

POWERTOOL

A Handbook for OPSEU Stewards



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This is a revised edition of OPSEU's first stewards' handbook. Power Tool has drawn heavily on the experience of our brothers and sisters in other unions. We thank these organizations for the foundation they laid for this project:

- Canadian Labour Congress
- Manitoba Government Employees Union
- British Columbia Government and Service Employees Union
- Saskatchewan Government and General Employees Union.

We also thank Labor Notes, which publishes both a monthly newsletter and excellent texts such as *A Troublemaker's Handbook*, which we relied on heavily for internal organizing principles.

Within OPSEU, many worked on the original project. It began under Fred Upshaw's presidency, was published during Leah Casselman's, and revised and updated during Smokey Thomas'. We acknowledge their support and that of the entire Executive Board.

Many OPSEU staff and members made significant contributions to this handbook. It is only due to their work and passion for the union that Power Tool became a reality.

The 1992 Convention, and each Executive Board since, has endorsed the "internal organizing model" for OPSEU's day-to-day operations. We appreciate the work of two internal taskforces who contributed to this thrust: *Building Powerful Locals*, which worked between 1991 and 1993; and the *Steward Body Taskforce*, which worked in 1994 and 1995.

In 2007 the *Building Local Capacity Project (BLC)* was established and the BLC programme was launched for a one-year trial. In November 2008 it was renewed. The programme was designed to give locals and their staff representatives the tools to assess the local's needs; develop and implement a plan to increase the local's capacity to meet the needs of their members; and bolster initiatives around collective bargaining.

OPSEU dedicates this manual to every member who has assumed the mantle of steward, or will in the future. You are the backbone of the labour movement, and part of a proud tradition of unselfish service to our members.

I NEED HELP....

- **People keep attacking unions. I need help defending them from the attacks.**
See Taking Pride in Your Union chapter 8
- **A member wants to file a grievance.**
See Steward as Grievance Handler chapter 4
- **How does collective bargaining work?**
Turn to Collective Bargaining for Stewards chapter 5
- **I don't understand the union jargon.**
There's a glossary starting on chapter 9
- **Can someone explain how OPSEU works?**
Two chapters address this: Fitting into the Union and OPSEU decision making chapter 6
- **I need to know more about unions.**
Check out the histories of Canadian labour and of OPSEU chapter 8
- **There are so many specific issues to learn about.**
We've included many under Labour issues for stewards chapter 7
- **What's new?**
Visit the web page: www.opseu.org

***Using your handbook
This handbook is your resource
Read the parts you need for quick answers
Read it for ideas
Read it for inspiration***

1

BECOMING A STEWARD:

The ‘quick start’

We hope this handbook, with its many chapters and details, isn't intimidating. As a steward you aren't expected to know everything. In fact, there are parts of this handbook you may never need. Others you'll use a lot!

Your job in a nutshell

When you take on the role of steward, you aren't expected to perform miracles. OPSEU expects that you will be a union representative for about 10 to 20 people. (Numbers vary from local to local, but about a dozen is a good number.) These are people you know, and work with.

For these people, you are their link to the union. Your job is to make sure their particular needs and interests are expressed to the leadership of your unit or local; and to make sure that decisions and discussions at the unit and local level are conveyed back to them.

Put that way, it's not so intimidating.

As a steward, you are an official of the union. You have rights under your collective agreement and under labour law.

The steward is the face and leader of the union where it really matters: in the workplace.

What your members expect

Your members – the dozen or so you represent – have elected you because they have confidence in your ability to represent them. This includes representing their views at meetings; representing their interests in the workplace; and representing them through grievances if necessary. The details are in Appendix 1: OPSEU's statement on the rights and responsibilities of stewards' chapter 8.

This book aims to help

Every person who takes on the mantle of steward brings their own set of skills and experiences to the role. Some of the information in here is stuff you already know – but someone else doesn't. Some covers situations which may never arise in your work area.

