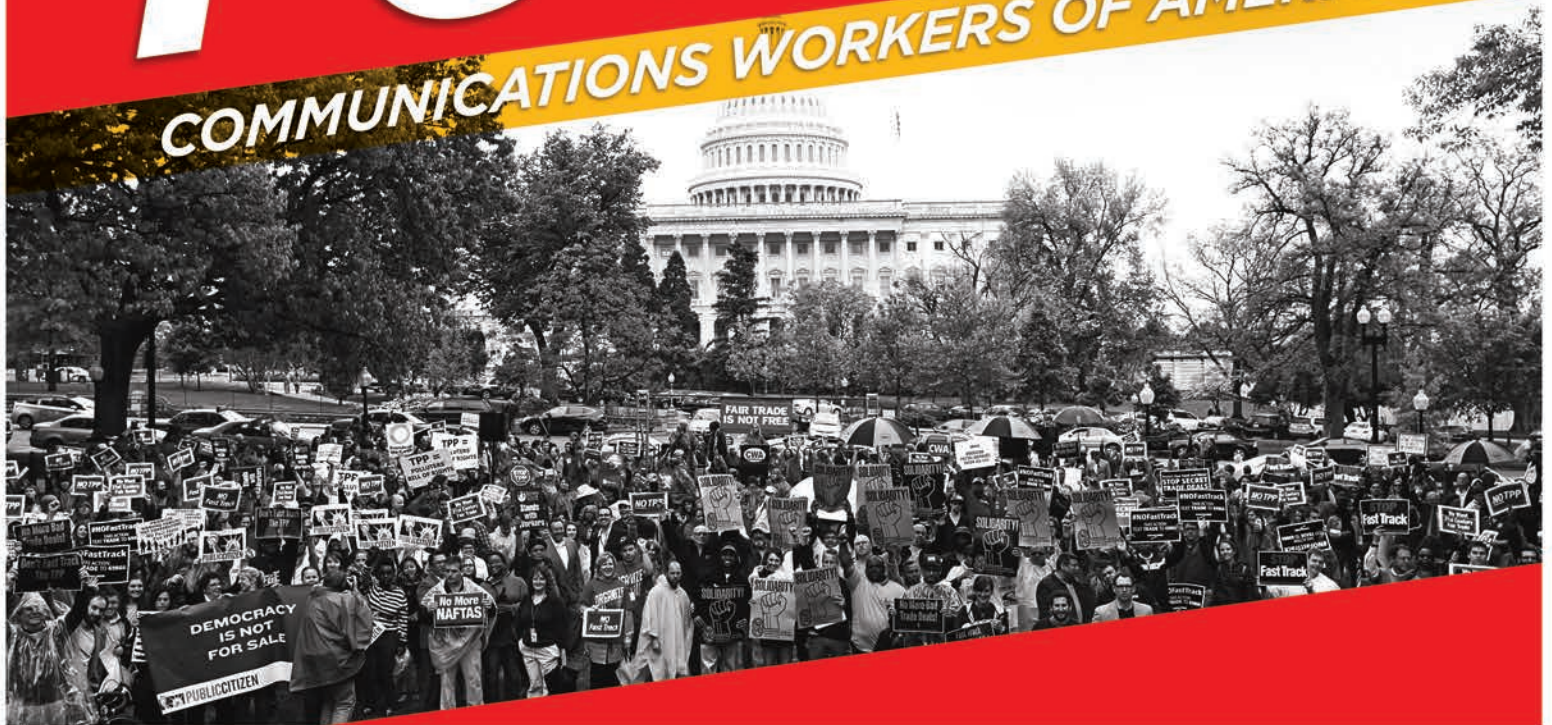


CWA



MOBILIZING TO BUILD POWER

COMMUNICATIONS WORKERS OF AMERICA



Communications Workers of America, AFL-CIO

Prepared by:

CWA Education Department

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2015 Communications Workers of America

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WHY MOBILIZE?



The following resolution was adopted by the delegates to the 50th CWA convention held in New Orleans in August, 1988 and remains relevant today.

THE COMING YEAR—1989—BRINGS THE EXPIRATION OF COLLECTIVE BARGAINING CONTRACTS COVERING SOME 80 PERCENT OF OUR MEMBERSHIP. This presents us with tremendous challenges and opportunities. Victory is within our grasp, but it depends on the active involvement of all of our members.

To help guarantee success, an intensive Mobilization program has been designed to put the grassroots membership of our union directly into the bargaining process. It reaches into every job site and work unit to tap the energy, inventiveness, intelligence, and collective power of the members of CWA.

Never before have we or any other union begun bargaining preparation this far in advance. In fact, we are preparing for more than bargaining. We are strengthening our union from the bottom so that we can more effectively organize and build our community and political action programs for years to come.

In some respects, Mobilization is a unique, bold and ambitious undertaking. Yet the program also is a return to basics. The techniques of one-on-one, worker-to-worker, unit-by-unit organizing built CWA 50 years ago. It took discipline, spirited rank-and-file action and creative tactics to win recognition and respect from our employers in the early days. Today, many of the conditions of those early days are back

again, partly because of political changes and partly because of economic re-organization. Mobilization consists of three basic parts— strengthening locals, inside or “in-plant” actions and using community support to mount effective “corporate” campaigns.

This effort depends on the active involvement at all locations and levels of the union. Each CWA District has a mobilization team. Each local needs a mobilization coordinator. Each work group (up to 20 workers) needs a coordinator who will talk to his or her co-workers about key issues and action throughout the year. And in locations with more than one work group, one of the work group coordinators needs to serve as building or site coordinator.

This structure is designed to enhance communication and participation; without it, our employers will communicate more effectively with our members than we will. This is the essential foundation of our Mobilization CWA.

There is a labor ballad called “Carry It On” which exhorts each generation to fight to protect what the previous generation won and to build on these gains for the next generation. Many of the things we take for granted— health benefits, pensions and the like—only were achieved through heroic struggles by our predecessors. They can be eroded or taken away unless we are prepared to stand strong and fight, for ourselves and our children.

We are a movement, not merely an organization or a bureaucracy. CWA is its people. It is only as strong and successful as its members are united and actively supportive. Its future is only as positive as the resolve and spirit of its rank and file.



RESOLVED: *That the Communications Workers of America will carry out the goals of Mobilization CWA to involve each and every CWA member in the challenges and opportunities of bargaining in 1989, and*



RESOLVED: *That this program will include designating local work group and building mobilization coordinators; participating in one-on-one programs to talk with co-workers about issues, goals, and strategies; and, reaching out to our families and communities for support, and*



RESOLVED: *That CWA at all levels of the Union will immediately begin to implement the goals and timetable of Mobilization CWA to ensure victory in 1989 and beyond.*

WHY MOBILIZE?

CWA, LIKE MOST UNIONS, WAS ORGANIZED ON THE BASIS OF MEMBER INVOLVEMENT. Fundamentally, a union's power at any point in time is nothing more than the total energy and support of its members who can be mobilized.

Yet, during the last few decades there has been an increasing tendency to view "individuals" (experienced, bright union leaders) as the problem fixers. We became too reliant on the crafty union negotiator, the clever chief steward, the effective local president to solve our problems. We can no

CWA AND PARTNERS MOBILIZE MILLIONS TO SAVE THE NLRB

In 2012 and 2013, the NLRB nearly came to a halt! Senate Republicans threatened to block President Obama's nominations to the National Labor Relations Board (NLRB), the Consumer Financial Protection Bureau (CFPB) and the Environmental Protection Agency (EPA). Broken Senate rules threatened the democratic process and the functioning of federal agencies tasked with protecting the public good. In 2013, the Fix the Senate Now coalition with the leadership of CWA's 'Give me 5 Campaign,' mobilized more than 2 million Americans to demand Senate Majority Leader Harry Reid use his Constitutional powers to change the procedure on nominations to a simple 'yes or no' majority vote so these agencies would not shut down due to Republican obstructionism. This broad coalition included greens, financial reformers, foreclosure fighters, civil rights and community groups. Literally on the eve of a vote to change the procedure on nominations, enough Republicans told Democrats they would agree to a vote on the NLRB, CFPB, EPA and other key nominations and all five NLRB members were confirmed! Through joint activism with partners and a movement of millions, we stood up and fought back successfully for a fully-functioning NLRB.



—District 9 'Give Me 5' NLRB Action

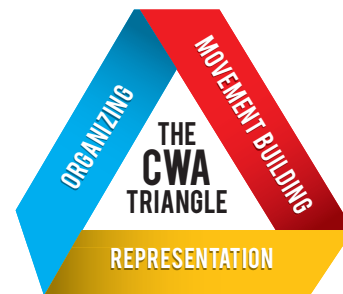
longer solely rely on grievances, arbitrations or labor laws to achieve workplace justice.

The basic premise of mobilization is that we must return to our roots and commit to a strategy that rests on increasing our power through membership education, involvement and movement building.

