demand that companies engaging in tax evasion should not be allowed to bid on public contracts.
- 28) We will hold a global conference on union campaigning on multinational corporate tax issues, and produce materials, to share best practice and encourage other unions to undertake campaigns. We will expose the gender inequalities in the current tax system and continue

awareness raising and targeted national workshops to develop plans to influence national government policy on tax.

- 29) The willingness of the population to fund quality public services depends on public confidence in government and public institutions. PSI will continue to **campaign against corruption** at all levels of government and in all areas of society including within business, politics and trade unions. We will also continue to expose the way privatisation and outsourcing facilitate corruption. This includes our work on whistle-blower protection.
- 30) The rising costs of health and social care, and falling tax revenues, will place the sector under mounting privatisation pressure. The size of government expenditure and the powerful corporate interests in health and social services delivery will inevitably accelerate attempts to privatise across the globe. We will prioritise meeting these threats.
- 31) We will identify future threats by mapping multinational corporations which deliver public services in targeted sectors such as waste and health and social services for use in our privatisation, trade union rights, and organising and growth work.
- 32) We will continue to **disseminate research and good practice** amongst our affiliates through the publication of Privatization Watch and will provide affiliates with high quality tools to fight individual privatisations. We will launch the **People Over Profit online platform**, that facilitates sharing of anti-privatisation information, monitors privateers, connects campaigns and provides campaign tools to affiliates. We will roll out a programme of regional training seminars to encourage and enable affiliates to use the platform and pick pilot countries and campaigns in which to trial its use.

33) Influencing Global Policy

- 34) The PoA identifies a range of global and regional institutions that affect the lives of public service workers and the provision of QPS. We have made progress over 2012-2017 in building influence on priority issues in many of these institutions. We have made progress involving developing country affiliates in 2017-2022, but need to work further on engaging the ITUC, GUFs, G20 countries, North American affiliates and, with EPSU, European affiliates to influence the positions of developed country governments in these institutions. We will **prioritise the UNGA, WHO (including its regional committees), ECOSOC, World Bank, regional development banks and the UNCSW**, and collaborate with UCLG and other allies.
- 35) We will continue to advocate for public service workers in these, and other, institutions on **our priority issues** such as fighting discrimination, migrant and refugee rights, gender equality and equal pay, LGBTQI rights, people with disabilities, tax, trade, labour rights, ending child labour, economic justice, sector issues, privatisation, corruption, the Sustainable Development Goals (SDGs) and pension funds including the defence of public service workers pensions. Our regions will identify the most important regional institutions, including national bilateral aid agencies and support/coordinate affiliates' action on our priority issues.
- 36) Since Congress, we have opened an **office in New York** to strengthen our capacity to lobby the UN and the International Financial Institutions. We will focus on ensuring that the SDGs and other elements of the UN's 2030 Agenda, and IFI lending conditions do not facilitate PPPs, privatisation and austerity, but support the establishment of quality public services. We will oppose the linking of aid to trade conditions. We will analyse the global agenda for 2018-2020 and identify opportunities and threats for PSI and the trade union movement.