It's all here because it's all material you may need. We've tried to include enough information so you can feel on top of just about any situation that may arise. And remember: you have other stewards in your local, your local officers and union staff to call on when something comes up that is beyond the scope of this handbook.



INTRODUCTION

The Steward: an Honourable History

As steward, you have the oldest title in the labour movement. The first unions were small informal groups of workers with little clout and few resources. They had no hired guns to win their battles. They relied on each other and their rank and file leaders, known as stewards.

The steward's job was vast: sign up new members, police the collective agreement, bargain and face off against supervisors (often without any grievance rights). Stewards even had to go to each member on payday to collect union dues.

The steward was the face and leader of the union where it really matters...in the workplace.

This is equally true today.

Unions with keen energetic stewards are leaders in the labour movement and set the standards for contract improvements. Unions lose the respect of both members and employers when they forget the importance of elected leaders with clout in the workplace.

Union staff cannot do the steward's job. Members need someone they can turn to daily as the representative of the union. That's you!

Your position gives you a vital opportunity to improve conditions on the job. Your forebears risked life, limb and livelihood to get their co-workers and families a fair price for their labour.

Your collective agreement, and much of our social and workplace legislation, is a testament to thousands of stewards who sacrificed for us. It's a solid foundation we can all build on.

An ordinary employee taking on the boss must be careful not to cross the line into insubordination.

A union steward, as an elected union official, has more leeway. When you are wearing your “union hat,” you are not talking to your supervisor as an employee, but as a representative of the Ontario Public Service Employees Union. You are equal to the boss when wearing your union hat. If you have taken union educationals, you are also probably more knowledgeable.

The Steward’s Job in OPSEU:

- Organizer and communicator
- Grievance handler
- A link to collective bargaining
- A link to the Local Executive
- A link to the central union
- A resource for members

Each part of the job is covered in this handbook. You aren’t expected to be an instant expert in everything. The handbook, however, has information to help your members in all these areas – plus where to turn for more detailed technical help when you need it.

{ *It’s not so intimidating*

What Motivates People?

Why do people give time and energy to the union or any other cause?

These are the main reasons, in order of importance:

1. They feel personally affected by the issue
2. They were invited by a friend or someone they respect
3. They feel compassion for other people affected
4. They need to feel part of a group
5. They are attracted by the leaders
6. They dislike the opposition
7. They are looking for status and recognition
8. They feel guilty about being apathetic (Note: This is the least important reason, so forget guilt as a tactic.)

Keep these reasons in mind when asking members to get involved in your unit or local. If one doesn’t work, try another.

2

STEWARD AS ORGANIZER:

Involve your members

Many trade unionists think “organizing” just means getting non-unionized workers to sign union cards. That’s part of it, and there’s more on that kind of organizing in the Resource section on chapter 8.

Policing the collective agreement through grievances is another important role, and has its own chapter, “Steward as a Grievance Handler” starting on chapter 4.

This section is about “internal organizing.” That’s working with your own unit and local. These people are already organized in the first sense; internal organizing works to forge them into an effective group that can achieve workplace change.

Essentially, this means planning your union activities to reinforce the links between members, stewards and the union.

You do this so the union is stronger for the next round of bargaining, and can make more contract gains. You do it so management will act on your legitimate complaints and not force you through the long, frustrating and expensive grievance system.

A union’s strength depends on the level of member participation. The better organized your members are, the stronger their support for the union, and the more you can achieve.

For you, this means working closely with the 10 to 20 people who elected you.

Internal organizing builds OPSEU’s strength by drawing as many members as possible into union events. It applies to bargaining a contract, addressing workplace problems or electing labour candidates to public office. In union work, active members are your strength.

{ You work closely with the dozen or so people who elected you.

Your starting point is your collective agreement.



It's why people join unions; it's why we bargain contracts. The collective agreement spells out your relationship with your employer in your workplace. It's the result of hard work, and it is the most important document you possess.

Everything else is linked to the contract. Workers join unions to be able to bargain one; they file grievances to enforce the one they have; they mobilize around issues to build support for bargaining solutions; they go on strike to support bargaining demands for a better one.

