



Prince Edward Island
Union of Public Sector Employees

STRATEGIC PLAN

2024-2028

**Working Together to Build a Better
Future for Island Communities.**



Dear Members,

I am pleased to announce that the PEI Union of Public Sector Employees (UPSE) has completed its strategic plan for the next four years, specifically 2024-2028.



Karen Jackson
President, UPSE

This has been a goal I set from the onset of my Presidential time with PEI UPSE and to now have the privilege to share this strategic plan with you is extremely exciting.

This plan will describe the overall strategic direction for the Union and outline the Vision, Mission, Core Values and Priorities/Goals for the organization.

Furthermore, this document will guide the development of

operational plans for the organization and provide measurement indicators and accountability on the Union's performance and results.

I want to take the opportunity to thank all our Board of Directors and PEI UPSE staff members who participated in the strategic planning session on April 10, 2024, and to all the dedicated members who provided ongoing feedback, recommendations, and suggestions as we worked to formulate our strategic plan.

PEI UPSE is the largest provincial labour union in Prince Edward Island with approximately 5000 members and the services our members provide are vital and crucial to the wellbeing and quality of life for all Islanders.

Thank you for your ongoing dedication and support to your union and to our communities.

In solidarity,

**Karen Jackson,
UPSE President**



PEI UPSE Board Members and Staff at the Strategic Planning Session in Charlottetown.

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Purpose and Background of this Document

1.0 - Purpose

The PEI Union of Public Sector Employees (UPSE) Strategic Plan is intended to guide the priorities and activity for the Union over the next four years (2024-2028). This plan will describe the overall strategic direction for the Union and outline the Vision, Mission, Core Values and Priorities/Goals for the organization. Furthermore, this document will guide the development of detailed action and operational plans for the organization and provide measurement indicators and accountability on the Union's performance and results. It is intended that a strategic plan for the Union will be created every three years and updated annually.

1.1 - How was the Plan developed?

The plan was developed by gathering information from numerous sources and through consultation with key stakeholders. A jurisdictional analysis was conducted of Union strategic plans across Canada, specifically those affiliated with National Union of Public and General Employees (NUPGE).

On April 10, 2024, a strategic planning session was held with UPSE Board of Directors and the UPSE staff at the Hilton Hotel Boardroom in Charlottetown, PEI. Feedback was also provided from UPSE members in the formation of the strategic plan.

1.2 - Why a strategic plan at this time?

The PEI Union of Public Sector Employees serves approximately 5000 members and is the largest provincial union in Prince Edward Island. An organization of this size needs to outline their strategic priorities on behalf of the membership we serve.

In 2015, the National Union of Public and General Employees (NUPGE) conducted a review and compiled an action plan or a strategic document "The Way Forward" which was brought forward at the 2015 annual convention, which captured an action plan for UPSE that focused on "three pillars – Bargaining Strength, Organizing & Growth, and Analysis & Campaigning".

The union delegates adopted the resolution for the UPSE action plan for Building Bargaining Strength, Organizing and Growth, Public Policy Analysis and Community Campaigning on November 28, 2015, at the annual convention.

It appears PEI UPSE attempted to moved forward with the strategic document established from NUPGE based on the direction provided from 2015 convention, but it was apparent to the new PEI UPSE president and the Board of Directors that a formal strategic plan and planning session was required to be conducted by PEI UPSE to provide the direction to and from PEI UPSE members..

There was a Board of Directors retreat at the Delta Prince Edward on February 28, 2020. The purpose of this retreat was to discuss and plan strategically for the organization over the next 1-2 years. The areas identified from the retreat were 1) Improve UPSE's public image 2) Encourage organization opportunities 3) Improve member engagement 4) UPSE needs to get out into the public. However, it appears the strategy formulated was not actioned because the the COVID-19 pandemic was declared March 13, 2020, by the World Health Organization (WHO) and priorities shifted from strategic planning to contingency planning for the organization.

1.3 - Background of UPSE

PEI UPSE may not have had a strategic plan in place which outlined the priorities and goals of the union prior to this strategic plan, but reflecting on the history of our union, the union has had goal setting and priorities identified and accomplished many

achievements and benefits for the membership. Many of the union's accomplishments and initiatives for the members, communities and social justice are highlighted below.

UPSE was first formed in **1945** and at that time was known as the PEI Public Servants Association (PEIPSA). It was in June of that year that the first constitution of PEIPSA was adopted with annual dues set at \$.50.

In **1946** PEIPSA held its first Annual General Meeting (AGM) with its 116 members and the primary goal at that time focused on social activities for the membership to promote comradery; however, later that year the PEIPSA shifted on salaries and presented to Government Executive Council with schedule of proposed salaries which were accepted and adopted the same year.

In **1947**, PEIPSA identified another priority to address cost of living and they approached government and proposed a "cost-of-living bonus" of \$225 for married employees and \$125 for single employees. The government counter offered and PEIPSA accepted the government's proposal of \$125 for married employees and \$75 for single employees.

In **1950**, PEIPSA priorities had once again shifted to address benefits for their members and they were able to secure accumulated sick leave, group insurance, Superannuation, membership in the Canadian Council of Provincial Employees Association and a five-day work week. And in 1953, PEIPSA was able to secure Christmas bonuses in the amount of \$10 for all of its government employees.

In **1962**, PEIPSA established a process for employee grievances, job security for the membership under a new Civil Service Act, and the union advocated and was successful in obtaining a new pay schedule for all government employees with 26 pay periods and one standardized payday – every second Thursday.

In **1973-74** the PEIPSA established the first official Employer-Employee consultations and first collective agreement with the government and first ratification vote by the membership on wages and working conditions.

