Introduction

This handbook was developed to assist locals that find themselves in crisis situations. The activities provide step-by-step directions for implementation. Some activities may be done as a single one-time event, while others are long-range or may be done as part of a series of events (depending on the nature and severity of the crisis situation). It is hoped that the user of this guide will view it as a cookbook and thus will carefully choose the recipe to be used and flavor it to individual unit tastes. Keep in mind as well that whatever tactics are employed, they must be part of an overall strategy to influence and to put pressure on the appropriate decision maker.

When determining what activities you will incorporate in your campaign, it is useful to utilize the public’s support of public schools to your advantage. Using the message “Every kid deserves a Great School” is an excellent way to elicit public support. To obtain training regarding dealing with the media, please contact WEAC Public Relations & Communication.

When organizing for purposes of getting a contract, one of the most important goals is to establish communication lines to the membership. An uninformed membership is a dead membership in terms of organizing. Without having the backing and the understanding of your membership, any positive goals will be soon snuffed out due to lack of interest.

The Association's capability of organizing a successful rally, picket, boycott, educational workshop for its members or any other action or activity depends upon the Association's participation and power in the political arena. Please keep this in mind as you read and utilize this handbook.

Building Momentum

It is necessary to broaden membership involvement and commitment to provide the level of solidarity needed for success. Members should not be expected to give blind support to something they do not understand. The leadership must convince the members that the cause is worthwhile and that failure to act is an abdication of professional responsibility. It is difficult to build strong support only from an awareness of the issues. Polarize the issues so that members are able to see that the crisis at hand is the result of “bad faith” on the part of decision makers.

It is important that the leadership maintain control of the situation. As the escalation process continues, it is imperative that steps be taken to ensure the membership has complete confidence in the leadership.
**Guidelines to Escalation**

The whole escalation process must be implemented with regard to the available timeframe. Start on a low key and orchestrate the plan in a step-by-step manner to ensure the greatest impact. Move from the simple to more dramatic. Be aware of the comfort level of the members and avoid engaging them in activities for which they are not yet prepared. Consider using three different phases, with Phase I being the least confrontational and with Phase III being the most difficult. The following are examples of low-key escalation:

1. Give an early indication to the board or their representatives that the members are not pleased with the current situation.

2. Imply that if some movement is not forthcoming, it will be necessary for further consultation with the membership. Also indicate the representative assembly has voiced its concern over a lack of progress toward a positive result.

3. Make it known that there is continued communication from the leadership to the general membership. Indicate that they have been informed of potential problem areas. (Make sure they have been.)

As positions become entrenched, communication should become more specific and more personal (i.e., executive board meets with negotiating team to fully explain the issues). The Executive board then may release a statement to the general membership. Indicate in the release that if positive movement is not made within a specified period of time, further action will be called for.

By this time, the Association should be issuing flyers, newsletters and special bulletins indicating issues, concerns, and problems. Begin to expose attitude of the decision-makers and the lack of respect they are showing toward the members.

Hold building meetings to report the current status of the situation.

A key component to any successful campaign is to gain membership support for actions. Performing tactics without having a clear goal in mind is of little value.

The tactics in this volume have been arranged in the following manner:

1. Media Relations
2. Community
3. Worksite Activities
4. School Board/Administration
5. Parents

Each tactic includes a brief description, a section on preparation, methods for implementing, and considerations to take into account when implementing the tactic.
Remember, there is no one way to organize. What might work best at one worksite may not be successful at another. Giving members choices in the way they organize will help move the process along and provide a better chance of success.

For further assistance in the development of strategies and tactics, please contact the WEAC Collective Bargaining and Research Campus at (800)362-8034.

The compilers of this volume would like to express their appreciation to the following for their contributions to the materials within: Pat Connolly, John Matthews, Joyce Bos, Mary Shipley, Bob West, John Carl Davis, Gene Degner and the Florida Education Association.

Mark Simons
Mike McNett
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Category: Membership

Tactic: Attend Bargaining Sessions w/ Candle Vigil

Description: Depending on what stage you are in negotiations, this is something that may be useful to bring members out en masse to a negotiations session, provided it is done on non-work time.

Preparation:
- Purchase a large number of small candles to be used at the vigil
- Announce to the membership when they should arrive prior to the bargaining session and how long they should plan to stay. Plan to have members present prior to the start of negotiations so that the board’s team will witness this prior to bargaining.
- Decide if you want this to be a media event or not, and contact the appropriate organizations.

Considerations:
- You may want to consider having your members attend a meeting without candles, depending on what is taking place at the table. This can serve as a strong show of force, and can be used to get information out very quickly as to the board’s response to an issue.
Category: Membership

Tactic: Rally for the Bargaining Team Prior to Negotiations

Description: This is an event that you can use to fire up your bargaining team, and show support for them in negotiations. This can be done similar to a candlelight vigil for negotiations.

Preparation:
- Decide how long the rally will last, and where it will be held
- Consider holding the rally close to the location for bargaining as a show of solidarity to the board and support for the team.
- Provide refreshments, invite members to bring family to this event.
- Have access to restrooms, which may otherwise be locked outside of school hours.
- Plan the length of the event so that it is adequate to communicate the message, but not so long as to become a burden to the Association’s bargaining team.

Methods:
- Have the chief negotiator or a member of the bargaining team address the members, thank them for their support, and articulate to them why their involvement is necessary for success.
- Consider having a local band or other entertainment.
- Members may be asked to wear buttons, or other items showing solidarity.
- Members arriving early may fill the parking lot, requiring board members to park at a distance and walk to the meeting.
- Members may line the halls and cheer the bargaining team as they make their entrance. Signs, pennants, pom poms, and noisemakers are worthy of consideration. Cold silence and looks of disdain may be appropriate as board members enter.
- Have a tailgate party in the parking lot before and during the bargaining session.

Considerations:
- Consider noise restrictions, if any.
- Depending on the space being used, a permit or advance notice of Facility use may be in order. If the event is on district property, review applicable portions of the contract.
Category: Membership

Tactic: Button Wearing

Description: Members wear buttons to show solidarity and to express their viewpoint.

Preparation:
- Begin by brainstorming with the team or action committee regarding slogans and graphics to be used. Linkage to themes used by speakers and used in other materials distributed by the local may be useful.
- Determine and announce to members whether to wear the buttons always or on specific predetermined dates or days of the week.
- Buttons can be made by a small team of volunteers if a button press is available. Many schools and some UniServ offices have a press. Alternatively, buttons can often be ordered from vendors. Sources and catalogs may be available through athletic directors, cheerleader advisors, and others in the school setting.
- An alternative to buttons is self adhesive stickers. They can be worn only once, but do not puncture clothing, cost less, and the message can be changed for subsequent printings.

Methods:
- Be sure to have extra buttons in the buildings for those members that forget to wear them.
- Some locals may want to track member involvement by tracking how many members at each worksite wore the buttons.
- Find out from those that refused to wear a button, why they decided not to participate so that the local can better address their concerns.
- Button messages should be changed at intervals to keep up interest. This can be coordinated with developing themes as the situation escalates.

Considerations:
- Members may be told by administration that they must take off the buttons because they are “distracting,” or for other reasons. Such incidents should be reported to the building representative as soon as possible. Members do not shed their constitutional rights at the school house door, but there is a balance in case law between the right of the employee and the employer’s need to conduct business. Please contact UniServ staff or the Office of the General Counsel to discuss specific situations.
- Members generally have the right to answer questions from students and others, but should not use class time to initiate or prolong discussions on the topics of bargaining or buttons.
- Should the local decide to acquiesce to district demands to stop wearing buttons at work, an alternative may be to put the buttons on book bags,
coats and hats, and other objects which are brought to the worksite but not worn during the workday.
Category: Membership

Tactic: Wear Same Color Clothes To Work

Description: All members in the unit wear the same color clothes to work on a designated day.

Preparation:
- Decide what color clothing to wear, and on which day(s). It is good to develop a regular schedule, such as a specific day of the week, pay days, game days, etc., or tie the activity to events such as staff meetings, open house, parent conferences, or bargaining sessions. Whatever the schedule, link the members’ wearing of the color to the local’s message.
- Send out a reminder the day before to encourage members to wear the color.
- The local may determine to produce shirts or other apparel in the chosen color. Such items may be sold or given to members, depending on budgetary considerations. The garment should be of sufficient quality to be worn to work over a period of time, and should have a logo or slogan that promotes the pride and unity of the members.
- For those that forget to wear the designated color, have handy small ribbons of the color that they can wear to show their solidarity.

Methods:

Considerations:
- Have ribbons available for members as well.
Category: Membership

Tactic: Arm Bands

Description: This can be done in the same manner as button wearing, but for much less cost.

Preparation:
- Determine when you would like members to wear armbands and select a color.
- Arm bands can be created in each building from rolls of ribbon and safety pins or tape. For a more permanent armband, consider better cloth with Velcro or elastic.

Methods:
- Have extra arm bands in the buildings, for those members that forget to wear them on the day they are asked to.
- Get a report of how many members wore the bands and report this information to the action committee.
- Find out from those that refused to wear arm bands, why they decided not to participate.
- Once you have members committed to wearing them, you can increase the number of days that they are asked to wear them.

Considerations:
- Members may be told by administration that they must take off the arm bands because they are distracting to the learning environment. Any incident such as this should be reported to the building representative as soon as possible. As with button wearing, the balance of employee and employer rights may be complex, and the local should consult with UniServ staff and possible the Office of the General Counsel.
Category: School Board & Administration
Tactic: Letter Writing Campaign

Description: Members write letters to a designated recipient who has been identified by the Association as a key decision maker. This may be a school board member or the superintendent, for example.

