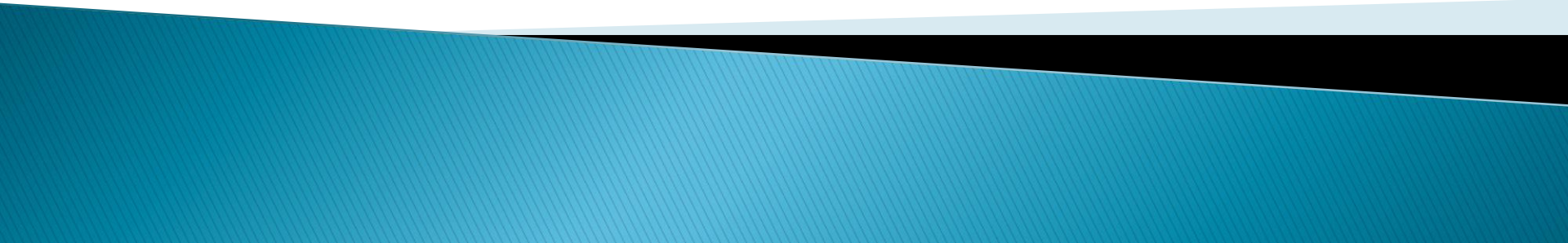
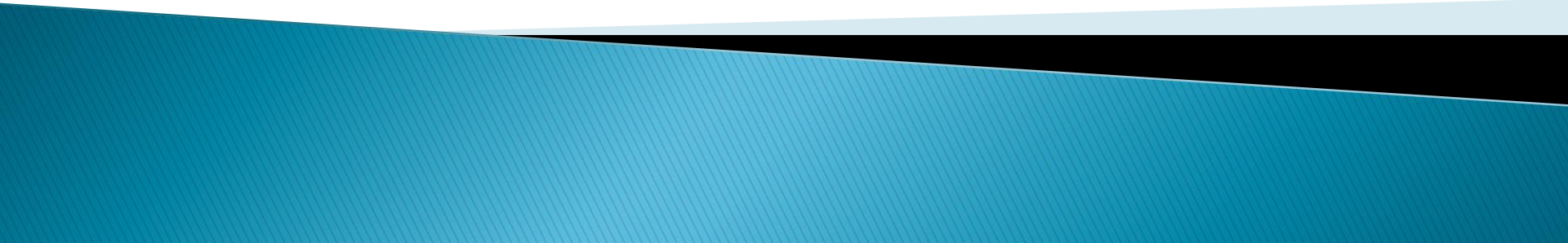


# Media and Messaging

**Does your local communicate  
to key audiences on a regular  
basis?**



How would you describe the  
effectiveness of  
communications at your  
local?



What tools or channels does  
your local use?

How to you measure  
effectiveness?



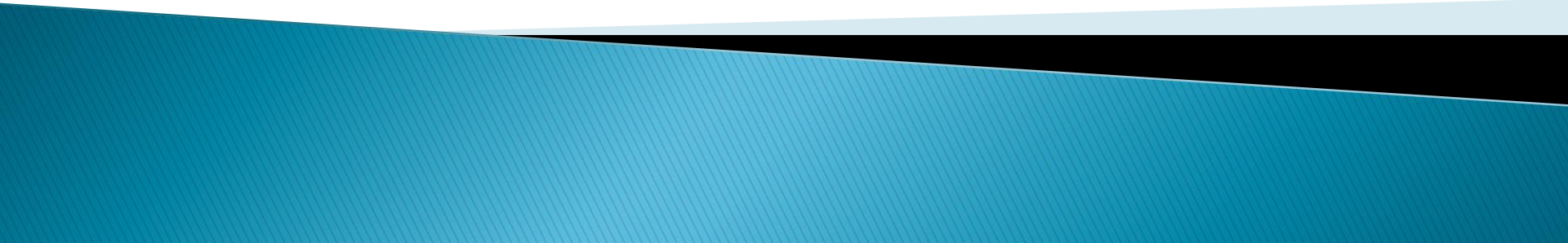
What do your members  
need to know?

What additional things do  
members want to know?

