

# Step 9: Design Your Campaign Calendar

**S**trategies and tactics are only as valuable as your local union's ability to pull them off. A Contract Campaign needs a flexible plan to implement tactics to achieve its goals. A good way to do this is by developing a campaign calendar.

A campaign calendar is exactly what it sounds like, a calendar that lays out the contract campaign beyond contract expiration – it's best to have a big calendar that a group can look at together. If you don't have a union hall or a space where you can keep your calendars taped up, roll them up and bring them with you.

Step 9 requires materials that do NOT come with the manual. As indicated in the introduction, you will need to buy the following items:

- A Large format desk Calendar (with enough months to go beyond contract expiration.)
- Post-it notes in 4 different colors

Designing your campaign calendar just doesn't work if you don't have a calendar, so before you do this step, go out and buy this stuff.

## Why have a campaign calendar?

In a contract campaign, timing can be everything. Think about it this way: if you're planning on having everyone wear their union t-shirt on the same day, is it better to have them wear it on the day a major customer is doing a plant tour or the CEO is taking a team of analysts through the plant or the day after?

The union develops a calendar so that you do things when they'll have the most impact. **This is why you set up a timeline that escalates.**

## Why escalate?

**The pressure on your employer increases** - You escalate so that every time you have an action, it has a greater impact on the boss. As your actions get more and more intense, your employer begins to understand that you mean business. But you also keep them guessing. When your employer doesn't know what's going to happen next, they lose control – that's when they make mistakes. *Every time they make a mistake the balance of power shifts in your direction.*

**It builds your union** - Escalation is also a key to building your union. If you start off with low intensity actions members who have never done any union activity will be more likely to participate. As your contract campaign progresses the actions become more intense with full participation from your members. If you continually escalate, making sure not to leave people behind, you'll build a strong and militant union.

**Not escalating can hurt the union** - If you start off with high intensity actions and you only have a few people participate, it's easy for your employer to single them out. With a few illegal disciplines -- *or even an illegal firing* -- management can teach the members who didn't participate a lesson: *do what your union asks and you'll get fired*. If you start smaller and build, you can achieve greater participation and have a greater impact on the boss.

## Should you plan activities beyond Contract Expiration?

It's important to plan beyond contract expiration because if your local doesn't have a plan beyond expiration and you don't want to settle and it's not strategic (or legal) to strike then you need to keep your workplace strategy going strong. If you don't have any actions planned, it is easy to lose momentum. Once you stop it will take a while to get your campaign started again so make sure you plan beyond expiration.

You have **LOTS** of options at contract expiration, don't let your employer or a lack of planning force you into actions that won't get you the best contract. The union is in control - If the local is going to strike, **YOU** decide. If the local is going to settle, **YOU** decide. If the local is going to extend the contract, **YOU** decide. Don't let the boss force you into something that's not best for the union.



### Three Steps For Success

- Start early and start with low intensity tactics
- Keep your actions escalating
- Keep the pressure on

## Mapping Out Individual Tactics

Whatever your tactics, they won't complete themselves. Even something seemingly as simple as getting everyone to wear stickers on the same day takes planning. When you get into more complicated tactics like a parking lot rally or even having a community picnic, the logistics of pulling that tactic off become more complex.

By breaking up your tactics into the individual tasks that must be completed to make it successful, you can better prepare. It also makes delegating responsibilities easier, and to build your union, you'll need to involve more people. Below is an example of what would need to happen in order to pull off a successful Sticker Day.

<b>Target:</b>	<b>Plant Management</b>		
<b>Tactic:</b>	<b>Sticker Day</b>		
<b>Intensity:</b>	<b>Low</b>	Medium	High
<p><u>Write down ALL the things people will need to do in order to complete the tactic.</u></p> <ul style="list-style-type: none"> <li>• <b>Come up with a catchy slogan.</b></li> <li>• <b>Design the sticker.</b></li> <li>• <b>Get approval to buy the stickers from the Executive Board / membership.</b></li> <li>• <b>Order the stickers.</b></li> <li>• <b>Talk to Communication Action Team about handing out stickers/get stickers to CAT.</b></li> <li>• <b>Hand stickers out.</b></li> </ul>			

## Mapping Out Individual Tactics (Activity 1—Step 9)

**Instructions:**

1. In the top box write which leverage target this tactic is directed at.
2. In the second box, write what the tactic is.
3. In the third box circle whether the tactic is low, medium or high intensity.
4. In the space provided write down everything you need to do in order to complete the tactic. Be specific.