We organize in the workplace so our managers will see our strength and take us seriously.

It may be easier to solve a member's problem yourself, but an organizer tries to help the members find the solution and involves them in actions

to get results. It's a strategy that often finds better solutions.

Stewards are more effective when they are organizers, catalysts and leaders, rather than working individuals. Finding shared problems and collective solutions brings more members into union activity.

Advantages of the organizing approach:



- **It's more effective**
An employer will listen and bargain when a large number of workers support and are active in the union.
- **Members gain power when they share in decisions and victories**
Reading about an arbitration win in the union newsletter is good. Knowing something you did made an employer back down on an issue is better.
- **Members learn how union-employer disputes work**
Members who understand the issues and processes are less likely to blame the union for a loss and more likely to identify the employer as the problem.
- **You can tackle more problems**
Having a strong core of supportive members makes the union a force of many activists, not a service organization with a few leaders or paid staff.

Communication is a vital tool

Representation means two-way communications with the member. While meetings are one forum for communication, they are primarily designed for making decisions.

Without a doubt, the very best way to communicate is one-to-one in the workplace. This means one person – you – talking to one other person – one of your members.

Another good communication tool is local or unit newsletters and memos. Local publications address local concerns, and report on familiar names, locations and events - as central ones cannot.

Workplace distribution of OPSEU publications (central and local) by stewards lets you check in on members and reinforce your role as a leader, communicator, and representative. It's an opportunity to start a conversation on a union theme.

Nitty-Gritty Organizing



1. You are not alone

You have other stewards in your local, and a nearby regional office staffed with resource people. OPSEU has staff specialists in Head Office in Toronto to support bargaining, education, communications, benefits, grievances, research, equity, human rights, health & safety and campaigns. OPSEU is committed to energetic, educated, enthusiastic stewards in each of our workplaces.

2. Use your voice

Active union members determine OPSEU's policies and programs. If they don't reflect your members' views, then not enough of them have made their voices heard. You can build understanding, interest and participation, so OPSEU can be strong and effective.

3. Recruit people (be even less alone)

If your local or unit is to thrive, you must involve members as volunteers and leaders. Too often a small core of activists is called on time and time again to do all the work. Not surprisingly, they burn out. Make recruiting new people part of every activity you plan.

Two ways to get new friends and activists:



1. Welcome new members

Approach and welcome every new employee. It's good to have a new member's kit with orientation materials. Sit down and go over the organization and functions of the union and the contract.

A new worker may have no previous union contact, or may have had a bad experience. You want this person to have a good experience with OPSEU, and to see the union as a lively, legitimate force interested in their ideas and welfare.

Some locals have negotiated time for union orientation; some are less formal. Let new members see the union as the information source on neighbourhood restaurants, other amenities, and community resources. What's important is that new people know your local is there and how to connect with it. Personally invite the new

hire to the first meeting or other union event.

2. Encourage volunteers

Make a list of jobs that need doing. However small they are, you need something for everyone you recruit. Don't ask for volunteers unless you have work to do.

Here are some tips on approaching members:

- Prepare for the talk. Know how to pronounce names. Know if there are key things you should mention or ask.
- Put the person at ease. Introduce yourself, your name, job and union position. Be polite and friendly.
- Listen closely. Learn the member's interests and skills. Don't interrupt. Keep your objective in mind. Don't argue.
- Think as you listen. Have you asked your key questions? Have you met your objectives? Have you heard anything to change your approach?
- End on a courteous note. Thank the member for their time.

A task for all



“The most creative organizer I ever met seemed to have a task for everybody he talked to. He'd listen, engage them in conversation, and before you knew it he'd be asking them for a small favour, some small task that matched the interests and the skills of the person he was talking with. Frequently it takes as much time to explain a job to a volunteer as it

might take to do it yourself. But remember, our long-range goal ... is involvement, not short-term efficiency.”

From a conference on Getting Members Involved.