Preparation:
- Establish a template that the members can use as a sample on which to base their letters.
- Content should focus on issues of respect and school quality. Letters should not become an attempt to directly bargain specific issues through the mail. Letters should be clear about what the writer wants the decision maker to do.
- Remind members not to be hostile, but to explain the current situation from their own perspective.
- It can be very effective to give a personal example of how the issue impacts the writer of the letter.

Methods:
- The local may decide to have members send e-mail instead of snail mail. Ask members to cc: their e-mail or letters to an Association officer so participation and message can be monitored.
- Determine the pacing of letter writing. There are a variety of possible options:
  - Random flow of letters over an extended period of time
  - Windfall – one voluminous delivery
  - Stagger – assign groups at varied time intervals
  - Immediately – telegrams, over night mail, FAX, e-mail, phone call, etc.
- Conduct a letter writing meeting at the work site or at a leadership meeting, in order to ensure that the work is done.
- Provide a fact sheet to anyone who wishes to write a letter, this will assist them with staying on message.
- Consider having a table set up at Association events to encourage members to write.
- Encourage parents and other supporters to join in the letter writing effort.
- The Association’s spokesperson may decide to read selected letters at a school board meeting or other public event (with the writer’s permission).

Considerations:
- Be sure that your intended target is someone who can impact the decision that you are trying to change. It is ineffective to target a principal, for
example, if that person has no impact on the district’s decisions at the bargaining table.

- Individualized communication is more effective than more general messages. In terms of effectiveness, from greatest to least: personalized hand written, hand written post cards, hand written form/common script language, e-mail, typed form letters/postcards, petitions.
- Avoid making unfounded personal attacks. The potential of being successfully sued for libel is very small, however, regarding statements made in a personal letter to an elected public official.
- Do not make or imply any personal threats against the recipient of the letter, their health, their property, or their family.
Category: Membership
Tactic: Phone Banks

Description: When it is necessary to contact a large number of people, or to turn out a large number of members to an event, considering using a phone bank.

Preparation:
- Compile or obtain lists of individuals to be called.
- Select a phone bank site that has a sufficient number of phone lines available. Sometimes UniServ offices, banks or other office buildings will let a local use their phones after business hours.
- Develop a phone script that is short but gets to the message you are trying to convey. Be concise and ask for a response.
- Recruit volunteers to make calls, and assign them to shifts no greater than two hours in length. It may be necessary to run multiple shifts.
- Provide a tracking form for callers to use. Include any information that the callers will need, and any information that you may need to obtain through the calls, such as a commitment to participate in an event, verification of their current home e-mail address, etc.

Methods:
- Make calls when individuals are most likely to be available. 5:00 to 9:00 p.m. is a likely time range.
- Provide refreshments for the callers and thank them for their contribution of time.

Considerations:
- Most people do not like to get what they perceive as telemarketing phone calls, so be sure to keep your message short, and ask the individual for a commitment. The longer the script, the less likely they are to be supportive.
- Some organizations use an automatic dialer for phone calls. A large number of people can be quickly reached with a message, but this method does not allow you to ask them for a direct and immediate response. Autodial services can be expensive, and may limit the length of your script to thirty seconds. This method is good for quick reminders or to refer people to a website or other information source.
- Establish a hotline or website at which members or community people can get further information.
Category: Membership

Tactic: Work Site Meetings

Description: By holding work site meetings, leaders will be able to address member concerns directly and can stay in touch with the thinking and climate in various buildings.

Preparation:

- Hold work site meetings at times that are most convenient to the members at that location. To have best attendance, take into account start and end times, meetings and after school activities that involve staff, shared break or lunch times and other factors that impact member schedules.
- The goals of a work site meeting are to inform, answer questions, receive input, clarify issues or positions, determine level of support, or ask the membership to participate in an activity.
- Tailor your discussion to your anticipated audience. Each worksite has a different personality, needs and level of commitment to the Association.
- Select a place to meet. In most cases, this will be on site. In some instances, members may be more comfortable at a local restaurant, bar, or someone’s home.
- Establish and print an agenda ahead of time. If the agenda is long, it may be better to schedule a series of short meetings rather than to keep a group of tired people for too long a time.
- Notify members at the work site at least one week in advance whenever possible. Consider having the meeting’s speaker (union leader, bargaining team member, or staff) mentioned in the announcement for the meeting to gain interest.
- Remind audience one day before with a flyer and possibly a copy of the agenda.
- Consider holding questions until the end of the presentation, if necessary, to keep the meeting on time.
- Have handouts and materials ready the day before.
- Advertise start and end time, and stick to it.

Methods:

- Serve refreshments.
- Keep the meeting brief. Consider holding questions until the end of the presentation, if necessary, to keep the meeting on time.

Considerations:

- Establish a series of monthly or bi-weekly meetings during negotiations.
- Review contract language regarding use of district facilities for meetings.
- Be aware that any printed or spoken information given to broad groups of members will quickly find its way to the administration.
Tactic: Boycott

Category: School Board & Administration/Community

Description: A boycott is an organized means of nonsupport of products, goods, services and/or businesses. The association can use boycotts to exert pressure on businesses that have damaged employees and/or association.

Preparation:
- Determine whether a boycott is feasible and whether one can be staged that will put pressure on a key decision maker. This assessment may include an estimate of the share of revenue members and supporters bring to the selected business.
- Gain commitments from allies and supporters to participate in the boycott.

Methods:
- Inform members of the boycott and gain their commitment to participate.
- Ask allies, parents and other unions to participate.
- Distribute leaflets to the public in front of the boycotted business.
- Organize picketing in front of the business.
- Announce the boycott to the press to educate community as to why the boycott is necessary and to enlist their support and participation.

Considerations:
- Boycotts should be used in situations in which the local will be able to exert an effective economic impact on a business.
- Boycotts in general can be very difficult and time consuming, consider why you are proposing it, and how it will be effective. Be sure to have a timeline established which spells out what your goals are.
- In considering a boycott, always remember who your target is. For example, if you have an uncooperative school board member who owns a local business, consider targeting that person’s business for a boycott.
- Look as well at secondary targets that might be able to put pressure on your intended target. This may be, for example, a grocery store that does business with your primary target. Be sure to publicize why you are boycotting a product or business.
Category: School Board & Administration/Community

Tactic: Pack Up Personal Equipment

Description: Members pack up all the personally owned equipment, supplies and materials that are present for use at the worksite. This is an event that can be used to illustrate the amount of items that teachers or support personnel use on an every day basis that is their own products and not provided by the school district.

Preparation:
- Inform membership that a certain day they should pack up any and all personal equipment that they use and be prepared to take this equipment home.
- Be sure to provide boxes so each member can pack items that belong to them.
- Make an inventory of what items members are removing from their worksite that belong to them.
- By having members create an inventory, this will provide more information to the media and administration what isn’t provided to our members.
- Do not allow for members to be seen leaving by themselves. A large group of members packing up and walking out all at once is very effective.

Methods:
- Have each member take their items to a central place all at the same time. If possible, use the front door of the school, so that it can be shown all at once.
- This is a good media event; and it will show how many items members have to use every day in order to provide a quality learning environment.
- This shows items that are not provided by the district due to lack of funds.

Considerations:
- When deciding to do this, be aware that the removal of necessary items from a member’s room will affect the member directly to do their job effectively.
- Many members will resist taking out critical items that are not provided by the school, and will impact the learning environment of their children.
- The need to publicize what items the members use that they purchased is also an effective way to get the message out prior to having them remove these items.
- Publicize the fact that these items are not provided by the district prior to having them remove them. This will put the district/media on notice as to what items will be removed at a certain time.
Category: Membership

Tactic: Leave & Arrive at Same Time

Description: Have members meet in a central location before or after school, or both and walk in or out of the building together. This should be done at the time when it is the contract start or end time.

Preparation:
- Designate an area where members know and feel comfortable meeting. This should be an area that is highly visible to the administration/general public.
- Having members enter and leave at the contract time can be a powerful showing of solidarity.
- This can be done in stages. For example, you could have members meet on Wednesdays to walk in or out together.
- Be sure that the media is aware of this action in order to get coverage.

Methods:
- If possible, have a member announce over the school PA when it is time to leave. This could be done like, “It is now 3:45. Thank you.”

Considerations:
- Some members will be resistant to this idea since they usually will get to school early for prep or stay late to assist students or for voluntary activities.
- Be sure prior to deciding to do this that you have the support of your membership to follow through. Be sure you survey to get an accurate read on what their comfort level is.
- This is another form of working to the contract that can be divided up to utilize in a way that is effective.
Category: Membership

Tactic: Resign From Voluntary Activity

Description: This activity is another work to rule that is also effective. Members resign from voluntary activity by writing out what it is that they volunteer to do, that they will no longer participate in.

Preparation:
- Have members write down all of the voluntary activity that they do for their school or students.
- Once this list is prepared, be sure it does not include activities that are paid extra-curricular or activities that are required to be performed under the contract.
- Voluntary duty could include for example, playground duty or detention duty that employees volunteer for, but are paid. The alternative may be to have employees assigned on a rotating basis, depending on their contract.
- Consider taking out an ad in the local paper illustrating all of the activities that are done on a voluntary basis by your members.

Methods:
- Resignation may be done at one time or en masse, with employees dropping their resignations off at the principal or superintendent’s office. Potentially a good media spot, if done en masse.

