

2013 Picket Captain Training Manual

Grocery Store Workers Bargaining

STAND TOGETHER

 **UFCW 21**
a VOICE for working America



 **UFCW 367**
a VOICE for working America

CONGRATULATIONS on your appointment as Picket Captain for your store location. Your co-workers have placed a great deal of trust and confidence in you.

Together we are powerful. We are 30,000 workers strong. A united front that stretches from the Olympic peninsula to the Cascade mountains, and from the Canadian border to Thurston County.

Bargaining can be tough. We make our case and the employers make their case. What happens at the bargaining table is important—but that's not where we win a strong contract.

We only win a strong contract when workers stand together and build support in their stores and in the community.

We do hope that we will be able to bargain a fair settlement without a labor dispute developing. Strikes and/or lock-outs are not pleasant; in fact they create extreme hardships for all involved. But often, striking is our only alternative if management attempts to subject us to an inferior contract which lowers our working conditions and standard of living.

It is important that we prepare ourselves for a strike. It is only when management sees that their employees are prepared to strike, that they bargain seriously.

In contract negotiations, striking is always the last option considered in attempting to reach a settlement. History has proven that we can move management off of their bad proposals. In 2010 after taking action in all 218 stores, 94% of us voted to authorize a strike. Often, these Employers do not bargain seriously until the Union is prepared to initiate strike action. The quality of the bargaining is directly related to the unity and strength of the membership in the stores.

Our goal is to ratify a fair new contract. To assist in these efforts, you, as your store's Picket Captain, must organize your co-workers and prepare for a possible strike or lock-out.

PRE-STRIKE DUTIES

Inoculate Workers to Management’s Scare Tactics: As we build for a strike, your job as a picket captain is to help stop the rumor mill and fear factory that management will spread. The best way to avoid a strike is to be prepared and that is what we are doing here today.

GATHER TELEPHONE NUMBERS AND EMAIL UPDATES ON THE “I PLEDGE TO VOTE PETITION” – In many instances the US Postal Service can provide us with address corrections, or at the very least notify us that the current address on file is wrong.

Phone records, on the other hand, are not so easily updated. Our phone records are critical for our communications.

In a strike situation we need the telephone and email of every member so we can have the best lines of communication.

Secure the current phone numbers and emails from each co-worker and verify them against The Pledge to Vote petitions.



I am one of 30,000 grocery store workers of in Puget Sound that work for the big national chains (Safeway, QFC, Albertsons, Fred Meyer) and smaller independent stores like Town & Country, Haggen, Top Foods, Metropolitan Market and others.

I believe that when you work hard and play by the rules, you should have the opportunity to move ahead at your job.

But the CEOs of the big national chains, who get paid millions, are proposing to cut our pay, eliminate our health care, and refuse to expand paid sick days that Seattle workers have to others. That's not fair.

I proudly add my name to this petition and pledge to vote to:

- Improve wages and hours so we can support ourselves and our families
- Protect our health plans so we can stay well and get affordable quality care when we are ill
- Provide paid sick days for all so we can stay at home when sick without losing a days' pay
- Secure our pension so we can retire with dignity after a lifetime of work

A full list of what we are for is on the Grocery Store Workers Bill of Rights.

UFCW21.ORG

UFCW367.ORG

TEAMSTERS38.ORG

11/2011

THE BIG GROCERY CHAINS USE THE SAME PLAYBOOK

EACH TIME WE ENTER BARGAINING

They say the money's tight. They complain about the competition. Sometimes they try to spread confusion. Here are a few common tactics used by management:

Posting Jobs

The employer may post jobs or conduct interview tabling to scare members. Leaders should help members remain calm and remind them that this is a scare tactic that has been used by the employer for decades. Remind co-workers that the best way to get a fair contract is by standing together. Leaders should help people move through their fear by moving them to action- sign folks up on the PLEDGE TO VOTE and for picket duty, leafleting or work on the phone tree. Remember the employer must post that there is a labor dispute when posting jobs and we will work to keep people from crossing the picket line, both co-workers and customers.

