An analysis of the following factors should be made prior to any decision to commence a strike. High emotion and righteous indignation are no substitute for a cold, hard look at the best course of action. A strike is the final step in conflict resolution. It is the ultimate test of strength when every other possible avenue has been explored and tried unsuccessfully.

I. MERITS OF THE ISSUES UNDER DISPUTE

A. What are the disputed areas of significance to the union?
List issues in priority order.

1. 

2. 

3. 

4. 

5. 

B. What moderation of negotiating positions can be taken without seriously weakening the union position internally and/or externally?
C. What are the emotional issues with the members and with management?
   Comment:

D. What do the management’s team members seem to be most concerned about?
   Comment:

What are their interests, priorities?
   Comment:

E. Do your members feel the issues are of such magnitude as to necessitate a strike?  
   Yes _________ No _________
   Comment:

F. What are your expectations of a strike?
   Comment:
II. Employer’s Financial Situation

A. Has a financial analysis of the employer been completed?  
   Comment:  
   Yes ________ No ________

B. Does the employer appear to have surplus funds available at this point?  
   Comment:  
   Yes ________ No ________

C. Has the employer adopted a budget for this coming fiscal year?  
   If yes, do we have a copy?  
   Comment:  
   Yes ________ No ________

D. What is happening with the employer’s revenue for this year?  
   Comment:  

E. What is happening with the employer’s expenditures for this year?  
   Any areas that appear to be grossly inflated?  
   Any changes in number of employees from last year?  
   What has been budgeted for employee salaries?  
   Comment:
F. Have we been able to identify sources of additional revenue or discretionary funds?  
   Yes ______  No ______
   
   Comment:

G. Does there appear to be unusual or unwise fiscal practices that are significant?  
   Yes ______  No ______
   
   Comment:

H. Have we begun to provide financial information to the membership?  
   Yes ______  No ______
   Yes ______  No ______
   
   Comment:

I. Have we determined the cost and distribution of the economic proposals for both parties?  
   Yes ______  No ______
   Yes ______  No ______
   
   Comment:

III. LEGAL CONDITIONS

A. Has the NSO Pre-Strike Checklist been completed and reviewed?  
   Yes ______  No ______
   
   Comment:

B. Have you followed Department of Labor and FMCS regulations?  
   Yes ______  No ______
   
   Comment:
IV. IMPASSE PROCEDURES

A. Have you used impasse procedures before? Yes _________ No _________
   Have you considered fact finding or binding arbitration? Yes _________ No _________
   Comment:

V. MEMBERSHIP/EMPLOYEE SUPPORT

A. Do members clearly understand the issues and agree to withhold services in sufficient numbers and for sufficient time to require the Employer to negotiate further? Yes _________ No _________
   Comment:

B. What meetings, information, telephone trees, etc., have been set up, slated, and used with the membership and leadership? Comment:

C. Have you surveyed your members for support and identified weak areas? Yes _________ No _________
   Have you sought to strengthen your support at those points? How? Yes _________ No _________
   Comment:
E. Have you identified all probationary employees and solicited their support?  
   Yes ________ No ________
   Comment:

F. Can the offices be completely shut down?  
   Yes ________ No ________
   Comment:

G. Were members warned to save for a strike?  
   Yes ________ No ___
   Comment:

H. Do you know when the employer pays for employees' insurance premiums?  
   Yes ________ No ________
   Comment:

I. Will employees have a paycheck due to them while on strike?  
   Yes ________ No ________
   Comments

VI. POLITICAL IMPLICATIONS

A. What would be short range and long range results of striking as to immediate and future bargaining?  
   Comment:
B. Would the members support you?  
   Comment:
   Yes _______  No _______

C. Do you have support within the Board of Directors?  
   Comment:
   Yes ___________________  No _______

D. Has the power structure of the employer organization been completely analyzed?  
   Comment:
   Yes _______  No ___

VII. EMPLOYER ACTIONS

A. Has the Board engaged in intensive efforts to gain membership support?  
   Comment:
   Yes _______  No _____
B. Have you carefully studied members of the Board and management: background, points of view, relation to the power structure, special interests, personalities, etc? 
Comment: 
Yes _______ No _______

Board:

Management:

VIII. EXTERNAL SUPPORT

A. Have you a to indicate community support? 
Comment: 
Yes _______ No _______

B. What other unions can be called upon to assist and how? 
Comment: 

C. Have you engaged in efforts to inform the public about the impending strike? 
Comment: 
Yes _______ No _______
D. What possible direct appeal action to members of the Board can be made?