Considerations:
- Some members may not be comfortable losing the extra pay that they receive for some activities, so be aware that all members may not resign from work.
- Be sure to review contract for other potential volunteer activities that may be targeted, for example, a school function where attendance isn’t required, but is expected would be a good function to cease.
- A careful review of contract language and prior grievance history is necessary to determine options on voluntary activities.
Category: Membership

Tactic: No Representative at Administration/Student Faculty Meetings

Description: This is another activity that can fit under working to contract, for those committees that are advisory and are not mandatory; this is another voluntary activity to resign from.

Preparation:
- This requires the person who was appointed or volunteered for this committee to make a formal and public resignation of being on the committee. This can be effective especially when the committee is one that is working towards goals that the administration is pushing.

Considerations:
- This again is another activity that must be clearly voluntary, and not mandatory. A careful review of your contract prior to resignation is necessary so there isn’t a contract violation.
- Refer to “Resignation from Voluntary Activities” for more detail.
Category: Membership

Tactic: Cancel Student v. Faculty Game

Description: Some schools sponsor a student v. faculty baseball, volleyball or basketball game. Canceling this game is another activity that can be covered under working to contract.

Preparation:
- In considering this activity, this is one that can be a good or bad media event, depending on how it is handled.
- This can be cancelled before preparation for the event is done so as to not create necessary work.
- This can also be a situation where all of the members that are scheduled to play, show up at the game, and then walk away. However, depending on how this is fashioned, this can be a public relations nightmare, so be cautious with this kind of public display.
- Be sure you have the full support of those members who were going to play in the game, that they are comfortable with not playing. Should you have lukewarm support, do not attempt this activity.

Considerations:
- This is an activity that requires attention to detail, and can be very successful at showing the activities that are performed by the members on a voluntary basis. However, without proper planning, this may be seen in a negative light within the community and by parents, so be sure you have planned and are prepared to follow through.
Category: Membership
Tactic: Work to Rule/Contract

Description: This is an extreme job action. It calls for a concerted effort on the part of employees, a well-developed plan of action from the association and a well-educated corps of building representatives. The association must be thoroughly familiar with contractual and job requirements. Under Work to Rule, employee’s work to the letter of the contract, fulfill job requirements and no more.

Consider and plan these activities as a series of events; phase in rather than initiate multiple events. This may be done in conjunction with other planned activities.

Preparation:
- A careful review of the contract as well as grievance history is necessary prior to starting any kind of work to rule activity. You must be fully aware of what activities are voluntary, and which ones are not. Without this review you may put members at risk by asking them to work to rule and violate the contract.
- Next to a strike this is viewed by a lot of members as the most extreme activity they can undertake. Consider using portions of this as the last phase of a coordinated campaign for the membership.

Considerations:
- Once a review of contract and grievance history has been completed, considering writing down all of the activities that members perform that are outside of the contract, then survey members as to what activities they are comfortable not performing as part of this campaign. Taken in smaller steps will provide members more comfort than taking one giant leap on several different activities.

Note: Not effective over a long period of time as members lose focus and interest.
Category: Community
Tactic: Door-to-Door Leaflets

Description: A flyer should be made up that illustrates the position of the bargaining unit to the general public. This should be done so that you have an issue that the public will support. This flyer can be for information or this can be asking the public to do something specific.

Preparation:
- Find out if any local ordinance prohibits distribution of leaflets. **IT IS AGAINST THE LAW TO PUT ANYTHING BUT MAIL IN THE MAIL BOXES AT PEOPLE’S HOMES.**
- Find out if your members are committed to the task, by informing them of the purpose of the leaflet and ask them for a specific amount of time to assist, usually one or two hours.
- Set a specific date and time for the project. If everyone is working in the district at the same time, it creates a sense of unity among the members. An open house or party can be planned at the end of the task.
- Get a large street map from your municipal government. A land-use map is helpful because it shows number of households in a building, e.g., apartment, duplexes, etc. A local directory that lists addresses by blocks is also helpful.
- Divide city into areas where each member will have an equal amount of leaflets to be distributed. Keep in mind rural v. urban areas when dividing up areas. Usually, have each area given to two members so they will not feel alone when distributing leaflets.
- Dividing the district into areas is a time consuming task, but once the work is done, the system can be implemented on a very short notice.
- You may want to check around to see if someone else in your community has already done this task, e.g., political candidates. We have found that our system is better than any we have seen. We have loaned it to select groups or candidates.
- Ask members to sign up with a partner. If they have a preference for a certain area, they may indicate that when they sign up.
- After the committee has made assignments, a notice is sent confirming the time, date, etc. It is made very clear that they are expected to show up or a colleague will have to do double duty and pick up their assignment.

Methods:
- Committee should obtain:
  - printed flyers 10% more than number of households
  - rubber bands
o large plastic bags
o refreshments

• As each team arrives at the leafleting center, it is given an envelope with instructions, a map marked with the team’s assigned area, and a number designating the number of leaflets needed by the team.
• Once a team is finished, have them turn in their envelope to a designated contact the next day back at school, or have them drop off at the leaflet center to drop off the unused leaflets. Refreshments should be provided.
• A follow-up thank you letter is sent to all members who helped to participate.

Considerations:
• Be sure to recruit the necessary amount of members to perform the task. There is a potential for a failure if there is too much work to be performed by a few members.
Category: Community

Tactic: Leaflet Popular Locations

Description: This activity should be done at locations where there are a lot of members of community that visit. For example, the post office or local K-mart on a Saturday is a good location to leaflet.

Preparation:
- Have members prepare to hand out leaflets for a set period of time, for one or two hours
- Be sure volunteers are knowledgeable to answer questions that arise
- Find out what times are the busiest for a particular location

Methods:
- Hand out leaflets to those community members who visit a location
- Leaflets should describe the problem to educate public
- If needed, ask community members to do a certain action

Consideration
- Be certain that you are on public land when handing out leaflets
- Do not antagonize those that refuse a handbill
Category: Community
Tactic: Coalition

Description: A coalition is a group of allies that creates strength out of diversity. It is made up of dissimilar groups who have discovered common goals and have agreed to band together to achieve them.

Preparation:
- Use a coalition to build an action program to accomplish long term goals, or achieve a short term objective.
- Use political campaigns (to elect school board members, legislators, the superintendent), or to recall elected officials.
- Use this in lobbying at various levels of government to promote or prevent the enactment of legislation or an act of an elected body, or as a Public Relations tool.
- To create or aid in a militant action, (demonstrations, picketing, leafleting, rallies, etc.); use as an investigation or factfinding.
- Use the cooperative power of a group of people with common concerns.
- Make sure that mutual benefits will result; the mutual benefits must accure to the individual groups and individual members of the coalition.
- Fight no battles you cannot win by setting long term and short term goals.
- Understand the self-interests of members of the coalition.
- Develop communication and recruitment skills.
- Understand that diversity among the coalition members is strength.
- Learn how to refine and utilize information gained through and from coalition members.
- Develop mutual trust and respect.
- Identify talents and skills and use them.

Methods:
- Start with the known, i.e.
- Seek out your present allies for a new commitment.
- Look at other groups who are sympathetic and may have some objectives in common with your local.
- Select your most effective, articulate and committed leaders and rank an filers to recruit leadership from prospective allies.
- Develop an action program, which can be explained and sold to prospective coalition groups.
- Show respect for coalition groups by having a representative from your local attend coalition groups' meetings (Be sure the welcome mat is out).
- Develop and coordinate an external (from the coalition) PR system.
- Develop and coordinate an internal (to the coalition) PR system.
• Don’t re-invent the wheel; the coalition should not re-do things that may have already been done by groups within the coalition; this gives the impression that the coalition leaders have not done their homework
• Recognize and respect the dignity of coalition leaders and the rank and file

Considerations:
• Here is a list of possible allies:
  o Affiliates of the Wisconsin Federation of Teachers
  o AFL-CIO central labor bodies
  o AFL-CIO public sector unions
  o AFL-CIO private sector unions
  o Political Action Committees
  o League of Women Voters
  o The Junior Chamber of Commerce (Jaycees)
  o Lions Club
  o Rotary Club
  o Kiwanis Club
  o Fraternal Organizations
• The interest groups include:
  o Minority rights groups
  o Women’s groups (NOW, Woman's Political Caucus, etc.)
  o Council of Churches (Ministerial Associations, etc.)
  o Community services (United Way, Family Services, Child Guidance Clinics, etc.)
  o Drug abuse agencies and organizations
  o Taxpayers associations
  o Senior citizens groups (Golden Age, UAW Retired Workers Councils, etc.)
• The Social Clubs would include:
  o Elks
  o Knights of Columbus
  o American Legion, VFW, Am Vets, Disabled Veterans, Vietnam Veterans and other veteran’s organizations
• Some of the "power" groups would include:
  o Bar Association
  o Bankers, Savings and Loans, etc.
  o Chambers of Commerce
  o Farm Bureaus, etc.
  o Environmental groups (Sierra Club, Audubon Society)
  o Historical Societies
  o Home Builders
  o Real Estate
  o Booster Clubs
  o Athletic Groups
  o Police Chiefs, Sheriffs and other law enforcement organizations
  o NAACP and other civil rights groups
• Other groups might include:
  o AIDS groups
  o Hospital associations
  o Dental, optometry, pharmaceutical organizations
  o Cancer Society, Heart Association, Red Cross
  o Student and University Groups
  o Neighborhood associations
  o Anti-censorship groups
  o ACLU
  o People for the American Way

Considerations:
Category: Community
Tactic: Speakers’ Bureau

Description: A speaker’s bureau is a means of providing the association, via selected speakers access to the community through varied groups and gatherings.