Employee Parties and Awards

Often employers will throw employee appreciation parties (pizza, ice-cream or free haircuts) give out gift cards, or appreciation awards to make it appear as though they care. Remember the bargaining proposals come from the big CEOs not the Store Managers. No matter how Leaders may feel they should not bad-mouth the managers. Instead, leaders can think of creative ways to push back on management and send a message that we are standing together for real appreciation for our work. For example, a group of members could get together and hand out flyers (in designated break areas on break time) that outline CEO pay during these parties.

Manager Meetings

Managers may try to convince employees of the fairness of their proposal person by person. If Managers hold these meetings, members should ask the intent of the meeting and let managers know that they have a bargaining team which they fully support and that they will contact the union if they have questions on the bargain. Some of these meetings may lead to a violation of your rights under Federal law and you should take careful notes of what was said and contact your union rep as soon as possible.

Rumor Spreading

Managers may also spread rumors. Leaders should stop rumors by not listening or responding. Prepare all members for rumors and remind them not to respond. If leaders hear about rumors they should not continue to talk about the rumor, but start talking about the union's next steps; whether it is bargaining, a rally or an action. Remember, the employers give out poor information to their own management team which can cause rumors.

Divide and Conquer

Dividing people against each other. Managers often use the divide and conquer tactic—a tired tactic from the past is to get different contracts such as meat and grocery or different locals to work against each other. This round of negotiations we are more united than ever before. Unity is important—leaders should send a clear message that we are bargaining together, shoulder-to-shoulder. We are at the table with UFCW 21, UFCW 367 and Teamsters 38, uniting the entire Puget Sound.

REMEMBER – Specific instructions will be given to Picket Captains prior to any strike action.

RULES FOR PICKETS

1. Every picket line must have a Picket Captain.
2. Picketers must report to the Picket Captain when they arrive and leave, and records must be kept of all picket duties performed.
3. Strikers who don't have a specific picket assignment should report to the picket line at the work location 45 minutes before the normal workday begins or to strike headquarters.
4. Strikers should cooperate with requests to change picket locations or shifts to maintain effective picket lines.
5. Worksites generally are picketed from 45 minutes before normal opening until one-half hour after normal closing. Twenty-four hour facilities generally are picketed around the clock.
6. Picketers should wear comfortable clothing and shoes, and bring a jacket and a hat for protection from the sun or rain.
7. Picket captains should try to rotate rest periods so the picket line remains strong at all times. Pickets must not use restrooms and telephones in buildings owned or operated by the struck employer.
8. Don't litter.
9. Don't lounge on building steps. Keep the picket line moving.
10. Talk to people who cross the picket lines and try to convince them to support the strike.
11. The Picket Captain should maintain records of all unusual incidents and communicate problems to strike headquarters. If the Picket Captain is absent, another striker should assume the responsibility of handling problems. (A REPORT FORM WILL BE PROVIDED ONCE A STRIKE BEGINS).
12. No drugs, alcohol, weapons, or violence whatsoever will be tolerated on picket lines.
13. Don't argue with police. They legally can ask strikers for their names, addresses, and identification. If a police officer makes any request beyond this, you have the right to consult with an attorney or local union officer first. Don't waive your constitutional rights without consulting with an attorney.
14. Strikers with outstanding traffic violations should pay them before picketing.
15. Don't listen to rumors. If a rumor threatens to disrupt the picket line, the picket captain should call strike headquarters.
16. Don't abandon the picket line. If the relief shift doesn't show up, call strike headquarters. Someone will be on duty in strike headquarters at all times to deal with any emergencies.
17. Don't talk with strangers on the picket line before checking with the Picket Captain.
18. Refer all reporters to the Picket Captain.

BEGIN TO DRAFT PRE-STRIKE PICKET SCHEDULE

We are in multi-employer negotiations for Grocery and single Employer negotiations for Meat, CCK and FMGM. We must be prepared in every worksite for a strike.