MOBILIZATION OF OUR MEMBERS IS THE STRATEGY FOR ACHIEVING OUR THREE MAJOR GOALS

1. Contract negotiations and enforcement, and resolution of workplace issues;
2. Effective community and political action; and,
3. Organizing new members in new bargaining units and building our membership in current units to increase our power.

These goals make up the sides of the CWA Triangle: representation, organizing and movement building. Each side must be strong to support the others and all depend on an engaged and mobilized membership.



The CWA Triangle symbolizes the three major programs – and pillars – of our union. If any one side of our triangle is weak, it diminishes our bargaining power and ability to effectively represent our members.

■ REPRESENTATION

Representation is no longer a right we can take for granted. Our collective bargaining rights are under attack by management and state governments and can only be secured by strengthening our triangle.

■ ORGANIZING

Only through organizing in existing units as well as strategically adding new groups, can we combat declining membership and ensure we maintain collective bargaining rights and clout at the bargaining table.

■ MOVEMENT BUILDING

Building a movement for economic justice and democracy means connecting with other partner organizations and engaging in each other's fights to build a progressive movement for change.



BUILDING A MOVEMENT FOR ECONOMIC JUSTICE AND DEMOCRACY

Movement building takes place when progressives forge relationships and embark on joint activism for change. When people act together on shared critical issues change is not only possible but inevitable.

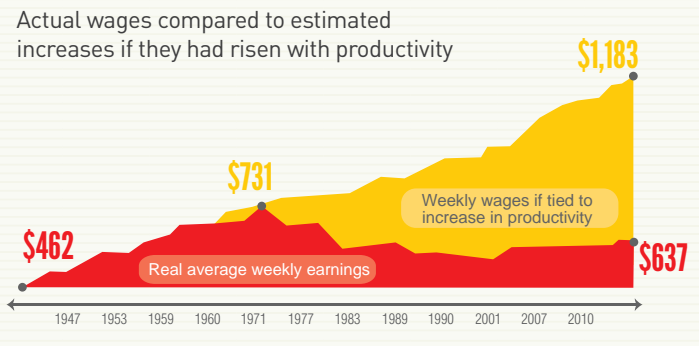
Bargaining and organizing does not take place in isolation. The economic and political conditions of our country shape every arbitration decision, every contract negotiation and our rights as workers.

THE CHALLENGES WE FACE

FROM 1930 TO 1960, WE SEE HOW WORKING AMERICANS BUILT A MOVEMENT to obtain union representation and collective bargaining. More than 10 million Americans won private sector bargaining rights during this time.

But the last 50 years of systematic and relentless attacks on the right to form a union and bargain collectively have diminished bargaining to levels not seen since the era before the Great Depression. This affects all of our bargaining, including the public sector, where workers gained ground over the past 50 years, but now are also under attack. As collective bargaining coverage declines, so do real wages for workers.

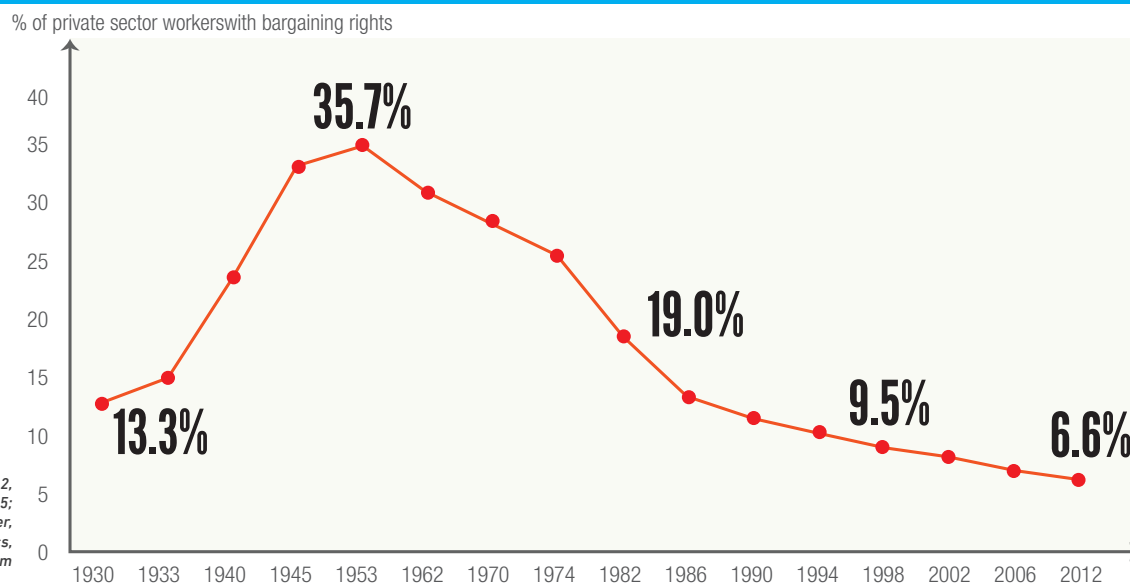
U.S. workers now work more for less. When we look at real wages of American workers over the past 70 years, we see that the decline in collective bargaining has brought about a corresponding decline in wages. It affects all working Americans.



Sources: Bureau of Labor Statistics - Productivity, Average Wage of Non-Supervisory Production Workers, Consumer Price Index

This chart shows that when collective bargaining was growing, and for some years after that, real wages kept up with productivity gains. But as collective bargaining in the private sector declined over the last 40 years, real wages trailed productivity. Collective bargaining has the power of capturing workers' share of the productivity increases in wages and benefits but as collective bargaining density declines so did wages. The gap between real wages and productivity, shown in the shaded area, is currently more than \$500 per week. This wage stagnation has dire consequences for workers and their families' standard of living.

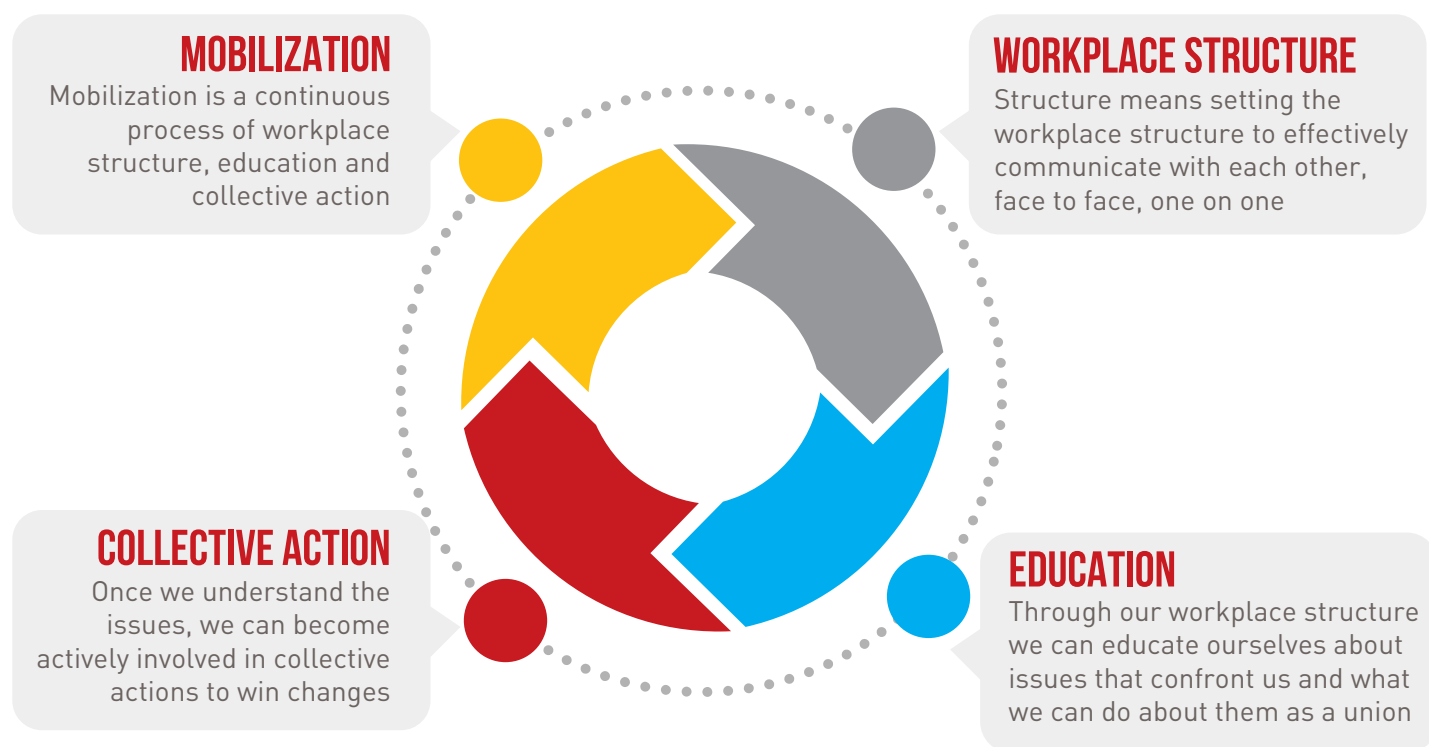
THE RISE & FALL OF PRIVATE SECTOR COLLECTIVE BARGAINING



Sources: for data 1930-1982, U.S. Union Sourcebook, 1985; for date 1984 and after, Bureau of Labor Statistics, Union Affiliation Data from Current Population Survey.