Preparation:
- When deciding whom to have as spokesperson(s), be sure that the person(s) are able to articulate your position effectively. The best are those who can articulate your position from their own personal perspective.
- Develop a file of groups within the community that your speakers would be able to make a speech at. These may be various groups within a potential coalition that you are developing, or they may be groups that are influential in the community.
- The important thing to remember is that you are trying to get your message out to the community the most effective way possible. Consider using many alternatives as possible. Brainstorm groups that might be willing to hear what your members have to say.

Methods:
- Be sure to stay on message when speaking to a group. There will be a tendency to change message, but don’t change your intent.

Considerations:
- Some groups may be hostile to your members, so it is always good to have your speakers be prepared for the worst. Role-play various scenarios whereby your speakers are put to the test, offer them suggestions on how to answer various questions.
- Prepare talking points for all members and remind them to stay on message.
Category: Community
Tactic: Community Newsletter

Description: This is another way to communicate within the community about the situation that your members are faced with. This should be used in conjunction with other efforts to get your message out.

Preparation:
- Consider publishing stories that would be of interest for anyone in the community. Do not begin by listing how bad things are, but by building up interest in what is going on at the school level.
- Consider this a forum that you can use to publicize what is going on that is good at your school.
- Publish stories that are human-interest stories of members or students (be sure you have the permission of the parents).
- Consider keeping the newsletter to one page, and publish on a regular basis, bi-weekly for example.

Methods:
- Put in smaller notes about what the current crisis is doing to the school, as you start out. After you have continued to publish, you can then add more stories about the plight of the students and the plight of the members. Consider again, the source of whom you are writing to.
- Make sure the newsletter is professional looking.

Considerations:
- Be consistent in the format of the newsletter, and talk with local merchants about having the newsletter on their newsstand, or in a location where other community interest items are located.
- This can also be sent home to parents by handing it out to students.
Category: Community
Tactic: Truth Booths

Description: In a public location, for example inside of a shopping center, is another way to get your message out to the community. This consists of inexpensively constructed booths, or of no more than card tables and folding chairs.

Preparation:
- You will want to staff your booth with a couple of members at a time. They should be prepared to answer questions that the community may have regarding the situation at hand.
- Have your members be prepared with Q & A booklets, fact sheets, or pamphlets that they can hand out to those that have questions. Have members sign up for one to two hour blocks of time, depending on how long you want them to be visible. They should sign up in pairs, but don’t be afraid to only have one person at a time at the booth.
- Check with local officials regarding locations where a truth booth would be acceptable.

Methods:
- This is a great opportunity to have members be visible to the community and getting out the message they want delivered, and not the message of the opposition.

Considerations:
- When deciding to do a truth booth, it is important that those members that sign up are fully briefed on the issues and feel comfortable talking to members of the community. They should be given some ground rules and have role-played various questions that they might encounter prior to their shift.
Category: Community

Tactic: Koffee Klatches

Description: This is another opportunity to get your word out to the general public by having informal coffee question and answer sessions at the home of a concerned parent or other community member.

Preparation:
- Active parents or other community supporters should attempt to hold a klatch at their home. They should invite eight to fifteen neighbors or friends over for an informal get together at their home to discuss the situation at the school.
- This is something that can be done in multiple places at the same time, and you should be prepared to have teams of members who can go out into the community and meet with concerned parents or other community members.
- This can also be done on a regular basis if necessary; for example it could be done once a semester, but in times of crisis, it may be necessary to meet more frequently.
- Members should be prepared again, to answer questions and give information; talking points should be developed.

Methods:
- The session should start with a short presentation by an association spokesperson and then as much time as possible after for questions and answers. There should be time as well for people to socialize and circulate and continue discussions one-to-one with parents.
- Two or three members should attend each session, and should bring coffee and cookies, and stay around afterwards to help clean up.

Considerations:
- You may be invited to an anti-education group, who just want to “sucker you in.” Know who are your enemies within the community, and what their goals are as well. You may want to attend an anti-education meeting, but don’t go there to argue, just go there to present your information, and answer questions.
- Once these klatches begin, there will be great demand for them, be prepared to attend multiple klatches during times of crisis.
Category: Community
Tactic: Petitions

Description: A way in which you can broaden your support for your issue by having the community voice their concerns as well. This can be used to get a name on a ballot for a local school board race and can be similar to a letter writing campaign, if your attempt is to get more support.

Preparation:
- Decide what issue you want to have the community support. This should be specific, and should be done in a way so that signing the petition shows that they support you in your efforts.
- Consider first having members solicit signatures at locations that will allow you. This could be the local K-Mart, or post office. Be sure you are aware of any local ordinances that might limit your ability to collect signatures.
- If necessary, you may want to consider going door-to-door (in the same way that you set up a leaflet, you will want to set up a canvas for signing petitions). Should door-to-door be the case, you will need to have your members be prepared to talk and answer questions by the community as to why they should sign a petition.
- Talking points, and a handout are good items to have for each member.

Methods:
- Each person circulating the petition should:
  - Personally witness each signature
  - Verify before a notary public that you witnessed each signature
  - Insure that each petition signer is a registered voter in the state
  - Have on each sheet the following boxes:
    - Signature
    - Printed name
    - Address
  (This is vital if you are having a petition for getting someone on a ballot.)

Considerations:
- When deciding to do a door-to-door campaign, be sure that you do the same amount of preparation as you would for a leaflet. In this case the members will need to be much more educated about the candidate or the issue they are having the community sign on to.
Category: Community
Tactic: Mass March

Description: This is helpful if you have a very active and large local and are convinced that members will turn out for the march. Can be a good way to build morale and show solidarity to the community.

Preparation:
- Determine where you want to march, and what the purpose is for the march. If you have an upcoming school board meeting, and you want to build this as part of a rally or orchestrate a large gathering, doing a mass march is a good idea.
- It is a good idea to have speakers either before the march or after the march as a way of culminating or beginning the efforts. If you are marching to an event, review with local authorities what types of permits if any you will need to have.
- Provide a map for members, with a clear start time, and end time. Explain the purpose behind the march as well.
- Check for the availability of “portable potties” for the march.
- Be familiar with the area, and check it out for hazards along the way of the march.
- Have signs made up and hold a sign making party.
- Be sure the local media is aware of the march and the purpose behind it.

Methods:
- Designate lead organizers who are responsible for directing the marchers and keeping order during the march. They should be positioned throughout the group to keep them on task. They can also be helpful for leading chants during the march.
- Have organizers be designated with armbands for clear direction.

Considerations:
- Doing a march is a good way to relieve frustration, show strength, build PR, gain support and change opinions. When you are contemplating a march, be sure you have enough members who are interested in doing it. It can be very demoralizing if you have a march planned and don’t have members show up.
Category: Parents
Tactic: Letters to Parents

Description: This is a tool that can be used to communicate directly with the parents of the children in the school.

Preparation:
- For teachers, have them write letters to parents on the local union’s letterhead. This will send a message of solidarity, but also will get the parents used to the idea of the union, and that their child’s teacher is involved.
- Write notes to parents on a regular basis, this should be personal at first, then once you’ve started writing them, you can also develop multiple letters that can be sent to any parent.
- It is good to start off with something that talks directly about how their child is doing, and then begin to deal with issues that may impact their child’s education.
- If you have developed a relationship with the parents, it can be useful at some point to ask the parents to assist you in your efforts to mobilize.
- You can also use a bi-weekly letter that is sent to all parents from a particular teacher giving them classroom updates, and also have points in the letter about the issue you are trying to get them to understand.
- This is time consuming, and it may be helpful to have form letters to show teachers what information would be appropriate in a letter to parents.

Consideration:
- Keep in mind, that the parent’s interest is from their child’s perspective. They want what is best for them, so in writing your letters, always keep that perspective in the back of your mind. Make it personal.
- Consider using this to convey information not only about how the child might be doing, but also other issues that the parents should be aware of.
Category:       Parents

Tactic:         Phone Calls to Parents

Description:    Can be used similar to letters to parents, but this is more personal than a letter.

Preparation:
- Prepare in the same way that you would if you were writing letters home to parents. Keep the information specific; you can establish the relationship by dealing with their specific concern...their child.
- Once you have established your relationship, you can inform them of issues that directly affect you and most importantly, their child. This should be done in a subtle way. You don’t want to make a call that says, I’m underpaid and I want you to feel sorry for me.
- Have a list of talking points for anyone making calls. This can be useful when a question comes up from a parent that is concerned about the issue you are trying to work on.

Methods:
- Keep the conversation short and to the point. If you are calling only to solicit their support be sure you are clear as to what you want them to do in the future.

Consideration:
- In the same manner as letters to parents, the parents should see a phone call as the educator looking out for the individual child’s concern. If you take the approach that the child is secondary, the parents will know it, and won’t be supportive of your efforts.
Category: Parents

Tactic: Homework Hotline

Description: This can be something that can be started by the members to assist students with their homework, and also a way to connect with parents.

Preparation:
- You’ll need to decide how to staff the hotline.
- You’ll need to be sure that if you have multiple grade levels, which is responsible for each level.
- You may want to use this as an opportunity to connect with parents at their homes.
- If necessary, be sure that those that staff the hotline are comfortable with issues that they may be questioned on.

Methods:
- This should be used to help students, as it also will give you a direct line to parents.
- Have talking points available.