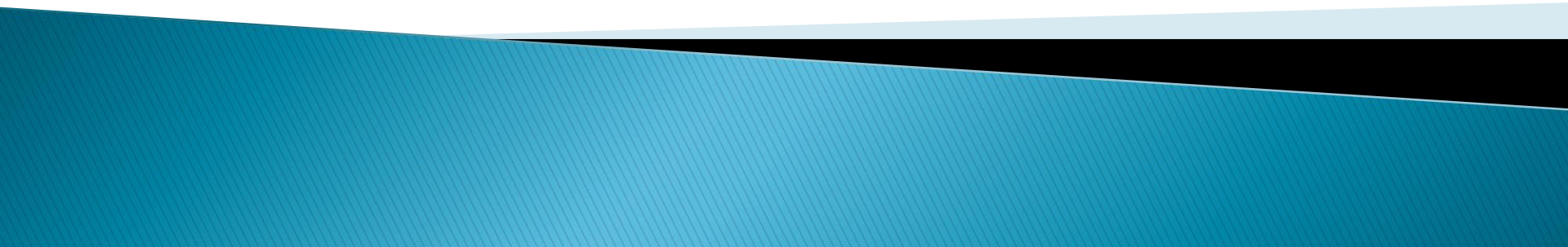
**What does the public need to know about your local and the work you do?**



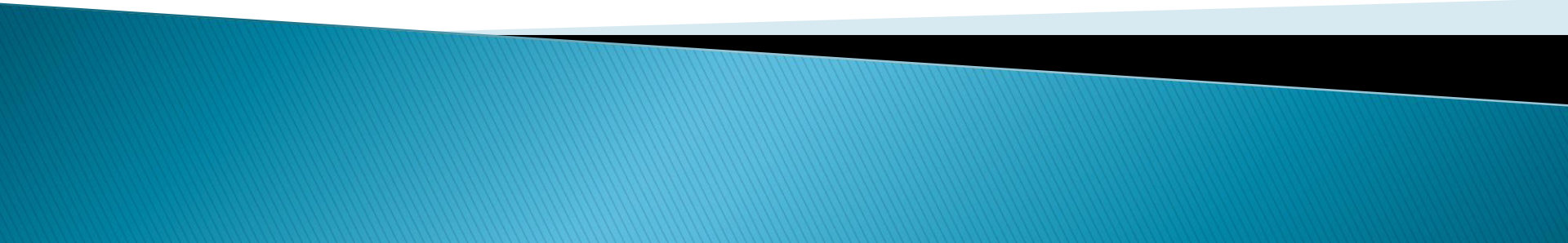
**What needs  
improvement in your  
communications?**




**Lack of communication within a union can seriously weaken unity in purpose and direction and consequently lower the effectiveness and outcomes you are trying to achieve.**



# 24/7 World of News and Information




# Convergence


- ▶ **Communications is Being Blended**
  - ▶ **Needs are Growing Everyday**
  - ▶ **Emerging Tools Moving Fast**
  - ▶ **Must Integrate All Tools and Work**
  - ▶ **Old Ways will No Longer Work**
- 



# Key Types of Communications

- ▶ Internal/Organizational
  - ▶ Public Relations/External
  - ▶ Political/Public Affairs
  - ▶ Advertising
  - ▶ Marketing
- 


# Goals for Today

- Planning is Key
  - Organizational Messages
  - Understand Message, Connection and Tools
  - How to Talk to Members
  - How to Talk to Public
- 

# Define Objectives

- ▶ Your objectives are the key to the success of your communications strategy.
- ▶ Objectives should ensure that your communications strategy is **organizationally driven** rather than communications driven.
- ▶ Your **communications activity** is not an end in itself, but should serve and hence be **aligned with your bigger wants and needs**.
- ▶ Aligning your communications and organizational objectives will also help to reinforce the importance and relevance of communications and thereby make a convincing case for the proper resourcing of communications activity.

# Goals / Objectives

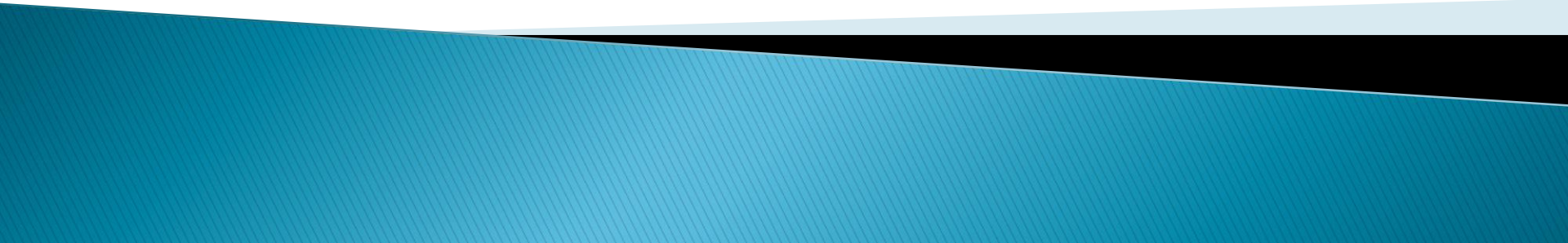
- ▶ What do you want to accomplish?
  - ▶ Goals – High Level
  - ▶ Objectives – Tasks to Reach Goal
  - ▶ Make Them Measureable
- 