1. 

2. 

3. 

F. What contacts do you have with general press and mass media?

Comment:

1. Have you given them background information on the situation? Yes ______ No ________
2. On the issues? Yes ______ No ________
3. Do you know the deadlines of the media? Yes ______ No ________
4. Can you plan action around them? Yes ________ No ________

Comment:

G. Will Board members go in and do your jobs? Yes ________ No ________

Comment:

H. Have labor organizations been contacted and their support solicited? Yes ________ No ________

Comment:

I. Do you have copies of local picketing laws and ordinances? Yes ________ No ________

Have you any contact with local police? Yes____ ________ No ________

Comment:
IX. HAVE YOU GATHERED THE FOLLOWING DATA

A. Employee lists, by office or department, with home addresses and home phone numbers?   Yes ______   No ______

B. Officers and executive committee, with home addresses and home phone numbers?  Yes ______   No ______

C. Pertinent telephone lists?   Yes ______   No ______

D. Legislators, education, civic and union leadership lists?  Yes ______   No ______

E. Board members’ names, home and work addresses and phone numbers?  Yes ______   No ______

F. Managements’ names, home and work addresses and phone numbers?  Yes ______   No ______

G. Area Media, education reporters, addresses and phone numbers?  Yes ______   No ______

X. ORGANIZATION

A. Have you established a Crisis Management Team and assessed the situation?  Yes ______   No ______

What strategies have been planned?  Yes ______   No ______

Comment:
C. Have you clearly defined who will coordinate all activities to be carried out during crisis period?  

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Has an organizational chart been drawn up?  

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<table>
<thead>
<tr>
<th>Activity</th>
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<tr>
<td><strong>Internal communication</strong></td>
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<tr>
<td><em>(newsletter, fun stuff)</em></td>
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<td><strong>External public relations</strong></td>
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<td><em>(media releases, flyers)</em></td>
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<td><strong>Picket captain</strong></td>
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<tr>
<td><em>(schedules, signs)</em></td>
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<tr>
<td><strong>Crisis headquarters</strong></td>
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<tr>
<td><em>(answering phones, thank you notes, food, clean-up)</em></td>
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C. Have enough volunteer workers signed up to cover all necessary activities?  

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Comment:

D. Have telephone trees been established for:

1. All members?  

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2. Picket captains?  

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Comment:
D. Are sufficient funds available to handle costs of renting meeting facilities, committee expenses, publications, special telephone facilities and equipment, material purchases, advertising time and/or space?
   Comment:  
   Yes ________ No ________

XI. **CRISIS HEADQUARTERS:**

A. Has a Crisis headquarters been identified?
   Yes ________ No ________
   1. Is it available when you need it?
      Yes ________ No ________
   2. Is it large enough to accommodate all of your members?
      Yes ________ No ________
   3. Are adequate parking facilities available?
      Yes ________ No ________
   4. Are water and restroom facilities available?
      Yes ________ No ________
   5. Is it a place where leaders/committees can meet to assess, plan and coordinate strategy?
      Yes ________ No ________
   Comment:
B. At the Crisis headquarters, are provisions made for installation of technology?  
1. Community lines - community members can call for information?  
2. Member lines and rumor control?  
3. Open line for emergency situations?  
4. Who will “work the lines”? (24 hours a day?)  
   Comment:

C. At Crisis headquarters, have provisions been made for:

1. Computers? Video?  
2. Printers for reproduction of bulletins, leaflets, etc?  
3. Sufficient supply of paper, materials, etc?  
   Comment:

E. Have you made provisions for obtaining poster/sign materials if they are needed?  
   Comment:

XII. JUST PRIOR TO STRIKE ACTION, YOU WILL NEED

A. A time table (calendar) for activities.
B. Duty rosters for all pickets and workers.
C. Maps designating where picket lines will be established at each site.