Consideration:
- This may take a lot of time to prepare and to staff a hotline. Be prepared to work with phone companies or use cell phones in order to deal with logistics.
Category: Media
Tactic: Ads in Football/Basketball Program

Description: Writing an ad that will appear in the school program explaining the current situation that the school and the members face.

Preparation:
- Find out from school printer what is the deadline for advertisements.
- Find out any restrictions on who or what group may place ads.
- Should there be a restriction on staff having ads in the program, consider contacting a local merchant who is supportive of your cause and ask him/her to sponsor your advertisement.

Considerations:
- When doing advertisements, be sure that the ad talks about how the school and the students are impacted by the current situation, to have the broadest appeal.
- Depending on costs or restrictions, you may consider writing multiple ads, where you have testimonials for example, that talk about the current situation.
Category: Media

Tactic: Meet with Editorial Board

Description: A small group of local leaders meet with the local newspaper’s editorial board to describe their situation and ask for support from the editorial board.

Preparation:
- Contact local newspaper and inquire what the process is to meet with the editorial board. Schedule a time, up to one hour to meet directly with the editorial board.
- When preparing to meet with the editorial board, the group should designate a spokesperson that can deliver the information to the editorial board clearly and concisely.
- Contact WEAC’s Public Relations campus for more in-depth information regarding editorial boards.

Methods:
- Remember to stay on message.
- You’re there to state your case, so bring any fact sheets, or question and answer books you have that make your case stronger.

Considerations:
- Not all newspaper editorial boards will grant you a meeting, much less support your position, and so remember that you are not necessarily dealing with people who are going to be sympathetic. Some in fact, may be down right hostile.
- Don’t argue with members on board, making a bad impression is worse than making none at all.
Category: Media
Tactic: Public Service Announcements

Description: A member of your local makes a public service announcement on a local radio describing the current situation to the public, and asks for support in your efforts. This may involve asking the public to do something specific.

Preparation:
- Inquire with local radio stations about the costs associated with making a 30 to 60 second public service announcement.
- Be certain that the audience you target is in the radio’s market. Ask for their market demographic information.
- Once you have decided to do this, begin by drafting a script. Be sure that your script is clear and stays on message. For specific assistance on writing radio ads, contact WEAC Public Relations.
- Decide what activity or what action you want to attain by doing the ad; and make sure in the end this is accomplished.

Considerations:
- The cost to do an ad may be expensive, so be sure you have your target in mind and can articulate your position to the general public.
- Be sure you go through several practice runs, and several revisions to make your information relevant and important to the general public.
- You may need to run several ads in order to see a change; generally, someone needs to hear your message seven times before it begins to sink in.
Category: Media
Tactic: Letters to the Editor

Description: An inexpensive way to reach the community is to have letters to the editor submitted by members of the bargaining unit.

Preparation:
- Should you decide to write a letter to the editor, be sure that your letter is well written and to the point.
- If you use data, it should be accurate.
- Watch your use of jargon.
- Submit the letter to the local leadership/action committee to be sure that it is consistent in the message you are trying to get out to the community.
- Decide if you want to have letters from members representing themselves, or have leaders write letters representing the membership. Both are effective.
- Submit the letter for mid-week publication.

Methods:
- Create a sense of urgency and propose specific ways in which the reader can take action.
- Advocate your position; don’t try to rationalize the board’s position.

Consideration:
- Remember that it is important to have letters to the editor in response to a negative article that is written in the newspaper regarding your cause. It is helpful to have members assigned to be the watchdog of the newspaper for articles that appear to be biased or slanted, and that the association have a response.
Category: Media
Tactic: Press Releases

Description: This is an opportunity to write a story for the media to use about a current situation that is occurring at the worksite.

Preparation:
- Consider what you’re attempting to have the media respond to. If you are announcing an event, you don’t want to give the entire story to the media before the event occurs. It is best to give the information to the media about when and where, but save the story for the event. At the event you can then hand out a press release that gives the story to the media.
- A press release should be no longer than two double-spaced pages.
- Use short sentences and paragraphs.
- Make certain facts are absolutely accurate.
- Check for proper spelling of names.
- Avoid jargon and technical terms or explain them if they must be used.
- Don’t use initials without indicating what they stand for in the first reference.
- Write factually and objectively – avoid editorializing and using adjectives.
- Insert pertinent quotes from local officials, specific examples and anecdotes.

Methods:
- If you are at an event, have the story written for the reporter, be sure that in the first paragraph, your message and your point is delivered.
- At any event, be on the lookout for the reporter and be sure your spokesperson talks to them.

Considerations:
- The press get numerous press releases announcing events every day, consider the day of the week you schedule an event on, in terms of what kind of coverage you will get.
- Have the personal contact with the reporter so that he or she knows you, and would be more inclined to attend the event.
Category: Media

Tactic: News Conference

Description: A staged way that you can get your message out to the community with the help of the media. Be sure however that it is news worthy, has a personal side to it, uses pictures, and has a quote that can be used as a sound bite.

Preparation:

- The key to a successful news conference is to make sure you really have important news to announce. If you "cry wolf" too often with "no news" conferences, the media may not turn out when you do have something important to say.
  - Send a news release to every community news outlet three to five days before the event. (In urgent situations, notification can be handled by telephone.)
  - Direct the release to assignment editors, news directors and reporters, giving them the date, time, place and topic of the conference.
  - Schedule the conference to coordinate with media deadlines.
  - Make follow-up calls the day before the conference urging reporters to attend.
  - Select a location and room for the press conference; the local headquarters if often a good site.
  - Choose a room that is large enough to accommodate the media, cameras and other equipment.
  - Make sure there are plenty of two and three-pronged electrical outlets for reporters' equipment (lights, recorders, typewriters).
  - Provide a lectern that can hold several microphones.
  - Display the local logo in a prominent spot that does not have glare.
  - Provide chairs for reporters, name cards for speakers and an easel for visual aids.

- Almost all news conferences should offer visual presentations for television cameras and print photographers.
  - Display visuals prominently near the front of the room for easy reference by the speaker
Keep visuals clean and simple; remember that the visual may receive only two or three seconds of actual TV time.

Use colorful charts and graphs to demonstrate goals you've set and achieved.

- Media kits should be prepared for reporters attending the conference (and to deliver afterwards to those who do not attend). They should include:
  - A copy of the spokesperson's statement
  - A news release detailing the topic
  - Biographical information and photos of the speakers
  - A fact sheet or brochure on your local, state, and national affiliation
  - Reproductions of charts or graphs used
  - A slide of the local's logo so TV stations can project it during the news story
  - Review the issues with the speaker(s)
  - Take the role of a reporter and ask the spokesperson those difficult questions that may arise
  - Have other officers attend the news conference to provide expert information and moral support
  - Consider all statements as "on the record"
  - Double-check the conference room about an hour before the event to make sure everything is set
  - Unlock the room and set up chairs
  - Provide a media sign-in sheet so that you can follow up and make further contact
  - Consider serving modest refreshments
  - Start the conference on time; limit it to 30 minutes
  - Have the media liaison or PR committee chair introduce the speakers
  - Conduct a question-and-answer session after the statement
  - Have a room available for follow-up interviews
Category: Board and Administration

Tactic: Pack School Board Meetings

Description: Fill the board’s meeting with members and supporters to show the presence, interest, support and potential activism of the members and their allies.

Preparation:
- Prepare a media statement and fact sheet, and select and rehearse a spokesperson
- Announce the event to members and gain commitments in advance
- Produce and distribute any needed materials
- Notify the media of your presence and purpose

Methods:
- Just attendance without any statement is a small, entry level activity
- Group can sit together as a block or spread out to have a presence throughout the room. Consider which will have the most impact, be comfortable, and provide the best photo op.
- Over crowd the room and demand that the meeting be moved to a larger venue. Try to bring enough people that they could exceed the posted fire code restrictions for the room. If the board agrees to move, then consider going home as the board moves to a large, empty space.
- All members and supporters could be visibly identified through a common color, button, etc.
- Bring papers to correct and stage a “grade in”
- Arrive early and clog the parking lot

Considerations:
- Members who participate may be willing to do something more interactive as a subsequent step.
Category: Board and Administration

Tactic: Speak at School Board Meetings

Description: Bring a crowd of members and supporters to a school board meeting to make public statements in the open forum portion of the meeting.

Preparation:
- Determine appropriate themes and message.
- Select articulate spokespersons. In addition to the usual officers, include members who are not perceived as union activists.
- Provide them with interrelated message outlines.
- Rehearse the speakers and include attention-grabbing quotes and “sound bites.”
- Notify the media. Introduce yourself when they arrive, give background information and fact sheet, point out articulate members and inarticulate board members they could interview.
- Themes may include:
  - The desire for great schools that depend on a great staff and which benefit everyone.
  - Decline in staff morale.
  - Staff turnover, shortage.
  - A call for fairness.
  - False expressions of appreciation from the board.
  - Administrative raises and junkets.
  - Other non-essential district expenditures.

Methods:
- Association speakers attend the board meeting and follow the procedures, if any, to register to speak in the open forum portion of the meeting.
- Speakers should be brief and address common themes.
- Fill the room with members and supporters.
- If members are carrying signs, the signs should coordinate with the message of the speakers.
- Have a supportive parent or community leader speak and call on the parties to reach a fair settlement.