Communicating  
Doesn't Equal  
Understanding  
Effectiveness





**Change the Words**  
**Change Your Perspective**  
**Expand the Vision**



# Getting Started...

- Where do you begin when starting a communications program???
- Planning process and team key



# Forming Your Comms Team

## Need to Have Leadership Position Run Team

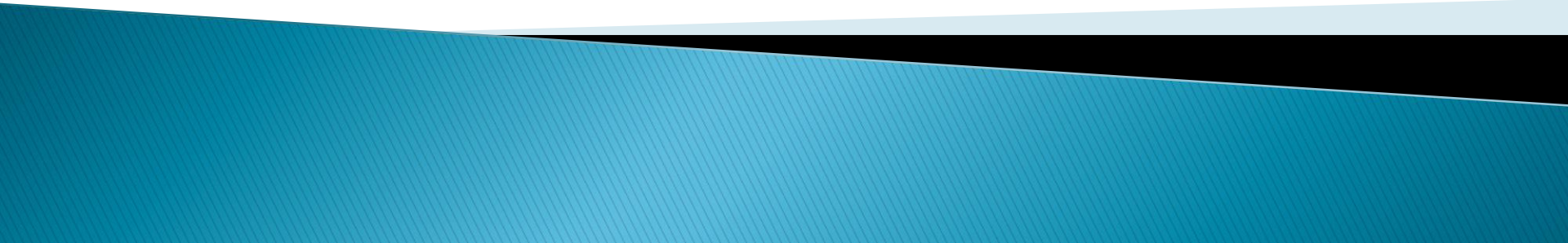
### ▶ Team Members

- Good Communicators
- Go Getters
- Plays Well With Others
- “The Mayor of .....
- People Who Take Orders

### ▶ Skill Sets

- Media Background
- Computer Expert
- Graphics
- Shirt/Banner/Sign Makers
- Photo/Video Specialists
- Fundraisers
- Organizers

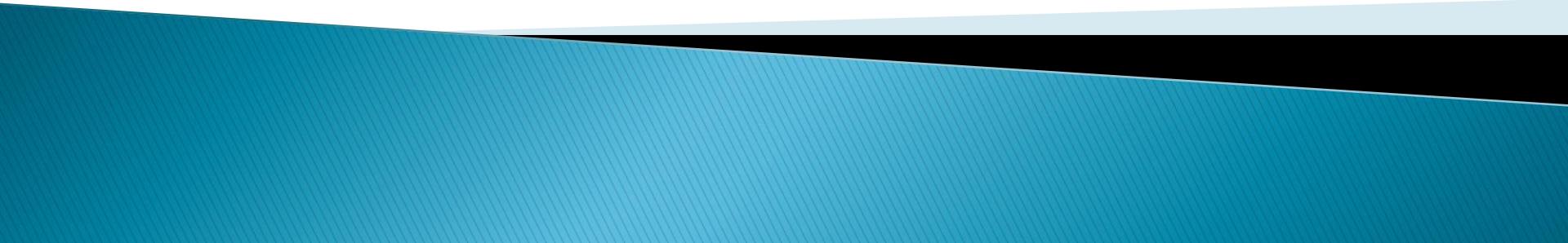
# Communicate with a Purpose



# Reasons

- ▶ **Communicate to Position Brand/Union**
  - ▶ **Communicate for Politics**
  - ▶ **Communicate for Power**
  - ▶ **Communicate for Community Understand**
- 

# What is Strategic Communications?






# Strategic Communications

## Infusing Communication Efforts With an Organizational Agenda/Master Plan

- ▶ Promoting Your Organization's Brand
  - ▶ Educating to Key Topics
  - ▶ Urging People to Take Specific Actions
  - ▶ Advocating a Particular Political Position
- 

# Organizational Communication

- ▶ **Must Integrate Into All Union Activities**
  - ▶ **Can't Be After Thought**
  - ▶ **Don't Wing It**
  - ▶ **Should Identify Person for Roles**
  - ▶ **Budget Resources \$\$\$\$\$**
  - ▶ **Make it a Priority/Get Leadership Support**
- 

