

# **STRATEGIC ACTION PLAN**

## **2021-2022**

**Presented by**

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# OSSTF/FEESO STRATEGIC ACTION PLAN 2021-2022

## PREAMBLE

### **Towards the Future: Listening, Planning, Acting**

1       The COVID-19 pandemic has affected our working conditions, our families and loved  
2       ones and all aspects of our lives. It has had a devastating effect on the world. On a smaller  
3       scale, but important for this presentation, it has had an effect on some of the items in this year's  
4       Strategic Action Plan. Timings have been adapted or additions have been made and some parts  
5       have even been removed. We are adapting and making our best effort to predict what we will  
6       be able to do as well as what we will need to do going forward. The information and directions  
7       outlined here were as accurate as they could reasonably have been at the time of writing.

8       Every year at AMPA, the OSSTF/FEESO Strategic Action Plans serves to deal with  
9       issues that would be considered as fundamental to the ongoing operation of the Federation but  
10      could take one or more years to address. The purpose of these initiatives is to improve union  
11      service and delivery and to present solutions, which may require an extended period of time to  
12      complete. This year's plan, **Towards the Future: Listening, Planning, Acting**, sees the  
13      completion of three items, the continuation of six and the introduction of one new initiative.

14      Items completed are **Financial Accountability, Local Staff and Elected Officials'**  
15      **Working Conditions and Direct Digital Communications to Members**. While these items are  
16      being removed from the ongoing plan, there are processes in place for all three to continue in  
17      one form or another, as needed, with resources available as required from permanent budget  
18      lines and with ongoing support from staff.

1           There are six items that were in the 2020-2021 plan that will continue for at least one  
2 more year. They are: **Bargaining Unit/District Governance, Grievance Arbitration Model,**  
3 **Mental Health First Aid (MHFA), Towards 2022 – Building for an Education-Friendly**  
4 **Government and Official Opposition, Bargaining Unit Executive Meetings and Record**  
5 **Keeping and District / Bargaining Unit I.T. Environments.** Ongoing plans are detailed later  
6 in this document.

7           Finally, we have added one very important item, **District and Bargaining Unit Anti-**  
8 **Racism/Equity Training: Recognizing, Understanding, Acting.**

9           As we sat in COVID isolation and reeled in horror at the news of the murder of George  
10 Floyd in the United States and the deaths of Regis Korchinski Paquet in Canada and more  
11 recently Joyce Echaquan, and then the incredible global uprising of the Black Lives Matter  
12 movement, we knew we needed to take the time to look inside and address the systemic racism  
13 and oppression within OSSTF/FEESO, to stop denying, dismissing and obfuscating and instead  
14 to start working to acknowledge, affirm and take account. More of these plans are outlined in  
15 the report of the Equity Officer but this Strategic Action Plan seeks to specifically provide a level  
16 of support to locals in learning to be anti-racist and anti-oppressive. Specific details are  
17 referenced in the next section.

18           Together, the intent of all of the above initiatives included is to improve OSSTF/FEESO  
19 as a Union or to better serve the needs of our 60,000 plus members, regardless of job class,  
20 geographic location and personal lived experiences. The goal is to include, protect and support  
21 members in our Federation and to be responsive in rapidly changing times.

1 **New Programs for 2021-2022**

2  
3 **District and Bargaining Unit Anti- Racism/Equity Training: Recognizing, Understanding,**  
4 **Acting**

5 As was referenced in the introduction, this is the only new item in the 2021-2022 plan.

6 This year saw the beginning of several equity action items as a result of motions passed at  
7 September Provincial Council, including the provision of a time and space for equity seeking  
8 groups to caucus at all provincial conferences and regionals, the creation of a Black Persons  
9 and Persons of Colour Advisory Work Group, anti-racism training and equity training as  
10 permanent components at the Annual Leadership training along with specific training for New  
11 Presidents and ensuring that AMPA and Provincial agendas be set through equity principles.  
12 There is also the Equity Action Plan to be presented at this meeting. It outlines the overall plan  
13 but is a living document and subject to improvement as warranted.

