

CONFIDENTIAL

**NEA STRATEGY DIRECTIVES TO FIELD REPRESENTATIVES
FOR DIFFICULT NEGOTIATIONS**

NEA - TARGET DISTRICTS - STRATEGY UNISERV DIRECTORS

Strategy	How	Why	When	Audience	Group Response To Carry Out
Mislead own membership.	Send information to members of local after bargaining begins.	To gain sympathy and support among unit members. To begin the process of dissatisfaction.	Immediately after bargaining begins.	Union members.	Union team or single designee.
Continue to mislead.	Update the reports regarding the bargaining process, <i>but</i> only mention the Board's proposals that with editorial descriptions, will keep feelings high (or low).	To continue and build the process of dissatisfaction. To start to personalize the conflict in the negotiations.	Continues during bargaining process.	Union members.	Union team or single designee.
Nail the negotiator.	Read a statement to the Board and/or press stating that the Board should not spend this money to fill such a position of negotiating <i>against</i> teachers when that money could best be used for educating children.	Intimidate the Board to do away with the position. Advantage is unions because of the resources available to them through NEA & ISTA.	Prior to and during negotiations. If not successful this year and we can make things bad enough for the Board, they will blame it on their "hired gun", not us.	Board, Teachers, Building Administrators.	Union spokesman, Union leadership, Building Rep.
Nail the negotiator. (Act II)	Get word to Superintendent that their negotiator is holding up the works (if Supt. is not at the table.)	If the Board yanks the negotiator, then we can deal directly with the Supt., it gives us a better chance for settlement.	At anytime negotiations slow down.	Supt., teachers, Building Administrators.	Union spokesman, Union leadership, Building Rep.
Nail the negotiator (Act III)	Same as Act II except with the Board.	Same as Act II except with the Board.	Anytime.	Board, teachers.	Same as Act II.

Strategy	How	Why	When	Audience	Group Response To Carry Out
Misdirection.	Cloud the real bargaining issues. State that teachers are concerned about poor working conditions, poor educational programs, poor heating, etc. In fact, anything except money and benefits.	To get the Board to offer more money and benefits in order to avoid bad publicity.	Anytime.	Community, Teachers.	Union Spokesman, Leadership, Representatives.
Block the boss.	Attack the chief school administrator. Charge him with poor management, poor working conditions and rotten personnel relations. State that he won't give up any management prerogatives.	To remove him from the process, hopefully giving you a clear shot at the Board.	Anytime.	Board, Community, Teachers, Building Admin.	Union Leadership, Building Rep.
Telephone campaign.	Get teachers to call Board members (especially if a friend) tell them he/she is the only one who can get the Board to see reason. Do it for the children. We know you are not getting the full picture from the negotiating team.	<ol style="list-style-type: none"> 1. Create distrust toward the Board's team. 2. Make the Board member think he/she is the salvation of the corporation. 	Anytime, but generally if bargaining goes on a long time and you are getting no where.	Board.	Small number of teachers.
Improper labor Relations.	Charge the Board with refusal to bargain in good faith or file some grievance.	IEERB may throw it out, if it gets there, but your purpose has been served. It also gives you something to drop in return for something else.	Anytime.	Community, Teachers.	Union Leadership.

Strategy	How	Why	When	Audience	Group Response To Carry Out
Marathon meetings.	Call for around-the-clock bargaining. <i>Publicize the demand.</i>	<ol style="list-style-type: none"> To influence the public and members you are willing to work hard and long for a settlement. The Board will probably turn you down, giving you the opportunity to play that up and accuse them of retarding programs. 	If bargaining isn't going to your satisfaction.	Teachers, Community.	Union Leadership.
Informational March.	Have "Informational" picket line march around admin. building and school buildings before and after school, carrying signs.	To create publicity, signs will tell the story - as you want it told - usually the media loves it.	If bargaining isn't going to your satisfaction.	Teachers, Bldg. Admin., Community.	Small number of teachers = Reps.
Sympathy March.	Have persons (wives, neighbors, small children) continue marching during school hours.	Creates impression that people are with the teachers and against the Board.	If bargaining isn't going to your satisfaction.	Same as News Conference.	Non-teaching supporters.
Pass out leaflets.	Leaflets are to be prepared and distributed wherever possible (shopping malls, PTA meetings, etc.) telling of how unfair the Board is and how poorly teachers are treated.	To influence community support for teachers and therefore against the Board. Incorporates misdirection, misleading can help nail the negotiations and blast Supt.	If bargaining isn't going to your satisfaction.	Board, Community.	Small number of teachers.
Media Advertising.	Ads in newspapers or on TV telling of how unfair the Board is and how poorly teachers are treated.	To influence community support for teachers and therefore against the Board.	If Board is winning.	Community, Teachers.	Union Leadership.

