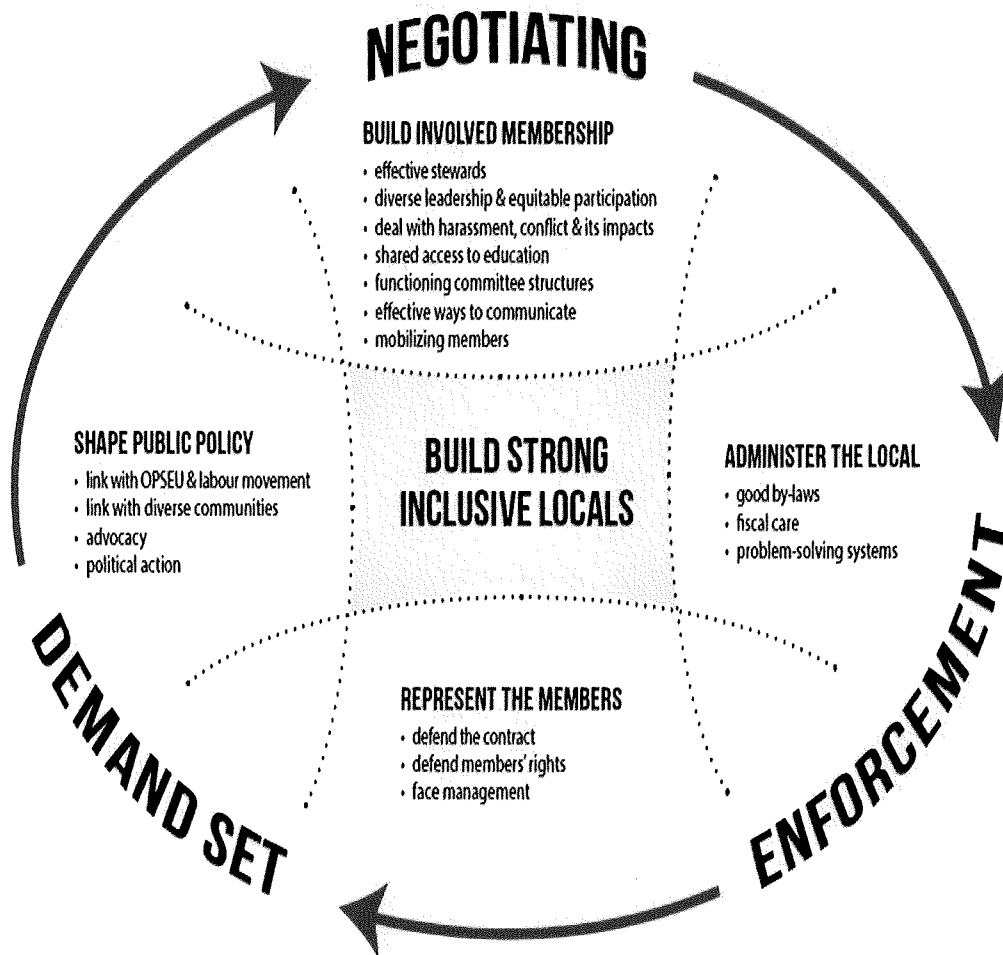


Bargaining Cycle

THE BARGAINING CYCLE & EFFECTIVE LOCAL LEADERSHIP





Administering the Local, means that the local has:

Good bylaws in place (how the local spends money, representation in the units etc.)

That the local has appropriate and responsible fiscal care. The local has a budget according to the OPSEU Constitution Article 29 Financial Operation.

The LEC has ways to deal with problems in administering their local. An example of this would be getting the Trustee Audit Reports (T.A.R.'s) completed and submitted on time.

Representing the Members, means that:

Through experience the stewards are confident in policing and defending the Collective Agreement.

The local stewards are confident in defending the members.

That the stewards and LEC are comfortable and confident when they face the employer with the members' and union's concerns.

Shape Public Policy, this means that:

The LEC is connected to the various structures and systems within the union. For example, staff reps/regional office, EBM's, Equity Committees, Sector executive, Convention Regional Meetings, Equity Conferences, Divisional meetings, OPSEU Area Council etc.

The Local is connected to outside organizations such as Labour Council, The Ontario Federation of Labour (OFL), The Canadian Labour Congress (CLC), The National Union of Public and General Employees (NUPGE) and Community groups, etc.