14 Specific equity work has also been undertaken at 49 Mobile. As the Provincial  
15 Executive, Senior Staff, Human Resources staff and the Equity Officer entered into their anti-  
16 racism, anti-oppression/equity training with the KOJO Institute (as outlined in the Report of the  
17 Equity Officer), it was evident that the work could not stop at that level. The type of training  
18 undertaken must also be available in some form to locals, both at a district and at a bargaining  
19 unit level.

20 We recognize that there is a wide range of initiatives already being started and  
21 implemented in some districts. In fact, some have been working at this a while now. Many local  
22 leaders have taken Equity work on as a priority and have already contacted Provincial Office for  
23 support and resources. As a result, this year, staff have been assisting in this regard and  
24 support has been given where requested. This Strategic Action Plan initiative could never put  
25 an end to all racism and oppression so work will need to continue for many years to come but it  
26 can serve as a starting point or a continuation, depending on work already initiated in locals.

1           This item attempts to meet the needs self identified by districts and bargaining units. An  
2 application with a self-assessment as well as a request for the type of support desired (similar to  
3 the Communications training available through budget line #4410) will be required to access the  
4 funds. Funding for the first three years will be available on a first come, first serve cost-sharing  
5 basis. While final details will be worked out prior to the rollout, the matching funding component  
6 could be 75% for the province and 25% for the local with some exception set for units which can  
7 demonstrate no available funds or limited resources. Districts would be able to apply in  
8 subsequent years as they plan to continue their anti-racism, anti-oppression/equity work but  
9 priority will be given to groups who are making their first application.

10           The Equity Advisory Work Group and the Black Persons and Persons of Colour Advisory  
11 Work Group will be consulted throughout this process, especially with regards to recommending  
12 resources or service providers. Support and advice may also be sought from the other  
13 OSSTF/FEESO equity groups and committees or even districts who have already engaged in  
14 such work.

15           The funding available through this initial programme will allow locals to enter at their  
16 respective level of need. As such, the plan allows for three years of access to this budget. A  
17 review and recommendations will be issued after the three years and could lead to the creation  
18 of a permanent budget line. There will always be more work that will need to be done and new  
19 leaders or members who will want to access this level of training. The estimated completion  
20 date for this specific item is June 2024.

## 21 **2020-2021 Programs Continuing - Evaluation and Next Steps**

### 22 **Bargaining Unit Executive Meetings and Record Keeping**

23           To date, three districts, one with multiple bargaining units, were part of a pilot where they  
24 received training and began to use the provincial database for their record keeping and  
25

1 retention. In the following year, a schedule will be established to train all local leaders and  
2 appropriate staff on the use of such a database. Estimated date of completion is June 2023 with  
3 ongoing support for best practices. See **Appendix A** for further details.

#### 4 5 **District / Bargaining Unit I.T. Environments** 6

7 A Pilot project with districts 3, 22 and 24 was completed in 2020-2021. The project will  
8 be reviewed and results will be used to determine the direction going forward. A process will be  
9 developed for districts to apply for the support. Efforts continued in the past year to bring cloud  
10 technologies to district offices that will facilitate the migration towards adapting new  
11 technologies in our local offices in the next few years. Improved Internet services, mail  
12 systems, and access to MS Teams remain key tenets of this strategy; the plan will soon be  
13 developed to begin the same work in other districts. See **Appendix A** for further details.