# Communications Defined?

Pronunciation: kə-,myü-nə-'kā-shəns

Technique for Expressing Ideas/Issues Effectively

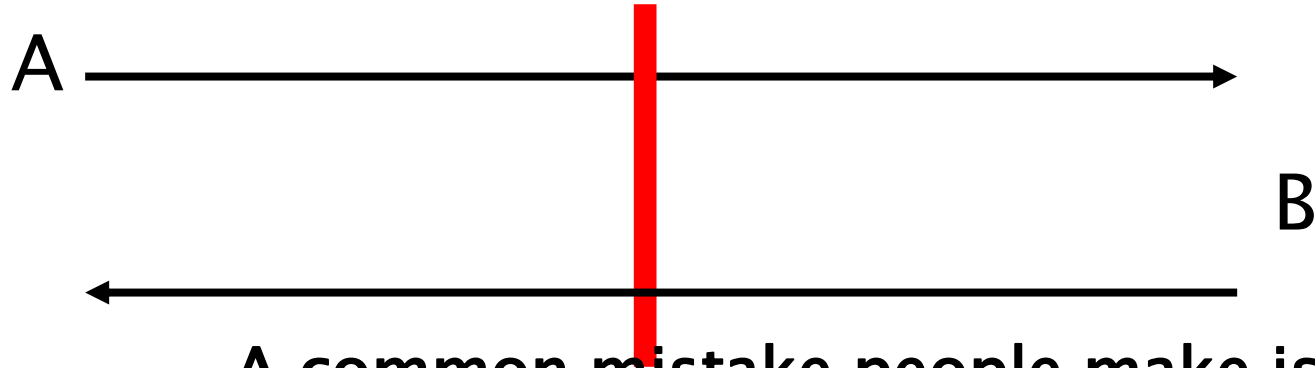
Process by which Information is Exchanged

Tools/Technology of the Transmission

Common System of Symbols, Signs, Behaviors




# A Visual View Communications



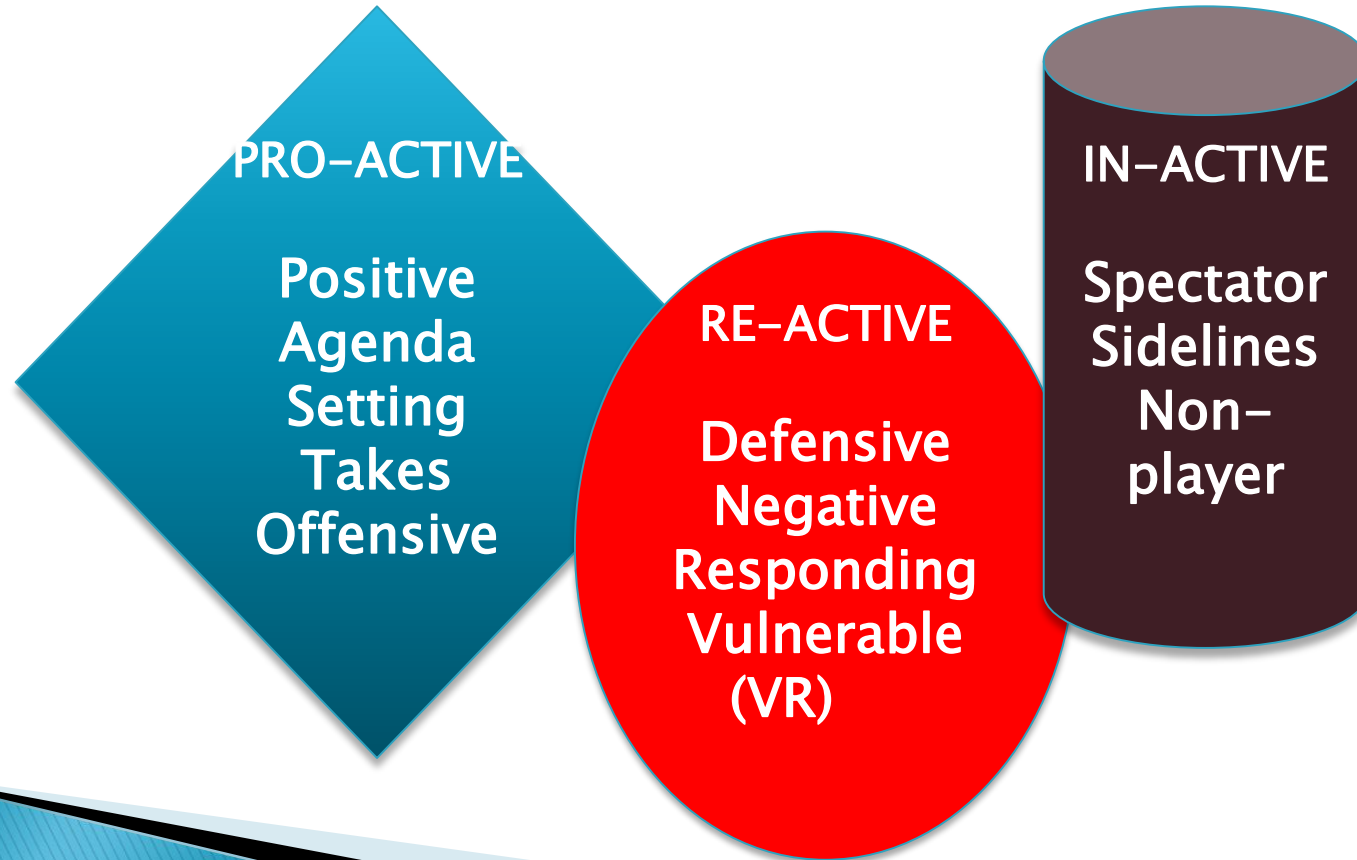
A common mistake people make is to focus on the delivery of information, rather than how it is received.

