

# The Five Steps of Organizing



National Fraternal Order of Police  
Labor Services Division

# WELCOME

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Labor Services Division

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# Webinar Process

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# Basics of Organizing

- Organizing is one of the hardest and most time-consuming tasks of any that a union performs.
- Successful organizing begins with leadership
- Organizing is how a labor organization introduces itself to the employees who will become the Bargaining Unit.



# Challenges to Organizing

- Employer opposition or hostility
  - Employees do not want to be seen with union
  - Employees may see advantage to side with management
- Fiscal crisis in government
  - Bad economic times limit effectiveness of message
  - What are benefits if no probable raises
  - Concessions may help; members want a say



# Challenges to Organizing

- Indifferent workforce
  - Apathy always a challenge
  - In any organization 95% of the work is done by 5% of the people
- Ineffective Leadership
  - Essential to know where the elected leadership stands



# Five Basic Steps to Organizing

- Every workplace is different
- There is a great deal of work that will be needed to successfully obtain bargaining rights and establish a Collective Bargaining Agreement



# Five Basic Steps of Organizing

Step 1: Build an organizing committee

Step 2: Develop a strategy

Step 3: Interest cards/petition drive

Step 4: Win the election

Step 5: Carry out promises





# Step 1

## Build An Organizing Committee

- Identify Leaders
  - Don't forget informal leaders
- Establish makeup of committee.
  - Members from different work areas
  - Members from different shifts and groups
- The committee members must be prepared to work hard to educate themselves and their co-workers.



# Building the Committee Con't

- Basic information about the workplace.
  - Locations
  - Employees at locations
- Employee information
  - Shift and location
  - Special needs
- Identify volunteers that can be utilized



# Campaign Coordinator

- Who can the coordinator be?
- Responsibilities
  - Who will be in charge of certain aspects?
- Details of running a successful representation campaign
  - Hard work and commitment



# Draft A Plan of Action

- Identify timelines
- Ensure that the FOP wins on election day
- Select Your FOP Campaign Team
- Develop a Campaign Strategy
- Assign Roles and Responsibilities
- Lay Out a Timeline for the Campaign
- Communication Strategy
- Discuss Marketing Materials - What, When, and How Distributed



# Draft an Action Plan

- What Are We Offering - Why Should Someone Vote For Us?
- Identify Bargaining Unit & Members
- Identify additional Informal Leaders
- Geographical Considerations
- Campaign Workers' Identifications and Assignments
- Publications
- Website
- Phone Banks
- Get Out the Vote



# Identify Needs and Wants

- Concerns of officers in the past
  - Concentrate on what affects the majority
- Past and Active Grievances
- Upcoming changes in your agency
  - Change in shift scheduling
  - Things happening in other agencies



# Do Not Go It Alone

- Contact persons
- Support of other groups
- The value of experience



# Position of Board Members on the Campaign

- Don't take for granted that you know where your board stands on the issues.
- Have a planning meeting with your board to start out your campaign.





# Position of Board Members on the Campaign

- Take notes and make sure you get input from all board members.
- Remember, the Lodge Leadership needs to “own this campaign.”



# Step 2

## Develop a Strategy

- Develop a plan for the campaign
  - List of benefits and improvements the FOP can provide
  - Plan timing of visits to workplaces/shifts
  - Create talking points
  - Develop a list of issues that may be raised



# Develop a Strategy

- How are you going to communicate your message?
  - Work place visits
    - Reaching out to small groups will show them that the FOP will address their concerns in the future
  - Off duty visits
  - FOP functions that you can invite non-members to attend
  - Printed materials and emails
  - The internet, social media, texting



# Sample Strategy for Ranking Unit Members on a Scale of 1 to 5

1. Leader and activist for the FOP.
  - Someone who not only will vote for the FOP but can also be counted on to work on the campaign. (Set up a work site meeting, get petitions signed, etc.)
2. Solid yes vote
  - Not willing or able to be an activist.
3. Undecided or unknown.
  - These are key targets for persuasion up until voting day.
4. Probable "no" vote.
  - Leaning against supporting the FOP but not angry or actively opposed.
5. Definite "no" vote
  - Lost cause. Do not attempt any further contact with a true "5." To do so might be counterproductive.



