

**Strategic Campaign Planning**  
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Union Organizing is somewhat unique for two reasons.

- 1) Specific group-employer, trade, membership or bargaining unit—not the general public who happen to share an interest.
- 2) Employer opposition—sometimes same characters (eg [unionfacts.com](http://unionfacts.com)) but generally much more intense (eg VZW) not allowed to discuss, propaganda, threats, closings.

Use of Corporate Campaigns to counteract employer attacks

Example: South Africa investments or Immokalee Workers

These types of efforts are facing push back from employers. Need to try new tactics while staying rooted in democratic organization. Focus on change and empowerment.

Some methods currently available allow for the manipulation of groups of people in an impersonal way—eg data base mining, negative campaigns.

**Transaction model vs relationship model**

Transaction model: Say/do anything to get desired response and then move on. Can be characterized by distortion, “spin,” appeal to fear/hatred, de-personalized, manipulative

Relationship model: building relationship, fact based, and empowering, long term.

Example: US Civil Rights movement. Organizers for months talked one on one with ministers, community leaders, and families to build consensus around a plan of action.

**Key Components:**

\* Identify issue, desired outcome, plan of action to achieve desired outcome.

\* Map Terrain -- Who might share concern, have interest, have influence

Mobilization Structure: Committee, Committee, Committee. Ideally involve respected individuals who can move a small group of other individuals.

Steering committee meets regularly, others conference calls, email trees, small group meetings.

\* Education -- What are issues, simple flyer, backup information, rap sheet, yeah buts, adult education model, people retain more information if they work through the problem themselves, if they have a sense of ownership.

- \* Action -- Start small and increase over time, build sense of power
  - \* Tracking -- systematic one on one conversation feed back, record results
- Play it back and move to organize next action-escalation

**Resources:**

<http://www.cwa-union.org/organize/>

<http://www.cwa-union.org/resources/>

<http://aflcio.org/>