WHAT IS MOBILIZATION?

Mobilization is an information/action program which allows every member to play a positive role in improving working conditions and building a strong voice at work. Mobilization allows us to systematically, through a structure, educate members on issues and achieve a high level of participation in collective actions. The foundation of mobilization is the workplace structure which allows the union to communicate one-on-one, worker-to-worker, with every single member in a short period of time. Without a good structure, you won't be able to do one-on-one effectively, and without one-on-one, you won't get membership support and participation in collective actions.



Chapters two, three and four discuss each of these mobilization components in more detail.

CHAPTER SUMMARY

The basic premise of mobilization is that we must return to our roots and commit to a strategy that rests on increasing our power through membership education and involvement.

Mobilization is a continuous process of structure, education and collective action. We need to continuously go back and strengthen the workplace structure so we can effectively educate workers and engage them in their union through collective actions that make a difference.

WORKPLACE STRUCTURES

LOCAL MOBILIZATION STRUCTURE CHART



Note: Every work location must have a Building Mobilization Coordinator. In work locations with only a few workers (10-20), there is no need to have a Work Group Mobilization Coordinator—the Building Mobilization Coordinator can do the one-on-one contacts

In order to have an engaged and mobilized membership, you must first set up a workplace structure that allows the local leadership to communicate quickly and effectively with each member. Workplace structures are the critical component to mobilizing members. Without it we fail.

To establish a structure, you will need a Local Mobilization Coordinator, who will coordinate, train and keep track of the local mobilization effort. In addition, the local will need one Building Mobilization Coordinator for each work location and one Work Group Mobilization Coordinator for every 10-20 workers at each location.

Every CWA District/Sector has experienced staff who can provide training, resources and assistance. You should use these staff as a resource.

A mobilization structure should be set up so that:

1. Every member can be contacted one-on-one in a relatively short period of time.
2. Written materials (i.e., surveys, petitions) can be distributed and collected from every member in every work location in a short period of time.
3. A high level of participation can be achieved in collective actions.

Your workplace structure must be committed to paper, listing the names of each building coordinator and every work group coordinator. In addition every work group coordinator must have the names of the 10-20 co-workers they are responsible for contacting. If the structure is not on paper it is not an effective structure. **PUTTING THE STRUCTURE DOWN ON PAPER ALLOWS YOU TO SEE GAPS AND WEAK AREAS. IT IS CRITICAL.**



HOW TO SET UP A LOCAL MOBILIZATION STRUCTURE

1. **A LOCAL MOBILIZATION COORDINATOR IS APPOINTED.** This person is the key to the success of your mobilization effort. It should be someone who is well-organized and able to communicate well with people. The Local Coordinator is responsible for setting up the mobilization structure in each building location, establishing a calendar of mobilization activities and coordinating follow-up on all mobilization education and collective actions. (If you have more than one bargaining unit in your local you may need more than one Local Mobilization Coordinator.)

2. **BEGIN BY COMPILING A LIST OF ALL WORK LOCATIONS WHERE THE LOCAL HAS MEMBERS.**

3. **RECRUIT ONE BUILDING MOBILIZATION COORDINATOR FOR EACH WORK LOCATION.**
4. **BRING TOGETHER ALL THE BUILDING MOBILIZATION COORDINATORS.** The meeting should include a review of what mobilization is, why it is important, their roles and responsibilities and the importance of the mobilization structure.

5. **BUILDING MOBILIZATION COORDINATORS RECRUIT WORK GROUP MOBILIZATION COORDINATORS, ONE FOR EVERY 10-20 MEMBERS.**

6. **EACH BUILDING MOBILIZATION COORDINATOR SHOULD BRING TOGETHER ALL THEIR WORK GROUP MOBILIZERS TO REVIEW THE ITEMS OUTLINED IN STEP 4.** This can be done in brief worksite meetings.

7. **THE LOCAL MOBILIZATION COORDINATOR MUST FOLLOW UP TO MAKE SURE EVERY WORKPLACE AND EVERY MEMBER IS REACHED.** Determine the level of participation you are getting on actions in each work location. Speak and meet with Building Coordinators periodically.

EXAMPLE MOBILIZATION STRUCTURE CHART

GETTING STARTED WORKSHEET

LOCAL MOBILIZATION COORDINATOR: _____

	CONTRACT (BARGAINING UNIT)	NUMBER OF BUILDING LOCATIONS	NUMBER OF MEMBERS IN BUILDINGS	WORK GROUP COORDINATORS NEEDED (# OF MEMBERS ÷ 20)
1.	_____	_____	_____	_____
2.	_____	_____	_____	_____
3.	_____	_____	_____	_____
4.	_____	_____	_____	_____
5.	_____	_____	_____	_____
6.	_____	_____	_____	_____
7.	_____	_____	_____	_____
8.	_____	_____	_____	_____
9.	_____	_____	_____	_____
10.	_____	_____	_____	_____

Once you have completed this worksheet, you need to build a mobilization structure in each of your bargaining units. Start by recruiting a Building Mobilization Coordinator for each building location and bring them together for a briefing/meeting.

DUTIES OF LOCAL MOBILIZATION COORDINATORS

THE LOCAL MOBILIZATION COORDINATOR IS THE CONTROL CENTER FOR ALL MOBILIZATION ACTIVITIES IN THE LOCAL. Everything involving mobilization should flow through the coordinator.

He/she is initially responsible for setting up the mobilization structure in each work location. The first step is to recruit a Building Mobilization Coordinator for each building. Next, the Local Coordinator must bring together the Building Coordinators and explain the whys and whats of mobilization and their roles and duties. He/she is also responsible for maintaining the structure and should continuously keep alert to possible gaps or holes within each bargaining unit.

The Local Mobilization Coordinator is responsible for maintaining mobilization activities, including one-on-one education campaigns and collective actions. Issues to mobilize around will naturally arise from bargaining committee, legislative battles and workplace fights.

DUTIES OF BUILDING MOBILIZATION COORDINATORS

THE BUILDING MOBILIZATION COORDINATORS HAVE OVERALL RESPONSIBILITY FOR MOBILIZING IN THEIR BUILDING. They are responsible for recruiting enough Work Group Mobilization Coordinators to carry out the face-to-face contacts—one for every 10-20 workers. They are also responsible for explaining mobilization to Work Group Coordinators and distributing and reviewing the Mobilization Plan, issue flyers, buttons, petitions, etc., needed for the one-on-one contacts.

Lastly, the Building Mobilization Coordinator is responsible for assessing the level of participation in each activity and making sure there are no gaps in the mobilization structure in their building.

DUTIES OF WORK GROUP MOBILIZATION COORDINATORS (IN BUILDINGS WITH MORE THAN 20 WORKERS)

WORK GROUP MOBILIZATION COORDINATORS ARE RESPONSIBLE FOR CONTACTING 10-20 CO-WORKERS ON MOBILIZATION ISSUES AND COLLECTIVE ACTIONS. Each workgroup coordinator should be given a list of workers he/she is responsible to contact. Work Group Coordinators should keep track of their one-on-one contacts and report members' comments and feedback on the issue and activity to the Building Coordinator.

NO TIME FOR STRUCTURE BUILDING

There is a tendency to skip the somewhat tedious task of setting up a mobilization structure and go directly to collective actions. However, our experience shows that creating the structure and putting it down on paper is, in fact, the most important part of a successful mobilization program. It is the foundation upon which all else is built. It is also what often takes the most time.

Once the structure is in place, it must be kept effective through a continuing process of reviewing and renewing the structure.



—District 7 retirees and activists show solidarity at a T-Mobile call center in New Mexico

CHAPTER SUMMARY

The key to effective membership mobilization is a workplace structure which is committed to paper.

A SUCCESSFUL MOBILIZATION STRUCTURE ALLOWS:

- Every member to be contacted one-on-one in a short period of time
- Written materials to be distributed and collected in every work location
- Meaningful one-on-one discussion of issues
- A high level of participation in collective actions

Local Mobilization Coordinators lead the overall program and oversee structure; Building Mobilization Coordinators oversee their locations' mobilization; Work Group Mobilization Coordinators work/talk one-on-one with 10-20 members.

EDUCATION

Education is a vital component of mobilization. The reason is simple: if workers don't understand the issue or how it affects them, they will be less willing to get involved in workplace actions. The primary vehicle for education is through one-on-one, worker-to-worker contacts. Education can also be done in worksite, stewards or lunchtime meetings.