In **1984** the PEIPSA was officially changed to "Prince Edward Island Union of Public Sector Employees – PEI UPSE" and the union was involved in the creation of the PEI Occupational Health and Safety Act and lobbied for pay equity in 1988 which resulted in government passing the PEI Pay Equity Act later that year.

In **1994** UPSE rallied to address the Callbeck 7.5% wage rollback which saw the union demonstrate the biggest public protest in the Province.

In the **2000's**, converted efforts were made to grow the membership and UPSE was able to organize numerous organizations and grow the membership, in addition, a new emphasis was placed on educating members, especially the stewards in their roles.

In **2010-11** the union delivered the "All Together Now" campaign as part of a long-term effort to raise awareness about the critical need for public services and tax fairness in Canada.

In **2012**, the union organized a campaign to challenge the government's plan to amend the pension plan and created training modules to address bullying in the workplace.



In **2016**, the union fought against privatization as it related to sale of Mill River and worked to have the Labour Act amended to reflect successor rights.

UPSE continued to grow the membership and increase organizing efforts over the last decade as the union welcomed Garden Home, Community Connections, Lady Slipper Villa, City of Charlottetown and the faculty at Atlantic Tourism Hospitality Institute. The membership grew with both public and private sector representation. In its ongoing fight against privatization, UPSE launched a “Keep Home Care” Public campaign in **2018** in response to government’s move to privatize some aspects of home care in PEI. The union also continued to lobby against the sale of alcohol in private agency stores with the Keep Liquor Sales Public campaign, and advocated and was successful in obtaining all cannabis sales in the public sector under UPSE bargaining unit.

**Unions
for
Public Good**

In 2019 UPSE was instrumental in getting paid leave for victims of domestic violence into the Employment Standards Act for all Islanders as well as the Eric Donovan Act, which legislated the protection of all Island workers against bullying and harassment under the Occupational Health and Safety Legislation. UPSE also successfully lobbied government to introduce 1st contract legislation in Prince Edward Island to promote fairness and better relationships between workers and employers when they first enter into collective bargaining.

In **2020**, the global COVID-19 pandemic began and UPSE was instrumental in ensuring public safety and PPE for all the members and working collaboratively with the government to ensure public operations continued for the benefit of members and residents of PEI.

UPSE has been a positive force for social change over the past sixty-years, even without having used strategic plans. Members and staff work together to improve contracts and advocate on behalf of workers who need support in the workplace. UPSE cares about social justice and supports communities across Prince Edward Island; and the union collaborates with key stakeholders in the province to strengthen labour and build a stronger economy for all workers.

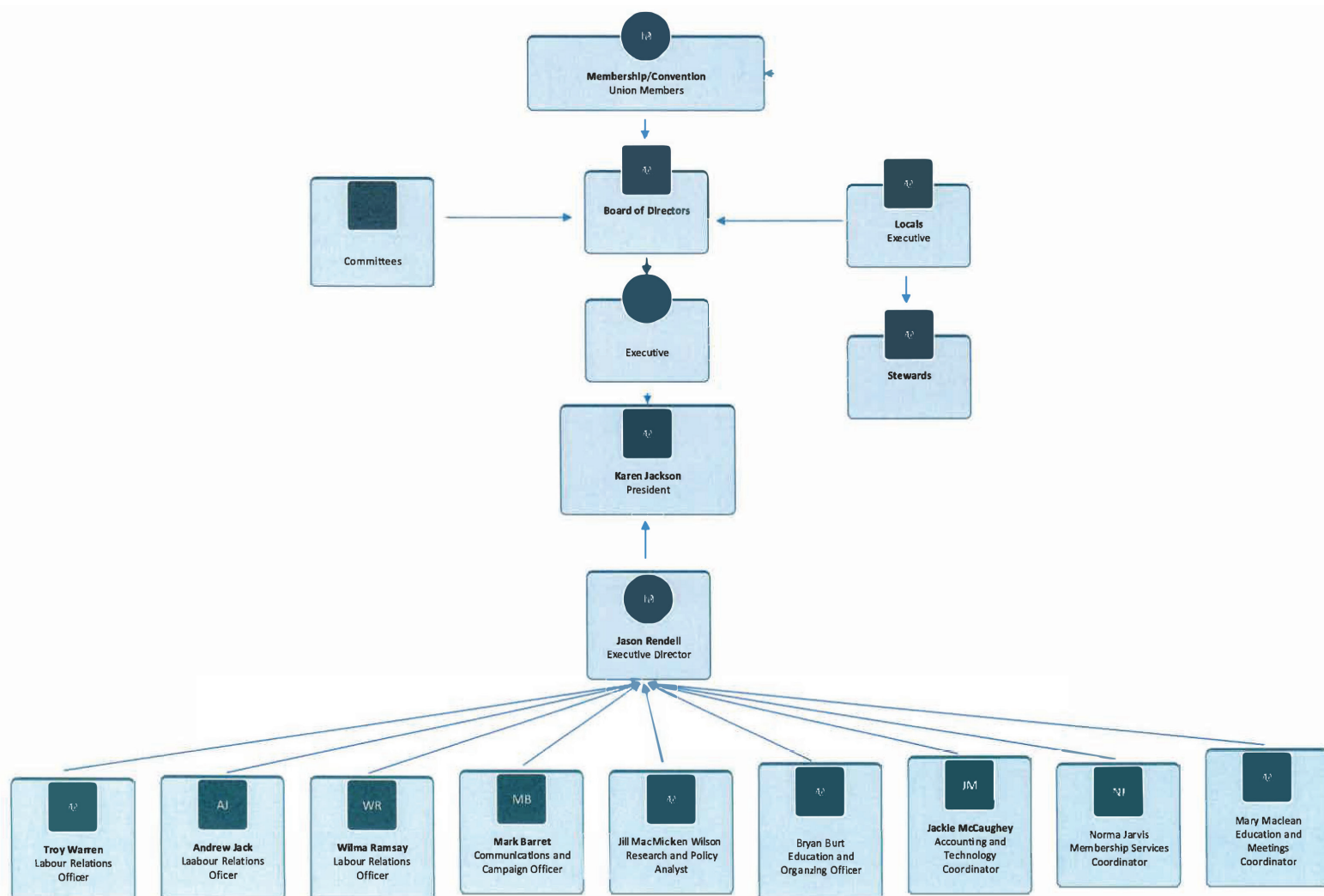
1.4 - How will the Plan be Used?