In multi-employer retail negotiations, we utilize the target approach to striking. This means that if a strike occurs, one employer, or company chain, will be immediately struck, and only the target will have pickets, and the employers will likely lock out the employees in the other chains. In single employer negotiations, once we strike, the other employers cannot as easily lock out their employees. In either case, employers can lock out at any time once a contract is expired, so we must be prepared in all locations for picket schedules.

Many employees may have a good idea as to possible targets, or likely, realize which units will not be targeted. This may cause employees to question the need for a picket schedule for their store. However, every location must have a picket schedule **even if** it is extremely unlikely that their store is a target. (Lock-out schedules, strike schedules are all picket schedules.)

Strike benefits are paid **only** to members that participate on the picket line, and all members will need picket schedules.

In our preparation for a strike, we prepare generic picket schedules. They are written for your location, but use shifts and scheduling formats that can easily be transferred to other locations. Each employee will have a picket schedule. They will have the option to participate or not participate.

Schedule Writing

Retail picket lines are normally maintained from 45 minutes before normal opening until one-half hour after normal closing. Twenty-four hour facilities generally are picketed around the clock. Pickets need to be visible to the public and delivery trucks, and staffing should mirror the busy times of the store. These factors must be taken into account when you prepare your schedule.

You will need to schedule more people to cover the busier times and the busier days of the week. The more consumer traffic, the higher our need for a full picket line. (For example: The afternoon and evening shifts will need more pickets than the graveyard or morning shifts.)

When preparing the **generic** pre-strike schedule, you will need to write your schedule using these pre-established generic shifts:

“A” Shift – 6:00 am to Noon

“B” Shift – Noon to 6:00 pm

“C” Shift – 6:00 pm to Midnight

“D” Shift – Midnight to 6:00 am

When a target unit has been selected, and crews are assigned to permanent locations to picket. It may be possible to revise the length of the shifts, or even the hours of the shifts. The number of members participating on the lines will determine the degree of adjustments that can be made.

As you write your first schedule, you may find it easier to schedule the coverage that you will need and the days off without putting a name to the schedule. Once completed, go back and assign names to the already written schedules.

Or, you may want to contact each person in your store and see what schedule they would like to work. This has historically been a very difficult and time consuming drill. You may desire to write the schedule and allow employees to “bid”. Use the method that you feel comfortable with.

Each shift will need a **Shift Leader** or **Shift Coordinator**. This person can assist you in writing the schedule. The Shift Coordinator will supervise the pickets, verify compliance with the schedule, and assist you with your duties.

SPECIAL NEEDS – As a general rule, when you prepare the generic pre-strike picket schedule you will not take in to account the special scheduling needs of your crew. This generic schedule is merely written to establish a picket line.

When additional crews are assigned to assist you at your location (or your crew is assigned elsewhere) it will be possible to adjust schedules, or even picket locations, to accommodate any special scheduling needs.

It is important that you document any special needs or requests that are brought to your attention, and forward this information to Strike Headquarters. Examples would be – need to be closer to home, child care needs, car pool, school, etc...

We are usually able to accommodate everyone’s requests by the end of the second week. Please note that all such adjustments must be coordinated through Strike Headquarters or strike benefits could be jeopardized.

UFCW & Teamsters Picket Schedule

Store: _____

Picket Captain Name and Phone Number: _____, _____

Schedule for Week Ending: ____/____/____

FULL NAME & HOME PHONE NUMBER	SUN	MON	TUE	WED	THU	FRI	SAT
Name Phone Number							
Name Phone Number							
Name Phone Number							
Name Phone Number							

SHIFT COORDINATORS

“A” SHIFT - _____

PHONE: ____ (____) _____

“B” SHIFT - _____

PHONE: ____ (____) _____

“C” SHIFT - _____

PHONE: ____ (____) _____

“D” SHIFT - _____

PHONE: ____ (____) _____

COMMON QUESTIONS ABOUT A STRIKE

What are some of the next steps we will be taking?

We will all work as hard as possible to turnout members to the picket line, and then we will vote the contract. The larger and the stronger the vote the better. Once the votes are over, the ballots will be counted and the results will be released.