#### 14 15 **Mental Health First Aid (MHFA)**

16 The Mental Health First Aid component of the Strategic Action Plan is intended to  
17 provide this training to presidents and time-release members. The COVID-19 pandemic has  
18 resulted in some changes to the plan. There is recognition though that this training is needed by  
19 local presidents and time release officers now more than ever. When it is possible to resume  
20 the training from the Mental Health Commission of Canada for the trainers, it will happen. At  
21 time of writing though it didn't appear that this was imminent, nor is the return to in person  
22 Health and Safety Regionals. The plan will be delayed but in the meantime, those local leaders  
23 can access the training by using funding from a variety of sources from the 2015 Account

24 The plans for 2021-2022 will be to resume in-person training when possible so that the  
25 remaining approved candidates, three (3), will be sent for instructor training. Also that year, all  
26 provincial office executive assistants will be trained in MHFA Basic and three (3) in person

MHFA Regional training sessions will be offered, likely in conjunction with the HSWSIAC Regionals in the spring of 2022 for the training of members. See **Appendix A** for further details.

### **Towards 2022 – Building for an Education-Friendly Government and Official Opposition**

The next provincial election, anticipated in 2022, will be crucial for the Federation. The plans included here presume there will not be a snap election. Such a call would simply serve to accelerate the plan. As part of the Strategic Action Plan, we want to encourage members to become more active in the political process through a variety of actions that include but are not limited to mobilization, participation and voting. An enhanced Communications and Political Action Conference was held in the fall of 2020. Provincial election organizers were selected and began their work in assisting districts and bargaining units in election preparation. Organizers have been making contact with each district, and beginning the process of helping them establish and work with election teams in each area.

In early 2021, there were discussions about the feasibility and benefit of engaging two full time organizers for the remainder of the 2020-2021 school year. After consultation with the current election organizers, staff and Provincial Executive, it was determined that due to the urgent need to address Covid and the health and safety and working conditions of members, the initiative may be better suited to the 2021-2022 school year. There will however be enhanced release time for the current organizers until June 2021.

The 21-22 plan sees the continuation of the work of the election organizers on an enhanced time release basis until the end of January 2022 but then with full time release until June 2022. This time release will allow for a concentrated effort leading up to Election Day but it will also relieve some of the burden that otherwise would be put on local leaders to carry out this important work.

These election leaders will plan for the upcoming Provincial and Municipal elections through a range of activities. Local C/PAC's will be encouraged to get involved in election

1 preparation and as part of that process an election liaison will be identified for each district.  
2 Members will be encouraged to become involved with political parties in their communities,  
3 which could include serving as candidates, supporting candidates for provincial or trustee  
4 elections or general campaign activism including GOTV (Get Out The Vote). Additionally, the  
5 local teams will be asked to assist with training, the development of our education platform and  
6 reviewing and updating our election manual undertaken by CPAC Political Action and Activism  
7 Subcommittee. We will be working with other unions and building connections with parent,  
8 community, Black, Indigenous and racialized organizations. There will be a Lobby Day  
9 organized to promote the OSSTF/FEESO Education Platform. A political donation campaign will  
10 be started to support locally endorsed candidates and campaigns.

11 The final push will be from June to October 2022. Time released election organizers will  
12 set the framework for the October Municipal Election immediately following the Election Day.  
13 Much of the work and processes will be similar to work done for the Provincial election. There  
14 will also likely be many of the same contacts. There will be some time release on an as needed  
15 basis from September-October 2022.

## 16 **Bargaining Unit/District Governance**

17 Work has continued with past and present Parliamentary and Constitution Committee  
18 members to review all bargaining unit and district constitutions. Additional resources to PCC  
19 were provided to assist in that regard and with the review. The pandemic posed some  
20 challenges as contributing members faced increased workload in their regular jobs. There was  
21 also some changeover in the composition of PCC but that has been addressed and they now  
22 have a strong group of trained members. There was also the longstanding challenge of  
23 acquiring the most up-to-date constitutions from bargaining units and districts. Staff continue to  
24 provide oversight and while the scope of the work for all is quite massive and taking a little bit  
25



longer than anticipated; the goal is still for a June 2022 completion date. See **Appendix A** for further details.

