

Reaping Rewards: Developing and Delivering Field Campaigns

- I. Introductions
- II. What is A Contract Campaign? (Stages & Elements)
- III. Defining Our Roles Leading to a Stronger Contract
- IV. The Concept of Escalation
- V. Assessments, Relationships & Communication
- VI. Next Steps: Where You Come In!



Introductions

- Please share:
 - Name
 - Unit/Department
 - Your first job
 - A frustration with management during prior contract negotiations
- Can We Overcome These Frustrations?
- Legal Tools We Have:
 - Our Contract
 - Good faith bargaining under the NLRA
- Limitations of These Tools
 - Enforcement is a lengthy process
 - Bad faith bargaining is difficult to prove

Major Components of A Contract Campaign

- A Contract campaign does the following:
 - RN Member Involvement
 - Demonstrates our solidarity
 - Builds long lasting union strength

(sample)	April	May	June
Table	Prep work (surveys, draft proposals) -Begin negotiation	Negotiations	Negotiations
Field	-RNs complete surveys -Recruit new unit reps	-RNs wear sticker of support -RNs sign petitions -RN delegate unit managers	-RNs attend bargaining sessions. -RNs picket -RNs strike
External Pressure	Identify community leaders who support RN goals	-Ask for public support (car signs, storefront signs)	-Community leaders attend bargaining, pickets or strikes
Communication	-Set up clear communication lines: phone trees, email lists	-Regular and frequent distribution of newsletters	-RNs share their stories & priorities with the community in local press

Stages of A Contract Campaign

Field	-Bargaining survey participation. -Demonstrate unity and support -General Pro-Union activities	-Pay closer attention to bargaining -Participate in activities showing support for specific bargaining issues: stickers, petitions	-Actively engaged by coming to bargaining sessions, talking directly to managers -Prepare for high profile activity: pickets or strikes
Communication	Communication structure set up (phone tree, email lists, newsletter distribution, bulletin board updates)	-Frequent communication regarding bargaining in updates -Much discussion on units regarding issues at the table	-Frequent updates & unit level discussion -High volume of calls & emails to prepare for pickets or strikes
External Pressure	Initial outreach to community leaders, educating about our goals	Call on community leaders to show support of our priorities	Community leaders express support publicly, participate in high profile activities.

Defining Our Roles Leading to a Strong Contract

	Bargaining Team	Labor Representative	Contract Action Team
Prep Work	Information gathering and preparation for bargaining	Provides technical skill regarding information requests and drafting.	Updates membership on negotiations
Table	Represents membership interest at the table and speaks on priority issues.	Leads discussion at the table based on team input.	Conveys membership concerns to bargaining team
Strategy	Makes decisions regarding bargaining priorities	Guides strategy discussion. Facilitates team decisions.	Maintains union visibility in the work place. Assesses strategy, timing, participation. Prepares escalating worksite actions.
Implementation	Enforces new contract	Provides experience, research or legal resources	Conveys contract violation to bargaining team

The Concept of Escalation

- What is escalation?
 - "The increase of extent, volume, number, amount, intensity, or scope of a matter"
- What are the effects of de-escalation or staying stagnant?
 - If RNs do not escalate activity as stakes grow at the table, the RN team loses leverage and momentum.
 - Ultimately this results in a weaker contract for all RNs.



Brainstorming Session

- What would be a good activity before negotiations begins?
- What are some ideas for tactics after a couple of sessions?
- Any thoughts about tactics towards the end of negotiations when management is digging their heels in?

Can't Build A Team ... Until You Know the Players

- Everyone has a place in their union. It is important to know our coworkers so that those roles take advantage of personal strengths.
- Let's consider our coworkers for a moment.

Consider Six Coworkers

	<ul style="list-style-type: none"> • The Pro: RN for 20 years. Expert on unit who is always tapped as preceptor for skills. Knows all the RNs, managers, staff (both past and present). They all know her and like her.
	<ul style="list-style-type: none"> • The Party Pooper: RN of 12 years. Moderate practice skills. Has an opinion about how everything should be done, but only raises it when talking to herself. What would be the point? No one listens anyway. Negative attitude can be off-putting.
	<ul style="list-style-type: none"> • The Quiet Pillar: RN of 7 years. Able to have tough conversations around practice with any RN without making it personal. Regularly attends classes on specialty and good worker. Returns phone calls.
	<ul style="list-style-type: none"> • The Narcissist: RN of 5 years. Refuses to pick up shifts to help out on unit, but is the first to ask others to cover shifts. Doesn't go the extra mile. Good with patients, but not their families. First to raise concerns that affect him, but doesn't think globally. Works to live.
	<ul style="list-style-type: none"> • The Gossip: RN of 3 years. Thinks she knows the dirt on everyone and is happy to share it. Welcome float RN to every unit. Generally supportive of whoever is in the room at the time. Adequate practice skills. Sometimes lazy.
	<ul style="list-style-type: none"> • The True Believer: RN of 16 years. Volunteers in relief work, advocacy for legislative change regarding patient care, car has 7 bumper stickers (including "Free Tibet"). Advocates fiercely for his patients, but also has a hard time listening.

Relationship & Good Communication

- Who would you ask for advice on a practice issue?
- Who would you say yes to if they asked you to wear an ONA sticker?
- Who would you want with you if you were nervous about a meeting with your manager?
- Who would you ask to distribute newsletters?
- Who would be the least effective in recruiting new ONA volunteers?
- Who says yes to every ONA activity?
- Who is least likely to support you during bargaining?

Purpose of Member Conversations

- **Develop relationship.** Build trust. People are more likely to take action when asked by someone they know.
- **Identify interests.** Interests may define what stake people have in an issue. Involvement is often driven by self-interest.
- **Listen and Share.** Good listeners enable people to share how they feel about interests, issues, politics and the union.
- **Get Information.** These are opportunities to build the relationships, get genuine feedback, learn more about co-workers and identify their skills, interests and what they would like to see change.

How Does All This Apply to Us?

- **No matter where we are in bargaining, we can work on strengthening our position for bargaining.**
- **What are we going to do?**
 - Familiarize ourselves with folks on our unit
 - Think about our colleagues from a different perspective
 - Identify people who have potential strengths to bring to the table

How to Apply What You've Learned

1. Increase Survey Responses
2. Set up a Phone & Email Tree
3. Recruit New Unit Reps

THANK YOU FOR JOINING US!

Our ONA Contract is only as strong as the individual RNs who stand together and support.