Map your work unit

There is power in the natural organization of the workplace, in informal work groups and their leaders. Managers understand this and use it to isolate leaders and exploit weak links.

Map your workplace. Draw an outline of your department. Put in work stations, desks, printers, copiers, etc. Now, put a circle where each of the dozen or so members you represent is usually stationed and write in their names. Add what you know about them, their union sympathy, seniority or vulnerability, family links to others in the workplace.

Indicate where managers work and their normal routes through your area. Mark places where workers gather: break areas, lunch rooms, water coolers, etc.

In some work units, your map will be a direct representation of the work area geography. In other cases, it may be more conceptual because people work in ever-changing areas – classrooms, field work, and so on. The links may have more to do with e-mail rather than a coffee machine, or with function rather than office location.

Each workplace is different. What you want to do is identify and circle the informal work groups – people who work together, communicate daily, and often take breaks together.

Mark the influential people and informal leaders. Opinion makers and natural leaders aren't always the loudest; they are the ones others listen to. Mark loners or people who don't mix with a group. Identify potential weak links: a management wannabe, a part-timer, new hire, or vulnerable person.

It is also critical to gather demographic data on your members. The Social Mapping Project in OPSEU, passed at Convention in 2008 recognized that to create an inclusive union home for Ontario's increasingly diverse workforce the identification and removal of all barriers to participation must be an organizational priority. Your social identities shape both the issues important to you and the issues you have more trouble seeing. E.g. if you're under 35 with kids, childcare and times of meetings will be more of an issue than for someone over 50 who's concerned about their pension. If you are Muslim and need time for Friday prayers, you face more barriers than if you're Christian and want to celebrate Easter, etc.

Use your map to develop more power in your workplace. It may well

show you why some people are isolated from the union; how the employer has set things up to keep your members apart; how you can overcome these problems.

Use your map

Say you have a message to communicate quickly. If you can give the word to the informal leaders, you know it will get to everyone. When natural leaders co-operate, you can create a network of stewards and de-facto stewards with power and influence.

Informal work groups create loyalties among their members. Draw on this loyalty to develop strategy. Take advantage of people's natural tendency to stick up for those who are close to them.

Some will be more concerned than others...and more willing to act. They are the core of your organization. Invite the two most interested people to coffee or lunch. Introduce them if necessary. Ask their advice on some issue. If they are ready to do more than complain, you are ready to begin organizing.

This type of workplace organization aims to increase the workers' strength in dealing with the employer.

It can even win grievances.

If grievances are individual problems, handled by the steward or staff, you lose the natural organization and loyalty among work groups. Also lost is the chance to involve members and make them feel powerful. If work groups show their unity, that strength can force management to settle.

Organizing: a slower fix but a stronger one

Over the past few weeks, a supervisor has on several occasions cut short Mary's coffee break. Mary complains to her steward.

Working alone, the steward calls the supervisor to remind him that full coffee breaks are guaranteed in the collective agreement. She extracts a promise that Mary will get her breaks, and reports to Mary that the problem has been fixed.

The steward might even take Mary with her to meet the supervisor so Mary can watch the steward beat up the boss.

In contrast an organizing steward uses the complaint as a springboard for organizing members. This steward calls a brief meeting in the area to see if anyone else is having their breaks cut short.

If so, the whole group plans a meeting with the supervisor. The group decides the time, the location, who will say what, and what would be an acceptable settlement.

The steward then gets the supervisor to the meeting to hear the members. The steward attends to help the members stick to the script and protect them from management baffle-gab.

If nobody else is having their breaks cut short, the steward discusses what should be done about Mary's treatment. The group agrees on an approach. At the very least, the steward and Mary would meet with the supervisor. And the results of that meeting would be reported back to the group.

Either approach fixes Mary's problem. The organizing approach takes more time.

But by involving as many members as possible in a problem – even a relatively small problem of a single member – the organizing steward forges a link between the union and its members.

Letting members participate in the solution, and giving them quick feedback on the results, brings the union to life in the workplace.