The mobilization structure discussed in Chapter 2 is used to deliver one-on-one education on issues. The education is carried out by the Work Group Mobilization Coordinators, who discuss a specific issue one-on-one with 10-20 workers over a short period of time. Usually these contacts are brief (5-10 minutes), but the mobilizer often leaves the worker with an education piece, which contains information on the subject. The coordinator may also ask the member to join an action in support of the issue, for example, to wear red, sign a postcard, tap a pencil, etc.

EDUCATION MATERIAL (ISSUE FLYER)

An education issue flyer provides substantial information and insight on a particular subject to help members better understand the issue, how it impacts them and the need to mobilize.

Sometimes the education piece will explain in depth a workplace or bargaining issue, other times it will explain a strategy like working beyond contract expiration or card check. If the subject is complicated or new to members, more than one piece will need to be developed and distributed.

HOW TO PREPARE AN ISSUE FLYER

The two questions to ask yourself when preparing an issue flyer are:

1. What are the three most important things about this issue that members need to know?
2. How can I connect it to members lives?

The issue needs to be presented in a manner that helps members see that it affects them or someone just like them and consequently may affect them in the future. Make it real by using concrete examples. Members need to connect the issue to their everyday lives. Give members a reason to care about this issue.

CONSIDER YEAH BUTS....

Sometimes with a complicated issue or a new tactic you might consider preparing a yeah buts... piece. Such a piece spells out questions or objections which members may raise in the workplace and provides responses. It is a question-and-answer piece, which helps prepare mobilizers for the one-on-one contacts. Sometimes locals find yeah buts... so helpful in addressing concerns that they distribute them to all members. Don't shy away from the difficult questions/objections—those will tend to be the most useful and on target.



—NABET-CWA Local 54048 fight for a fair contract in Saginaw, MI



LOCAL NEWSLETTERS OR BULLETINS CAN SUPPORT MOBILIZATION

(CONSIDER SENDING BULLETINS VIA E-MAIL TO MEMBERS)

Although regular electronic communication is no substitute for one-on-one mobilization, it can be used to complement and reinforce mobilization, especially the education component. Consider using electronic communications for bargaining reports and to alert members to look for one-on-one contacts.

This can be a great way to keep everyone informed. For more on this, see the chapter on mobilizing online.



—Retirees in Detroit rally at AT&T to protect healthcare.



ONE-ON-ONE CONTACTS

- ✓ 1. **Introduce yourself.**
- ✓ 2. **Make eye contact.**
- ✓ 3. **Contact at right time. Do not contact an employee during normal working hours—catch them during break, lunch, or before or after work when they don't seem rushed for time.**
- ✓ 4. **Be yourself. Smile, relax, and use the kind of language you use every day.**
- ✓ 5. **Have some piece of information (the education piece) to give to the worker to break the ice.**
- ✓ 6. **Be polite. If a worker refuses to talk to you, don't get into an argument; tell the person you'll catch them another time (do follow up).**
- ✓ 7. **Be frank. If you get a question that you can't answer, don't try to bluff. Tell the person you will try to get the answer for him or her.**
- ✓ 8. **Don't preach. You should talk about the issue to help lead the person to his/her own conclusion after presenting the facts. This is a much more effective approach than a "hard sell."**
- ✓ 9. **Listen. This is the most important thing you can do. Listen to what the worker says—it will give you insight into their particular concerns and objections. Meaningful discussion of key issues at the worksite is as important as any other result.**

CHAPTER SUMMARY

- Information is vital to making mobilization work—if workers don't know or understand the issues, strategy or tactic, they won't be motivated to participate in collective actions.
- It's important to take the time to engage in one-on-one discussion on issues with members.
- Discussion on issues, threats and tactics is essential if our union and locals are to build and grow on real member involvement.

COLLECTIVE ACTIONS

Collective actions can be anything from wearing red, standing up on the job, hand-billing major customers, attending a lunchtime rally or countless other actions.

Collective actions build on the one-on-one education and issue information. They give members a chance to do something visible on the issue, to send a message, take a stand and feel the power of solidarity with co-workers.

DIFFERENT KINDS OF ACTIONS

1. SOLIDARITY ACTIONS IN THE WORKPLACE

These actions allow all members at work to participate directly and collectively in an activity and experience the rush and strength of solidarity. Examples include wearing red, wearing wrist bands, standing up at the same time, walking in or out of the workplace together, parking lot lunch meetings, call-ins, etc.

The main purpose is to send a clear message to management that the workers are united and to increase pressure on management to resolve the issue.

2. SPECIAL EVENT ACTIONS

These actions require a group of 20-500 activists, depending on the event, to handbill and be visible at special employer events. Examples include stockholders meetings, award dinners for top executives, etc.

The main purpose is to show management that no matter where they are, CWA will be there sharing our views of the struggle and the employer's behavior. The fact that they can't get away from the conflict adds to the pressure and their desire to resolve the matter.

3. EXTERNAL TARGET ACTIONS

These actions frequently require a smaller group of activists willing and comfortable with more confrontational activities. Examples include handbilling major customers, Board of Directors, etc.

The main purpose is to get those who have influence with the employer to push for resolution of the issues.

4. REVENUE IMPACT ACTIONS

These are actions that impact revenue.

The main purpose is to get top management to focus on the issues and talk seriously about a just resolution.



Pressure on the employer should increase or escalate with each action. Community partners and political allies should be briefed frequently so they are up to date on the fight.

ESCALATING ACTIONS

Collective actions should be planned so as to incrementally escalate pressure on the employer. The longer the issue is not resolved, the more confrontational the actions. In most cases, you will want to begin with non-confrontational solidarity actions and escalate if there's no positive response from management.

The union intensifies the actions and ups the stakes at each level. The collective actions in the following list are offered as examples.

I. SOLIDARITY ACTIONS

■ 1. WEARING SINGLE COLORS OR A RIBBON

Have everyone wear red to work on the same day or on certain days until contract settlement. This technique has been used very effectively with many of our employers. You can also get colored ribbons printed with a slogan and have workers wear the ribbon every day to work until the issue (or contract) is resolved. For workers required to wear a uniform, wristbands or pens with slogans have been effective. These tactics show the employer the workers are united. It's good for morale when workers see the depth of the union's support. It's inspiring to witness a sea of red clothing in a plant or office.

■ 2. BALLOON DAYS

Hand a helium balloon to workers on the way in to work in the morning. Ask members to tie them to their desks. Print a slogan on the balloon, for example, "[name of employer] is full of hot air."

■ 3. HEALTH CARE ACTION DAYS

Everyone wears band-aids, canes, crutches, bandages, eye patches, and the like to work. Slogans for t-shirts or signs could include "Cutting Our Health Benefits is a Sick Idea" – "We're Sick Over (name of employer)'s Attempt to Cut Our Benefits."

■ 4. POSTCARD/PETITION/PLEDGE CARD CAMPAIGNS

Every worker signs one at the workplace. Plan a moment of consciousness when everybody stops work and signs a card. Raise the stakes and produce a petition/postcard/pledge card that can be used in the community or with allied groups. Then every worker agrees to sign up to 5-10-20 supporters per week.

■ 5. HOLIDAY ACTIVITIES

Dress someone as Santa and symbolically give your employers coal for Christmas. Organize an Easter Parade with everyone dressed in rags – "They'll Be No Bonnets This Year: We Can't Afford Them." Think about activities for Labor Day or May Day. In general, using the holiday theme is a good way to get your message out in a creative, eye-catching manner.

■ 6. MASS STARTS

Everyone waits outside the workplace door and walks in together at the beginning of the shift/work day. You may want to serve refreshments and sing union songs while the group gathers.

■ 7. "LUNCH WITH A BUNCH" – NOONTIME WORKPLACE PICKETING

Aside from just having your members hold a lunchtime picket line, invite other organizations – make it a rally. If it is a convenient location, lots of people can come during their lunch breaks. Consider holding a news briefing in conjunction with the event – have workers tell their stories to the media. Serve refreshments.

■ 8. STAND UPS

Everyone at a workplace stands at the same time or, if your members stand on the job, have everyone sit at the same time or raise their hand. Or be a little more daring: have members set phones, etc., to go off at set time alerting all to stand.

■ 9. RETURN EMPLOYER "TRINKETS"

Members collect and return en masse all the trinkets (mugs, key chains, T-shirts, etc.) they have been given by employer as a sign of being unhappy with proposed "givebacks."

II. EXTERNAL TARGET ACTION

10. ASK PUBLIC OFFICIALS FOR SUPPORT

Bring large groups of your members to visit elected officials who can affect your issues. Have briefing sessions with elected officials. Do not assume they understand or even know about your fight. Ask them to publicly support the union campaign by sending a letter to the employer or signing on to a statement.

11. SIT-DOWN

How many public workers does it take to jam up a workplace? Local 1082 effectively used “sleep-ins” in a contract battle. Workers brought sleeping bags and refused to leave the building. Local 3204 in Atlanta entered an AT&T headquarters building with allies (Occupy Atlanta, JWW), locked arms, sat down and refused to leave. The group was protesting a large layoff.