#### **Grievance Arbitration Model**

The primary goal continues to be to have all grievances and corresponding information stored in the UnionWare Grievance Arbitration Module. This will facilitate the tracking of information and the transfer of files to the Provincial Office. Once implemented it should also reduce workload for bargaining unit and district leaders. Work was completed this year to adapt the training module for remote delivery and training continues to be provided to all districts. The plan is still to train approximately three groups per month with each group consisting of a couple of bargaining units. Hopefully, all bargaining units will be trained and the plan will be at full implementation by March 2022. See **Appendix A** for further details.

#### **Programs Completed and Not Continuing**

##### **Financial Accountability**

As part of this component of the SAP, district and bargaining unit financial records are being audited, resources for local treasurers and presidents are being developed and assistance on financial reporting and investments is being provided. Despite the restrictions in place due to the Pandemic, the training and support outlined in the above proposal was delivered across the province, both in person and by remote, as was deemed appropriate. A similar level of support will continue to be available on an as needed basis and will be facilitated by both the Financial Controller and assigned Executive Assistants. See **Appendix A** for further details from 2020-2021.

## **Local Staff and Elected Officials' Working Conditions**

The Local Staff and Elected Officials' Working Group continues to meet during the 2020-2021 Federation year and expects its work to be completed by June of 2021. This initiative sought to provide districts and bargaining units' guidelines and recommendations on best practices when employees are under contract for districts and bargaining units and also when officers are seconded from their employer to work for the Federation. Issues surrounding workload and compensation were referred to the MAC 203 Work Group. That report can be found in other AMPA documents.

The Work Group has met to discuss its work plan and has also retained the assistance of legal counsel. To that end, legal support and advice was provided to assist the Work Group in recommending sample contract and constitutional language. Templates for HR policies as well as employee contracts will be provided along with checklists to use that better frame existing practices on Federation time-release positions and employees. We anticipate that the Work Group will complete its mandate by the end of June 2021. See **Appendix A** for further details from 2020-2021.

## **Direct Digital Communications to Members**

Outreach has continued to members, through various communication channels, to collect email addresses. There have been some significant challenges in completing this task and while COVID-19 has played a part, it has not been the only reason for a delay. It has also been determined that use of a third party to assist with the collection of emails is likely not the answer to the problem. Members may not trust a third party for email sharing and as such may not give their primary email address. We need a current email for members if we are going to keep members informed.

Some districts and bargaining units collected their own lists but did so with assurances to their members that the lists would not be shared. Many of those same groups though have

1 since been given permission to share that information and so our numbers are rising. The  
2 database now contains about 46,000 member email addresses.

3 Another significant challenge is that some members continue to provide a work-based  
4 email address. There can also arise problems when the email address provided is linked to a  
5 service provider and the member changes to a different provider. That is why it is crucial going  
6 forward that we have a means to verify addresses on an annual basis and encourage members  
7 to also update any information changes in a timely fashion. We may also need to adopt a more  
8 'customer service' type approach where at multiple levels of contact we confirm a member's  
9 email address or contact info. This should not be an onerous task for the staff doing the  
10 verification nor for the member providing the information.

11 In addition, when we collect emails as part of a registration for an event, we need to take  
12 that information and update our database. Additionally, we may be able to use our summer  
13 students to take the collected information, check for accuracy, and transfer the emails  
14 OSSTF/FEESO does not currently have into the database or complete updates as necessary.

15 Our next steps of the project includes a process for creating professional email and  
16 communication templates for use by districts and bargaining units, and sharing the respective  
17 district and bargaining unit databases back with local leaders. We continue to be optimistic that  
18 this will be completed by June 2021 and as a result will be better able to communicate with the  
19 majority of our members by email. See **Appendix A** for further details from 2020-2021.

## 20 21 **CONCLUSION** 22

23 The Strategic Action Plan passed at our Virtual AMPA in June of 2020 included a  
24 pathway to a targeted completion of a number of important internal initiatives aimed at  
25 improving internal processes at the local and provincial level. Additionally, it set the framework  
26 for our Federation to engage on a significant level in the Provincial and Municipal elections in

2022 including the selection of Election Organizers who will support locals in their efforts to elect an Education friendly Government and Opposition.