We must send a message that our membership is united and resolved. We will then return to the bargaining table with a clear message that management's current offer is unacceptable and our membership will stand united in opposition to management's current proposals.

The company told me they needed to make cuts to remain profitable. Is this true?

Beware of management misinformation and rumors. These large chains are some of the most profitable corporations in the country.

At a time like this, management often takes advantage of employees' fears of a struggling economy or strike to pressure them into accepting a sub-standard contract.

Will there be a strike at my grocery store?

Before a strike could take place, members would reject the Employer's proposal and authorize a strike.. It takes a two-thirds majority to authorize a strike. This ensures we have a solid majority who are serious about taking action for a fair contract.

If members authorize a strike, what would happen?

Currently, we have a contract extension in place. In addition, we would have a 72-hour notice given to the employers before a strike. The actual start date of a strike is a tactical decision and depends on a number of factors, including when it will have the biggest impact and if all other avenues of progress are exhausted. There are dates set for bargaining through September. We do not know what will happen after that point, but a strike cannot happen without a vote of the members authorizing it.

How long would a strike last?

There is no way to predict how long a strike would last. The 1989 grocery store workers' strike lasted a little less than three months. The Southern California grocery Strike in 2003-2004 lasted four and a half months. The key to a successful strike is a united work force and support from our allies and the shoppers in the communities where we work.

Can I be fired for striking?

It is against the law for Management to fire you because you exercise your legal right to strike.

Do I receive pay while on strike?

You do not receive pay from your employer while on strike, except for time you have already worked.

Your union does provide strike fund benefits for members who have been on strike two weeks. The International Union will pay \$100.00 a week beginning the eighth day. Your local union will supplement this with the amount to be determined by the Executive Board. Your local union supplement will continue as long as possible given the resources of the local Union strike fund. Historically, the local union has matched the amount from the International Union but, again, this is determined by the local union's Executive Board.

Your union also has a hardship fund to assist members whose families face particularly difficult financial situations. If you are in such a hardship position, please let the Union know so that we can arrange assistance.

We also have several community partners including a credit union, many food banks and other services across the Puget Sound to help us through a strike.

Can I get unemployment when on strike?

You are not eligible for unemployment benefits.

Do I accrue sick leave or vacation time when on strike?

You will not accrue sick leave or vacation while you are on strike.

Do I pay dues while on strike?

Members who are on strike or locked out do not pay dues but remain in good standing in the union. UFCW 21 has over a third of its members who work in jobs inside other grocery stores or health care, retail etc. and they will still be working and paying dues which will help replenish the strike fund.

If I am not yet a member of the Union, but am in the bargaining unit, can I go on strike?

Yes. All employees in the bargaining unit are represented by the Union. All employees, even those in their probationary period, have the legal right to strike and honor the picket line. Non-members within the bargaining unit have the same protection under the law as members do during a strike situation.

What about medical benefits during a strike?

There is a lag month under your insurance plan that would keep your insurance through a certain period. For example, if you work enough hours in October to be eligible for health insurance you will maintain health insurance through the end of December if we do strike. After you lag time ends, workers who strike are allowed to continue group medical insurance, but would be required to pay the full cost of the premium.

Can I work other places while on strike?

Yes. However, in order to win a strike we must have everyone participate in strong picket lines. In the past a minimum of 20 hours per week was required to receive strike pay. If, for physical reasons, you cannot picket, there are other ways you can support the strike.

Can my friends and family join the picket line?

Yes! Our fight is our friend's, families' and communities' fight. However, they will be required to abide by the same rules of conduct expected of all bargaining unit members. Violations of those rules will not be tolerated due to the potential legal liabilities involved.

What happens if I cross the picket line?

Whether or not you can cross a picket line is not a legal question, but whether or not you will stand by your co-workers and fight for a fair contract. Solidarity wins strikes and a better standard of living; breaks in solidarity only advance the interests of the Employer. During a strike, the Employer's only interest is winning the strike.

What can we expect from management if we vote for strike authorization?