# Communicating Message

- Agree to a list of improvements the FOP brings
- Have UNIFIED answers prepared to possible questions
- Be sure everyone is on the same page



# What Are You Offering?

- What can you offer that other organizations don't have?
  - Bargaining
  - Legal Services
  - Information System ([www.fop.net](http://www.fop.net))
  - Legislation
    - Local
    - State
    - National



# Advantages of FOP Membership

- Support and networking with over 325,000 members nationwide
- All levels of the organization administered by law enforcement officers

**COPS REPRESENTING AND  
PROTECTING COPS**



# Step 3 Interest Cards/Petition Drive

- Design and print interest cards
- Consult laws governing your agency





# Interest Cards and Petitions

- The committee members obtain signatures
- The greater number of signatures you obtain now, the better. This will help you during the campaign and election.
- Lifetime of document
- Security of documents



# Card Signing

- Obtaining signatures
  - Direct mailing of cards/petitions
  - **Face to Face Contact is best**
- How many cards/signatures to obtain
  - Most laws require 30%
  - Work toward obtaining signatures from 75%



# Sample Interest Card



## FRATERNAL ORDER OF POLICE

### *Representation Interest Card*

I, Print Name, support the certification of the Fraternal Order of Police Lodge Name  
as my exclusive representative in collective bargaining with my employer, identified  
below, under labor statute site statute of Name of Governing Body.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Classification/Position/Rank/Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Phone: ( ) - E-mail: @ \_\_\_\_\_

# TYPE OF PETITIONS

- Certification Petitions
- Decertification Positions
- No Procedure



# Certification Petition

- Seeking an election to become Certified Bargaining Agent
- Can be other interested groups involved
- Contents of petition
- Ways that authority can handle petitions



# Decertification Petition

- Purpose of Petition is to replace existing bargaining Agent
- Proofs that may be needed in certain situations
- Ways that authority can handle petitions



# No Procedure

- An original petition would be needed to be drafted. The petition would be similar to a recognition petition and request recognition as a bargaining unit to the employer .
- Date, name, and signature lines for each member.



# Step 4

## Win the Election

- Cards/ Petition are to request the election.
- What happens after signing and before the election
- Maintain copies of all cards / petitions
- FOP campaign must continue and intensify





# On Election Day

- Get Out the Vote
- Use your ranking system
- Poll watchers
- Poll workers – use all your resources



**Election Day**

**EVERY VOTE  
COUNTS**



# Other Important Aspects of your Campaign

- Your leadership needs to “own” this campaign
- Position of Board Members on the Campaign - **UNITY**
- Support from other organizations
- Keep up and always increase the momentum of your campaign



# Step 5

## Keep Your Promises

The organizing committee does not let up after an election victory. The real goal of the campaign is to carry out and keep the promises made. You now have to deal with the issues.



# Now That You have Won

- Carry out Promises
- Serving the members – they come first
- Duty of fair representation
- Ask for guidance if required



# Carry out promises

- Victory brings on responsibility
  - Negotiating the new Agreement
  - Administering the Agreement
  - Fairly Representing Members
  - Carry out other promises made during campaign



# Continuing to serve the members

- Maintain communications with members
- Maintain communications with the administration
- Administer the CBA
- Process grievances with merit
- Duty of fair representation
  - This is your legal obligation



# Duty of Fair Representation

Originally recognized by the United States Supreme Court in a series of cases in the 1940s involving racial discrimination by the railway workers' unions.





# Duty of Fair Representation

- Your obligation as a Bargaining Agent
- Who are you bargaining for?
- Who must you represent?
- How must you represent everyone?



# Duty of Fair Representation

- What is not the duty of the Bargaining Agent?
- Fair share / Agency Shop



# Issues in Collective Bargaining

- At-will Employment vs. Employment Contracts
- The Bargaining Unit and Bargaining Agent
- The Benefits of Collective Bargaining
- How the National Fraternal Order of Police can help



# At Will vs. Employment Contracts

## ■ At Will

- Few protections from termination without cause
- Possible harassment
- Pressures of working under a threat

## ■ Contractual Employee

- Can only be terminated for just cause
- Procedure established in agreement that must be followed to prove just cause



# Bargaining Unit

- A group of employees with a clear and identifiable community of interests
- Generally, Certified by the Labor Relations Board
- Consists of employees
  - Have support of majority of members
  - Bargaining unit may be determined by State or Local laws
    - Rank and File may bargain separately from superiors
    - May have to include non law enforcement positions



# The Bargaining Agent/Representative

- The bargaining unit is represented by an exclusive bargaining agent
  - FOP
  - Sometimes a unit that is a portion of the Lodge
  - Has to be certified as the Exclusive Representative
    - FLRA
    - State Statute
    - Local Authority



# Collective Bargaining Agreement CBA - MOU

- The written final contract agreed to and signed by the FOP (Bargaining Agent) and Management setting forth all matters discussed and agreed to during Collective Bargaining.



# Becoming the Bargaining Agent

- Research the laws governing your agency
  - Use internet sources for researching laws
  - Look for time frames
  - Follow prescribed procedures
  - Obtain filing forms specific to your location

TIME TO START  
YOUR ORGANIZING CAMPAIGN





# How Local Lodges Can Obtain Bargaining Rights

- Support of Members
- Request Recognition
- Political Activity
- Public Relations
- Initiative Petition



# NFOP Labor Services Division

- Advice and guidance
- Full service agreements
- À la carte services
- Organizing assistance
- Training



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# THANK YOU

