

Q1.

What changes, if any, would you suggest for CAPS communications with State scientists--e.g., the CAPS website, the online CAPS member forum, the CAPSule newsletter, and CAPS email messages to State scientists?

A1.

In any organization, communication is vital. In the case of CAPS, there is a lot of room for improvement. Members have repeatedly expressed frustration in the lack of communication and transparency. One of the key issues I will address is improving communication: to/from the membership. Proposed changes to improve communication with members would include:

#### **Internal Communication Strategy:**

1. Open up an online forum where the topics are NOT controlled by the CAPS board members or any member of the management organization but rather organically introduced by all BU 10 members. Moderators and administrators can be brought in to moderate the forums. This could be done using simple online forum software (PHPbb, SMF, VBulletin etc). Cost to CAPS < \$100/yr.
2. Open up the meetings and instate online transmission of the board meetings (with archives of meeting minutes). Reinstate the Annual Meeting requirement of the union. Use WebEx as a format (as an example) where members can join in from their respective offices and pose questions to be answered by the board. All meeting minutes will be available online to be reviewed by any member.
3. Establish multiple committees to help address issues that are important to members. Democratize the process. There are lot of issues that are currently not addressed by the union and questions find themselves falling into the never ending black hole.
4. Make available all previous CAPSule newsletters are online (currently in progress by current board).
5. Incorporate into the CAPSule newsletter and CAPS website a section that recognizes CAPS members for excellence in the field of science.

#### **External Communication Strategy:**

6. Increase viral marketing for CAPS as an organization, featuring the important work that state scientists are doing to protect the citizens of California. Face it, CAPS members aren't in the fore front of the public's image for the employees for the State of California (unlike DMV, Caltrans, CalFire etc). So we need to work on the external communication to the public. This will get us more recognition with the public and legislature, thus increasing our chances in getting pay parity right away.

Conducting a good PR campaign to increase the visibility and to highlight the important work that state scientists are doing. It would help by putting a face to the work that CAPS members do every day.

Q2.

What is your position on CAPS policies and obligations to hold member meetings? If you are in favor of member meetings, how would you address the possibility of low turnout, and the costs to the Union and to participants of attending in person?

A2.

CAPS' current policy of not holding annual meetings is a determinant to building a strong unified voice.

The issue of low turnout is unfortunate but not a surprise. My goal as President would be to make the members feel like this union is theirs. Members would feel welcomed and included and thus would want to participate in the annual meeting.

My proposal:

I would bring back the annual meeting requirement. I would also hold a series of townhall meetings throughout the state that would allow the members to speak to the current issues and then hold the annual meeting via webex. The annual meeting minutes and video will be archived on the website for members to view later.

Q3.

Similarly, what is your position on CAPS policies and obligations to encourage and allow communication among and between members and non-member State scientists, for example by email?

A3.

I understand why CAPS is reluctant to release its membership base information. I have been part of other non-profits, and many a time, this list is considered sensitive for various reasons. The question relating to the email lists is that as state employees, that list is public domain within the California Email System. One can comb the email address database to find scientists. It is not a trade secret. This should be available on an online membership directory within the membership protected website.

I am open to members communicating between themselves. My proposal of using an online forum would allow for some communication and not isolate members from each other.

Q4.

Currently, CAPS Board meeting minutes are only supplied to Members upon request. Would you vote to change this policy? Why or why not?

A4.

CAPS Board Meeting minutes should be made available to all represented employees, regardless of their membership status. I would definitely vote to change this policy in the interest of making our union more transparent. How can we encourage participation of members if we make it difficult for them to have access to information that should be accessible to all.

Confidential information, such as bargaining would be redacted on the postings made to the website.

Q5.

Do you agree with current CAPS/Bargaining Team positions and strategies regarding pay parity and other contract issues? If not, what changes do you recommend? If talks with the Administration are still fruitless by the time you reach office in November, how would you propose that CAPS achieve its contract goals?

A5.