The PEI Union of Public Sector Employees Strategic Plan will assist and guide future planning, decision making, and provide a document to support evaluation and accountability to the Board of Directors, Executive, and Staff on behalf of the membership the organization services.

2. Organization Structure/Locals

The UPSE organization structure is lead by the membership. Unions are governed by their members, using a democratic decision-making process to elect their leaders and make decisions on what the union does. Unions are formed by their members and are accountable to them.

See flow chart (p.4)



UPSE has nineteen (19) Locals that are determined by work classification groups and geographic location

(UPSE Directors below at time of printing this publication, July 2024).

Local 1 (Director – Vacant)	All UPSE members whose primary work location lies west of the western boundaries of the City of Summerside and who: <ul style="list-style-type: none"> a) are employed by the Civil Service bargaining unit, a provincial government agency, board or Crown corporation, and b) are not specifically included in another Local described herein c) Excluding those members who are employed by the Department of Transportation, Infrastructure and Energy at Slemon Park and Elmsdale and the Tyne Valley Youth Developmental
Local 2 (Director – Connie Brennan)	All UPSE members who primary work location lies west of the western boundaries of the City of Summerside and who are: <ul style="list-style-type: none"> a) members of the Health bargaining unit; or b) members of Community Inclusions; and c) members of the Lady Slipper Villa bargaining unit.
Local 3 (Director – Arlene Bowness)	All UPSE members whose primary work location lies west of the county line dividing Prince County and Queen’s County and east of the western boundaries of the City of Summerside and who are: <ul style="list-style-type: none"> a) members of the Health bargaining but excluding those members of the Health bargaining unit who are employed in positions outlined in Local 8 (below); or

	<p>b) employed by Community Connections; and</p> <p>c) Stewart Memorial Hospital</p>
Local 5 (Director – Tim Yorke, Kathlene Smallman)	<p>All UPSE members whose primary work location lies west of the county line dividing Prince County and Queen’s County and east of the western boundaries of the City of Summerside who are:</p> <ul style="list-style-type: none"> a) employed by the Civil Service bargaining unit, a provincial government agency, board or Crown corporation; or b) Strait Crossing Bridge Limited; or c) Department of Transportation, Infrastructure and Energy at Slemon Park and Elmsdale; or d) Tyne Valley Youth Developmental Centre; or e) are not specifically included in another local described herein
Local 6 (Director – Audrey Wallace)	<p>All UPSE members whose primary work location is in Queen’s County and who are members of the Health bargaining unit employed at a facility providing primarily geriatric care, or</p> <ul style="list-style-type: none"> a) are members of the Garden Home (1986) Inc. bargaining unit, or b) are members of the Whisperwood Villa bargaining unit
Local 7 (Director – Kim Stewart)	<p>All UPSE members whose primary work location is in Queen’s County and who are members of the Health bargaining unit employed in general hospitals, psychiatric care facilities, addiction services, Sherwood Home, Medical Centres and those members of the Department of Family and Human Services employed in the adolescent group homes, but excluding those members who are employed in positions outlined in Local 8 (below)</p>
Local 8 (A/Director – Dina DesRoches)	<p>All UPSE members who are members of the Civil Service or Health bargaining unit and who are employed as Psychologists, Registered Dietitians, Speech Language Pathologists, Social Workers, Senior Designated Social Service Workers, Audiologists, Dental Hygienists, Pharmacists, Hospital Chaplains and Nurses, but excluding those members who are employed in those positions in Locals 1 and 2.</p>
Local 9 (Director – Melanie Cahill-Gallant)	<p>All UPSE members who are members of the Health bargaining unit and whose primary work location is in Queen’s County, but excluding those members</p> <ul style="list-style-type: none"> a) employed in workplaces outlined in Locals 6 and 7 (above); and/or b) employed in positions outlined in Local 8 (also above)
Local 10 (A/Director – ALISTAIR OZON)	<p>All UPSE members whose primary work location is in Queen’s County and who</p> <ul style="list-style-type: none"> a) are members of the Administrative and Professional Category of the Civil Service bargaining unit (excluding members employed in Information Technology who are included in Local 13); or b) are employed by the City of Charlottetown (except Public Works, see Local 14 c) are not specifically included in another Local described herein
Local 11 (Director – Marsha Doyle)	<p>All UPSE members who primary work location is in Queen’s County and who:</p> <ul style="list-style-type: none"> a) are members of the Administrative Support Category of the Civil Service bargaining unit (excluding members employed in Information Technology who are included in Local 13); and b) are not specifically included in another Local described herein
Local 12 (Director – Rick Brazel, Doug Dennis)	<p>All UPSE members whose primary work location is in Queen’s County and who:</p> <ul style="list-style-type: none"> a) are members of the Maintenance Category and Operational Services Category of the Civil Service bargaining unit (excluding members employed in Information Technology who are included in Local 13); and