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<b>Tactic:</b>			
<b>Intensity:</b>	Low	Medium	High
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Repeat this step for all 18 tactics you are planning. Use the blank activity sheets on the Resource CD. Do it now. If you put it off until later, it won't happen.

You’ve figured out what needs to happen in order to pull off each tactic, now you need to prepare your post-it notes so you can design your calendar.

## Why should you write everything down on post-it notes?

Nothing in a campaign can be set in stone. Sometimes it’s necessary to delay or speed up tactics. Using post-it notes makes it easy to adjust your calendar by just removing the appropriate post-it note and sticking it on another day. If you write things directly on the calendar you’ll have to scratch it out, and soon you won’t be able to read your calendar.

## Preparing Tactics for Your Campaign Calendar (Activity 2 –Step 9)

### Instructions:

Using your different color post-it notes, designate a color for each of the following categories:

- set events such as union meetings, E-Board meetings, Contract Expiration, etc.
- low-intensity actions
- medium-intensity actions
- high-intensity actions

Each Tactic will need at least two post-it notes:

1. On the first Post-It note write the leverage target, and the tactic. Below that copy all the things that you need to do to accomplish this tactic. This may seem like an extra step – it’s not! During campaign strategy meetings you should have the calendar up on the wall. By listing every task right on the calendar, it becomes MUCH easier to assign tasks.
2. On the Second Post-It Note just write the leverage target and the tactic.
3. When you place these on your calendar, put the second Post-It on the date you want to carry out the action. Put the first Post-It on the date that you will need to start preparing in order to be ready for the selected date.

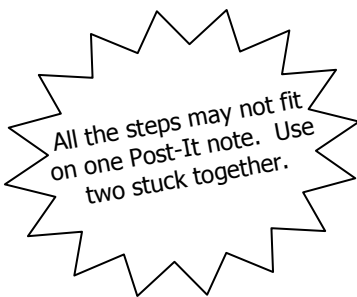
### Post-It #1

**Sticker Day**  
**Plant management**

- Come up with a catchy slogan.
- Design the sticker.
- Get approval to buy the stickers.
- Order stickers.
- Get stickers to CAT.

### Post-It #2

**Sticker Day**  
**Plant management**



You have all of your tactics written down on post-it notes, now you're ready to plan your campaign calendar. There are two things that you have to remember when you plan your calendar:

- Start planning early. Rallies and picnics are excellent tactics but if you want politicians at your event, it could take months for them to clear their schedules.
- ESCALATE. You have developed low, medium and high intensity tactics for a reason. Escalation is the key to a successful campaign. As your actions increase in intensity, the boss will start to worry more and more. Once you have the boss worrying, you've got the upper hand!

## Designing Your Campaign Calendar (Activity 3—Step 9)

### *Instructions:*

1. Tape your large calendars on the wall.
2. Now put the post-it notes up for set events such as Union and E-Board meetings, contract expiration, etc.
3. Tactic by tactic, stick your post-it notes on the calendar. Remember, on the day you want to pull the tactic off, put the note with just the tactic written on it, on the day you'll need to start preparing for the tactic put the note with all the tasks written on it.
4. Once you have all your tactics on the calendar make sure they are spread out enough to get them all done.
5. Since your post-it notes are color-coded based on the intensity of the tactic, be sure that the colors on your calendar flow from low, to medium, to high. If you are planning to execute a high intensity tactic at the beginning of your campaign, you may want to rethink your timing.



### **It's All About Timing**

- Tactics like t-shirt, sticker and button days are more effective if they are repeated throughout the campaign on the same day. You could do T-shirt day every Friday or on pay day.
- Visible workplace actions have a bigger impact on days customers or upper management are visiting your workplace.
- Plan rallies and picnics on days and times that the most members can show up – a picnic on a big holiday may seem like a good idea, but people probably already have plans.
- If you plan on putting out a weekly newsletter, make sure it's weekly – after a few times members will begin to expect it, if you stop suddenly, they'll be disappointed in YOU not the boss.