This is a difficult question to answer as members are not privy to the current CAPS/Bargaining Teams strategy(ies). However, given that we are now many years into discussing the pay parity issue, I would venture to say that whatever strategy(ies) employed have proven ineffective.

Come November, I would propose CAPS hold a statewide public relations campaign to highlight the very important work that CAPS scientist do to protect and serve the great state of California. This would garner more public awareness and support for our position of deserving pay parity.

Q6.

Concerning the strategies and tactics available in collective bargaining, what limitations do State unions face? Is there anything CAPS can do to make the process more efficient and effective? What tools and practices would you like to see CAPS use in future negotiations? And how can CAPS better educate its members about the collective bargaining process?

A6.

In the recent past, I would have said Unions representing state employees faced a deficient budget, but current projections show the State of California functioning in the black.

I would proposed that either we use professional contract negotiators OR we provide our bargaining team with the education, skills, knowledge to be better prepared to negotiate a stronger/better contract on our behalf.

Communicating with our members is going to be one of our strongest strategies: an engaged and well-informed membership will support the bargaining team in negotiating a stronger/better contract. CAPS could hold a series of bargaining town halls or a series of webinars to hear from the members what is important to them and to relay information to them about the collective bargaining process.

Q7.

Currently CAPS uses member-volunteers and (experienced) CAPS management staff to serve on its bargaining teams. Do you see the need to hire professional negotiators? Why or why not?

A7.

Yes. I think the use of professional contract negotiators would be useful. I would like to understand the strategy we are currently using before deciding if we should require a complete overhaul or not. A professional contract negotiator could go a long way.

Q8.

Would you support a review of or change to CAPS management? Why or why not? If so, how do you propose to accomplish such a change with a minimum disruption to the Organization, including the potential for loss of institutional memory?

A8.

I am assuming CAPS management is a reference to Blanning & Baker (B&B), which is a labor consulting firm paid to manage CAPS.

Before considering a change in management, I would propose we do a thorough revamp of CAPS : improve communication and establish an archive to maintain institutional knowledge. I would also propose a thorough review of any contracts with B&B to better understand their management role and how we can improve relations between the management firm and our membership.

Q9.

In your opinion should Members be able to review contract documents signed by CAPS, for example with its management firm? Please explain.

A9.

This is a question that is not easy to answer as I don't know what is in the contract. Members should have access to the contract to better understand the role of the management firm. I would propose that the contract be made available to our members, redacting any confidential information.

Q10.

In your opinion should local representatives (site reps) be (a) appointed by the CAPS Board (current practice) or (b) voted on by the Membership (would require a change to the Bylaws\*)? Why?

A10.

I will have to learn what role the CAPS worksite representatives have. If it is someone who is a source of information, or is a liaison between the CAPS Board and the membership, I think that the employees in each worksite should have a say in who their worksite representative is.

Q11.

Currently, CAPS Board officials may receive monthly stipends per the position held and meetings attended (as listed in the CAPS Policy Manual\*). Do you support this policy? Why or why not?

A11.

I think it is appropriate for CAPS Board of Directors to receive a monthly stipend when they are actually doing work. It should not be used to supplement their pay when they fail to protect its membership from furloughs and can't achieve pay parity.

Q12.

Where do you side on the transparency debate? If you think CAPS needs to be more open, what steps would you recommend to increase the transparency and accountability to members of CAPS operations?

A12.

In the many years I have worked for the State, I have heard and seen for myself a lack of transparency and accountability in the actions of CAPS Board and the management firm.

I feel the issue of transparency and accountability is the key to building a strong relationship with the membership. We need the members to trust the CAPS board and the management firm to act in their best interest. In order to do that, we must be willing to listen and engage in dialogue by making the CAPS board available.

If we have ~50% membership, and many of those who are non-members state that a lack of communication, transparency and accountability is an issue, then we need to listen and address their concerns.

Q13.