Management will try very hard to scare employees into settling for less. You may be required to attend mandatory "informational" meetings on work time to hear why you should accept the employer contract offer. You have the right to express your opinion, counter misinformation, and take notes of what management says. Union members have the right to act together and it is illegal for management to threaten you or your employment in any way.

What else are we going to do to win a fair contract?

The key ingredient to winning a fair contract is the unity and resolve of the membership. Each action we take is part of a broader plan to bring increasing pressure on the employers to change their contract offer. It's important for each action to be well organized and have the participation of everyone. We have begun to get the public involved – through press coverage and our actions. The community has joined our fight by the hundreds and we will also have the backing of other labor unions in the area. If we stay united we can win a fair contract.

How can I get updated information on the bargain?

The best place to get ongoing information during the bargain is on the union websites: ufcw21.org (Facebook: 2013GroceryBargainingUFCW21), ufcw367.org, and teamsters38.org. Members are regularly sent email and printed updates as well as handed updates in the stores. Make sure the union has an accurate phone number and email so we can quickly communicate with you as well.

OUR COMMUNITY IS BEHIND US

As we build for a strike, remember we are not alone. Community allies, political leaders and members from other unions are pledging to stand with us by adopting stores where we work. Here is a list of the organizations standing with Grocery Store workers.

ORGANIZATIONS

Allyship
APALA (Asian Pacific Labor Alliance)
API Chaya
APRI (A. Phillip Randolph Institute)
CAIR
CASA Latina
Childrens Alliance
Church Council of Greater Seattle
Community Alliance For Global Justice
Community to Community
EOI (Economic Opportunity Institute)
FAN (Faith Action Network)
Got Green
Interfaith Task Force on Homelessness
JWJ (Jobs With Justice) – King County OC
JWJ (Jobs With Justice) – WA State
JWJ (Jobs With Justice) – Whatcom County
Kent Black Action Commission (KBAC)
LELO
NWIRP (Northwest Immigrant Rights Project)
OneAmerica
Pride at Work
PSARA (Puget Sound Advocates for Retirement Action)
Real Change
Puget Sound SAGE
Seattle Human Services Coalition
Seattle NOW (National Organization for Women)
Seattle – King County Coalition on Homeless
Statewide Poverty Action Network
Tacoma – Pierce Advocates for Retirement
Action
USAS – UW (United Students Against Sweatshops)
WA Fair Trade Coalition
WA State Budget and Policy Center
WA State Coalition Against Domestic Violence
Washington BUS
Washington CAN (Community Action Network)
Washington CAN – Main Street Alliance

**STAND
TOGETHER**



**Please Help Keep Good Jobs
In Puget Sound and Affordable
Health Care for Workers**

We are the 30,000 union grocery store workers of Puget Sound. We are your friends and neighbors. The CEOs of the big national grocery chains are proposing to cut our pay and health care. They tried that before in 2010 when we had to take a strike vote near Thanksgiving before these CEOs were willing to reach a fair compromise. This year their proposals are worse than ever.

While many of us don't get paid much, we do have high quality health insurance for low cost. That, and because we like helping our customers, is a key reason why many of us do our jobs. But these CEOs want to take away our health care, cut our pay, deny us paid sick days, cut our hours, and keep driving our jobs into a less secure, less dependable part time job. That's not how this country was built and that is not how we are going to get our economy going again.

We have been in negotiations since March. In July we held 12 Informational Pickets in front of stores. Hundreds of community supporters stood with us. In August, we will hold another 34 Pickets – all on the same day to reach customers. But if we are not able to turn these CEOs around, we will need your support if this becomes a full scale labor dispute.