This Strategic Action Plan, **Towards the Future: Listening, Planning, Acting**, also focuses on looking inside, looking at our structures and how we can support locals and include all members.

As some of the Action Plan items draw to a close, select other items will see additional time allocated to ensure their effective completion is not negatively impacted by the pandemic.

The new item that is being introduced in this year's plan will be of significant organizational value and could also be transformational. The formalization of **District and Bargaining Unit Anti-Racism and Equity Training** will ensure local leaders are provided support to do better, to include all members and to be responsive to our membership.

The 2021-2022 plan, **Towards the Future: Listening, Planning, Acting**, will require us to address a range of significant challenges in the years to come including a fight to protect the future of quality publicly funded public education in Ontario. More significantly, however, it will ensure we engage in tough organizational conversations about how to accomplish that. This is necessary to ensure every voice in our organization is equally valued, respected and safe within our Federation.

KL/PC/ldr  
SAP 2021-2022 Preamble

## 2021-2022 Strategic Action Plan

### *Towards the Future: Listening, Planning, Acting*

Initiative	2021-2022	2022 to completion
<b>Anti- Racism/Equity Training (new)</b> <ul style="list-style-type: none"> <li>Creation of a new account that will provide funds to assist districts and bargaining units to provide anti-racism/equity training for districts and bargaining units.</li> <li>Districts and bargaining units will access the funds through an application process. Funds for district/bargaining unit training will be provided on a cost sharing basis.</li> <li>Matching component could be 75% for the province, 25% for the local with some exception set for units, who can demonstrate no available funds or limited resources.</li> <li>Districts or bargaining units will complete a self-assessment to determine needs and next steps.</li> <li>A list of OSSTF/FEESO approved training will be created in consultation with the Equity Advisory Work Group and the Black People and People of Colour Work Group, as well as other OSSTF/FEESO equity committees and groups. The list will be available to local leaders.</li> </ul>	<b>2021-2022 plans:</b> <ul style="list-style-type: none"> <li>Application form will be developed, as well as a self-assessment form.</li> <li>Equity Advisory Work Group and Black Workers and Workers of Colour Work Group will assist to compile a list of approved supports and resources.</li> <li>Districts and bargaining units will be invited to apply on a cost-sharing basis.</li> <li>Districts and bargaining units would be eligible to apply for funds in subsequent years but priority will be given to groups applying for the first time.</li> </ul> <b>2021-2022 cost: \$120,000</b>	<b>2022-2023</b> <ul style="list-style-type: none"> <li>Funds continue to be available by application.</li> </ul> <b>2023-2024</b> <ul style="list-style-type: none"> <li>Funds continue to be available by application.</li> <li>Review of program with recommendations by AMPA 2024.</li> </ul> <b>Estimated date of completion of pilot: June 2024</b>
<b>Bargaining Unit Executive Meetings and Record Keeping (2018)</b> <ul style="list-style-type: none"> <li>A review of existing workshops and creation of webinar by staff on conducting effective meetings (completed May 2020, deployed beginning in the fall of 2020).</li> <li>Creation of a workshop, webinar, and checklist on record keeping and retention (completed May 2020, deployed beginning in the fall of 2020).</li> </ul> <p>Support for best practices provided by executive assistants (ongoing).</p> <p><b>Plan above has required timeline modifications due to COVID-19 restrictions.</b></p>	<b>2021-2022 plans</b> <ul style="list-style-type: none"> <li>Pilot project with three districts (at least one with several bargaining units) – train and implement use of provincial database for record keeping/retention.</li> </ul> <b>2021-2022 cost: \$0</b>	<b>2022-2023 plans</b> <ul style="list-style-type: none"> <li>Creation of a schedule to train all local leaders or appropriate staff on use of a provincial database for bargaining unit and district record keeping/retention.</li> </ul> <b>Estimated date of completion: June 2023</b>