12. STOCKHOLDER MEETINGS

Stockholder meetings can be a good venue to bring our issues to top executives and media. Some of the members can be in the meeting while many more rally outside. Hundreds of CWA members, activists and allies descended on Verizon’s stockholders meetings in Huntsville, AL. Students from the University of Central Florida, 99% Spring activists and CWA members from the University of Tennessee drove up to 11 hours to be there.



—Local 6316 members show their solidarity at a mobility store in Cape Girardeau, MO



—District 9 members rally for a fair contract at Verizon

III. SPECIAL EVENT ACTIONS

13. COMMUNITY HEARING/FORUM

Invite community leaders from faith, government, senior, civil rights, consumer, environmental groups to hear about and comment on bargaining/employer issues. Invite a panel of leaders to speak and have activists and media attend.

14. INFORMATIONAL PICKETING

Be imaginative. Don’t limit your picketing to just your place of employment. CWA members handbilled at Mets, Yankees, Phillies and Pirates games on “Verizon Night” while working beyond contract expiration. CWA members involved in a battle with the Denver Post picketed the World Alpine Ski Championships because the Post was sponsoring the event. They also picketed Denver’s largest sporting goods store chain because the chain is the Post’s largest advertiser. New Jersey state workers picketed the state fair on opening day when their employer, the Governor, was due there. Verizon Wireless stores were handbilled during all important holiday sales.

15. TAKE THE ISSUES TO THE BOSSES

Physically, wherever they may be. Picket their offices, award ceremonies, etc. Make them understand the depth of our commitment to win justice on the job. CWA held “brunch at Babbio’s” every Saturday during the Verizon East bargaining conflict. Members showed up at Larry Babbio’s (President of Verizon Communications) home and had coffee with the neighbors. The same tactic works with Board of Directors.







IV. REVENUE IMPACT ACTION

DURING THE STRIKE AGAINST NEW ERA CAPS the local identified that a large revenue source for the company was derived from exclusive licenses with individual Universities. The local through Jobs With Justice met with and was able to enlist the help of Students Against Sweatshops in their fight. The activist students along with JWW publicized New Era’s treatment of workers on campus, put pressure on administrators and ultimately got 15 of the exclusive contracts cancelled.

Sometimes the only way to get an employer to talk seriously about a just resolution is to impact the one thing he/she is sure to be focused on—revenue.

MOBILIZATION PLANNING

KEEP IN MIND THAT NOT ALL ACTIVITIES WILL APPLY TO EVERY CIRCUMSTANCE. THE KEYS ARE TO:

-  1. **Understand what your members are willing to do. Don't try to push people too far, too fast.**
-  2. **Build a workplace structure and use it to let members know the when, where, how and why of the issues or campaign. Commit the structure to paper.**
-  3. **Pay attention to details. It takes a lot of little things to put together a collective action— how many balloons should be ordered? Who will deliver them to Building Coordinators? Who will blow them up? etc.**
-  4. **Build the amount of pressure, support and level of commitment with each action. Don't play your best card first.**
-  5. **Plan external actions that only 5% will do. Many actions outside the workplace require only a small percentage of members to be effective.**
-  6. **Identify revenue targets and pressure points. Think through the purpose of an action. Will it build solidarity, increase pressure on employer? etc.**



—CWA and IBEW members brave the cold and strike for fairness at FairPoint across ME, NH and VT.

CHAPTER SUMMARY

COLLECTIVE ACTIONS:

- Allow members to participate directly in the process and increase solidarity.
- Send a visible message that we're united and serious.
- Increase pressure on employer to resolve issues.
- Provide additional media coverage, which increases community support.
- Should escalate as the campaign goes on.

CONTRACT MOBILIZATION CAMPAIGN

Collective bargaining is a power relationship. The unity of our membership is the most important source of power we have as a union. Contract mobilization is based on the truth that good contracts are won in the workplace, not merely at the bargaining table.

Mobilization in the workplace is one way to inform and involve every member in negotiations. It is also a way to minimize some of the anxiety and frustration members may feel as the contract expiration date approaches. A lot of the anxiety and frustration results from not knowing what is going to happen and not being able to do anything about it. Through one-on-one contacts and collective actions, members are informed and able to actively participate and feel a part of negotiations. In addition, the unit is in a stronger bargaining position because of its involvement and solidarity.

MOBILIZATION AND BARGAINING

Mobilization activities—whether they be one-on-one education on issues, collection of bargaining surveys or a 60-second stand-up action—are all aimed to prepare for and support what happens at the bargaining table.

Local mobilizers provide the link between the negotiating committee and the membership, and are responsible for keeping members informed and generating support for the union's demands and positions at the table.

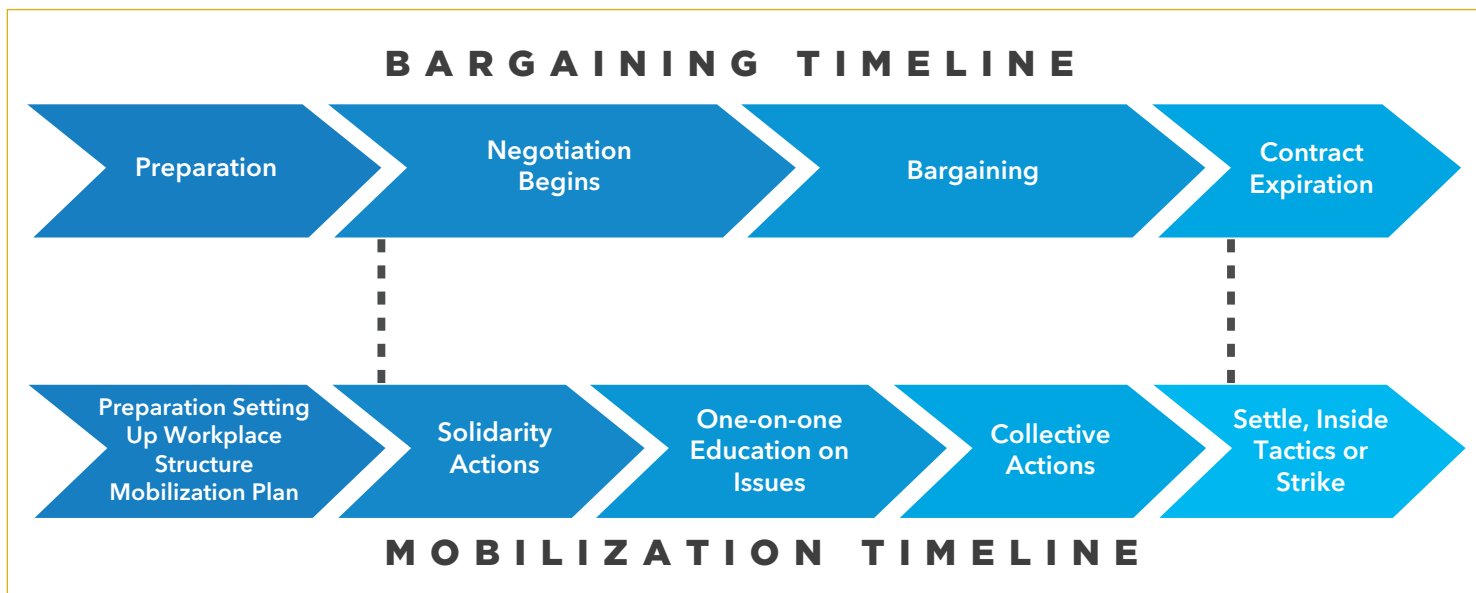
BARGAINING CHAIR AND MOBILIZATION COORDINATOR WORKING TOGETHER

Once bargaining begins, it is critical that the Local Mobilization Coordinator and the Bargaining Committee stay in close communication. Each should know what the other is doing. The Bargaining Committee should view mobilization as a resource and part of the overall strategy to get a good contract.

In order for mobilization and bargaining to work together, there needs to be constant communication between the Bargaining Committee and the Mobilization Coordinator.

Here are the three steps to take to help facilitate communication between mobilizers and bargainers.

1. *Meet with the Bargaining Chair and Committee early on to discuss mobilization and its role. Do not assume the Bargaining Committee understands the role and goals of mobilization. It is important to establish that what happens at the bargaining table is what dictates the appropriate level, intensity and focus in mobilization. The Bargaining Committee needs to inform the mobilizers when to escalate actions and which issues to focus on.*
2. *The Local Mobilization Coordinator and the Bargaining Chair should meet to talk through what they expect from one another during the negotiations. They should stay in close contact throughout the negotiation process and discuss how you will do this, i.e., daily meetings, phone calls, etc.*
3. *Involve the Bargaining Committee in developing the focus of the mobilization plan. Ask the committee what issues are likely to be sticking points. Develop one-on-one education flyers on these. Select a theme slogan. Plan a collective action for opening day of negotiations. Use the one-on-one structure to collect membership bargaining surveys.*



A CONTRACT MOBILIZATION PLAN

The mobilization team should sit down several months prior to the first day of bargaining to build or rebuild workplace structures and lay out a basic mobilization plan. You should plan the preparation and first few weeks of activity. Education materials, issue discussions and collective actions will depend on what is going on at the bargaining table at any particular time. Do not pre-plan actions too far in advance. Remember that mobilization must be directly linked to what is happening at the bargaining table.