Please Help Keep Good Jobs In Puget Sound and Affordable Health Care for Workers

Yes, I pledge to adopt the store where I shop and:

- Speak to the local store management where I shop and ask them to settle a fair contract
- Tell the store manager I will withhold my grocery dollars if needed to help protect good jobs and quality affordable health care
- Adopt families in the store, if there is a strike, and help provide for their needs
- Walk the picket line and take actions at the store I adopt to connect with other customers

Select from the following list of Fred Meyer Stores covered under this contract negotiation:

- Alderwood # 688; 2902 - 164th St. SW Lynnwood, WA 98087
- Auburn #19; 801 Auburn Way N Auburn, WA 98002
- Aurora/Shoreline #13; 18325 Aurora Ave. N Seattle, WA 98133
- Ballard #608 - 915 NW 45th St. Seattle, WA 98107
- Bellevue/Overlake #23; 2041 - 148th Ave. NE Bellevue, WA 98007
- Benson Plaza #31; 17801 - 108th Ave. SE Renton, WA 98055
- Bothell/Thrasher's Corner #457; 21045 Bothell-Everett Hwy Bothell, WA 98021
- Bremerton #171; 5050 State Hwy 303 NE Bremerton, WA 98310
- Burien #28; 14300 - 1st Ave. S Seattle, WA 98168
- Burlington #24; 920 S Burlington Blvd Burlington, WA 98233
- Covington #53; 16735 SE 272nd St. Kent, WA 98042
- Everett #95; 8530 Evergreen Way Everett, WA 98204
- Federal Way/Twin Lakes #111; 33702 - 21st Ave. SW Federal Way, WA 98003
- Greenwood #122; 100 NW 85th Street Seattle, WA 98117
- Issaquah #658; 6100 E Lk Sammamish Pkwy SE Issaquah, WA 98027
- Kent #172; 10201 SE 240th St. Kent, WA 98031
- Lacey #186; 700 Sleater-Kinney Rd. SE Lacey, WA 98503
- Lake City #179; 13000 Lake City Way NE Seattle, WA 98125
- Lynnwood #180; 4615 - 196th St. SW #175 Lynnwood, WA 98036
- Maple Valley #682; 26520 Maple Valley-Black Diamond Rd Maple Valley, WA 98038
- Marysville #209; 9925 State Street Marysville, WA 98270
- Mill Creek #458; 12906 Bothell - Everett Hwy Everett, WA 98208
- Monroe #210; 18805 State Route 2 Monroe, WA 98272
- Port Orchard #655; 1900 SE Sedgwick Rd Port Orchard, WA 98366
- Redmond #664; 17667 NE 76th St Redmond, WA 98052
- Redondo #215; 25250 Pacific Hwy S Kent, WA 98032-6528
- Renton #459; 365 Renton Center Way SW Renton, WA 98055
- Shelton #603; 301 E Wallace-Kneeland Blvd. Shelton, WA 98584
- Snohomish #681; 2801 Bickford Ave. Snohomish, WA 98290
- Totem Lake #391; 12221 - 120th Ave. NE Kirkland, WA 98034
- Tumwater #659; 555 Trosper Rd. SW Tumwater, WA 98512

YOUR NAME: _____
CONTACT PHONE: _____
CONTACT EMAIL: _____
ORGANIZATION NAME: _____

MAP OUT YOUR STORE

Note the hours, number of entrances. Draw an outline map of your store by department with entrances and exits marked.

DRAW MAP HERE

Store Name: _____

Store Address: _____

Picket Captain Name and Phone: _____

Hours of Operation: _____

Number of Entrances: _____

Name of Organization Adopting the Store and Contact Information:

Rep Name: _____

Shopping Alternatives Nearby? _____

Other Notes About Surrounding Area: _____

ENSURE PEOPLE SHOW UP TO VOTE

We need every member to vote to send a strong message that we are united. The best way to ensure people show up is to help people set up carpools so they are committed to attending the vote meetings. SEE SAMPLE CARPOOL CARD.

**When a vote meeting is called,
I'll drive my co-workers**



Driver Name	Passenger Name
Driver Phone	Passenger Phone
Passenger Name	Passenger Name
Passenger Phone	Passenger Phone

Circle the location that works best for you:

Seattle Lynnwood Bellevue Seatac

Bremerton Tacoma Olympia

NOTES:

Stay informed.

Visit your union website for the latest news:

ufcw21.org

teamsters38.org

ufcw367.org

