

*Pre-Strike
Planning Guide*

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STRIKE OPERATION GUIDELINES

I. GENERAL

A plan designed to deal with strike and labor disturbances requires the breakdown of effort into three (3) separate categories. They are:

1. Pre-Strike Planning
2. Strike Operations Planning
3. Post Strike Intelligence

These phases are inter-dependent but distinct. They require different resources and involve different time frames. Several different types of strikes can occur, the impact of each differs, as well as the planning guide. We are addressing the most frequent type of strike encountered, the familiar "ECONOMIC STRIKE". The economic strike is one in which failure to negotiate a satisfactory contract agreement results in the bargaining units voting to stop work.

II. PRE-STRIKE PLANNING

Planning in anticipation of a strike begins with the earliest indicators that a strike will occur. Situation pulse taking is a constant exercise by many levels of management at about the time a collective bargaining contract is to expire.

A. EARLY POLICY DECISIONS

Once it becomes clear that a strike may occur, a series of policy questions must be answered before planning can proceed. It is most important that the answers be agreed upon prior to the day of the strike.

Key questions are:

1. Will we attempt to conduct business as usual?
2. How will facility access be controlled and handled for pedestrians and vehicles?
3. What will be the probable size of the work force on the first day of the strike?
4. Will shipments be made and received?

5. What will be the chain of command for strike operations?
6. Will criminal complaints be followed up in cases where police make arrest?
7. Will there be documentary coverage of the strike, and to what extent?

Once the above questions are answered and policy established, detailed procedures can be formulated as follows:

1. Business as usual
2. Facility access
3. Estimation of the work force
4. Shipment - in and out
5. Chain of command
6. Criminal complaint policy
7. Documentary strike coverage

III. STRIKE OPERATIONS PLAN

A. GENERAL

When the policy decisions have been made and pre-planning completed, an appropriate strike operations plan must be devised. The plan should contain subject information as listed below, and additional information as deemed necessary by management.

1. The strike mission elements of the security force and specific task forces, as deemed necessary by management.
2. Procedure for the guidance of management and supervisors.
3. Security operations and overall premises security.
4. Communication operations.
5. Plant operations.
6. Logistical operation.
7. Camera coverage and surveillance operations.
8. Government security requirements (for classified contractors).
9. General instructions for plant personnel on access.
10. Maps, routes, and key point locations.

B. SUMMARY OF STRIKE OPERATIONS

The strike operation plan in its broadest form encompasses all on and off site activities, which will be functional during the strike. It should contain personnel manning charts and tables, facilities schedules, acquisitions and distribution plans for special logistics such as; food, sleeping and feeding arrangements, security equipment and general logistical requirements, command chain, locations of Executives and Managerial personnel, procedures for handling fire, medical and other emergencies; police liaison on site and at higher levels. The plan should contain:

1. Ingress
2. Confrontations with unlawful pickets
3. Compensations or indemnification for property of non-striking employees damaged during the strike
4. Provisions for recording working time and collecting pay

C. SECURITY ANNEX - SECURITY OPERATIONS PLAN

Among the most important sections of the Strike Operations Plan is the Security Annex or Security Operations Plan. The Security Annex should contain a comprehensive of all security policies, procedures and activities, which will govern or be performed during the strike period. Not only must new or unusual strike rules be set out clearly, but also regular rules which will be maintained and those which will be suspended, or changed must be expressly identified and explained.

A Strike Contingency Plan Checklist is attached as Addendum "A". This checklist enumerates most areas, which should be addressed and may be used as a guideline by management, in coordinating the Security Annex or Security Plan with the total facility strike plan.

IV. POST STRIKE INTELLIGENCE

Post-strike intelligence is developed by analyzing information gathered; and documentary coverage produced during the strike.

Documentary coverage of the strike should be obtained. This is best accomplished by utilizing still and motion picture cameras, sound recordings, on-the-spot-note-taking or affidavit preparation and maintaining a series of logs, such as; incident logs, vehicle logs, picket count logs, etc.

It is important to refrain from documenting legal activities. However, document illegal activities as fully as possible.

The documentation may be required or useful in the following three (3) cases:

- a. In support of, or in proof of, criminal charges.
- b. Support of an application for injunctive relief, either in the Federal or State Courts.
- c. To support an unfair labor practice complaint hearing before the National or State Labor Board.

An after-action report should be prepared at the conclusion of the strike.

Information developed by this security force should be incorporated into this report, to include, but not limited to the following:

- a. Total number of incidents.
- b. Incidents broken down by categories, i.e.:
 1. Fires
 2. Unauthorized trespass
 3. Entry of unauthorized vehicles
 4. Vandalism
 5. Sabotage
 6. Assaults
 7. Etc.