- 37) We will continue to work with affiliates to influence global tax policy by promoting opportunities for global and regional tax co-operation, countering the promotion of tax competition in public discourse and international institutions, and campaigning for national tax reform. We will continue to promote alternatives to the current broken international tax system by supporting the work of the Independent Commission on Reform of International Corporate Taxation.
- 38) We will map the international tax policy landscape and work with affiliates to develop a political strategy to influence national governments' positions on international tax policy. We will work with progressive governments to better co-ordinate their policy to maximise the possibility for change in global institutions. We will work with affiliates, civil society, academics and supportive businesses to promote public country-by-country reporting in multinational corporations.
- 39) Since Congress, we have begun a programme of work to link the challenges of climate change with the work of our members engaged in emergency services. In April 2018, PSI launched the **global Emergency Workers' Network**, and successfully steered negotiations of ILO guidelines on decent work in public emergency services.
- 40) We need to ensure that national governments make appropriate preparations to allow our members to make fast and effective responses to emergencies, including to protect climate refugees. These functions need to remain in public hands with strong government oversight and co-ordination between levels of government and affected sectors. We understand the central role of cities in emergency planning, preparation and response, and we need to help ensure that they are properly resourced. We will remain vigilant to ensure that these crises are not used by the neo-liberal and business lobby, to impose privatisation under the cover of the need to rebuild vital infrastructure and public services.
- 41) We will take a regional approach to identify the issues relevant to affected workers with a focus on workplace needs such as health and safety, consultation and information rights, training and precarious work. We will develop a strategy to ensure that emergency workers enjoy their fundamental labour rights.
- 42) Climate change is one of the most profound challenges of our time. Public services play a vital role in climate change mitigation and adaptation, and we will integrate responses to climate change in all our work. We will fight for a just transition and to ensure that the costs of transition are not borne by those least able to bear them. We will develop sectoral briefing papers on climate change, toolkits and policy guidance for national advocacy. We will build alliances with communities to ensure democratic participation such that climate change policies meet the needs of people and planet, and not just the rich and powerful.
- 43) We will continue our work on **migration and refugee issues**, advocating a rights-based approach and calling for just and equitable responsibility-sharing among countries receiving refugees. Recognising that the majority of migrants and refugees are either women or children, and the vulnerabilities they face, we will advocate for gender-responsive and child-focused policies and full access to QPS, including support for local authorities and public service workers at the frontlines providing the services. We will provide tools to assist affiliates to organise migrant health workers, oppose the charging of recruitment fees on workers and promote fair and ethical recruitment.
- 44) We will take a broad political approach to educating workers on migrant and refugee issues to counter the racist, nationalist and xenophobic agenda of the far right, and expose the corporate greed, neoliberal policies and elite interests responsible for rising inequality and erosion of QPS.

We will work with affiliates and allies to challenge the creeping complacency within moderate political parties of intolerance, discrimination and exclusion.

- 45) We will map and identify the relevant national and global actors in our priority areas and look for opportunities to influence relevant government policy on regional and international issues. We will map the cycle of national and European elections and support our affiliates to target relevant elections, in advance, on our key issues.

46) Organising and Growth

- 47) The PoA clearly identifies that PSI's power is underpinned by strong and mobilised members. Our biggest political successes have occurred when affiliates engage and mobilise in co-ordinated action. While we did not meet our one million new member target over 2012-2017, we did achieve significant net membership growth at a time when public service unions are under attack and many have been shrinking. The direction is promising, but we all must do more to ensure that each of our affiliates actively engages in our **growth strategy** and our priority work.
- 48) Congress 2017 adopted a **revised constitution** that moved the regional conferences to the beginning of the Congress cycle and gave regional conferences the power to elect their respective regional executive committees. These changes reinforce the regions' political mandate to establish regional plans that set sectoral, issue, country and growth priorities within the Congress-adopted PoA framework. They also reinforce the role of the Vice-Presidents and regional executive committee members in leading this work.
- 49) During the last Congress mandate, we established **global networks** in most of our sectors supported by key unions in each region. We will continue to strengthen these networks while **prioritising the health and social services sector**, where we have large membership, priority campaigns such as the Human Right to Health, and have identified growing privatisation threats. Since Congress, we have also begun preparations for organising workers in the waste sector and this will be a priority in coming years. We will launch a global utilities network by the end of 2019. In all sectors, we will build our capacity to organise workers, influence policy, expand the body of evidence to support our work and facilitate exchange of information between affiliates on priority issues. Each sectoral network will establish a global sectoral plan consistent with this Priorities document, the relevant sectoral priorities and regional plans.
- 50) We still have some way to go to attract all potential unions into membership and to ensure that our member unions affiliate for their full membership. We propose to streamline the process for welcoming new affiliates, including using electronic applications and consultations. Our regional staff will map growth potential at country level. We will build PSI growth strategies into sectoral and regional plans.
- 51) Helping unions grow their density by bringing in new members is a difficult and resource-heavy process. PSI will make tools available to unions needing assistance. We will assess and extend our union twinning work, such that those with experience can share their skills and knowledge. We will ensure that our work is relevant to workplace issues and the experiences of women and young workers.
- 52) We will conclude ongoing negotiations for **global framework agreements** with ENEL and ENGIE, and test their effectiveness in delivering real gains to our affiliates. We will work with affiliates worldwide in companies with framework agreements to build workers' capacity to grow membership and power, and make workplace gains. We will assist affiliates to identify potential

organising targets covered by the agreements and twin them with other unions interested in organising across the company.