Do you support the idea of CAPS being (regularly) professionally audited (e.g., for finances, political activities, etc.) and the results being reported to the Membership? Why or why not?

A13.

I fully support a professional annual audit of CAPs and making that information available to the membership.

This is part of the whole issue of being transparency and accountable. If we have nothing to hide, then disclosing the results of the audit shouldn't be an issue.

Q14.

Would you support the idea of a CAPS member ombudsman operating on behalf of the Membership and independently of other Board officials? Please explain.

A14.

I do not believe we need a CAPS member ombudsman if CAPS is able to address the necessary changes needed to be transparent, accountable, and openly communicates with its members.

Q15.

Would you support the creation of an independent internal CAPS member audit committee? Please explain.

A15.

Yes. I would definitely support the creation of an independent internal CAPS audit committee. Ideally, the committee would be comprised of at least one CAPS board member and representatives from the north, central, coastal, and southern areas of the state.

Q16.

What changes to CAPS election procedures, if any, would you propose, and why?

A16.

I believe the current process is working. However, I would recommend the following changes to improve it:

1. Clarify the election procedures so the membership understands that CAPS has hired a vendor to send out ballots, collect the ballots and to perform the official ballot count.
2. Allow for post-marking of ballots by a set time (5pm).
3. I would also encourage the use of debate questions.
- 4.

Q17.

Would you support term limits for CAPS officials? Please explain.

A17.

I would support term limits for CAPS officials. Why? Because no one needs to be in office for THAT long. Other members should be allowed the opportunity to serve the membership in that capacity. I would recommend a two two-year term limit.

Q18.

Do you think that CAPS' policies towards non-members should change in any way? How so and why?

A18.

Yes. I do think CAPS current policies towards non-members need to change. I believe that as a union, CAPS needs put forth effort in reach out to those who are non-members. The first step would be to encourage them to come to a meeting to discuss their concerns. Already, we know that transparency, accountability, and communication is an issue for both members and non-members. What other issues are non-members concerned about? That's what we need to find out.

Q19.

What would you do, and what should CAPS do, to increase CAPS membership?

A19.

I think we need to put forth an effort to reach out to non-members to understand why they aren't members. If we can show that CAPS is putting effort to becoming more transparent, accountable, and communicative, these non-members may feel more included and will want to be part of the membership.

Q20.

How critical would the loss of fair-share fees be to CAPS? How should CAPS respond if fair share fees are lost?

A20.

CAPS should engage in an active campaign to increase membership in anticipation of the U.S. Supreme Court outcome. I would start membership recruitment campaign where we reach out to the non-members and show them the benefits of CAPs.

Q21.

What do you think are the most important issues facing CAPS and the Membership?

A21.

The most important issues facing CAPs is the pay parity issue and the need to increase membership. The important issues that our members are concerned with are the lack of transparency, accountability and communication.

Q22.

Besides any mentioned, what other changes, if any, do you favor for CAPS?

In my first 60 days in office as President, I lead the Board to do the following:

- Review the B&B contract as a board
- Study the current practices and policies used to govern CAPS.
- Establish several committees.
- Establish a public relations campaign to highlight the work that CAPS members do.

Q23.

Why do you want the job?

A23.

I put considerable thought into my decision to run for CAPS president. I spoke to family, friends, and coworkers about my intentions and received an overwhelming response. I have the educational and professional experience necessary to carry out the duties of the CAPS president. I not only have experience in working in State Service, but I have experience in working in the private sector and running my own company. I whole heartedly believe in Unions and want to make sure our Union works for all of us. We are a union of state scientists and we should be appreciated and compensated accordingly.

Q24.

500 words available for any other pertinent comments and messages to voters.

A24.

I want you to reach out to me personally. I want to be accessible to all union members. I am running on the platform of transparency and communication. Call me or text me at 818-975-0330 or email me at [caps@manjulbose.com](mailto:caps@manjulbose.com). I am available to answer any of your questions. I want to hear from you. Get to know your next president!