STRIKE CONTINGENCY PLAN CHECKLIST

		YES	NO	N/A
1.	As a potential strike threat nears, has someone been assigned to examine the plant using the checklist?	—	—	—
	Name:			
2.	Has a Strike Planning Committee been designated?	—	—	—
3.	Have arrangements been made to insure no hourly personnel will be allowed inside the plant or on the premises during a strike, unless the company decides to permit strikers to return to work?	—	—	—
4.	Has a detailed plant map or a diagram been prepared?	—	—	—
5.	Have plans been made to man an incoming telephone line 24 hours a day?	—	—	—
6.	Just prior to the strike; have gate locks and major perimeter locks been re-keyed? Have the keys been strictly controlled?	—	—	—
7.	Has one gate been designated for entrance and exit to be used by all employees? Has a gate been designated for utilization by construction workers requiring entrance or exit?	—	—	—
8.	Have arrangements been made for salaried employees to park their personal vehicles in areas that will prevent or minimize damage to the vehicles? Have arrangements been made for night parking in a well lighted area? (This helps keep salaried employees moral high, with the knowledge their property is secure.)	—	—	—
9.	Are the fence and building perimeters will lighted, functioning and in good repair?	—	—	—

	YES	NO	N/A
10. If guards are utilized at gate or entrance, has a salaried employee been posted at entrances/exits to assist with identification of incoming personnel?	___	___	___
11. Has a photographer/observer been assigned to the entrances and been instructed in approved photography and reporting objectives?	___	___	___
12. Have security manpower needs been determined and are high risk areas identified and scheduled for uninterrupted monitoring by patrol or electrical means.	___	___	___
13. Have identification cards with photos and signatures been issued to salaried employees prior to the strike?	___	___	___
14. Are duplicate photos of employees on file in the personnel office if needed for identification?	___	___	___
15. If a computer area exists within the premises, have all the important computer documents and tapes been placed in a safe area?	___	___	___
16. Have the local police and the railroad police departments been notified of the possibility of a strike?	___	___	___
Will they be notified immediately if a strike occurs?	___	___	___
Have they been provided with the names of three (3) management contacts?	___	___	___
17. Do trucks going out of the plant go in convoy and has the police department been alerted to the times that the trucks depart and the route to be taken?	___	___	___
18. In an emergency, is there an emergency telephone list, including a list of plant personnel to be called in prioritized order?	___	___	___

		YES	NO	N/A
19.	Are employees encouraged to ride as many to a car as possible when coming to work, in order to reduce vehicle traffic across the picket line?	___	___	___
20.	Have local utility companies been contacted to assure continued maintenance of services during a strike?	___	___	___
21.	Have salaried employees been advised they must stop at any picket lines when entering or leaving the premises, and they must use reason and common sense in allowing the pickets to walk in front of their vehicles? Have salaried employees been told to discourage all conversations with the pickets?	___	___	___
22.	Have contractors working on the site been notified of a possible strike? Has it been determined whether or not the contractors cross the picket lines? Has it been stressed to the contractors they must use the designated contractors' gate, in the event they decide to cross the lines?	___	___	___
23.	In the event supervisory or salaried personnel must drive a truck on public streets, is it insured that the personnel are properly licensed and have the capability to drive the truck or equipment?	___	___	___
24.	As the strike deadline approaches, have plant supervisors been alerted to be especially watchful for theft and property damage? Has a strike history of the plant been reviewed for any help in predicting any acts of sabotage and pinpointing previous trouble areas?	___	___	___
25.	Have salaried employees been designated to record the number of pickets and names of pickets, with the documentation of any incident on or around the picket lines?	___	___	___

	YES	NO	N/A
Have written phrases or terminology on the picket signs been noted?	___	___	___
Is the record updated every hour? (This information is invaluable when attempting to obtain injunctions.)	___	___	___
26. Has it been stressed upon supervisory personnel that it is imperative they promptly report and document incidents that are strike related, both before and during the strike?	___	___	___
27. Have large amounts of cash been removed from the premises and other high value pilferable items been adequately protected?	___	___	___
28. If remote warehouse facilities are needed, do they meet the security guidelines of the procedure?	___	___	___
29. Have all sprinkler control valves been locked and are they inspected daily?	___	___	___
30. Are combustibles stored in areas protected by automatic sprinklers?	___	___	___
31. Are flammable liquids strictly controlled in a properly safeguarded, locked area?	___	___	___
32. Do combustible storage areas have proper lighting? Have burglar alarms that use batteries been checked to insure a good battery or charge?	___ ___	___ ___	___ ___
33. If necessary, has a new Emergency Organization been trained?	___	___	___
34. Have broken windows been repaired or boarded-over and all doors adequately secured? Have fences and gates been repaired?	___ ___	___ ___	___ ___

YES NO N/A

35. Have vacant buildings and yard storage areas been inspected? (These, also, pose possible arson threats, particularly those on or near plant perimeters.)

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Strikes and layoffs can pose special incendiary threats. The employee turned intruder has a distinct advantage; he knows the layout and location of combustibles and accelerants. The plant on strike may also face the hazard of having no Emergency Organization, since most of the personnel in attendance will generally be management.