Communication must be two-way.

# What is Communications?


- ▶ **Planned Use of Messages/Tools**
  - ▶ **Shape Opinion/Generate Opinion**
  - ▶ **Evaluate and Influence Attitudes**
  - ▶ **Two-way Communications**
  - ▶ **Activate Audiences**
- 

# Playing the Communications Game







# Communication Happens

- Whether you have a plan or not Communications happens
  - If you want your communication to be effective, a communication plan should be an integral part of your plan.
  - Every issue that a union faces includes an element of communication.
- 

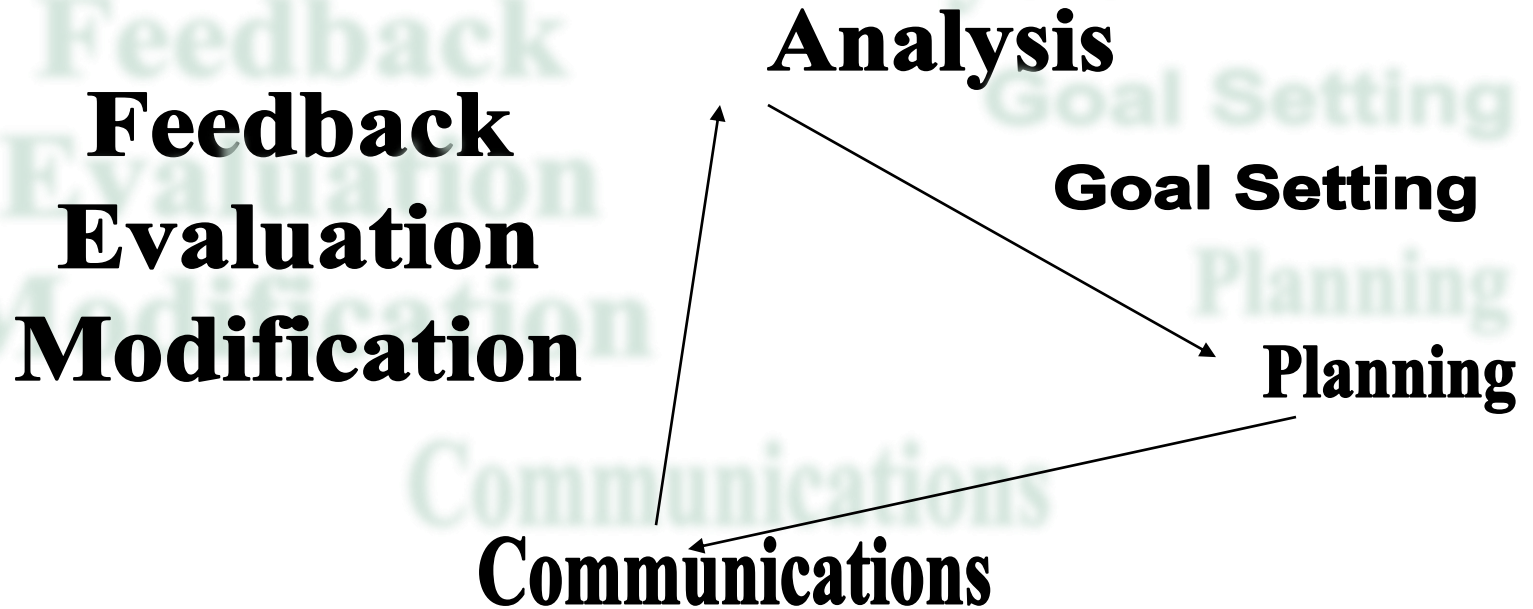
# Purpose of a Communications Plan

- ▶ Proactive
  - ▶ Coordinated
  - ▶ Maintains Focus
  - ▶ Accountability
  - ▶ Discipline
  - ▶ Deadlines/On-Time
  - ▶ Engaged (with the right audiences)
  - ▶ Informed
  - ▶ Prepared
  - ▶ Feedback Tools
- 


# Developing a Communications Plan

- **Analysis / Research**
  - **Goal Setting**
  - **Planning**
  - **Communications**
  - **Feedback**
  - **Evaluation**
  - **Modification**
- 


# Communications – A Visual View



# Format Your Communications Plan

- ▶ **Objective**
  - ▶ **Targeted Audiences**
  - ▶ **Messages**
  - ▶ **Tools**
  - ▶ **Timeline/Calendar**
  - ▶ **Evaluation Matrix**
- 