- 53) Ensuring **young workers** are active in the labour movement is vital to its success. We will continue to involve young workers in our decision-making structures, projects, priority campaigns and sectoral work, and promote young workers' involvement in affiliates' decision-making structures. We will produce materials that identify issues that are relevant to young workers and continue developing young workers through union leadership training, regional networks and the Young Workers' Academy.
- 54) PSI's global and regional women's committees will oversee the implementation of **gender mainstreaming**, to undertake both specific action and ensure gender perspectives are incorporated in all PSI policies, programmes and activities. Working inside UN bodies, addressing gender-based violence, producing and sharing best practice materials that support workplace issues, promoting access to quality childcare and closing the gender pay gap will be priorities.
- 55) To assist our work, we will produce a series of succinct briefs that outline our policy in key areas, and how international issues affect the daily life of workers, for use by affiliates, staff and those representing PSI in external fora.

56) How we do our work

- 57) Between 2012 and 2017, we made good progress with our governance, communications and project reform, but our progress in some administrative areas has been slow.
- 58) From 2012 to 2017, PSI secretariat worked to invigorate our governance processes with more transparency and inclusiveness.
- 59) Congress 2017 adopted a revised constitution that further reforms PSI governance structures to **make PSI more inclusive and democratic**. Many of these new arrangements will need to be implemented at regional level. Executive Board in November 2018 will adopt procedures to guide the implementation of these changes in advance of the regional conferences in 2019.
- 60) Congress reaffirmed the central role of the Women's Committee in ensuring gender mainstreaming, equal representation, and participation is achieved in all political work and throughout PSI and its affiliates' global, regional and national structures.
- 61) Our ability to **communicate our message** is vital to our success: between 2012 and 2017, we invested heavily in our communications work. During the coming mandate, we will strengthen our ability to communicate at regional level. We will launch our new website in 2018 and continue to develop innovative ways to spread our message including via social media, web-based platforms and e-campaigning. We will find new ways to reach out to our affiliates and beyond, the vast trove of knowledge we hold. Affiliates will have an important role in regularly providing this information to us.
- 62) We will continue to integrate our **union development work** into our priority work involving affiliates, solidarity support organisations and fraternal unions. We will continue building our project capacity and further emphasise trade union rights, promoting quality public services, organising and growth, sectoral work, gender mainstreaming, young workers and our priority campaigns. We will deepen the integration of our project work into our regional work plans. We will pursue necessary internal resources required to expand this work.
- 63) **PSI's finances have stabilised**, and in 2018 to 2022, we will continue to consolidate our financial position and build our reserves. PSI's financial systems underpin the successful operation of PSI

across the globe and must be efficient, modern and enhance the political work we do. In 2019, we will commence a systematic review across the entire organisation to identify our future needs and ensure they are met.

- 64) Prior to Congress, we started to restructure and harmonise the staff job classification system. We will finalise this work and begin implementation in 2019.
- 65) We are nearing completion of the scoping and feasibility study of the proposed **move of the head office to Switzerland**. We will complete that work, present the results to Executive Board and implement the Board decision to appropriately locate the office.
- 66) The 2017, Congress was the first in many years to be held in Geneva. Holding Congress in the same region as the PSI head office produced numerous advantages including reduced costs in staffing and infrastructure, lowering of risk, less pressure on staff and better facilities. We are currently conducting an **internal evaluation of the entire Congress**. As part of that evaluation, we will provide Executive Board with recommendations for the conduct and location of future congresses.
- 67) Planning, prioritising, allocating resources and responsibility, identifying clear achievable objectives, and measuring them, are central to accountability. This document will begin that process. It will be followed by an internal implementation plan that identifies these priorities amongst all the actions contained in the Congress mandate. We will evaluate progress each year as part of the subsequent year's planning process.