The mobilization team should encourage input and participation from the bargaining committee.

■ 1. PREPARATION PRIOR TO BARGAINING

Prior to negotiations, the mobilization structure must be set up. During this stage bargaining surveys should be distributed through the structure, as well as information on major bargaining issues, information on the financial health of the employer, etc. Members should know the date and time when bargaining begins and participate in an action to show solidarity with the bargaining committee. This can be as simple as wearing the same color or a sticker, etc.

■ 2. FIRST FEW WEEKS OF BARGAINING

Members should show their solidarity and support for the bargaining committee on the first day of negotiations. In-depth issue flyers on the major items should be distributed during

this phase of bargaining. Bargaining reports should contain as much substance as possible, although that is often difficult in the early stages. Do not put out bargaining reports that contain no information—for example, “The employer and the union met today. We will meet again tomorrow.” This kind of report is very frustrating to members. There is always something that can be said about the issues, mobilization and topics discussed.

■ 3. BARGAINING

Use the mobilization structure to inform members on the employer’s proposals and response to major items. Schedule regular workplace solidarity actions. Depending on how bargaining is moving you might consider some outside mobilization targets at this stage. The bargainers need to give the mobilizers a sense of how things are moving and if mobilization activities need to be taken up a notch. See Chapter 4 on collective actions for more on this.

■ 4. END GAME—CONTRACT EXPIRATION

The last few days of bargaining are critical. Again mobilizers need to take their cues from the bargainers. More confrontational mobilization actions may be required. It is important for members to continue to show strong solidarity in the workplace. It is equally important for the union to prepare the members for the possibilities at expiration.

■ 5. SETTLEMENT, WORKING WITH AND WITHOUT A CONTRACT, STRIKE

If a settlement is reached at expiration, the mobilization structure can be used to get the word out and let the members know when they expect to see the details.

If the bargainers decide to continue to work with or without a contract, mobilization needs to go into high gear. The members need to be informed on their rights in the workplace and mobilization actions need to be planned both inside the workplace and outside the workplace to keep pressure on the employer.

If a strike is called, the mobilization coordinators can be converted into strike coordinators. External actions need to be planned and members recruited for special actions.



— Thousands of District 1, 2-13 CWA members rally in support of a fair contract in New York City, 2008

/// TRIGGER QUESTIONS FOR CONTRACT MOBILIZATION PLAN

- ✓ 1. What two or three issues are likely to be sticking points? Develop one-on-one education pieces on these (i.e., health care, card check, pensions, transfer plan, etc.).
- ✓ 2. How organized is your unit? What kind of membership support can you expect? Do you need to beef up your internal organizing?
- ✓ 3. Do you want to plan a collective action for opening day of bargaining?
- ✓ 4. Do you have a slogan that will appear on all mobilization materials? For example, "It's Our Turn."
- ✓ 5. Have you prepared the membership (through education) for strategies at expiration?
- ✓ 6. What is the attitude of management/elected officials? Are they likely to make negotiations particularly difficult? How can you counter this early on?
- ✓ 7. Have you identified employer pressure points? (major customers, Board of Directors, major revenue source, regulatory issues, sponsored events, politicians)
- ✓ 8. Have you reached out to allies -including non-union partners— and briefed them on fight?
- ✓ 9. How will the mobilization plan tie into the public relations aspect of bargaining?

CHAPTER SUMMARY

- Contracts are won in the workplace, not merely at the bargaining table; mobilization and bargaining move along parallel timelines.
- It's critical that the Local Mobilization Coordinator and Bargaining Committee remain in constant contact throughout the bargaining process to utilize mobilization to its fullest potential.
- Preparation for mobilization should begin several months before contract talks begin. The first critical task is building the workplace structure. The structure should be utilized and tested prior to the first day of bargaining.

ISSUE MOBILIZATION

Mobilization campaigns can also be built around an issue or political or legislative campaign. Once a local has an effective mobilization structure it can be used to inform members on important issues. These might be national or more local in scope.

CWA locals have used their mobilization structures to get letters written to members of Congress on damaging overtime legislation, trade deals, regulatory change, or to bring back unjustly terminated employees.

A mobilization campaign around an issue is run just like a contract campaign. The workplace mobilization structure is used to distribute material on the issue and explain why members should care about it. The materials should ideally be distributed one-on-one in each worksite. This should be followed by an action or activity designed to show support or exert pressure to resolve the issue in a favorable manner.

'NO KNIVES ON PLANES' CAMPAIGN



—AFA-CWA members and California Congresswomen Waters and Hahn fight to keep knives out of aircraft cabins

The Transportation Security Administration (TSA) announced on March 5, 2013 that it would change national security policy to allow knives in the aircraft cabin for the first time since September 11, 2001. AFA mobilized a strong coalition of Flight attendants, pilots, gate agents, TSA screeners, federal air marshals, law enforcement officers, airline passengers and members of Congress to push back and win the “Knife Fight.” AFA mobilized action around a White House petition, congressional legislation, legal filings and events at airports across the country. AFA’s action garnered national media attention and put a spotlight on the power of collective action. On June 5, 2013, just 90 days after the initial policy change announcement, TSA Administrator John Pistole backed down in the face of overwhelming pressure from AFA’s campaign and announced he would reverse national security policy to keep knives on the TSA prohibited items list. Flight Attendants, acting in unison with coalition partners, won.

MOBILIZING ONLINE

E-mail and social media have revolutionized how we communicate, shop and do research. If you are 30 or under you can't imagine the world without it. If you have children in college or grandchildren hundreds of miles away you are likely to be staying in touch via e-mail or on Facebook.

Having an online presence is no longer a nice extra for union building, but rather, an essential ingredient to building an engaged, informed and mobilized local membership.

BUILDING A LOCAL E-MAIL LIST

The foundation of an effective local union online strategy is an e-mail list. To build a local e-mail list you must integrate e-mail address collection into all of your local's activities. "It is amazing to me how many opportunities locals miss for collecting e-mail addresses," notes Beth Allen, CWA's expert on electronic communications. "The first step is to be conscious about it and request e-mail addresses on all meeting sign-in sheets, forms, pledge cards, and petitions. Also make sure that every page of your local website has a signup form so that members can provide their e-mail address."

Don't miss a chance to ask members for their e-mail addresses. Even if you think you've already asked, people frequently change their preferred e-mail address so you need to ask again to make sure your list is up-to-date.

Often members want to be informed on what kind of information they will be receiving and assured that their e-mail addresses will not be sold to vendors.



—Public Workers in New Jersey show solidarity with public employees in Wisconsin

HOW TO USE E-MAILS EFFECTIVELY

Once you have an e-mail list, there are several ways to use e-mail effectively:

- **Meeting Reminders:** E-mail members the day before, reminding them about a membership, stewards, or committee meeting.
- **Breaking News:** Periodic e-mails can report on critical developments such as victories, arbitration wins, mobilization actions, political/legislative news, employer news, local or employer organizational changes.
- **Newsletters/Bulletins:** All local newsletters or bulletins should be e-mailed, even those that are distributed by mail or in the workplace. It takes only a little additional work to e-mail the newsletter once it's typed and laid out.
- **Surveys:** Everyone likes to be asked what they think! Member surveys are a great way to gather useful information. Free survey tools like SurveyMonkey are easy to use.
- **Calls to Action:** Online tools make it easy for members to write to elected officials or other decision makers.

HOW TO INCREASE CHANCES E-MAILS WILL BE OPENED

Sending an e-mail is no guarantee that the recipient will open it. There are some things you can do to increase the chances of the e-mail being read.

FROM: Use a familiar name, such as the local president, or the name of the local union and specific division/employer. For example: Local 1234-Qwest Customer Service Union or Local 1234-Welfare Office.

SUBJECT: Include information that the reader is most likely to care about as part of the subject line. Be as specific as possible. For example, "Company Plans to Cut Benefits" is more likely to be opened than Local 1234 Bulletin #45.

MESSAGE: Keep it short and to the point. More and more people are reading e-mail on mobile devices and it's difficult to read long e-mails on a small screen. If you have a lot of information, consider e-mailing only the basics and linking to the local website for a complete report. If you have more than one item, break them up with captions so that members can quickly run through them and see which pertain to them.

CONTACT INFORMATION: Provide information on where to go for more information and an e-mail contact for questions.

ATTACHMENTS: Avoid using attachments for general e-mails, since many will not be able to read them, especially on mobile devices. Include as much information as possible in the body of the e-mail.