Strategy	How	Why	When	Audience	Group Response To Carry Out
News conference.	Call media and set time or if this won't get them, do it at anytime of the Informational or sympathy marches or when passing out leaflets.	To influence community support for teachers and therefore against Board.	If bargaining isn't going to your satisfaction.	Community, Teachers.	Union Leadership.
Seek support or other labor organizations. <i>Publicize III</i>	Personal contact and during media advertising or news conference(s).	To influence the community to influence the Board.	If bargaining isn't going to your satisfaction.	Community, Teachers.	Union Leadership.
Crisis center.	Rent storefront in visible area. Put sign up in the window, put in telephone and have teachers mill around, the more the better. Put on a real show.	To gain publicity. This will get the reporters there. Gives the illusion that things are getting serious. That a strike might be near.	If bargaining isn't going to your satisfaction.	Community, Teachers.	Union Leadership, Crisis committee.
Slow down.	Institute a work-to-rule job action. Tell teachers to do nothing beyond the letter of the contract. No meetings, no volunteering, no special help to students.	Staff getting angrier - closer to strike. Get admin. to give to give unreasonable orders and overreact.	If bargaining isn't going to your satisfaction.	Community, Teachers.	Union Leadership.
Use personal day(s)	Have all staff use personal day on same day.	It is legal and results in no financial loss by teachers. Allows you to "show" Board the teachers will follow your command.	If bargaining isn't going to your satisfaction.	Board, Teachers, Community, Bldg. Admin.	Bldg. Reps, Union Leadership, "Sympathetic" teachers.

Strategy	How	Why	When	Audience	Group Response To Carry Out
Use sick days.	Have all staff use personal sick day on same day.	To show that teachers are so serious that they are taking the next step, one that will possibly cost them a day's pay.	If bargaining isn't going to your satisfaction.	Board, Teachers, Community, Bldg. Admin.	Bldg. Reps, Union Leadership, "Sympathetic" teachers.
Board business boycott.	Have teachers and their supporters boycott the business of any school board member but let them know it first.	The answer is obvious.	If bargaining isn't going to your satisfaction.	Board.	Hard Core (small numbers).
General business boycott.	Have teachers and supporters boycott the business of anyone who supports the Board, but let them know first.	The answer is obvious.	If bargaining isn't going to your satisfaction.	Community, anyone who supports the Superintendent.	Hard Core (large numbers).
Neighborhood nuisance.	Picket the homes and/or business of school board members. (Stay on public property).	Reaction of neighbors or wife and children. Hurts business more. Creates pressure from within the home.	If bargaining isn't going to your satisfaction.	Board.	Hard Core (small numbers).
Lambs to slaughter.	Get Board members to the table, hopefully as a group. No questions of ratification then (by Board). <i>Demand it publically!</i>	To get decision makers there <i>after</i> all of the other pressures. Once you get them there, turn them against one another.	As soon as possible.	Board.	Union team, Union Leadership.
Strike threat.	Whispers, rumors, and/or notes by the members giving authorization to develop a strike plan, and select a strike comm.	Frighten the community and Board.	When things are falling apart.	Board, Community.	Bldg. Reps, Crises Comm., Union Leadership.

<i>Strategy</i>	<i>How</i>	<i>Why</i>	<i>When</i>	<i>Audience</i>	<i>Group Response To Carry Out</i>
Strike threat.	Vote by members, authorizing strike committee to call strike.	Frighten the community and Board.	When things are falling apart.	Community, Board.	Membership.

S-T-R-I-K-E

The Ultimate Weapon! Use when all else fails. Good luck!

Other methods to be used when you feel the time and conditions are right:

- Silent treatment:* Do not have any conversation with any administrators. Answer direct questions only and say only what you have to - yes, no or maybe. This will begin to break up management team. These people are usually confused in their identity and will bring pressure on the Superintendent.
- "Blue Ribbon" panel:* Publically call for local "ministerial association" to mediate dispute. This will get another force involved. Give a new forum to be pursued.
- "Super Blue Ribbon" panel:* Publically call for binding arbitration by AAA. Brings in sympathy of outside third party. Anticipate Board objection and this gives you the opportunity to create "bad press".
- "Early Mediation with IEERB":* Intervention of IEERB. Brings intervention of third party to pressure Board. Those guys from IEERB will do anything to gain a settlement.
- "Pack Bargaining and Board meetings":* Produce too many bodies for normal sized room. Shows artificial support and intimidates. This should be done after mediation.
- "Demand public sessions":* Do this as a condition of bargaining. This intimidates.