	b) are not specifically included in another Local described herein
Local 13 (Director – Hughie Handrahan)	All UPSE members who are members of the Civil Service and Health bargaining units working in Information Technology.
Local 14 (Director – Trevor MacKinnon)	All UPSE members whose primary work location is in Queen’s County and who: <ul style="list-style-type: none"> a) are members of the Technical and Regulatory Category of the Civil Service bargaining unit (excluding members employed in Information Technology who are included in Local 13); and b) are employed by the City of Charlottetown (Public Works) c) are not specifically included in another Local described herein
Local 15 (Director – Jane Young)	All UPSE members whose primary work location is in King’s County and who: <ul style="list-style-type: none"> a) are employed by the Civil Service bargaining unit, a provincial government agency, board or Crown corporation; and b) are not specifically included in another Local described herein
Local 16 (Director – Lyn Higginbotham)	All UPSE members whose primary work location is in King’s County and who: <ul style="list-style-type: none"> a) are members of the Health bargaining unit, excluding those members who are members of Local 8, or b) are members of the Morell and Area Early Learning Centre
Local 17 (Director – Terence McCaughey)	All UPSE members who are employed by Holland College and <ul style="list-style-type: none"> a) are members of the Administrative and Support bargaining unit, or b) are employed at the Holland College Early Learning Centre.
Local 18 (Director – Vacant)	All UPSE members who are: <ul style="list-style-type: none"> a) members of the PEI Workers’ Compensation Board bargaining unit; and b) members of the Island Regulatory and Appeals Commission bargaining unit; and c) members of Tremploy Incorporated bargaining unit.
Local 19 (Director – Juanita Gallant, Doris MacKinnon)	All UPSE members who have retired from employment in a bargaining unit represented by UPSE
Local 20 (Director – Craig Boudreau)	All UPSE members who: <ul style="list-style-type: none"> a) are employed by Holland College; and b) are members of the Faculty bargaining unit; and c) are employed by ATHI INC. as faculty members

3. UPSE - AGE AND SERVICE DEMOGRAPHIC ANALYSIS

UPSE services members in both the private and public sectors and administers sixteen (16) collective agreements. The table below provides information about the age and demographics for each bargaining unit.