MAINTAINING LOCAL E-MAIL LISTS

CWA's Orion membership database allows you to manage your members' e-mail addresses. If you are not using Orion, make sure to have a way to tie e-mail addresses back to "real" names and addresses. This will make it much easier to handle bouncing e-mail addresses.

Take time to review your list periodically and clean up bouncing e-mail addresses. Follow up with members by phone, mail, or through stewards to get updated addresses. Keep track of what percentage of membership you have on e-mail so you can assess coverage.

Make sure to provide a way that members can request to be removed from your e-mail list and add this information as a footnote to every message you send.

LOCAL WEBSITES

Use your local's website during mobilization to keep members up-to-date. You can post more in-depth information on the website than you may be able to send out effectively on e-mail.

You can also publish photos of actions on the site—there is nothing better than photos to make a website come alive.

Make sure that there is an e-mail collection form on every page of your website.

Post the local officers, stewards and building mobilizers by office with e-mails for contacts. Post a survey or the question of the week and post members' comments. On-line surveys can also be a good way to collect more e-mails.

While e-mail and websites can't take the place of one-on-one contacts, they are a vital and important tool in our ongoing efforts to build local unions and engage members.

SOCIAL MEDIA

Seventy-one percent of American adults who use the internet have Facebook accounts. That's three times as many as any other social media platform. Facebook is a great place to share information with your members and to connect your issues to the larger community.

Locals should set up a Facebook page or group, not a personal profile. Once your page is set up, e-mail your members to let them know and to ask them to like it! You should post to your page several times a week. If you need ideas, you can always share posts from CWA's Facebook page (www.facebook.com/cwaunion).

CWA RESOURCES

CWA provides free tools for website creation, e-mail management and sending, and setting up online petitions. Get information about these tools and links to other resources at www.cwa-union.org/online-tools.

EXAMPLE SIGNUP FORM

RECEIVE INFORMATION AND UPDATES FROM THE UNION VIA E-MAIL

CWA Local 1234 is now sending out workplace updates, employer information and union news electronically. To receive these timely communications, fill out this card and return it to your steward.

E-mail Address:

Name:

Work Location:

Or you can subscribe directly on-line at [www.Local 1234@xxx.org](http://www.Local1234@xxx.org)

E-mail addresses will not be sold or given to outside groups or vendors.

USING BARGAINING REPORTS TO KEEP MEMBERS MOBILIZED AND ENGAGED



— District 3 Unity@Mobility members from Local 7803 show support for their bargaining committee

How does a local union provide running commentary on what's taking place in a process that can be fluid, fast changing, and easily misconstrued by those not directly participating in the talks? First, someone on the bargaining committee or a local communications coordinator must summarize what went on in negotiations. To give members a sense of the back-and-forth exchanges

involved in bargaining, the summary should answer the five W's—Who? What? Where? When? and Why?

Each bargaining report should begin by listing who was there for the union and management. If negotiations aren't being conducted at the worksite—where they are most visible to the members—be sure to mention when and where the meetings were held, plus the date and time of the session. It is useful to number the bargaining reports in sequence—#1, #2, #3 etc. to make it easier for readers to keep track of them. This is particularly true just prior to expiration when members will be particularly anxious about the outcome of negotiations and will expect 2-3 reports a day.

Most of the reports will deal with what was discussed and why. If bargaining has just begun, recount the presentation and explain the union's initial proposals, including a few of the objections or questions raised by management and the union's response.

This information can help reassure members that union negotiations do tabulate and read the bargaining surveys filled out by workers and use them as a basis for developing the union's priorities and proposals.

Bargaining reports should not neglect what management says

or does. By detailing what employer negotiators are demanding and why, your reports can alert members to the threat of givebacks. Without this information members get a distorted view of bargaining one where only the union makes proposals. Without information on what management is demanding or why they object to the union proposals, members are left with the erroneous impression that bargaining is just about the union proposing improvements.

If members know that their wages, benefits, or job rights are at risk, they are far more likely to join workplace mobilization activities or community outreach around these issues.

Remember that not all members have internet access; each update e-mailed to those on your list should also be printed out, so hard copies can be duplicated and distributed in the workplace. Quick, detailed, and regular reports to the membership can minimize employer attempts to discredit statements made or positions taken by union representatives in bargaining. Such management misrepresentation and "dis-information" feeds the workplace rumor mills that operate overtime during negotiations. Workers need a place to turn where they can get the facts.

One final advantage of frequent content-filled bargaining reports can be seen in the ratification process and meetings. Ratification is more likely to go well, regardless of the vote, if workers can absorb the settlement within the context of a deeper understanding of what has taken place in bargaining gained from reading reports.

Without such background knowledge, a proposed contract package often can be complicated and confusing. The member is faced with a mass of details and information which can be difficult to sort through. Even if the union has made substantial gains, some workers may, understandably, react in a negative fashion if the bargaining process itself hasn't been sufficiently transparent and members have not been kept informed throughout the negotiations.



INFORMATION EMBARGO

On occasion during contract bargaining, management will ask the union to agree to a formal information embargo during which no information is disclosed by either side to the press or employees.

Although there are bargaining situations in which it makes sense to agree to a limited embargo period (i.e. 24-48 hours), these agreements should be entered into by CWA rarely and cautiously.

Information embargos are much more dangerous and debilitating for the union than for management. The union, unlike management, is a democratic membership organization. The union's strength lies with informed and united members. When the union stops, even briefly, communicating with members, the solidarity and trust can be strained.

An information embargo can sap the energy and freeze mobilization and make it difficult to crank activities back up once information starts flowing again. When management agrees to an embargo it is really not giving anything up or doing anything much different, since only a handful of senior managers and lawyers are in the bargaining loop. A corporations' power structure lies with its top executives, one or two executives make the final decision on a contract settlement, corporations do not allow managers to vote on a settlement.

The same caution must be used regarding joint union-management bargaining reports. The employer often will benefit much more from an agreement to put out joint bargaining reports. Although there may be instances when putting out a joint bargaining report makes sense, it is to be avoided most of the time. The bargaining committee should not give up their right and responsibility to communicate directly and without censorship with members on the activity at the bargaining table.



— District 4 members mobilize for support during Alcatel bargaining

STRATEGIES AT EXPIRATION OF CONTRACT

Just as we prepare each grievance as if it will eventually reach arbitration, in negotiations, we must prepare ourselves—through mobilization—as if we will not reach a settlement at expiration.

There are several strategies available to the union at the expiration of the contract, including:

- **Settle**
- **Work beyond contract expiration**
 - **Extend by mutual agreement (with or without inside tactics)**
 - **Continue to work without a contract (with inside tactics)**
- **Strike**

Which option we pursue is a strategic decision that must be made by the elected bargaining committee. The bargaining committee evaluates the different options by asking two simple questions: “will it change the employer’s response?” and “will the membership support the strategy?”

Keeping the employer in doubt as to which options we will pursue is a conscious strategy which greatly strengthens our position. The employer cannot effectively predict the union’s action, and therefore, plan for it.

If the employer knows that the option the union is considering is to strike, the employer gains a great deal of power and control over the situation. This is because the employer can plan for a strike and perhaps even force a strike.

Predictable players are the easiest to beat. In any context, the player who can anticipate his/her opponent’s next move has the greater advantage. The more options we have at expiration of our contract, the stronger we are, and the more difficult it is for the employer to plan.

We increase our options at expiration by having a mobilized (through workplace structure and education) membership that understands and can carry out different strategies.

WORKING BEYOND CONTRACT EXPIRATION

Working beyond the expiration of the contract can take two forms. One, we can agree with management to extend the contract and continue to work with all contract provisions in effect. Or, two, we can continue to work after expiration without a contract.

If we have a disciplined, mobilized membership which can implement inside tactics/work to rule, as well as external pressure tactics, continuing to work after the expiration of the contract can put more pressure on the employer than a strike—especially in the short term. In addition, it keeps the strike option available to us.



— District 1 fired up at the RiseUpNy Rally for labor rights and fair wages

WORKING BEYOND EXPIRATION WITHOUT A CONTRACT

If the union decides to continue to work without a contract and fight for bargaining objectives while continuing negotiations, the following would occur:

- *Members continue to earn paycheck*
- *All benefits, including health care and pension remain in effect*
- *Grievance procedure continues but arbitration may not; disciplinary action can be negotiated at the bargaining table*
- *Negotiations continue*
- *Unilateral changes in terms and conditions of employment would be an unfair labor practice*
- *Maintain right to participate in “concerted activity” (group activities for ‘mutual aid or protection’ are protected under the law even without a contract)*
- *Payroll deduction of dues may end*
- *Company has right to lock out employees; locked-out employees can’t be permanently replaced; in many states, members may be eligible for unemployment benefits*
- *Continue to have strike option*

STRIKE STRATEGY

Gone are the days when we utilized a strike or the threat of a strike as the only means of increasing our power at the bargaining table. If we do utilize a strike or strike threat, we need to view it as a continuation of the mobilization process.

