Reaping Rewards: Developing and Delivering Field Campaigns

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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

<table>
<thead>
<tr>
<th>Diagram</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table</td>
<td>Setup, preparing, and preparing for negotiation</td>
<td>Negotiations</td>
<td>Negotiations</td>
</tr>
<tr>
<td>Field</td>
<td>Circulate mass letters, phone lines, email lists</td>
<td>Identify internal/external NURC members</td>
<td>Circulate letters and support RN goals</td>
</tr>
<tr>
<td>External Pressure</td>
<td>Identify community leaders and support RN goals</td>
<td>Use social media to support RN members</td>
<td>Circulate letters and support RN goals</td>
</tr>
<tr>
<td>Communication</td>
<td>Set up social media lines, phone lines, email lists</td>
<td>Regular and frequent distribution of newsletters</td>
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Stages of A Contract Campaign

<table>
<thead>
<tr>
<th>Field</th>
<th>Communication</th>
<th>External Pressure</th>
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<tbody>
<tr>
<td>- Pay closer attention to bargaining. Participate in activities showing support for specific bargaining issues: solidarity petitions.</td>
<td>- Frequent communication regarding bargaining in updates. - Much discussion on units regarding issues at the table.</td>
<td>- Initial outreach to community leaders, educating about our goals.</td>
</tr>
<tr>
<td>- Demonstrate unity and support. - General Pro-Union activities.</td>
<td>- Frequent updates &amp; unit level discussion. - High volume of calls &amp; emails to prepare for pickets or strikes.</td>
<td>- Call on community leaders to show support of our priorities.</td>
</tr>
<tr>
<td>- Activity engaged by coming to bargaining sessions, talking directly to managers. Prepare for high profile activity: pickets or strikes.</td>
<td>- Community leaders express support publicly, participate in high profile activities.</td>
<td>- Conveys contract violation to bargaining team.</td>
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Defining Our Roles Leading to a Strong Contract

<table>
<thead>
<tr>
<th>Bargaining Team</th>
<th>Labor Representative</th>
<th>Contract Action Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prep Work</td>
<td>Information gathering and preparation for bargaining.</td>
<td>Provides technical skill regarding information requests and drafting.</td>
</tr>
<tr>
<td>Table</td>
<td>Represents membership interest at the table and speaks on priority issues.</td>
<td>Leads discussion at the table based on team input.</td>
</tr>
<tr>
<td>Implement ation</td>
<td>Enforces new contract.</td>
<td>Provides experience, research or legal resources.</td>
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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.
Example of Escalating Activity

<table>
<thead>
<tr>
<th>Level of Field Activity</th>
<th>Strike Authorization Vote</th>
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<th>Strike Authorization Vote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Signs</td>
<td>Authorize info to picket</td>
<td>Authorize info to picket</td>
<td>Authorize info to picket</td>
<td>Authorize info to picket</td>
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</tr>
<tr>
<td>Petition</td>
<td>Unit based Delegation</td>
<td>Business &amp; storefront support signs</td>
<td>Info Picket, supported by community leaders</td>
<td>Support postcards from RNs in other facilities</td>
<td>Community leaders call CEO</td>
</tr>
<tr>
<td>Survey</td>
<td>Sticker</td>
<td>RN Attend Bargaining</td>
<td>Large RN attendance</td>
<td>Practitioners write letter to CEO</td>
<td>Community leaders call CEO</td>
</tr>
</tbody>
</table>

Factors in Determining Strategy in Escalation

- Timing
- Audience
  - RNs
  - Management
  - Our Community
  - All staff
- Participation Potential

Tactics That Have Worked

- Welcome Wagon, Stickers, Car Signs
- Community Christmas Celebration, Radio Interviews, Letters to the Editor
- GSH—We Do More Than Breathe!
- SUPPORT

GSH—We Do More Than Breathe!
- SUPPORT Good Shepherd NURSES!
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

- **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.

- **The Party Pro**: RN of 12 years. Moderate practice skills. Has an opinion about how everything should be done, but only shares it when talking to herself. What would be the point? No one listens anyway. Negative attitude can be off-putting.

- **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.

- **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.

- **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.

- **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.

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**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.