The local has a proven track record in advocating for members and or clients that they work for.

The local can take political action if necessary and engage in activities like lobbying a politician.

The Bargaining Cycle:

A way of thinking about the core work in building a strong and inclusive local throughout the 3 main phases of Demand-set, Negotiating and Enforcement)

The four circles inside the Bargaining Cycle diagram explains the four key roles of local leadership:

Building an involved membership;

Administering the local;

Representing the members to the employer;

Shaping public policy by building links outside the local.

Building an Involved Membership, means that the Local:

Have effective stewards in place (training, experience and commitment to the union)

The local has diverse leadership and equitable participation throughout the local

The local has the ability to deal with harassment and conflict (in the LEC, the Local and with management) and understand the potential impacts of not dealing with it

The local has a system in place to get stewards the training/education they need to fulfil their role as a steward

The local has functioning committees (Health and Safety, Local ERC, Return to Work etc.)

That the committee effectively communicates within the LEC, the stewards and the general membership

The local has the ability to mobilize the members on issues that have an impact on them

Steps to Getting Involved

- **Know** who can make change and how to contact them - decision makers, people in power, community groups, etc.
- **Identify** an issue you care about and pursue it.
- **Attend meetings** - A town hall, union meeting, city council meeting etc. is where you can make your voice heard, in front of people who can do something about it.
- **Join local community groups** - You can also volunteer and participate in other ways that directly impact your community.
- **Mobilize more people to support your cause** - Get a group together to attend meetings or join an association, and your cause will be magnified.
- **Attend or organize rallies and events** - Just make sure you're safe and lawful.
- **Vote** - and do it in every election, not just the big ones.
- **Subscribe to a paper or other publication you believe in** - find a publication that represents good journalism to you. Click on it often. Pay for a subscription. Support it any way you can.
- **Share that knowledge** - Have discussions with your friends and family. Engage in respectful debate when appropriate
- **Volunteer at a place that benefits your community** - Ideally, you can align your volunteer work with your most important causes.
- **Get off the internet** - complaining on social media only gets you so far. Get out, meet people, use your hands and your time.

Modified from: <https://www.cnn.com/2016/11/15/politics/ways-to-be-more-politically-active-trnd/index.html>

Being an Activist

Activist: advocating or practicing activism : using or supporting strong actions in support of or opposition to one side of a controversial issue.
<https://www.merriam-webster.com/dictionary/activist>

What makes a good activist?

- Understands the time commitment required and has the time to participate.
- Can commit to participating.
- Is approachable.
- Is able to speak publicly.
- Is ready to work in a team.
- Speaks language(s) needed to communicate with community and staff.
- Is interested in labour rights.
- Is respected.
- Is open to learning and change.
- Is willing and able to move around community/workplace talking with others.
- Is cooperative and willing to respectfully work with others (community members, union members, etc.)

Modified from <http://raisingvoices.org/wp-content/uploads/2013/03/downloads/Activism/SBL/IdentifyingCommunityActivists.pdf>

Roles of the Steward in the Bargaining Cycle

Negotiations	Enforcement	Demand Setting
Communicate between bargaining team and the membership	Communicate between LEC, Chief/Unit Steward and affected members	Listen for members issues and communicates to LEC
Act as mobilizer for events to support the bargaining team	Represent grievors at meetings with Employer	Survey the membership in preparation for demand-setting
Take a leading role at supporting events	Police the collective agreement	Link shortcomings in Collective Agreement identified in the grievance process to demands for negotiations
Prepare for strike/mobilizing possibility	Mobilize member support for key issues	Get members out to demand set meetings
Gets member out to ratification/strike vote/contract meetings	Participate on other workplace/LEC committees as assigned/elected	Assist LEC/Team from demand setting to ratification with research and preparation. Provides timely feedback to members
Listen for and identify members' diverse issues and carry these to the LEC/unit committee for decision		
Communicate union information to members, including LEC decisions affecting members		
Bring together diverse members to build solidarity and seek support for workplace actions authorized by LEC/Unit		
Attend LEC/unit committee meetings to participate in decision-making		
Do basic preparation and investigation on grievances arising from members		

Roles and Responsibilities of Local Union Officers

Steward	
Candidates for steward must be a signed-up OPSEU member in good standing A steward is responsible for and to a small group of specifically identified members. Core responsibilities for these include: Listen for and identify members' diverse issues and carry these to the LEC/unit committee for decision Communicate union information to members, including LEC decisions affecting members Bring together diverse members to build solidarity and seek support for workplace actions authorized by LEC/unit Attend LEC/unit committee meetings to participate in decision-making Do basic preparation and investigation on grievances arising from members Represent members in step 1 and other meetings with management. Stewards may expand their core responsibilities to other areas including health and safety, bargaining, Labour Management	Candidates for President, Vice-President, Secretary, Treasurer, Chief Steward must be an elected steward Please Note: Training is available for all positions within OPSEU and Regional Office Staff are readily available for assistance.