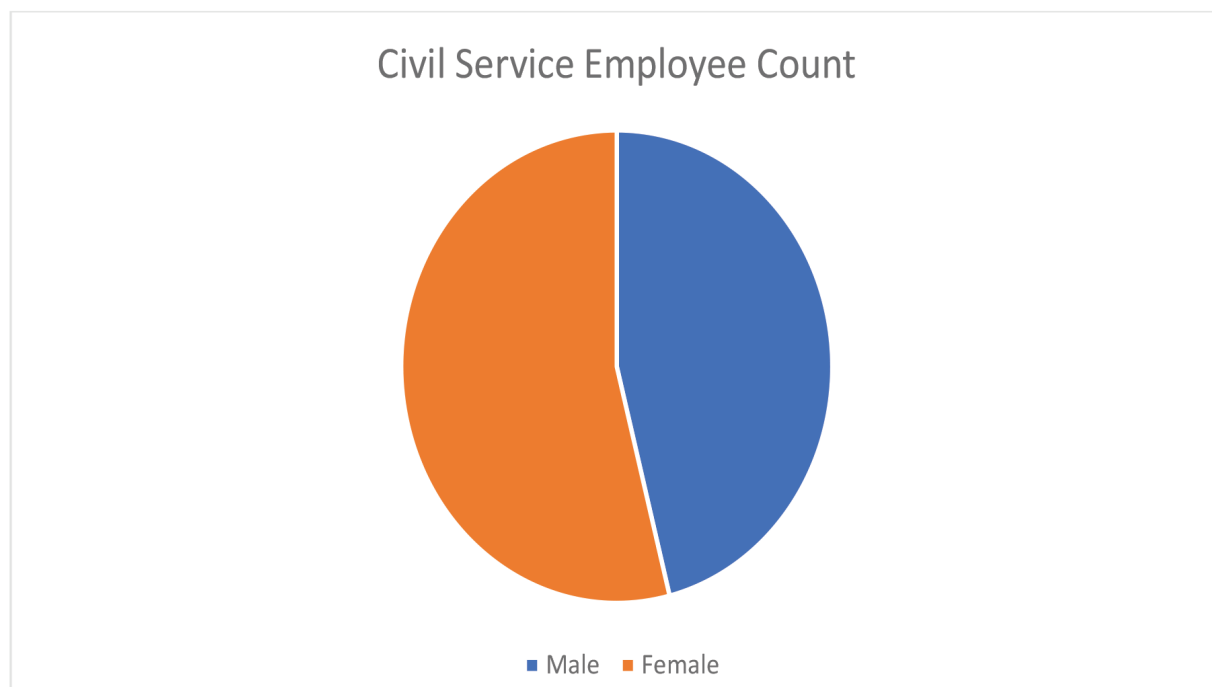
Stats:
May
2024

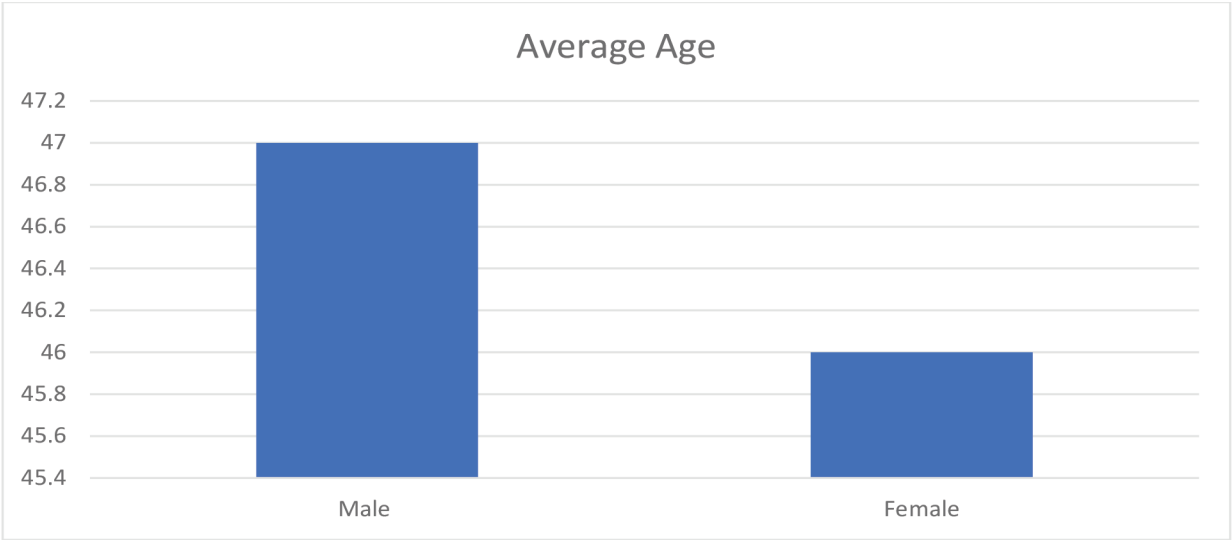
AGREEMENT	CA EXPIRY DATE	Total Active Members Cards Filled out	Gender	Average Age	Employment Status	Pending Members (no card filled out)	Total count Active w/cards+ Pending
City of Charlottetown	31-Dec-24	28	11 Male	44		17	45
			17 Female	47			
Civil Service	31-Mar-25	2269	1045 Male	47	CAS 264 CON 1 Per 1475 PRO 288 PSC 83 PST 118 TMP 35 PRV 5	881	3150
			1224 Female	46			
Community Connections	31-Mar-24	46	8 Male	39		41	87
			38 Female	42			
Community Inclusions	31-Mar-25	27				10	37
			27 Female				
Garden Home (1986) Inc.	30-Jun-23	92	13 Male	36		37	129
			79 Female	45			
Grain Elevators Corporation	31-Mar-25	16	13 Male	54			16
			3 Female	50			
Health PEI	31-Mar-23	1512	221 Male	47	CAS 198 PER 1271 PRO	435	1947

			1291 Female	44	1 PSC 3 PST 3 TEMP 36		
Holland College Administrative & Support	31-Mar- 24	143	44 Male	50		44	187
			98 Female	51			
Holland College Early Learning Centre	31-Aug- 24	10		n/a		5	15
			10 Female	48			
Holland College Faculty	31-Mar- 24	130	67 Male	55		77	207
			63 Female	55			
Atlantic Tourism and Hospitality Institute Inc.	31-Mar- 24	31	16 Male	51		6	37
			15 Female	52			
Morell and Area Early Learning Center	31-Aug- 24	7		n/a		1	8
			7 Female	37			
Strait Crossing Bridge Limited	31-Dec- 24	25	16 Male	50		3	28
			9 Female	43			
Tremploy	30-Jun- 25	13	3 Male	45		1	14
			10 Female	43			

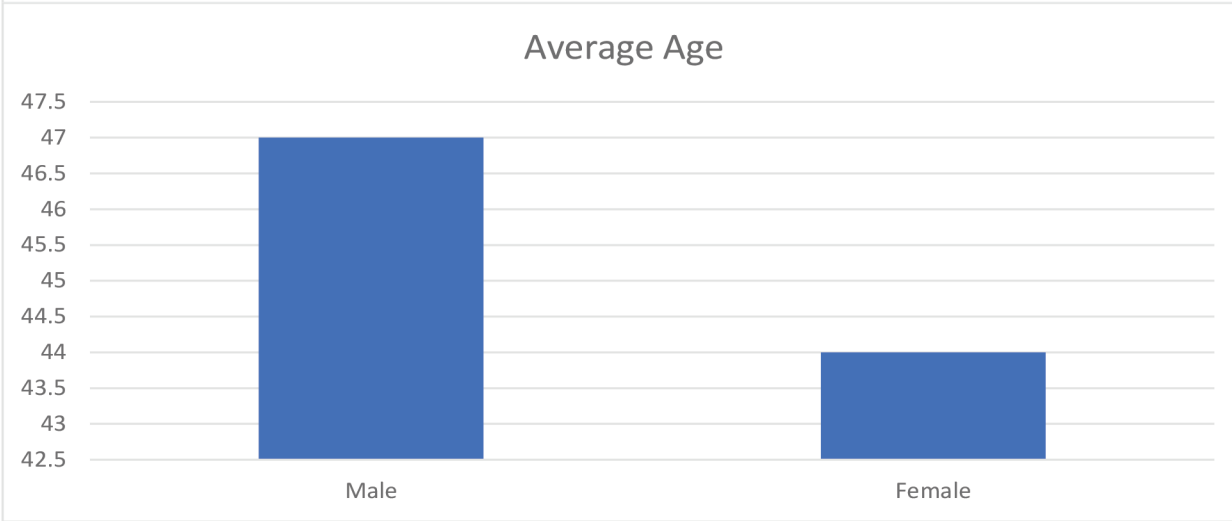
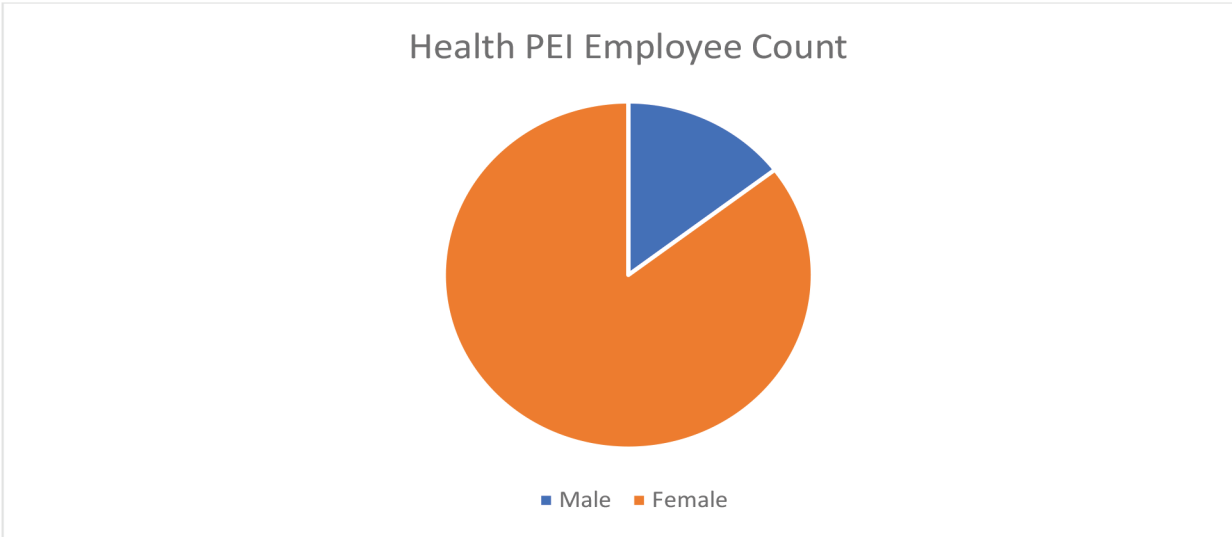
Tremploy	30-Jun-25	13	3 Male	45		1	14
			10 Female	43			
Whisperwood Villa	31-Jul-26	68	11 Male	35		37	105
			57 Female	39			
IRAC (Part of CIVIL CA)	31-Mar-25	11	4 Male	47		5	16
			7 Female	59			
WCB (Part of CIVIL CA)	31-Mar-25	57	18 Male	42		1	58
			39 Female	39			