Considerations:
- The board may try to prevent the Association from speaking. This should not be well received, and the spokesperson should challenge the board’s motivation for attempting to silence its own employees, taxpayers and citizens. If Association leaders have previously been allowed to speak, the spokesperson can make a “past practice” argument and ask the board if it is their intention to interfere with the right of a labor organization to represent its
members, or of citizens to exercise the right of free speech. While these may or may not be compelling from a legal standpoint, they may be effective in baiting the board into making any number of foolish public statements. The board ultimately has the right to conduct their own meeting. Subsequent speakers, if any, can rise to yield their time to the designated spokesperson.

- Capitalize on any divisions within the board—target villains and praise supporters.
- Consider whether the bulk of the audience will be supportive. Play to them, the media and the members.
Category: Board and Administration

Tactic: Parents and Community Members Speak to School Board

Description: Supportive parents and community members speak on Association’s behalf at School Board meeting

Preparation:
- Identify supporters. Focus on individuals and groups with self-interests that are served by public education and member well-being. Look for articulate and respected individuals within supportive groups.
- Provide supporters with information and fact sheets. Suggest themes for their presentation if they are receptive.
- Weave statements from Association leaders around the statements of supporters.
- Themes may include:
  - The need for labor peace.
  - A call for fairness.
  - The value of education in the life of the community—Helping children and preparing the leaders of tomorrow.
  - The desire for great schools that depend on a great staff and which benefit everyone.

Methods:
- Supporters speak in public forum segment of school board meeting.
- Supporters call or visit board members to express support for a fair settlement.
- Supportive groups pass a resolution of support for the Association.
- Supporters hold their own forum or press conference to issue a statement of support.

Considerations:
- Select speakers carefully. Don’t put people in a powerful spot if you are uncertain as to what they will actually say.
- Outside speakers may drift off message. Be prepared to put forward other speakers who can gently correct the course of the evening.
- Be prepared to give media representatives background information about the speaker.
Category: Board and Administration

Tactic: Carry Signs at School Board Meeting

Description: Members attend school board meeting carrying signs.

Preparation:
- Signs can be on sticks or large placards. Placards work better indoors and picket signs work better outdoors.
- Hand-lettered signs are more personal and are generally more effective than printed signs.
- Members should be informed in advance of the message for the meeting and some starter ideas for slogans should be offered. Members should exercise their own creativity in creating signs themselves.
- The local may want to use materials that are visually consistent with other bargaining campaign efforts, such as shirts, buttons, newsletters, etc.
- Have a sign making party a day or two before the event.
- Prepare to pack the room. A small group with big signs does not send a message of strength.

Methods:
- Members can line the edges of room and remain standing so their signs show. This works particularly well if the area seating is limited or filled.

Considerations:
- Provide members with materials for the signs. The Association should purchase its own materials and should save the receipts to defend against any charge of pilfering district supplies.
**Category:** Board and Administration

**Tactic:** Picketing Meetings

**Description:** A crowd of members and supporters carry signs outside the school board meeting, mediation session, or other appropriate event.

**Preparation:**
- Prepare signs that convey the Association’s message. Signs should be easy to read, easy to carry, and should be able to stand up to weather conditions. Staple guns, water-proof markers, small signs and sturdy sticks are all of value.
- Determine what chanting, if any, will be used.
- Recruit and prepare “marshals” to keep lines evenly spaced, and to move the group as may be needed.
- Select a visible location for the picket line.
- Notify the media and be prepared to offer a message.
- If photographers or TV crews are present, group people for the best shot. Place a large group in a small space, create a long thin line, or if in a large space with a small group, clump them together and hope the photographer goes with a tight shot.
- Have participants arrive early so the line is in operation as people begin to turn up for the meeting.

**Methods:**
- Give a brief 2-minute orientation and pep talk to picketers before they begin regarding purpose, attitude, conduct and message.
- Keep line in operation until most attendees have entered the building, then move picketers indoors to attend.

**Considerations:**
- Entering the meeting in a disruptive manner could result in charges of disorderly conduct or disturbing the peace.
- If the picketing involves city streets or sidewalks, a parade permit may be necessary.
Category: Board and Administration

Tactic: Run The Gauntlet

Description: Participants form two lines to create a tunnel through which board members must pass to enter a building or meeting. This is often done when picketing a meeting.

Preparation:
- Same as “Picketing Meetings”
- This tactic can be used at the entrance to a building or in an indoor corridor.

Methods:
- Lookouts should be posted to give notice to the picket captains that the board is starting to arrive. The captains then quickly move participants into the two lines.
- Some groups chant, some stare at board members in cold silence, and others warmly greet the board as they pass by, and others heckle board members or demand a settlement.
- After board members pass through, the lines can file in directly behind them and take positions in the meeting room with their signs.

Considerations:
- Same as “Picketing Meetings”
Category: Board and Administration

Tactic: Media at Meeting

Description: Have a media presence at a crucial School Board meeting. This greatly multiplies the impact of a statement or demonstration because it makes the entire community (or media market) witnesses to the event, whereas statements made only to those in attendance create little or no community pressure on decision makers.

Preparation:

- Select which media you would like to invite. Consider those with a large audience in your community, those with whom you have a relationship, and those best equipped to convey your message (a crowd looks good on TV, and a lone speaker may be best represented in print). Do not rule out those who have an unsympathetic editorial viewpoint. Even a biased article can advance your message, and may alert individuals and other media to come to you for a more accurate take on the facts.
- Prepare a fact sheet or other briefing materials so the reporters can have a written source of facts to use when they prepare their story.
- Look at the location of the event through the eyes of photojournalist. Where should participants be located, how will the lighting be, and what would be the best angle to create the best shot?
- Prepare and send a press release at least 24 hours in advance of the event. The release should include the time, date, and location of the event, as well as a description of what will happen and the perspective and message of the Association. Also include contact data and available times so the reporter can get additional information.

Methods:

- Greet members of the media as they arrive. Give them an overview of the event, where people will be, what they will do, and who will speak. Be concise. Don’t tell them how to do their job, but make it easy for them put together a story.
- Provide reporters with a fact sheet or briefing materials. If appropriate, provide reporters with the text of any prepared statement that will be made.
- Introduce reporters to the Association’s designated spokesperson.
- Be available during or after the event to answer questions or provide additional background.
- If asked by a reporter who they should speak with from the other side, consider pointing out a board member or administrator who is inarticulate, nervous, ill-informed, or likely to say something inappropriately hostile and inflammatory.
- If possible, consider providing all participants with message palm cards and prepare them to deal with the media. Not only will some reporters grab a few
people at random to interview, but it can be very impressive to if you can invite them to pick *any* of your members to question in addition to the designated spokesperson.

- Be sure the reporters have an opportunity to ask follow-up questions before they leave (they often leave early), and give the contact information in case they want more information before they turn in their stories.

**Considerations:**

- If the meeting is a closed meeting, inform the press in advance and let them know what they can expect outside. Do not invite the press, then close the meeting yourself—let the board be the party with “something to hide.”
- Always take the initiative in dealing with the press. It is better to play offense than have to react to someone else’s strategy, and it is better that the Association be seen as a source of news than the district.
Category: Board and Administration

Tactic: Candlelight Vigil Outside Of Meeting

Description: Participants hold candles and stand or march quietly outside of building before (and perhaps during) meeting.

Preparation:
- Make sure the location will be adequately dark at the time of the event. Candlelight has little visual impact before dusk or in well lighted areas.
- Obtain candles and lighters. Purchase or create drip shields.
- Check the weather forecast. A breeze will blow out candles and a cold evening can create more discomfort for participants than for the board. Have an alternate plan if the weather is uncooperative.
- Have boxes available to collect candles as participants leave.

Methods:
- Have participants arrive early so the vigil is in operation as people begin to turn up for the meeting.
- Give a brief 2-minute orientation and pep talk to picketers before they begin regarding purpose, attitude, conduct and message.
- It is generally more effective to maintain silence.
- Keep participants spread out evenly. A long line looks better than a bright cheerful clump.
- One to three speakers should enter the building to make state the Association’s message and speak about the event.
- The vigil can end shortly after the meeting begins or when the media has left.

Considerations:
- Remind participants to keep open flames away from clothing, hair, paper, dried leaves, etc.
- Have a fire extinguisher on hand.
Category: Board and Administration

Tactic: Contact School Board Members At Home

Description: Members and supporters contact board members at their homes by phone, mail or e-mail to express displeasure and to call for fair treatment.

Preparation:
- Select appropriate time and message for this contact.
- Prepare and distribute the materials mentioned above.
- Select board members who are anti-member or who are key decision makers.
- Distribute list of the board members names, home phone numbers, addresses and e-mail addresses to Association members and supporters. Include talking points.
- Distribute board contact information to parents and supporters, along with a fact sheet.
- Specific board members can be targeted one at a time or all together, and on predetermined dates.
- Have a series of members and community supporters visit the board member at his or her doorstep.

Methods:
- Callers should address themes of fairness, respect and desire or a settlement. They can talk about how they feel about the situation in general, but should not attempt to bargain specific positions.
- Postcards or form letters can be distributed to members and supporters. They can be pre-printed or members can write their own brief messages based on suggested themes.
- Though more expensive, letters might have greater impact if they are sent Certified Mail/Return Receipt so the board member will have to sign for each piece of mail.
- An e-mail campaign can be waged at a specific date and time. Multiple messages, especially if they contain graphics, can overload inboxes.

Considerations:
- Be sure that any mailing meets postal service guidelines.
- Placing calls late at night may have legal repercussions or may solicit sympathy for the targeted board member. Keep in mind that many may now have Caller ID.
- Obscene or threatening messages or graphics may also create legal and public relations problems. Caution members accordingly.
- Spamming or picketing a board member’s place of business could alienate an employer or business that the Association may prefer to have as an ally.
Category: Board and Administration

Tactic: Picket Board Members Homes

Description: Set up a picket line in front of the home or business of board members that refuse to work cooperatively with the Association.