Committees, union counseling, building links outside the local, etc.	
Local President	Vice-President
Oversee healthy functioning of the LEC and the Local Keep the union visible and credible with employer(s) and in the workplace(s) Represent the Local to the rest of OPSEU, the Labour movement and the community Share leadership role with other LEC members Encourage and mentors new and diverse leadership in all parts of the local Work with the Treasurer to maintain financial health of the Local Maintain and encourage communication between stewards, units, Regional Office and Executive Board Members	Provide support to the Local President and other LEC members Actively share the workload of the LEC in carrying out Local action plans and programs Act on behalf of the Local President if absent
Secretary	Treasurer
Oversee the healthy day-to-day operations of the LEC and the Local Document decisions made by the LEC and the membership (minutes) Send out information to the LEC and the membership (e.g. notices, memos and bulletins)	Responsible for all financial transactions of the Local Issue cheques and has signing authority Keep financial records of the Local

Maintain current information helpful to the LEC's programs (e.g. membership info, participation in education, union and community resources)	Ensure that trustees have financial information in order to complete Trustee Audit Reports Develop and present an annual budget to LEC and membership reflecting the Local's program priorities for the year
Chief Steward	Trustees
Oversee, support and mentor other stewards to do their jobs well Provide information, references and training to stewards, the LEC and members on representation issues Identify, with stewards, common workplace issues to address with the employer or for bargaining Keep records of grievances for use of the membership in dealing with the employer Represent members through the higher levels of the grievance process	Trustees cannot hold any other office in the Local* Ensure the integrity of the Local's bookkeeping, by reviewing the Local's financial records at least twice a year Report briefly, twice a year, to the membership that the Trustee Audit Reports (TAR) for the Local are complete * Constitution, Article 29.6.1

OPSEU Courses for Skills Building

Position	Suggested Courses
Steward	Stewards 1: Making a Difference in the Workplace Basic Grievance Handling Duty to Accommodate: A Tool for Inclusive Workplaces Public Speaking
Local President	Local Presidents Orientation at OPSEU Head Office (4 sessions each year) Stewards 1: Making a Difference in the Workplace Stewards 2: Facing the Employer, Building Member Involvement Basic Grievance Handling Challenging Bullying Duty to Accommodate 1 Health and Safety 1 Labour History Let's Start Meeting Like This Public Speaking Social Media for Union Activists
Vice-President	Stewards 1: Making a Difference in the Workplace Stewards 2: Facing the Employer, Building Member Involvement Let's Start Meeting Like This Public Speaking Social Media for Union Activists
Secretary	Stewards 1: Making a Difference in the Workplace Let's Start Meeting Like This Public Speaking Social Media for Union Activists
Treasurer	Stewards 1: Making a Difference in the Workplace Let's Start Meeting Like This

	Local Treasurers/Trustees Course Public Speaking
Chief Steward	Stewards 1: Making a Difference in the Workplace Stewards 2: Facing the Employer, Building Member Involvement Stewards 3: Dealing with Discipline Basic Grievance Handling Advanced Grievance Handling Challenging Bullying and Non-code-based Harassment in the Workplace Duty to Accommodate 1: A Tool for Inclusive Workplaces Duty to Accommodate 2: Making Accommodation Work Health and Safety: Level One Interpreting Your Collective Agreement Public Speaking
Health and Safety Rep	Health and Safety: Level One Health and Safety: Level Two Health and Safety: Level Three Health and Safety: Preventing Workplace Violence and Harassment Public Speaking
Labour Management Committee Rep	Stewards 1: Making a Difference in the Workplace Advancing Union Issues through Labour Management Committees Interpreting Your Collective Agreement Public Speaking

Note: Additional resources include the Steward PowerTool and Recruitment Supplement as well as Toolkits for the Local President, Secretary and Treasurer.