Civil Service





Health PEI



4. UPSE VISION, MISSION, AND CORE VALUES

4.1 VISION

“Working Together to build a better future for Island communities.”

4.2 MISSION

PEI UPSE, as Prince Edward Islands largest union leads in the development of worker & citizen rights. We use our strength to build equality, safety, and fairness for all Islanders, through collective bargaining, advocacy, community support, and education.

4.3 CORE VALUES

INTEGRITY	We build trust through responsible actions and honest relationships
FAIRNESS	We demonstrate equity for all our members, regardless of their background or circumstances
ACCOUNTABILITY	We conduct our operations in professional manner and take the responsibility of the decisions we make and their outcomes for the members we service.
INCLUSIVE	We respect and value the background, knowledge, skills, abilities, and insights of all our members. A commitment to creating an environment where all our members feel included and have equal access to opportunities in both the private and public sectors
TRANSPARENCY	We foster an environment of open communication and accountability for our members, stakeholders, and staff.

5.0 GOALS/PRIORITIES

GOAL # 1 – Engage Membership

The strength of the union is based on solidarity. We are more powerful when we take action together rather than attempting individually. We need to engage and increase member involvement, participation, and activity for the betterment of the union.

Strategies:

Increase Communication

- the union will enhance communication about events and activities through various medium, such as social media (Facebook, X, website), UPSE publications (Accent, Advocate, press releases), focus group sessions, and through targeted email groups.
- identify barriers to participation with the use of member surveys.
- targeted contests and prizes for union participation and activities.
- establish a public campaign to emphasize the importance of your union and what UPSE does to assist for the betterment of our members.
- provide a public Forum for feedback for UPSE that is monitored daily, and responses provided to the members who provided the feedback.
- more media presence (interviews) on labour issues.
- set up satellite offices for LRO's outside of the central office to improve service delivery for the members.
- ensure communication is cognizant of cultural and ethnic respectfulness and sensitivity.

Increase Social Media Presence

- identify activities that may attract new participants with the use of social media and surveys.
- incorporate virtual options for union activities, such as Local meetings, training opportunities, and education sessions. To provide more accessibility to more rural and remote areas for union activities and opportunities.
- update website and UPSE bulletin boards to include pictures of the Board of Director for each Local.

Improve Education

- conduct jurisdictional analysis of other unions and/or committees to determine any initiatives or offerings, such as educational opportunities, contests, that assisted in increased engagement from these stakeholders.
- improve communication and circulate lists (Monthly/quarterly) of Stewards and Directors of each local and have meet and greet with the local members with subject matter experts (SME) such as Labour Relations Officers to address any employment of labour issue.
- reintroduce Director Days and associated Board of Directors training.



Increase Community Participation

- increase participation and presence in community events, groups, and activities. Attending community fairs, events, and setting up booths to promote UPSE and what we do to the community and our members.
- targeted union events and activities across the whole island, such as golf events, family days, BBQ's, etc.

Increase Collaboration with Key Stakeholders

- coordinate with Employers to enhance orientation packages.
- develop and implement UPSE member identification name tags.
- focus group sessions with various stakeholders (diverse groups, committees, staff, etc.)

Goal # 2 – Educate Membership

Education is empowerment. A membership that is educated provides an increase in knowledge, skills, abilities, opportunities, and self esteem. An opportunity to enhance education regarding their collective agreement and relevant legislation provides a healthier psychological and physical safe work environment.

Strategies:

Increase Virtual and Social Media Presence

- increase on-line training options to increase the availability for members who work remote, rural areas, and shift work.
- continue offer in person training, but incorporate a hybrid model.
- development of videos on various topics and/or training related to the union/ collective agreements that can be uploaded to the website or a resource area to allow members to view at a convenient time if they are unable to attend an education opportunity or meeting.
- conduct Lunch and Learns with a Subject Matter Expert (SME).
- conduct town hall for the members (locals) consisting of Directors, Assistant Directors, Chief Stewards, Stewards, and Subject Matter Experts (SME's) to provide information and answer questions about union, constitution, policies, and collective agreements.
- create and develop information videos on all the current UPSE collective agreements.