We often view a strike emotionally, feeling that a strike is our way of teaching management to respect us. Strikes driven by emotion can become suicide missions.

However, as long as we understand what we are facing, in the right circumstances a strike can be an effective means of achieving those objectives. The strategy we choose needs to be one that is most appropriate at a given point in time to achieve our goals and build our union.

NEW WAYS TO PICKET WHEN ON STRIKE: FOLLOW THE WORK

A strike will fail if its only tactic is a picket line. The problem with confronting an employer solely on the picket line at the workplace is that this is where most employers are strongest and unions may be the weakest. The challenge for labor is to find ways to move the strike to other fronts where workers can be more effective in their picketing and other strike support activities. One of the drawbacks of picketing, in any strike, is the essentially static nature of walking the line at your own workplace. At best, union members can only occasionally block managers or scabs from entering a plant or office and then usually for only a brief period of time. At worst, pickets are reduced to hollering at the people who cross the lines and watching as police and security guards provide protection for strikebreakers.

In past strikes we have tended to picket only at our work locations, but recent events have taught us the effectiveness of having pickets “follow the work.” CWA has used roving picketers in strikes with success. They followed trucks out of the garage in the morning and set up picket lines each time the truck stopped and the scab tried to work.

WAKE-UP CALL PARTY

A variation on the mobile picketing is the so-called “wake-up call party.” These early morning gatherings, sometimes involving several hundred strikers, are organized at motels housing independent contractors from out of state who are doing work during the strike.

The sudden presence outside the scabs’ doors at 6 a.m. or the blaring horns of a 200-car caravan driving through the motel parking lot, generally makes a point—to contractors, other guests, and motel managers. Such wake-up calls have led some hotels to request the scabs stay elsewhere.

CHAPTER SUMMARY

- *There are three strategies at contract expiration:*
 1. *Settle*
 2. *Continue to work beyond expiration (with/ without contract)*
 3. *Strike*
- *Predictable players are the easiest to beat. The more options we have, the stronger we are.*
- *Continuing to work after contract expiration can put more pressure on the employer than a strike and keep strike options alive.*
- *Inside tactics/work-to-rule requires a disciplined and mobilized workforce.*

WORKING WITH COMMUNITY PARTNERS: BUILDING A MOVEMENT FOR CHANGE

WE CAN'T DO IT ALONE

Solidarity action with fellow unions is important, but the ability to partner with non-union, community organizations is also essential to the success of our work. Success starts with relationships and joint activism. Experience shows us that our power and chances of success increase – even the face of daunting circumstances – when we work with community partners. These relationships, however, don't materialize out of thin air. Time, communication, and responding to each other's critical issues are necessary to develop and maintain supportive relationships in your community.

TO JOIN WITH PARTNERS:

- *Identify strategic organizations that have membership such as women, Latino, African-American, student/youth, senior, environmental, LGBT, faith-based and community organizing groups.*
- *Review strategic organizations' websites. Pay attention to the mission statement and their recent campaigns. Take a quick look at the organizational structure.*
- *If the organization is local or regional in scope, first ask someone you may know from another organization to introduce you. If no one you know has a connection, then call the executive director and ask for a meeting to get to know one another.*
- *Prepare for the meeting.*
 - *What questions do I have about the organization I have identified as potential partner? How can I start the conversation about their organization? Consider asking about a recent campaign that they did.*
 - *How will I portray CWA and our policy agenda? Why is it important that we explore working together? What recent campaigns have we done?*
 - *How might we work together? How can we build unity across mutually important issues?*
 - *What is the next step to build our work together?*
- *At the meeting, ask what the organization is currently working on as well as what their priorities are the near future. Is there a place we can work together on an issue or campaign? Where might we support one another's work? Use the first meeting to get to know one another as individuals and as organizations.*
- *Try to identify any assistance you might be able to offer the organization. No resource is too small. (Examples: meeting space, phone bank, copies, volunteers for an event/canvass)*
- *Follow up after the meeting with a note or email that shows why you wish to continue working together and any new ideas for doing so. If the meeting resulted in any commitments for information or action, be certain to follow through on things you said you would do.*
- *Take the results of the meeting and ongoing relationship with local organizations back to the Executive Board and membership. In our urgency to build a movement, we need to recognize that relationships are fluid and meant to be shared. Invite 1 to 2 activists in your local to the next conversation and invite leaders of the community organizations to give issue briefings at local membership meetings.*

POTENTIAL COMMUNITY CONTACTS

1. UNIONS

- ☐ State federations
- ☐ Central labor bodies
- ☐ Individual unions

2. FAITH GROUPS

- ☐ Individual clergy
- ☐ State/local council of churches & synagogues
- ☐ Interfaith conferences
- ☐ Ministerial associations

3. WOMEN'S GROUPS

- ☐ Coalition of Labor Union Women
- ☐ National Organization of Women

4. CIVIL RIGHTS ORGANIZATIONS

- ☐ Coalition of Black Trade Unionists
- ☐ NAACP
- ☐ APRI
- ☐ LGBT/Pride
- ☐ APALA
- ☐ Immigrant groups

5. CIVIL RIGHTS ORGANIZATIONS

- ☐ Coalition of Black Trade Unionists
- ☐ NAACP
- ☐ APRI
- ☐ LGBT
- ☐ Pride
- ☐ APALA
- ☐ Immigrant groups

6. Advocacy Groups

- ☐ Center for Community Change
- ☐ Citizen Action
- ☐ National People's Action
- ☐ Consumer groups
- ☐ Neighborhood organizations
- ☐ Low-income coalitions
- ☐ National farm organizations
- ☐ Tenants unions

7. Senior Citizen Groups

- ☐ National Council for Senior Citizens
- ☐ Union retirees

8. Elected Official/Political Parties

- ☐ City Council members
- ☐ State legislators
- ☐ County commissioners
- ☐ School Board members

9. Groups Affected by or Actively Interested in Identified Issues

- ☐ Health planning agencies
- ☐ Healthcare associations
- ☐ Social service agencies
- ☐ Low-income groups
- ☐ University professors
- ☐ Local business people
- ☐ Associations of small businesses

10. GREENS

- ☐ Sierra Club
- ☐ Greenpeace

11. STUDENTS

- ☐ USAS
- ☐ USSA

12. Public Figures

- ☐ Media personalities
- ☐ Sports stars
- ☐ Musicians

BUILDING LOCATIONS FORM

Total Pages _____ Page No. _____

For Local _____

	Building & Address	Building Mobilization Coordinator	# Members # Non-Members	Number of Work Group Mobilization Coordinators
1.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
2.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
3.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
4.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
5.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
6.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
7.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
8.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
9.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	
10.		NAME	MEMBERS	
	HOME PHONE #	WORK PHONE #	NON-MEMBERS	

WORK GROUP MOBILIZATION COORDINATORS FOR EACH BUILDING LOCATION

Local Number _____

Local Mobilization Coordinator _____ Local Phone Number _____

Building Address	Building Mobilization Coordinator	M	NM	%
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	Name:			
	Work Phone:			
	Home Phone:			
	Home Address:			

Work Group Location	Work Group Mobilization Coordinator	M	NM	%
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	Name:			
	Work Phone:			
	Home Phone:			
	Home Address:			
	Name:			
	Work Phone:			
	Home Phone:			
	Home Address:			
	Name:			
	Work Phone:			
	Home Phone:			
	Home Address:			
	Name:			
	Work Phone:			
	Home Phone:			
	Home Address:			

M = Members

NM = Non-Members

% = Percentage

ONE-ON-ONE WORK GROUP MOBILIZATION CONTACTS

ACTIVITY

Building Address _____

Building Mobilization Coordinator _____

Work Group Mobilization Coordinator or Steward _____

Number in Work Group _____ Please Complete Contacts by _____

Date

Name	Member or Non-Member	Telephone	Result
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			

A COMMUNITY MOBILIZATION SURVEY

"I'LL BE THERE"

I. Why

As part of our mobilization around _____ we need to build outside community support as well as unity within the workplace. Community mobilization is important on these tougher issues where workplace members unity alone is not sufficient and where community support is possible.

II. How You Can Help

1. Help us identify organizations that might help us.
2. Volunteer to contact these organizations.
3. Volunteer to speak with members of these organizations.

III. Organizations and Contacts I know

	Name of Organization	Contact/Position
1.		
2.		
3.		

IV. Yes, I'll Be There

Check those activities, (if any) you are willing to do.

☐ I'll contact the organizations listed above.

☐ I'll volunteer two hours per week.

Name

Address

Home Phone

Work Phone (if available)

MOBILIZATI ON

MONTH:

[illegible]

NOTES:

Communications Workers of America, AFL-CIO

www.cwa-union.org

2015 Communications Workers of America

MOBILIZING

TO BUILD

POWER

COMMUNICATIONS WORKERS OF AMERICA

CWA