Preparation:
- Develop a profile sheet on each board member, including their community affiliations, place of business, income, recent raises, current benefits, etc.
- Determine when the targeted board member returns from work or is likely to be at home.
- Notify the media.
- Obtain information about parking, public v. private property, etc.
- Determine the best parking locations for members. If parking is limited, consider running a minivan shuttle.
- Have picket signs available.
- Inform members and recruit for the event.

Methods:
- Picket a home at a time that will have greatest visibility to board member and his or her neighbors. This will often be when they arrive home from work or on a Saturday morning.
- Picket a business when the board member is at work and perhaps during peak customer or traffic hours.
- Have fact sheets available for neighbors and passers-by.
- Hit several board members at once, or in a random rotation.
- Leave one board member out to create uneasiness and suspicion among his or her peers.
- Consider the candlelight vigil option at a board member’s home.

Considerations:
- If picketing a board member’s home or business, be aware of regulations regarding parking, noise levels, trespassing, and parade permits. Violating these regulations could turn the event against the Association.
- Be respectful of neighbors, customers and businesses, as they may include or become supporters.
- Weather.
- Dogs and sprinkler systems.
Category: Board and Administration

Tactic: Boycott Board Members Businesses

Description: Encourage members and allies to boycott the businesses of school board members.

Preparation:
- Determine whether the board member owns the business or is an employee.
- Assess the effectiveness of a boycott against the business. Perhaps the loss of revenue or the business owner will pressure the board member to make the boycott end, or perhaps the tactic would alienate allies.

Methods:
- Announce boycott to members and supporters.
- Announce boycott to media, perhaps in a news conference or in front of the establishment itself.
- Invite other unions to participate.
- Encourage the community to join the boycott through leafleting, letters, advertising, etc.
- Distribute leaflets to customers in front of board member’s business.
- Place flyers on windshields in parking lot at business.

Considerations:
- Consider whether members of other unions are employed at the business. It would be better to have other unions and their members as supporters.
- If the business is not frequented by significant number of Association or community members, it will not be an effective target for a boycott.
- Take into account local regulations regarding parade permits and solicitation on private property.
**Category:** Board and Administration  

**Tactic:** Vote Of “No Confidence” In Superintendent  

**Description:** Take a vote of membership on the question “Are you confident in the ability of the superintendent to provide effective leadership for this district.” Publicize the results if the vote is strongly negative.

**Preparation:**
- Determine whether the target is the decision maker and whether he or she is vulnerable.
- Prepare ballots.
- Prepare BRs or other union officers for the internal local balloting.
- Select or create the proper venue for releasing the information.
- Issue a press release to bring the media to the event without letting them know in advance the result of the vote.

**Methods:**
- Conduct a legitimate internal vote on the question.
- Do not pre-publicize the election. If the results are inconclusive or do not serve the needs of the Association, it will be better not to have created any media or public expectation of a result.
- If the level of “no confidence” is very high, announce the result of the vote at a public school board meeting or a press conference.

**Considerations:**
- Follow locals’ constitution and bylaws for taking vote.
- Avoid slander and libel. Board members may be considered public figures, so the Association has a degree of latitude, but must make certain that statements are factual.
Category: Board and Administration

Tactic: Publicize Administrator Salary Increases

Description: Announce the salary increases of the superintendent or other key administrators who may have a role in the bargaining process.

Preparation:
- Obtain accurate information regarding the administrator’s previous and current salary, benefits, and other perks (travel, clothing budget, scholarship funds for children, car allowance, etc.). This can be done through a union request for information under 111.70 or an Open Records request under 19.34 stats.
- Perform any necessary calculations to create a comparison with the district’s offer to union members.
- Using a dollar amount will, in most cases, sound more significant. Since administrator salaries are higher, a small percentage will yield a higher dollar amount than would the same percentage applied to member pay.
- Determine the salary increase of the superintendent, HR director, business manager and prominent administrators.

Methods:
- Release this information through a press conference, through an Association speaker at a board meeting, in fact sheets, and by other means.
- Call attention to any disparity in treatment, value and respect between those who work with children and those who sit in an office and push paper. Make arguments based on equity and fairness. Accuse the district of having misplaced its priorities.

Considerations:
- If the district refused to provide the requested information under 111.70, then ask for it under the terms of the Open Records law. Give them a 48 hour time limit and, if they do not provide it in that timeframe, take a letter to the county District Attorney demanding a writ of mandamus to force compliance.
Category: Board and Administration

Tactic: Publicize Administrators’ Junkets and Costs

Description: Almost every administrator goes to winter conferences at distant, warm-weather resorts. Exposing these expensive trips provides an opportunity to challenge district claims that they need to save money, especially if such claims are delivered by an administrator with a suntan.

Preparation:
- Be aware when administrator is scheduled to be absent or suddenly looks tanned and rested.
- Obtain cost information from district financial records, such as monthly expenditure reports.
- Calculate the impact the money spent of the trip might have had were it spent on salaries, supplies, equipment, etc.

Methods:
- Expose administrator travel and its cost publicly at a school board meeting and in the media.
- Link the expense to the impact that money would have had on a member’s pay (i.e., “More than enough to fund the annual raise for five members”).
- Place travel brochures from the junket’s destination in staff rooms. Label the brochures with the administrator’s name or attach appropriate information.
- Wear sunglasses and tropical clothing (perhaps at a school board meeting) when the administrator returns so he or she will have an easier transition back to the regular grind.

Considerations:
Category: Board and Administration

Tactic: Members Request To Review Personnel File

Description: All union members have the right, by law and perhaps also by contract, to periodically review the content of the personnel file. These files are usually kept at the district office, though sometimes they may be located at each worksite. Each member can simultaneously submit requests to review the content of their file at the same time and date. Doing so may create a large crowd in the office and make administrators uncomfortable. It may also reveal any adverse documents which have been slipped into members’ files and will reinforce the importance of inspecting files.

Preparation:
- Determine location of personnel files.
- Review contract language which may describe any procedures for requesting to inspect the file.
- Select dates for filing the requests and for inspecting the files.
- Quietly communicate details to members.

Methods:
- Members send simultaneous requests to inspect their personnel file in writing or by e-mail, return receipt.
- Members clog parking lot and office as they inspect their files or wait for access.
- Members may want to bring papers to grade and spread out comfortably with their work.
- Members should be somewhat loud and obtrusive, or quiet and sullen, as determined in advance.
- Each member should read every page of every document. Slowly.
- The local may choose to provide forms so members can inventory the date and description of every document in their files.
- A grievance officer should be present to answer questions about documents and make notes regarding any documents which need to be challenged.
- If circumstances warrant, the tactic should drag out as long as possible.

Considerations:
- The district may claim that it only has to provide access at reasonable times and places, that the abundance of requests will be met over an extended period of time. The Association should counter that it is reasonable to grant such requests within 48 hours and any other procedure is a failure to comply.
- There is no need to torment the clerical staff, particularly if they are also Association members or allies.
• Excessive noise or disruption could lead to police intervention. Make sure members behave within reasonable limits.
Category: Board and Administration

Tactic: All Members Request Personal Leave

Description: Some contracts contain provisions for personal leave. If all members simultaneously request leave for the same day, it creates a rush for subs and forces administrators to consider denying requests for leave (which may or may not be allowable by contract). It may also give the appearance that the local is planning a one day strike.

Preparation:
- Review contractual provisions regarding use of leave. Determine whether personal leave is available, how members may apply for personal leave, how much notice they must provide, whether they must pay for their own substitutes, whether there are restrictions on when personal leave can be used, and when or if such notice can be revoked.
- Select a date for which to request leave, the date on which to submit requests for leave to the district, and the date on which to withdraw the requests.
- Prepare a form letter requesting a day of personal leave for the pre-determined date. Alternatively, ask members to write their own letters and do not create a paper trail that easily links the activity to the union.
- Inform members quietly and distribute materials.

Methods:
- Each member simultaneously submits a letter of request for personal leave on the designated date.
- Keep quiet for awhile. Let the administration and perhaps the media wonder for few days.
- Each member simultaneously submits a letter to the district canceling their request for leave.

Considerations:
- Be careful not to end up in a situation in which members are forced to take a leave at their own expense.
- Consider whether the actual mass use of personal leave will be contractually allowable, whether it constitutes an illegal work stoppage, or both.
Category: Board and Administration

Tactic: Mass Requests For Letters Of Recommendation

Description: All members ask their administrators to write letters of recommendation on their behalf. This may irritate administrators, who may in turn pass the sentiment forward to the superintendent and board. It also can communicate the possibility of a mass exodus of members from the district due to dissatisfaction with compensation and treatment.

Preparation:
- Quietly inform the members without creating a paper trail.

Methods:
- All members ask for letters of recommendation on or about the same time.
- The Association may decide to sponsor corresponding events, such as resume writing workshops or job fairs.
- The local may want to start posting lists of job openings in other districts, highlighting higher salary ranges.
- Salary schedules from high paying districts should be left on staff room tables.
- The Association should not notify the press, but a subtle leak that a lot of members may be considering leaving may not hurt if it is not traced back to the local.