At the same time, this steward is building solidarity among the members. She is creating a force that may be willing to take on the boss together in bigger fights.

Eight organizing tips for stewards:

1. Question Authority.

Organizing begins here. Someone asks, "What are they doing to us? Why? Is it right?" An effective organizer encourages co-workers to think for themselves.

2. Talk one-on-one.

The personal, one-on-one discussion is the key. Leaflets are nice, meetings are important, rallies are wonderful, but none can replace one-on-one talking. That's why stewards are the backbone of any powerful union. Only they have the time and opportunity to talk to each union member. Just taking the time to listen can often win a worker over.

3. Involve people in activity.

People learn and grow from taking action; they will take on small tasks if asked personally. “Will you come to our meeting?” “Will you take this leaflet?” “Will you sign this petition?” To increase participation, you must make members feel wanted and important because they are!

4. Make the activity collective.

You want members involved, but also linked with others. You want to create a group which sees itself as a whole: We are the union. We are the Movement. We can take on the boss in our workplace, and win!

5. Escalate activities in any campaign over time.

Ask people for acts increasing in commitment and difficulty. Will you wear a button? Will you vote to reject the employer’s proposal? Will you vote for a strike? Will you walk a picket line?

6. Confront management.

To change the balance of power between us and management you must confront the employer in at least a small way. If your members are not ready to upset the boss, they are not likely to win.

7. Win small victories.

Every challenge to the boss’s power carries a risk. You have to build a track record before your members will trust you. Use complaints that may seem trivial as a test. If you resolve these, your members will be willing to talk about tougher issues.

8. Have an end point.

Know what you are trying to achieve. Once you have won, let members relax and savour the victory. You can’t keep people at fever pitch forever without burning them out.

3

STEWARD AS POINT PERSON: DEALING WITH THE BOSS

The steward-supervisor relationship



As a union official, you have the right and obligation to deal with your supervisor as an equal when you are doing union work.

Avoid personal rivalry with your supervisor. Focus on the job to be done.

Follow the workplace rules. If you expect supervisors to follow them, you must too.

Never go over your supervisor's head without telling him/her. If you intend to appeal a decision, say so.

Try to understand the other side's point of view, but never lose sight of your own.

Don't brag about your victories. Let the supervisor save face; you may want to save yours some day.

Putting the heat on an uncooperative supervisor



Managers don't always know which supervisors are good; which get along with employees; which boost morale; which get the most from their staff. Bad supervisors keep their jobs when the employer doesn't know they are bad – or doesn't care.

To make matters worse, poor supervisors rarely co-operate with the union. They don't handle grievances properly, won't treat people fairly, or will pass the buck.

If you are stuck with a bad supervisor, you must persuade them to mend their ways – or get rid of them.

This tactic is a last resort. Try your best to develop a decent working relationship before you use it.

An organized grievance tactic

The tactic should be discussed between stewards and workers at the work unit level. It needs cooperation and a collective attack.

You should also raise it at the unit or local level before embarking.

In essence, it involves snowing the supervisor under with grievances. All the workers in the department file many legitimate grievances, with the supervisor as the cause for complaint. As steward, you push

them through. They probably won't be resolved in the initial steps – and you don't want them to be.

You want them to reach the higher levels where real management authority lies. There, the union can hammer away at the supervisor who is responsible for the flurry of grievances. You prove that the supervisor can't get along with employees, and as a poor supervisor can't get the most from the department.

The employer may find the grievances petty, but still be concerned because the incompatibility and wrangling between supervisor and workers has been exposed.

Tip: You can emphasize this if members in other departments restrict their grievances. The target supervisor will appear even worse in comparison.

What will happen? Management never likes to give in to union pressure, so it will support the supervisor – to a point.

The employer may try to out-wait the union. You may have to continue the flow of grievances for months. Make sure your members don't expect instant results and are prepared to keep the heat on.

When the pressure becomes too great and the situation too costly, management will solve the problem. The supervisor will be told to make peace, or be transferred.

