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 *Service Nationwide*



*Guide  
In The Event Of A  
Labor Strike*

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# INTRODUCTION

This guide was written and published by Special Response Corporation, to serve as a guide to management and attorneys involved in labor law, work stoppages, and strikes. It focuses primarily on economic strikes. However, it pinpoints general considerations and policy decisions, which have a broad application.

For additional, detailed guidelines to cope with specific circumstances, we suggest you contact Special Response Corporation.

Call us at (410) 785-1212 or write Special Response Corporation, 14804 York Road, Sparks, MD 21152.

MARTIN B. HERMAN  
 President

# Strike Plan

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

* **Pre-Strike Planning**
* **Strike Operations Planning**
* **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 is the familiar "ECONOMIC STRIKE." The economic strike is one in which failure to negotiate a satisfactory contract agreement results in the bargaining unit voting to stop work.

# 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.

### 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:

* Will we attempt to conduct business as usual?
* How will facility access be controlled and handled for pedestrians and vehicles?
* What will be the probable size of the work force on the first day of the strike?
* Will shipments be made and received?
* What will be the chain of command for strike operations?
* Will criminal complaints be followed up in cases where the police make arrests?
* 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 covering the following:

|  |  |
| --- | --- |
| * Business as usual * Facility access * Estimation of the work force * Shipment - in and out | * Chain of command * Criminal complaint policy * Documentary strike coverage * Strike operations plan |

# Strike operations planning

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

* Strike mission and organizations of the security force and specific task forces as deemed necessary by management
* Principles for the guidance of management and supervisors
* Security operations and overall installation security
* Communications operations
* Plant operation
* Logistical operations
* Camera coverage and surveillance operations
* Government security requirements (for classified defense contractors)
* General instructions for plant personnel on access
* Maps, routes, and key point locations

### Summary of Strike Operations Plan

The strike operations plan in its broadest form encompasses all on- and off-site activities which will be functional during the strike. It should contain personal manning charts and tables; facilities schedules; acquisition and distribution plans for special logistics such as food, sleeping and feeding accommodations; 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.

Strike operations plans usually contain statements of policy with respect to:

* Ingress
* Confrontations with unlawful pickets
* Compensations or identification for property of non-striking employees damaged during the strike
* Provisions for recording working time and collecting pay

### Security Annex-Security Operations Plan

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

See the strike contingency plan checklist. 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.

# 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, television 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, but to document illegal activities as fully as possible. The documentation may be required or useful in three circumstances:

* In support of or in proof of criminal charges
* In support of an application for injunctive relief either in the Federal or State courts
* In support of 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 the security force should be incorporated into this report, to include, but not limited to the following:

* Total number of incidents
* Incidents broken down by categories, such as:

|  |  |
| --- | --- |
| * + - Fires     - Unauthorized trespass     - Entry of unauthorized vehicles | * + - Vandalism     - Sabotage     - Assaults |

# STRIKE CONTINGENCY PLAN CHECKLIST

To keep track, check in the box as each is completed. Mark N/A (not applicable) in front of any that do not apply. Extra space is given to make any notes. If more than one person is working on this, initials & dates are good to use as reference to be sure nothing is missed.

* As a potential strike threat nears, has someone been assigned to review the plant using the checklist?   
   Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Has a strike planning committee been designated?
* Have arrangements been made to insure that 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?
* Has a detailed plant map or diagram been prepared?
* Have plans been made to man an incoming telephone 24 hours a day?
* Have gate locks and major perimeter locks been re-keyed just prior to the strike and the keys strictly controlled?
* Has one gate been designated for entrance and exit to be used by all salaried employees?  
  Has a gate been designated for utilization by construction workers requiring entrance or exit?
* 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’ morale high by knowing their property is secure.)*
* Is all lighting on the fence and building perimeter in good repair and functioning?
* If guards are utilized at the gates or entrances, has a salaried employee been posted at that entrance/exit to assist with identification of incoming personnel?
* Have a photographer and observer been assigned to the entrances and been instructed in approved photography and reporting objectives?
* Have security manpower needs been determined and are high risk areas identified and scheduled for uninterrupted monitoring by patrol or electronic means?
* Have identification cards with pictures and signature been issued to salaried employees prior to the strike?
* Are duplicate pictures of employees on file in Personnel office if needed for identification purposes?
* If a computer area exists, have all important computer documents and tapes been placed in a safe area?
* Have the local police and 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 Management contacts?
* 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?
* Is a list maintained of emergency telephone numbers and is the order of plant personnel to be called in an emergency also included on this list?
* Are employees encouraged to ride as many to a car as possible when coming to work in order to help cut vehicular traffic across picket lines?
* Have local utility companies been contacted to receive assurances of maintenance of services during a strike?
* Have salaried employees been advised that they must stop at any picket lines when entering or leaving the premises and that they must use reason and common sense on allowing the pickets to walk in front of their vehicles?   
  Have salaried employees been told to discourage all conversation with the pickets?
* Have contractors working at the site been notified of a possible strike?   
  Has it been determined whether or not the contractors will cross picket lines?   
  Has it been stressed to the contractors that they must use the designated contractors’ gate in the event they decide to cross the lines?
* In the event supervisory of 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?
* 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 acts of sabotage and for pinpointing previous trouble areas?
* Have salaried employees been designated to record the number of pickets and names of pickets, with documentation of any incidents occurring on or around the picket lines?  
  Have written phrases and terminology on the picket signs been included?   
  Is the record updated every hour?   
  *(This information is invaluable when attempting to obtain injunctions.)*
* Has it been stressed upon supervisory personnel that it is imperative that they promptly report and document incidents that are strike related, both before and during the strike?
* Have large amounts of cash been removed from the premises and other high value pilferable items been adequately protected?
* If remote warehouse facilities are needed, do they meet the security guidelines of the procedure?
* Have all sprinkler control valves been locked and are they inspected daily?
* Are combustibles stored in areas protected by automatic sprinklers?
* Are flammable liquids strictly controlled in a properly safeguarded, locked area?
* Is lighting maintained in combustible storage areas?   
  Have burglar alarms that use batteries been checked to insure a good battery or charge?
* If necessary, has a new Emergency Organization been trained?
* Have broken windows been repaired or boarded over and all doors adequately secured?  
  Have fences and gates been repaired?
* Have vacant buildings and yard storage areas been inspected*?*   
  *(These also pose possible arson threats particularly those on or near plant perimeters.)*