Considerations:
- This tactic is useful if it creates the impression that many people may actually leave. This can be reinforced by linking the requests to high-turnover rate and below average salaries, if the facts support this argument.
- If the building administrators are not “secondary targets” who pass information and pressure back up the pipe, the tactic may not be effective.
- This tactic may interfere with members who actually are planning to leave the district and need letters of recommendation promptly.
Category: Board and Administration

Tactic: Car Signs School Parking Lot

Description: Member cars are islands of personal property in the sea of the school campus. Large signs in vehicles can be used to express a message.

Preparation:
• Decide on the appropriate message.
• Produce sun shades or appropriate signs.
• Determine optimal locations. Parking lots by busy streets are ideal.
• Enlist member support and distribute signs.
• Keep a list of phone numbers or home e-mail addresses to inform members of changes in message, if any.

Methods:
• All cars could have the same message, either on a pre-printed sun shade or on large poster board fitted inside the windows.
• The message can remain the same, or be suddenly changed at the discretion of the local. Regular changes will keep “readership” high.
• A row of cars could be parked together to create a long Burma Shave type of message. Large vehicles of similar height, such as minivans and SUVs, will be the most visible, particularly if their rear windows are used for the display.
• Large plywood signs can be mounted in the back of pickup trucks.
• The Association may also produce bumper stickers or radio antenna flags.

Considerations:
• Avoid statements that could be found to be disruptive or obscene.
• Be sure that there are no firearms, explosives, alcohol or drugs in the cars. Even hidden items could be found in a search or by a police dog.
Category: Board and Administration

Tactic: Post Signs In Staff Rooms

Description: The Association may have language or past practice that allows the posting of union information on designated bulletin boards in staff rooms or other work site locations. Information can be posted which will inform the members, add to the discomfort of the board and administration, and be visible to visitors and parent volunteers.

Preparation:
- Review relevant contract language, past practice, and grievance history.

Methods:
- Post the number of days the local has been working without a contract. Update the number daily.
- Post union bargaining newsletters. The administration intercepts them anyway, so this will not give away any secrets.
- Post the Association’s bargaining fact sheet.
- Post articles about negotiations and job actions.
- Post articles about the (larger) raises people have received in other occupations.
- Post charts and graphs showing the members loss to inflation and the continued damage that would be caused by accepting the employer’s current proposal.
- Post information about administrative raises and travel.
- Post member-generated editorials and commentary about negotiations.
- Post cartoons and satirical pieces about the board, the administration, and mock their bargaining position.
- If posted materials disappear, post five times as many copies. Also post them in the refrigerator, inside cabinet doors, in the staff restrooms, and other creative places.

Considerations:
- Avoid false defamatory information and libel charges.
- Avoid posting materials that are too far outside the comfort zone of members at their work site.
- Make copies offsite or follow contractual procedures to pay the district for the use of its machines.
Category: Board and Administration
Tactic: Display Resistance at Staff Meetings

Description: Staff meetings are an occasion in which Association members outnumber administrators. There are many ways to be present at a required meeting, fulfill contractual obligations, and register displeasure with the district.

Preparation:
- Review the contract to determine which meetings are required and how frequently they can be held.
- Determine whether the contract requires members to stay to the end of the meeting or till a specific time.

Methods:
- Do not attend voluntary meetings nor meetings held in excess of the number allowed by contract (work to rule).
- If there is a specific time at which the work day ends, all members should rise together (led by the BRs and officers present) and walk out together at the click of the clock.
- File into the meeting in silence, file out in silence.
- Only speak when spoken to. Do not volunteer answers, opinions, or information. Use as few words as possible.
- Bring other work to do and do not look up.
- Decide in advance either to make no eye contact with the administrator or to “stare and glare.”
- Sit with backs to the administrator if seating allows. If seating does not allow, turn the chairs.

Considerations:
- Be careful to avoid charges of insubordination, particularly against probationary members. Do that which is required, but no more.
- The effectiveness of this tactic depends on power and position of the administrator. If the administrator does not influence the superintendent, it may be of little value.
- Gauge the comfort level with these tactics of members at the work site. Pressing people to do something they may see as rude may alienate them rather than build support.
**Category:** School Board/Administration

**Tactic:** Demand Financial Data From School Board

**Description:** This is a way in which you can put the school board on notice that you’ll be reviewing their paperwork to find the money they have stashed away due to accounting tricks.

**Preparation:**
- Request under open records law any and all materials associated with a school district’s budget. This information can be requested via a letter to the Superintendent.
- Once the information has been obtained, review carefully the Fund 10 Balance, which all school districts have in their budget. This amount should be roughly 15% of their overall operating budget. Anything more than this amount isn’t necessary and can be used in funding your contract.
- Decide how you want to publicize the information contained in the budget. In particular, look for such things as professional development or travel expenses relating to such professional development.

**Methods:**
- When determining the data, be sure to use the information in a way that supports your situation. For example, you can use the Fund 10 Balance information as an argument to make to your members regarding the district’s ability to pay. You can also use the information from the professional development to embarrass the school board.

**Consideration:**
- It is very time consuming to go through school budgets, and can be very complex. However, look for ….(perhaps Jeff can add things to look out for)
Category: Worksite

Tactic: Establish Hot-Lines

Description: For this tactic, you would have established a communication structure where you can get information out quickly to your members, and can also allow for a structure that will put in place to let members know about the actions of the school board or Superintendent.

Preparation:
- Prepare your communication structure so that members are able to get information out quickly and efficiently. Use the ICON method to work with members to get them used to getting information out quickly.
- Test your communication structure by sending out a message that requires the membership to respond to what is going on at the table.
- Once you have established the communication structure, when a moment arises that a school board member or the superintendent put their foot in their mouth you can get the information out quickly to your members.

Method:
- This communication structure should be done in a way that one person starts the message and it is short enough that it can be communicated to everyone without the difficulty of having the message be altered in anyway.
- Remember to test the system before you have to use it for a crisis message.

Considerations:
- One of the most important things to do is to be sure that you have reliable members who can get the word out with the ICON system. If it fails during the test run, it is going to fail in times of crisis. Be sure you have it set up to catch the weak links before you really need it.
Category: Worksite

Tactic: Contact OSHA Regarding Health Violations

Description: In the event that there are potential health violations, or safety concerns, you should contact the Department of Commerce, which is the Wisconsin equivalent of OSHA for school employees, to report what potential violations exist.

Preparation:
- In the event that there are health and or safety concerns, it is important that these violations are reported to the proper authorities. In the event that you can make hay with them, through publications and notice to employees of these violations you should take advantage of it.
- Have Building Representatives report any potential violations that may be present. Also, review previous grievance history to find out any other grievances that have been filed regarding working conditions.

Methods:
- Following the visit by DOC/OSHA, have the findings published in the local newsletter. This can also be useful if you are waging your tactics in public, and wish to use some of these violations as testimony to conditions at the school.
- This can also be helpful information to notify parents of potential problems. Obviously, you’ll have a natural ally if there are problems.

Considerations:
- Due to reductions in staff, there are very few air quality specialists working with the DWD, and the number of safety inspectors has also been reduced, so be prepared for some delay in having your complaint is processed.
- Depending upon what potential violation has taken place, there are various numbers that employees should call. Below are the appropriate numbers:
  * Safety & Buildings 262-548-8600
  * Building Inspection 262-521-5067
  * Elevator Safety 262-521-5444
  * Industrial Hygiene 262-521-5187
  * Safety Consultation 262-521-5063
  * Occupational Safety 262-521-5189
  * Indoor Air Quality 414-521-5187 or 608-592-3974
  * Environmental Protection Agency (EPA) 800-621-8431
Category: Worksit

Tactic: No Oral Communication With Administration

Description: The only communication with the administration should be simple yes and no explanations, unless the conference you are having with administration will impact upon a member’s rights.

Preparation:
- For this tactic, you’ll have to have a lot of broad support from your membership. It can be something that your members will find very challenging. You may consider having this done one day a week, perhaps on a day when staff meetings are scheduled. It can be a symbolic having members talk only to their co-workers, and not answer the administration.
- Do not continue this tactic if it has any impact on a member’s rights. If you are in a discipline meeting, be sure you represent the member completely.
- Consider using only memos to communicate with the administration. This can be time consuming, but is also another way to show displeasure with the administration.
- Always consider your target. If this activity is going to impact an ally, then don’t use it against a principal, but perhaps use it against the Superintendent.

Methods:
- When using this tactic, be prepared by having members write out answers to administration questions.
- This can be very challenging when you consider how often members communicate with the administration on a daily basis. It will open their eyes, and undoubtedly, management’s eyes when they see how this operates firsthand.

Considerations:
- Again, be sure you don’t impact on a member’s rights to enforce this tactic.
- This tactic may be most effective by doing it for a short period of time, as opposed to every day for a long period of time.
Category: Worksite

Tactic: Encourage Teachers To Leave School District

Description: This tactic can be used to inform both members and the community of the other opportunities that members who used to work in the school district now perform.

Preparation:
- For this tactic, you’ll want to get information from teachers who have left the school district and find out why they left, and where they are working now. This can be done to get a historical perspective on the job market but also to use for publication.
- Consider sponsoring a job fair, or take up an advertisement in a job fair publication encouraging prospective employers to contact teachers about employment opportunities.

Methods:
- The collection of data should then be used to publicize what impact teachers leaving the profession have had on the school district. This can be done in an advertisement in the local paper, or in a letter to parents.
- If you decide to do a sponsor an ad at a job fair, offer a resume-writing meeting for all teachers. Publicize the meeting to the administration and the public.

Considerations:
- In the event that this is done, you should be concerned with how this is perceived by not only your members but also by parents. There may be a negative fall-out from some who may see this as defeating education.