# Considerations

- ▶ **Resources**
  - ▶ **Understanding of Filters – Barriers to Achieving Your Goal**
  - ▶ **Message Delivery Vehicles – Picking the Right Tool for the Right Audience**
- 

# Responsive Communication Plan

- **Take Opportunities**

Breaking News

Federal, State & Local Issues

Use the Calendar/Events

- **Prepare for Attacks**

Self Research

Response Language







# Audiences




# ID'ing Audiences

- ▶ Properly identifying and understanding the target audience is the essential elements in planning a communications program.
  - ▶ Target audiences are best understood through **specific research** resulting in demographic and psychological profiles of the audiences.
- 

# Audience Questions

- ▶ **Who / where are they (demographics)?**
  - ▶ **How do they obtain daily information?**
  - ▶ **Who are their role models?**
  - ▶ **What are their current perceptions, knowledge, needs, wants, preferences, and behavior in relation to the issue addressed by the campaign?**
- 

# Understanding You Audience

- ▶ **Values/What are they**
  - ▶ **Attitudes/Positive or Negative**
  - ▶ **Issues/What is important**
  - ▶ **Desires/What do they want**
- 

# Key Audience

- ▶ **Employers**
  - ▶ **Potential Employers**
  - ▶ **Public/Consumers**
  - ▶ **Media**
  - ▶ **Members**
  - ▶ **Other Labor Unions**
  - ▶ **Policy Makers/Elected Leaders**
- 


# **Who is Our #1 Audience?**



# The Message


# **It's All About Message**

**“Effective unions take the time to do their research, develop their messages, write that message into their plan, and then base all communications from that message.”**






# Message 101

- ▶ **“Message” is one of those words that is often used – and often misused.**
  - ▶ **Message is what you want your audience to remember.**
  - ▶ **It should be appealing, interesting, clear, concise, effective and compelling.**
  - ▶ **Should always have a Call to Action!**
- 

# What is Message?

- ▶ A message is a brief statement of the reason people should support your union or issue.
  - ▶ It is a single substantive idea or theme that becomes the central touchstone for every communication.
  - ▶ It is the primary tool used for motivating the targets.
  - ▶ It is positive and proactive, value-based, and truthful.
- 

# Message Discipline


**Repeat your message over  
and over and over -- with  
mind-numbing regularity.**



# Don't Ignore the Value of Your Brand

- ▶ What is it?
  - ▶ Position with Public
  - ▶ Highlight Everything
  - ▶ Be Aggressive
  - ▶ Tell Stories
- 

# Intensity Factors


- ▶ **Real People/Humanize**
  - ▶ **Analogies/Comparison**
  - ▶ **Statistics/Numbers**
  - ▶ **Absolutes Statements**
  - ▶ **Assertions**
  - ▶ **Personal Experience**
  - ▶ **Expert Opinion**
  - ▶ **Colorful language**
  - ▶ **Testimonials**
- 

# Message Motivators

Profit  
Pride  
Convenience  
Control  
Safety  
Sex  
Hope  
Trust

Social Acceptance  
Comfort  
Knowledge  
Order  
Variety  
Fear  
Patriotic

# Message Hierarchy

- ▶ If you could say one thing (a single sentence) that you hope people will remember forever and repeat often. What would you say?
  - ▶ If you discovered you had time for a second sentence, what would you add?
  - ▶ For some reason – you get a chance at adding a third sentence. What's next. And so on.....
- 

# Message Visual



**The 5 W's and the H**  
**Important**  
**Material**

**Less Important**





# What are your Messages?



# Messages

- ▶ Growth, Strength, Prosperity
  - ▶ Skills, Safety, Professionalism
  - ▶ Training Trust
  - ▶ Advancing Careers
  - ▶ Keep People Safe and Healthy
  - ▶ Giving Employers No Choice but Picking Best
  - ▶ New Tools/Everywhere
- 
- ▶ <http://iatse.net>
  - ▶ <http://iatse.net/news/ilca-save-the-met>

# Example


## IATSE LOCAL UNIONS RATIFY 2015–2018 PRODUCER–IATSE BASIC AGREEMENT

*Tuesday, August 25, 2015*

**The 13 local unions representing over 43,000 members** of the International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts (IATSE) working in motion picture and television production have ratified the new Producer–IATSE Basic Agreement with the Alliance of Motion Picture and Television Producers (AMPTP).

“The new contract represents significant gains and continued security for the welfare and livelihood of the members it covers,” said IATSE International President Matthew D. Loeb.

**The contract is the labor agreement between the major motion picture and television producers and the IATSE. Key provisions of the 2015–2018 Basic Agreement include annual wage and pension increases, and no cuts or increased costs to the participants of the health plan. Substantial improvements in working conditions for new media productions are also a key part of the agreement.**



# Example

## IATSE LOCAL 461 REACHES AGREEMENT WITH FIRSTONTARIO PERFORMING ARTS CENTRE

*Wednesday, August 12, 2015*

ST. CATHARINES, ON – On August 12, 2015, the first-ever agreement between IATSE Local 461 and the FirstOntario Performing Arts Centre was ratified.