The employer will disguise the change to hide any relationship between the move and the union pressure.

When you win your important point, you can pull the grievances. They have done their job, and you don't need to process them to arbitration. And it lets management save face.

This tactic sets an example for other supervisors. They know what's going on. When the target supervisor "smells the coffee" – or is moved – they know it could happen to them and they become more careful.

Workers often think supervisors are entrenched, with the complete backing of management. But they are really caught in the middle – between the employer and the union.

They are human. They respond to pressure. With no union protection, they fear for their job security. That's why almost any immediate supervisor or lead hand has good reason to co-operate with the union.

Make management enforce the rules.

Suppose a supervisor says: “Staff are spending too much time in the rest rooms. Tell them if they don’t cut it out, I’ll have to issue some suspensions.”

The boss is trying to prevent trouble; to stop violations before discipline is imposed. Almost everybody benefits: the employer, because the violations stop; and the workers, because discipline is avoided. Everybody benefits – except you.

Suppose you pass on the word. What will the workers think? You are bringing a message from the employer. You are explaining the employer’s position.

If this happens often, your members will wonder which side you’re on. You are the fall guy.

There’s an easy answer. Tell the supervisor it’s the employer’s job to enforce work rules. If the employer wants to warn workers, the employer should give the warning.

***“It’s the employer’s job to enforce work rules.
If the employer wants to warn workers, the employer
should give the warning.”***

4

STEWARD AS GRIEVANCE HANDLER

One of a steward's main jobs is policing the collective agreement.

You do this as an official OPSEU representative. Your efforts may have far-reaching effects on the administration of the collective agreement. In this role, the position you take is not your personal opinion but rather a union position.

It's an important role and the tool it uses is the grievance.

Contracts vary in detail, but all include some type of grievance procedure. Normally it has several steps, designed to encourage settlement at each step. The final step is binding arbitration, where an independent third party decides the merits of the case.

Typically the process begins with a member, backed by a steward, raising a complaint with the immediate supervisor. The second stage will see the complaint raised higher up the chain of command. Your local grievance committee should monitor the progress of all grievances, so the most serious cases get your highest priority. The final step is the quasi-legal arbitration hearing where you may be supported by a staff rep or grievance officer; the employer will also have counsel. Each of these steps normally has time limits.

Each party pays its own advisors. They usually share the cost of the arbitrator and the meeting room. Arbitration, clearly, is expensive for both sides – which is supposed to encourage settlement.

For a legitimate grievance, you need more than a complaint. There must be a violation of the rights spelled out in your collective agreement or in labour related legislation. It's your job to decide which rights have been violated and whether a grievance exists.

Not all problems are grievances



1. If a member thinks something violates the contract, investigate. If you disagree, explain why. Members may not understand the contract. A careful reading may show they don't qualify for a benefit they are claiming. These problems can become contract demands, but not grievances.
2. A grievance is a complaint against management. It doesn't cover a disagreement between workers. These problems should be addressed in other ways.
3. Problems with management that aren't grievable can be raised at your local labour/management or employee relations committee. They can be the focus of a workplace campaign involving members in forcing a solution.
4. Some problems are best dealt with by the Health & Safety Committee, a Joint Accommodation Committee or by an unfair labour practice charge.

THE THREE TYPES OF GRIEVANCES

Individual grievance

One person grieves that a management action has violated their rights under the collective agreement. Examples include discipline, demotion, harassment, improper classification or denial of earned overtime. Investigate and help the member write the grievance. If the person refuses to grieve, many contracts let the union grieve on behalf of the local. This defends the contract and protects the rights of other employees (see policy grievance). Remember that monetary compensation is not usually awarded in a policy grievance.

Group grievance

A group grievance complains that management action has hurt a group of individuals in the same way. For example, an employer refuses to pay a contractual shift premium. A group grievance shows solidarity and builds power in a work group. If it involves money, members who didn't sign the grievance may not get any.

Some contracts don't allow group grievances. Everyone affected must grieve individually. There is still strength in numbers.