Increase Communication and Information

- editorials in media to educate the public and members of the role unions play in the work environment.
- conduct site visits "Travelling Road Shows" to meet with members and educate them on aspects of the union and respond to questions.
- customize UPSE bulletin boards at the worksites which provide the membership of key information and training opportunities.

- the union will enhance communication about education and training opportunities for the members through various mediums, such as social media (Facebook, X, website), UPSE publications (Accent, Advocate, press releases), and through targeted email groups.

Improve Training

- create cheat sheets on collective agreement language and processes.
- develop and distribute Q&A fact sheet about various union topics/training.
- conduct education and Q&A on UPSE structure and duties of all elected officials and staff.
- create, develop, and conduct a training session on constitution and policies of the union.
- reintroduce Director Days and associated Board of Directors training.
- create, develop and conduct a training session on diversity, equity, and inclusion (DEI).

Increase Collaboration with Key Stakeholders

- partner with other jurisdictions and other external service providers to conduct training opportunities for the members.
- partner with NUPGE and other union partners to conduct training opportunities for the members.
- collaborate and partner with diversity groups to ensure UPSE is an organization that represents its diverse membership.
- partner and collaborate with diversity groups to assist in the development of training opportunities.
- collaborate and partner with diversity groups to ensure UPSE is an organization that represents a diverse membership.
- partner and collaborate with diversity groups to assist in the development of training opportunities.
- partner and collaborate with employers of UPSE bargaining units.

Goal # 3 – Increase Membership

Workers are stronger when united. UPSE will endeavour to expand our membership mobilization to attract new recruits to the existing bargaining positions and organize areas in the private sector that have not been represented in the past by unions to enhance the betterment of the non-unionized work environments and their workers.

Strategies:

Increase Targeted Organizing/Advertising

- identify and create a list of unorganized workplaces and tailor advertising to educate the workers of the benefits of being represented by UPSE.
- targeted advertising for potential organizing opportunities.
- update UPSE branding to reflect “Public Service.”
- increase awareness worker/labour conflicts in the public domain/news.

Increase Recruitment Efforts

- arrange meetings with college/universities to provide presentations to new graduating classes on the benefits of unionized employment and involvement with unions.
- attend job fairs and career days.

Improve Training

- enhance the training and education of the Organizing Officer.
- explore training opportunities with NUPGE and other affiliate union partners.
- create, develop and deliver a Diversity, Equity and Inclusion course for UPSE.

Goal # 4 – Enhance Governance and Leadership

The foundational documents provide the legislative and policy framework to guide the decision making for union leadership - strengthening union governance to align with the core values of UPSE.

Strategies:

Update Constitution

- the constitution committee will work to update the constitution, modernizing language reflective of the membership.
- build in renewal dates for the document to be reviewed.

Update and Create Policies

- review all current policies to ensure they are aligned with the constitution.
- create policy template to ensure consistency.
- ensure all policies are classified and reviewed by the appropriate governing body (I.e. Board of Directors, Executive, etc.)
- build in renewal dates for the document to be reviewed.
- create and implement a procurement policy and a record information management policy.

Staffing

- review of all job descriptions every 5-8 years
- review staffing compliment to ensure it is meeting the needs of the members.
- create a staff directory to ensure members have access to contact information.

Improve Internal Processes

- creation of Standard Operating Procedures (SOP) to ensure consistent delivery of service and clarity of roles and responsibilities for key stakeholders (staff, Board of Directors, Executive, Directors, Chief Stewards, Stewards).
- create feedback forum to allow for amendments to internal processes.
- develop template of decision making from Board of Directors and strategic planning process.
- modernize and standardise all union forms to align with policy.
- forms are used consistently by appropriate personnel, members, steward, etc.
- review and update Local structure.
- create and implement a record information management program.

Improve Succession Planning

- create succession binders for all elected officials to ensure the transfer of corporate knowledge.
- review collective agreements, constitution to explore the incorporation of succession planning documents.
- identify alternates on committees to ensure no disruption to the membership.

Goal # 5 – Strengthen and Engage Public Perception

UPSE endeavours to be more visible and active in our communities, partner with our community stakeholders on initiatives that advocate for rights, social justice, and the betterment of all workers in Prince Edward Island.

Strategies:

Increase Visibility

- attendance at community events with PEI UPSE branding present identifying the role of the union.
- participation in community and charitable events (ie parades, community fairs, Bowl for Kids, etc.)
- attendance at job fairs and collaborating with post secondary to inform students the importance and opportunities with UPSE and unions.
- sponsor activities in the community that relate to social justice (ie. Diversity, Pride, etc.)

Increase Media Presence

- purchase blocks on social media, television, and radio with advertisements of PEI UPSE, branding, announcement of initiatives, and the role UPSE plays in labour in PEI.
- creation and distribution of communication strategy that highlights the role and achievements of the PEI UPSE
- more active and vocal on social justice and members issues to media (ie. editorial submissions, interviews, etc.)
- create and distribution of good news stories accompanied by firsthand experiences (interviews, videos, pics), such as “UPSE as a Heart” or “Bursaries.”
- member profiles released in Accent or Advocate to highlight the great work of our membership.



Participation on Board and Committee

- ensure union representation (activists) on key federal, provincial and community boards that render decisions that may impact our members and workers in PEI.
- ensure union representation on working committees that may impact our members and workers in PEI.

Goal # 6 – Strengthen Collective Agreements and Legislation

Legislation and collective agreements are the bedrock to the working conditions for our members. PEI UPSE will strive to improve the benefits and working conditions for all our sixteen (16) bargaining units and oppose and amendments to legislation or collective agreements that aim to weaken or restrict worker rights and benefits.