Initiative	2021-2022	2022 to completion
<b>District / Bargaining Unit I.T. Environments (2020)</b> <ul style="list-style-type: none"> <li>• Develop and field test a cloud-based I.T. environment for local offices.</li> <li>• Corporate grade network security (wired and wireless networks).</li> <li>• Segregated staff (OSSTF) and guest wireless access.</li> <li>• Standardized product suites and versions (Word, Excel, PowerPoint, Outlook and Access).</li> <li>• Central based storage and regular off-site backups</li> <li>• Remote access to local files (VPN).</li> <li>• Email accounts for local Executive members (includes anti-spam services).</li> <li>• Access to technical support (IT Help Desk).</li> </ul>	<b>2021-2022 plans</b> <ul style="list-style-type: none"> <li>• Pilot project with districts 3, 22 and 24 completed in 2020-2021 and plan will be developed to move ahead with more districts.</li> <li>• Evaluation of pilot project will determine scope and direction of work for 2021-2022.</li> <li>• Meet with districts to understand unique needs.</li> <li>• Capacity planning for cloud services.</li> <li>• Finalize service design/receive proposal.</li> <li>• Migrate pilot districts to OSSTF based emails to cloud services.</li> <li>• Services build.</li> <li>• IT Staff training (Administration and support).</li> <li>• Establish a functionality baseline by deploying consistent toolsets and data access → F and G drives, Microsoft Office, VPN, and Videoconference.</li> <li>• Establish a security baseline for handling of member data → Server storage, anti-virus, offsite backup, disaster recovery, VPN for secure remote access, segregated staff and visitor Wi-Fi networks.</li> <li>• Extend technical solutions and expert technical support.</li> <li>• Cloud collaboration platform availed to pilot districts office staff with existing OSSTF accounts.</li> <li>• Training.</li> </ul> <b>2021-2022 cost: \$81,250</b>	<b>2022-2023 plans</b> <ul style="list-style-type: none"> <li>• Build-out of online services portfolio for broader participation.</li> <li>• Onboard additional interested district offices.</li> </ul> <b>Estimated date of completion: June 2023</b>
<b>Mental Health First Aid (MHFA) (2018)</b> <ul style="list-style-type: none"> <li>• Provide all presidents and time-release member services officers with Mental Health First Aid (MHFA) training in a regional training model (2020-21 federation year delayed by Covid).</li> </ul>	<b>2021-2022 plans</b> <ul style="list-style-type: none"> <li>• Send remaining approved candidates, three (3), for instructor training when restrictions allow.</li> <li>• Have all provincial office</li> </ul>	<b>2022-2023 plans</b> <ul style="list-style-type: none"> <li>• Hold two (2) in person MHFA Regional training sessions in the fall of 2022.</li> </ul>

