

October 2013

## Crisis Assessment

**Check Appropriate Group(s)**

- Associate
- Professional
- Wall-to-Wall or Merged

Date \_\_\_\_\_

Name of NSO Affiliate \_\_\_\_\_

Region \_\_\_\_\_

Assessment Team \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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? Yes \_\_\_\_\_ No \_\_\_\_\_  
*Comment:*

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

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

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 \_\_\_\_\_  
*Comment:*

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

**III. LEGAL CONDITIONS**

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

- 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:*

(V. MEMBERSHIP/EMPLOYEE SUPPORT *Continued*)

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? Yes \_\_\_\_\_ No \_\_\_\_\_  
*Comment:*

C. Do you have support within the Board of Directors? Yes \_\_\_\_\_ No \_\_\_\_\_  
*Comment:*

D. Has the power structure of the employer organization been completely analyzed? Yes \_\_\_\_\_ No \_\_\_\_\_  
*Comment:*

## VII. EMPLOYER ACTIONS

A. Has the Board engaged in intensive efforts to gain membership support? Yes \_\_\_\_\_ No \_\_\_\_\_  
*Comment:*

- B. Have you carefully studied members of the Board and management: background, points of view, relation to the power structure, special interests, personalities, etc?

Yes \_\_\_\_\_ No \_\_\_\_\_

*Comment:*

Board:

Management:

**VIII. EXTERNAL SUPPORT**

- A. Have you a to indicate community support?

Yes \_\_\_\_\_ No \_\_\_\_\_

*Comment:*

- 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?

Yes \_\_\_\_\_ No \_\_\_\_\_

*Comment:*



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? Yes \_\_\_\_\_ No \_\_\_\_\_

Has an organizational chart been drawn up? Yes \_\_\_\_\_ No \_\_\_\_\_

**Activity**

**Person Responsible**

**Internal communication**  
(newsletter, fun stuff)

\_\_\_\_\_

**External public relations**  
(media releases, flyers)

\_\_\_\_\_

**Picket captain**  
(schedules, signs)

\_\_\_\_\_

**Crisis headquarters**  
(answering phones, thank you notes, food, clean-up)

\_\_\_\_\_

C. Have enough volunteer workers signed up to cover all necessary activities? Yes \_\_\_\_\_ No \_\_\_\_\_  
Comment:

D. Have telephone trees been established for:

1. All members? Yes \_\_\_\_\_ No \_\_\_\_\_

2. Picket captains? Yes \_\_\_\_\_ No \_\_\_\_\_

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?

Yes \_\_\_\_\_ No \_\_\_\_\_

Comment:

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? Yes \_\_\_\_\_ No \_\_\_\_\_
1. Community lines - community members can call for information? Yes \_\_\_\_\_ No \_\_\_\_\_
  2. Member lines and rumor control? Yes \_\_\_\_\_ No \_\_\_\_\_
  3. Open line for emergency situations? Yes \_\_\_\_\_ No \_\_\_\_\_
  4. Who will "work the lines"? (24 hours a day?)

*Comment:*

- C. At Crisis headquarters, have provisions been made for:
1. Computers? Video? Yes \_\_\_\_\_ No \_\_\_\_\_
  2. Printers for reproduction of bulletins, leaflets, etc? Yes \_\_\_\_\_ No \_\_\_\_\_
  3. Sufficient supply of paper, materials, etc? Yes \_\_\_\_\_ No \_\_\_\_\_

*Comment:*

- E. Have you made provisions for obtaining poster/sign materials if they are needed? Yes \_\_\_\_\_ No \_\_\_\_\_
- 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.