Strategies:

Improve Collective Agreements

- review methods of collective bargaining to ensure the bargaining team members are truly representative of the bargaining unit composition.
- ensure collective agreements are reflective of member requests/demands.
- improve methods in obtaining requests and demand from members (ie. virtual meetings, demand forms, etc.)
- jurisdictional analysis for language that would be in the betterment of our members.
- consistent language throughout the bargaining units but addressing specific nuances with specific bargaining units.
- review of case law or arbitrations that may impact or enhance provisions of the respective collective agreements.
- ensure collective agreement language and provisions are reflective of today's society.



Improve Legislation

- UPSE to ensure members are educated on all legislation committees/boards/working groups and ensure a representative is present on these working committees/boards/ groups. (ie. working group for Labour Act amendments)
- maintain apolitical approach but working relationships with all political parties.
- collaborate with advocacy and like-minded groups/associations that strive for changes that enhance legislation for the betterment of all workers in PEI.
- provide submissions to legislative bodies for amendments (ie, Employment Standards Act, Labour Act, WCB, etc.).
- if applicable, hire lobbyists or engage union sided lobby group (ie. anti-privatization)
- provide submissions on social justice that support and enhance legislative rights and freedoms for recognized diverse groups.

6. EVALUATION/METRICS

6.1 Why do we have Metrics?

Metrics are important because each metric provides us an update on our progress and demonstrates if the initiatives and strategies identified are working. The measurability of our goals helps us to stay on track of our goals.

Simplified, monitoring progress and identifying gaps and opportunities for improvement is essential to ensure we are staying on track to achieve the goals we have identified in our strategic plan.

6.2 Measurement/Analytics

Goal	Objective	Indicator
#1 – Engage Membership	1) Increase Communication	-attendance at union events, meetings, convention -feedback from members - Increase interest to participate on bargaining teams -Demand for candidates for elected roles in the union -# of Local vacancies -# of surveys conducted
	2) Increase Social Media Presence	-social media feedback and comments -# of hits on webpage and social media platforms
	3) Improve Education	- attendance for education sessions -Demand is up for education sessions - # of people visiting or making inquiries at UPSE booths at community events
	4) Increase Community Participation	-# of request to participate on NUPGE and union affiliate working groups, committees, and conventions
	5) Increase Collaboration with Key Stakeholders	
#2 – Educated Membership	1) Increase Virtual and Social Media Presence	-# of website, Facebook traffic and social media views
	2) Increase Communication and Information	-attendance at meetings (Local, courses) -amount of feedback and/or comments to head office, Directors, Stewards, etc.
	3) Improve Training	-# of grievances or labour inquiries -amount of feedback from course evaluations -# of people taking courses -waitlist for course registration -# of course registrations
	4) Increase Collaboration with Key Stakeholders	-# of request to participate on NUPGE and union affiliate working groups, committees, and conventions
#3 – Increase Membership	1) Increase Targeted Organizing and Advertising	-#of workplaces seeking union representation

	<p>2) Increase Recruitment Efforts</p> <p>3) Improve Training</p>	<p>-# of event or groups UPSE has contacted and met with</p> <p>-# of member enrollment (increase?)</p> <p>-# of recruitment invites</p> <p>-# of presentations provided to colleges/universities</p> <p>-# of new committees</p> <p>- # of new contracts</p> <p>-# of new Employers</p> <p>-# of new classification groups (positions)</p> <p>- # of training sessions conducted by UPSE fiscal year</p> <p>-# of course registration of new members</p> <p>-# of training sessions taken by Education and Organizing Officer</p>
#4 – Enhance Governance and leadership	<p>1) Update Constitution</p> <p>2) Update Policies</p> <p>3) Staffing</p> <p>4) Improve Internal Processes</p> <p>5) Improve Succession Planning</p>	<p>- # of resolutions at convention from constitution committee</p> <p>-# of proposed amendments for Board of Director review/approval if By-laws</p> <p>-# of policies sent to Executive for approval</p> <p>-# of policies provided to the Board of Directors for approval</p> <p>-# of job descriptions reviewed</p> <p>-# of jobs created</p> <p>-# of Standard Operating Procedures (SOP) created</p> <p>-creation of RIM program</p> <p>-# of forms standardized</p> <p>-enhancements to Unionware and training</p> <p>-formation of succession binders for all elected roles, positions</p> <p>-establishment of RIM program to ensure transfer of records</p> <p>-establishment of orientation and onboarding to union roles</p>
#5 – Strengthen and Engage Public Perception	<p>1) Increase Visibility</p> <p>2) Increase Media Presence</p> <p>3) Participation on Boards & Committees</p>	<p>- # of community events attended</p> <p>-# of hits or traffic to UPSE website, social media platforms</p> <p>-# of union press releases</p> <p>-# of union editorials published</p> <p>-# of interviews with media</p> <p>-# of Board/working groups/committee attended by UPSE</p>

		-# of legislative changes from UPSE participation -# of delegates/members assigned to committees
#6 – Strengthen Collective Agreements and Legislation	1) Improve Collective Agreements 2) Improve Legislation	-# of collective agreement provisions amended -# of enhancements to articles/benefits -# of Memorandum of Agreements -# of arbitrations -# of legislative changes from UPSE participation -# of invitations to participate on legislation working groups

Analysis

- Review indicators quarterly
- Report annually to Board of Directors

7. CONCLUSION

The UPSE strategic plan is intended to guide the priorities and activity for the union over the next 4 years in achieving the goals outlined in this document by the key stakeholders. The strategic plan is a working document that may change because of external factors, such as those identified in the SWOT exercise (Political, Economical, Social, Technology). We need to adapt to these factors as we strive to work together to attain the goals identified in this strategic plan for the betterment of the organization and the membership.



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