**It was approximately five years ago that the City of St. Catharines began discussions on constructing a new performance venue and Brock University quickly partnered with the city on the initiative. Local 461, which represents stage crew and allied crafts in the Niagara Region, already had an agreement in place for stage workers at Brock University. Local 461 was able to expand their existing jurisdiction at Brock University to cover workers in the newly-built Centre, and work with the City to craft a deal specific to the new Centre's specific operational needs. The members of Local 461 are looking forward to working in this beautiful new facility and contributing to the success of this new endeavor.**

The performing arts centre will be key to revitalizing downtown St. Catharines and has added an important new cultural attraction to the region. The centre features a 775-seat concert hall and a 210-seat dance/theatre venue. There is also a 300-seat recital hall and a 187-seat film venue, both of which will have shared access with Brock University's Marilyn I. Walker School of Fine and Performing Arts. The FirstOntario Performing Arts Centre will open to the public on October 8 for its inaugural season.

**We Are Under Attack**

# **Selling IATSE's Value**

**Tips for Your Locals to Understand**















# Don't Assume ...

- ▶ ...that members will remain in the union and will engage if we don't communicate with them.
  - ▶ ...that just because someone doesn't participate in the union they would never get involved.
  - ▶ ...that someone who never asked questions of the union could not be persuaded to take a leadership role.
- 

# Internal Communications

- ▶ Boosts morale, helps create happier members who are more productive, and allows leadership to develop ambassadors for the union.
  - ▶ Most victories for unions are because of rank-and-file participation.
  - ▶ The recipe for a strong, successful union is membership involvement.
- 

**All union activities should be well-publicized. No union member should be allowed the excuse of, “I didn’t hear or see a word about it.”**



**“I communicate, but the  
members don’t pay  
attention...they don’t care.”**

local union president


**What are your dues?**

**What are you selling?**

**What is the value?**

A decorative graphic in the bottom-left corner consisting of overlapping blue and black geometric shapes, including a triangle and a parallelogram.

# The Current Situation

- ▶ A considerable amount of work the union does is not visible.
  - ▶ Most members don't attend union meetings.
  - ▶ The workplace is a breeding ground for rumors.
- 



**More than 80 percent of voters said that "working people" have too little influence, but only 20 percent said "labor unions" do.**



**By 2 1 /2 to 1, voters said that unions care only about their own members, not about the interests of working people generally.**




**Asked who makes decisions in unions,  
more people say "the union" does than  
said that "the members" do.**



**A majority of workers said they would vote for an "employee association."**

**In focus groups, nonunion working people explained the distinction: many see a "union" as an outside institution that has its own agenda and thrives on conflict, while an "employee association" would be controlled by workers themselves and would be focused on resolving problems rather than creating them.**



Most union communication  
aggravates labor's top-down,  
special interest image,  
instead of combating it.

# The Union

## The Membership

Most unions' efforts to communicate with members fail to apply the research about what members want & respond to.

In every communication with the public, we make choices –

how an issue is framed

who are the spokespeople

what visual images are presented


what tone is used





## Questions to Ask

**Is issue framed to highlight the connection to the broad public interest? or to emphasize only the particular needs of the union or its members?**



# Questions to Ask


**Are workers, family members,  
and community allies featured as  
spokespeople..... or**

**is all the talking done by union  
officials who the public perceives  
as representing narrow,  
institutional interests?**




# Questions to Ask

**Are event locations, signs, slogans, and chants chosen to emphasize the public interest connection, or just union militancy?**




# Questions to Ask

**Is the tone chosen to show workers taking a stand for the community interest ---- open to reasonable solutions, or is the union demanding what it wants, or else?**




**Union presidents/business managers hold news conferences or issue news releases -- without worker or community spokespeople -- to announce the organization's contract "demands" based on what the members "deserve," with little or no reference to the public interest.**



**Union picket lines typically feature chants provided by the union that have been around since the 1930s and that provide no public interest.**

**"We are the union, the mighty might union; everywhere we go, people want to know, who we are, so we tell them..." or "The boss says cutback, we say fight back."**