Initiative	2021-2022	2022 to completion
<ul style="list-style-type: none"> <li>• Provide executive assistants with MHFA training (<i>2020-21 federation year delayed by Covid</i>).</li> <li>• Fund four individuals to become MHFA instructors to be selected by the Provincial Executive (<i>two individuals have completed the training</i>).</li> </ul>	<p>executive assistants trained in MHFA Basic.</p> <ul style="list-style-type: none"> <li>• Hold three (3) in person MHFA regional training sessions, likely in conjunction with the HSWSIAC regionals in the spring of 2022.</li> </ul> <p><b>2021-2022 cost: \$150,000</b></p>	<p><b>Estimated date of completion: December 2022</b></p>
<p><b>Towards 2022 – Building for an Education-Friendly Government and Official Opposition (2020)</b></p> <ul style="list-style-type: none"> <li>• Encouraging members to become more active in the political process through a variety of actions including mobilization, participation and voting.</li> <li>• Encouraging members to become more active on municipal election campaigns, local MPP election campaigns and taking active roles such as joining political parties, volunteering in individual campaigns, canvassing, becoming candidates, and becoming campaign managers.</li> <li>• Encouraging members to become involved in local riding associations of the various political parties including becoming executives/directors and any other prescribed roles.</li> <li>• Training up to eight (8) members to be Election Leaders, utilizing strategies and knowledge from other jurisdictions regarding campaigns and election strategies. Knowledge from this training would be shared at regional and provincial training events.</li> </ul>	<p><b>2021-2022 Plans</b></p> <ul style="list-style-type: none"> <li>• Election Organizers as selected in 2020 continue to assist with support and activities in districts; enhanced time release September 2021-February 2022 and full time release February 2022-June 2022.</li> <li>• Continue efforts to build coalitions with education and labour allies.</li> <li>• Work with other unions on mutually endorsed candidates and on issues of mutual concern.</li> <li>• Build connections with parent, community, Black, Indigenous and racialized organizations.</li> <li>• Promote the OSSTF/FEESO Education Platform to the membership, community groups, allies and the public.</li> <li>• Promote the OSSTF/FEESO Education Platform to political parties – host a Queen's Park Lobby Day, and through meetings with local candidates.</li> <li>• Offer lobbying training to local leaders and members engaged in election readiness work.</li> <li>• Support districts / bargaining units to host NDP, Liberal and Green Party candidate and campaign manager</li> </ul>	<p><b>Fall 2022 plans</b></p> <ul style="list-style-type: none"> <li>• Training at Leadership 2022</li> <li>• Municipal and School Board Election Training.</li> <li>• Time release as needed for Election Organizers</li> </ul> <p><b>Estimated date of completion: October 2022 (Municipal Election)</b></p>

Initiative	2021-2022	2022 to completion
	<p>meetings – promote Education Platform, training for volunteers on supporting campaigns, invite locally endorsed candidates to speak.</p> <ul style="list-style-type: none"> <li>• Develop a political donation campaign to support locally endorsed candidates/campaigns.</li> <li>• Promote local level campaign volunteering by setting goals for member engagement.</li> <li>• Create enhanced campaign teams in key priority ridings.</li> <li>• Develop social media presence at the local and provincial level to support endorsed candidates and the Education Platform.</li> <li>• Election Readiness Conference – Fall 2021.</li> <li>• Enhanced Regional Training – Spring 2022.</li> <li>• <b>June 2022</b> – Provincial Election.</li> </ul> <p><b>2021-2022 cost: \$1,010,000 [MPA]</b></p> <p><i>* Provisioned through the MPA and does not require representation in the SAP budget for 2021/2022 **</i></p>	
<p><b>Bargaining Unit/District Governance (2018)</b></p> <ul style="list-style-type: none"> <li>• All local bargaining units and district constitutions will be reviewed over the next three years.</li> <li>• Provide resources and meeting time for Parliamentary and Constitution Council to assist in the review.</li> <li>• Provincial Office will provide oversight to assist with changes that need to be made at the local level.</li> </ul>	<p><b>2021-2022 plans</b></p> <ul style="list-style-type: none"> <li>• Complete remaining BUs.</li> <li>• Continue working with former PCC members.</li> <li>• Additional three-day meetings in June for current PCC members, with an invitation to the former members assisting with the reviews.</li> </ul> <p><b>2021-2022 cost: \$46,250</b></p> <p><b>Estimated date of completion: June 2022</b></p>	



Initiative	2021-2022	2022 to completion
<b>Grievance/Arbitration and Member Relations Tracking (2018)</b> <ul style="list-style-type: none"> <li>• Creation of a schedule to train all local leaders or appropriate staff on use of the UnionWare grievance/arbitration module, based on covering one third of the target audience per year (approximately 50 people per year).</li> <li>• Delivery of training workshops (by Provincial Office staff) beginning in the fall of 2019.</li> <li>• Ongoing support in the use of UnionWare Grievance/Arbitration module by executive assistants.</li> </ul>	<b>2021-2022 plans</b> <ul style="list-style-type: none"> <li>• Aiming to average two units per training slot, which would allow us to complete the training in or around June 2022.</li> <li>• Completion of remaining BUs.</li> </ul> <b>2021-2022 cost: \$31,250</b>  <b>Estimated date of completion: June 2022</b>	
<b>Financial Accountability (2018)</b> The new Financial Controller will: <ul style="list-style-type: none"> <li>• Audit district and bargaining unit financial records.</li> <li>• Develop resources for local treasurers and presidents.</li> <li>• Provide training to executive assistants to optimize their knowledge to assist districts and bargaining units with financial matters.</li> <li>• Assist in the implementation of a financial reporting package for districts and bargaining units.</li> <li>• Monitor assets held, including possible expansion of banking and/or investment integration.</li> </ul>	<b>Done</b>	<b>Done</b>
<b>Local Staff and Elected Officials' Working Conditions (2018)</b> Formation of work group consisting of: <ul style="list-style-type: none"> <li>• CFO/AGS of Operational Services.</li> <li>• Other staff, including legal, as required or requested.</li> <li>• Six members from the field, including at least three from districts with hired staff (office managers, bargaining unit or district officers, etc.).</li> <li>• Call for applications and selection process in the spring of 2019.</li> <li>• Work group meets up to four times during fall and winter of 2019/2020.</li> <li>• Guidelines/recommendations/templates/policy templates available for use by districts and bargaining units by April 2020.</li> </ul> <b>Plan above has required modifications due to COVID-19 restrictions.</b>	<b>Done</b>	<b>Done</b>

Initiative	2021-2022	2022 to completion
<b><u>Changes to the 2020-2021 Plan</u></b> Review of local constitutions for staff and time release language and recommendations Resources, templates and supports to be available by September 2021.		
<b>Direct Digital Communications to Members (2018)</b> <ul style="list-style-type: none"> <li>• Collect personal emails of all members.</li> <li>• Update emails in our database.</li> <li>• Provide districts and bargaining units with emails of their respective members.</li> <li>• Put in place a process for emails to be updated annually for both the provincial and local databases.</li> <li>• Creation of professional grade email/electronic communications templates either in-house or through a third party service provider.</li> </ul>	Done	Done
	<b>TOTAL COST: \$428,750</b>	

**TOTAL COST OF PLAN: \$428,750 (2021-22 budget) + [\$1,010,000 MPA] = \$1,438,750**

**\*\* Provisioned through the MPA and does not require representation in the SAP budget for 2021-22\*\***

**2021-2022 Strategic Action Plan**  
***Towards the Future: Listening, Planning, Acting***

Initiative	2020-2021	2021-2022	2022-2023	2023-2024	Status
Anti- Racism/Equity Training		\$120,000			
Bargaining Unit Executive Meetings & Record Keeping	\$0	\$0			
District / Bargaining Unit I.T. Environments	\$100,000	\$81,250			
Mental Health First Aid (MHFA)	\$150,000	\$150,000			
			Dec.		
Towards 2022- Building for an Education-Friendly Government and Official Opposition	[\$305,000 – MPA]**	[\$1,010,000 MPA]**			
			Oct.		
Bargaining Unit/District Governance	\$46,250	\$46,250			
Grievance/Arbitration Module and Member Relations Tracking	\$31,250	\$31,250			
Financial Accountability	\$10,000				Done
Local Staff and Elected Officials' Working Conditions	\$25,000				Done
Direct Digital Communications to Members	\$50,000				Done
	<b>TOTAL COST:</b>	\$428,750			

**TOTAL COST OF PLAN: \$428,750 (2021-22 budget) + [\$1,010,000 - MPA] = \$1,438,750**

\*\* Provisioned through the MPA and does not require representation in the SAP budget for 2021/2022