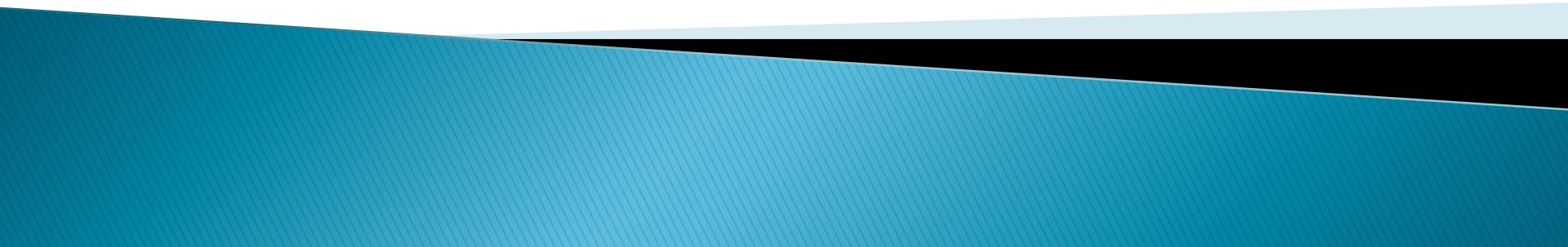
Common visual image of Collective Bargaining -- a table where union leaders in suits reach across to shake hands to open bargaining or to complete a settlement with corporate executives, also in suits.



**What should the public think?**

# Answer

Bargaining is about the institutional interests of the union and the company -- not about issues that affect working people and their communities.





# Members are a Special Club





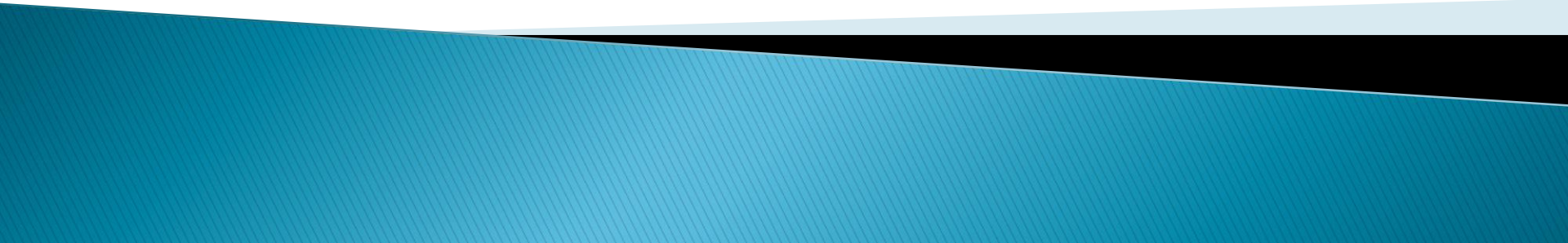


# Words Matter

- ▶ Reuters Reports.....The union wants a contract that will address issues including wages, a ratification bonus, shift differentials, which means more money for nightshifts, outsourcing what formerly was union work to outside contractors, health care, worker fatigue and retrogression, which means losing ground compared with the expired contract.
- ▶ We can reframe this from jargon to things the public understands. First, we should always point out what the workers want, not what the union wants. The union is the third party and they seem greedy. This can done done by your spokesperson being aware of the **words** they are using.



# POOR PERFORMANCE RIPS OFF BACKSTAGE ARTISTS AND CONSUMERS





**FIRE FIGHTERS OPPOSE  
SECRET TRADE DEALS.  
KEEP JOBS  
IN OUR COMMUNITY**

PAID FOR BY THE INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS



**CAN YOU LIVE ON  
\$27 A DAY?**


# AN EPIC TRAGEDY AT MET OPERA



**#poorperformanceATL**



**A lot of reporters/people don't know basic facts about labor, and anti-union forces have a powerful PR machine tirelessly working to insert anti-union language into the media as "neutral" language.**




# Hot Words of Opponents

- ▶ **Big Labor**
- ▶ **Unions/The Union**
- ▶ **Union Bosses**
- ▶ **Strike**
- ▶ **Corrupt Unions**
- ▶ **Dues**
- ▶ **No Voice**
- ▶ **Closed Shop**
- ▶ **Merit Shop**
- ▶ **Pensions**
- ▶ **Right to Work**
- ▶ **Employee Rights Act**
- ▶ **Spoiled Workers/Privileged Workers**
- ▶ **In Pocket of Political Leaders**
- ▶ **Lazy/Underworked**
- ▶ **Costly**
- ▶ **Anti-Competitive**



# Our Words

- ▶ Professionals
  - ▶ Training
  - ▶ Association
  - ▶ Retirement Accounts
  - ▶ Middle Class Families
  - ▶ Everyday People
  - ▶ Ordinary People
  - ▶ Hard Working
  - ▶ Setting a Standard
  - ▶ Rising the Tide
  - ▶ We should all have
  - ▶ Community Responsibility
  - ▶ Job Security
- 



**Scott Walker** ✓

September 26, 2013 · 🌐

👍 Like Page



National big-government union bosses are planning to shift more political resources towards defeating our campaign next year. One union boss is planning to spend more than \$53 million through 2014. Join us in helping move Wisconsin forward.

# What Have Unions Done