Policy or union grievance

With a policy or union grievance, the union complains that a management action violates the agreement. It usually deals with contract interpretation, not an individual complaint. Say a straight day shift employee is assigned an off shift with no reference to seniority. The union might grieve, even though the employee had no complaint, to protect other members in the future. In the colleges and the BPS, local presidents or a unit or chief steward can file policy grievances. In the Ontario Public Service (OPS), the OPSEU president must sign them. In the Liquor Board Employees Division, they must be signed by the division chair.

NITTY-GRITTY GRIEVANCES

Common sense inquiry



Common sense and the courage to stand up for what's right are your strongest allies. They are backed up by your fellow stewards, local president and access to union resources including grievance officers and staff representatives.

When a worker comes to you with a complaint, get the facts.

Cover all the bases by asking the "6 Ws":

WHO is involved in the grievance? For everyone, get basic data: Name, address, telephone number, work location, department, date of appointment, classification, work record (including absenteeism, work record, disciplinary record and lateness record), age, family status, name of supervisor, supervisor's position and witnesses.

WHAT prompted the grievance? What is the injustice? What did management do? What does management say?

WHEN did the event occur? Date, time and context.

WHERE did it happen? Exact location, department, machine, aisle, etc.

WHY is this a grievance? What has been violated? Which contract clause? Past practice? Law? A grievance must be rooted in the words

of the collective agreement and any laws which are directly or indirectly incorporated within it.

WHAT must be done to correct the injustice? How can the member be “made whole,” as if the violation had not occurred? Ask for full redress.

Serious detective work

- **Investigate promptly.**
But if your agreement requires permission to leave your job, get it.
- **Interview the member.**
Choose a place and time where you won’t be rushed. Listen attentively and give the member time to vent frustration. Unless approved by the employer, make sure this is not done on work time.
- **Get specifics.**
Don’t accept vague statements like: “The supervisor is picking on me.” Repeat the worker’s own phrases to show you are listening: “You say your supervisor always criticizes your work. Can you give me an example of this? What did your supervisor say? What did you do?” Ask what solution the member wants.
- **Probe the situation.**
Members often assume you understand their jobs: they forget vital facts, or skip parts of the story that might weaken their case. You need this information. Keep asking questions until you are satisfied.
- **Document the case.**
Ask the grievor to write the full story, giving names, dates and places. Ask for the actual quotes. The exact words may be important. Have the grievor sign and date the statement. This may be useful for refreshing the grievor’s memory before a hearing.
- **Gather your witnesses.**
After you have the worker’s story, collect statements from any witnesses. If possible, get these in the witness’s own handwriting, signed and dated. If not, write the statement yourself and have the witness sign it. Interview both witnesses who support the grievor and those who don’t. You need to know what you are up against. Weigh the grievor’s story against other versions. At arbitration, witness statements can be used to refresh a witness’s memory or challenge his/her credibility.
- **Track down the story.**
Talk to other workers, even on other shifts, to see if they have the same problem. Do you have all the facts?

- **Do your homework.**
Check the contract, supplementary agreements, precedents or past practice, policies or department rules and arbitration awards. Remember that at arbitration a past practice must have been consistently applied over a long period of time for the arbitrator to find that the employer cannot change the practice.
- **Keep good records.**
Treat every grievance as if it were going to arbitration. Record your findings so you don't forget or distort key points. If a diagram or map would help, make a clear one showing where members, management, grievor were. This can establish what each could have heard or seen and give validity to their statements.
- **Prepare for delay.**
Months (even years) may elapse before a grievance is heard at arbitration. Recording the basics at the start ensures you will have what you need at the hearing.

These documents may also be useful to support bargaining demands, to justify new contract language.

WRITING YOUR GRIEVANCE

OPSEU has grievance forms to help organize your grievance.

Proper wording is important. It can win or lose your case; and it can have an impact on another grievance.

A well-written grievance is brief and to the point. It contains only facts, not opinions. It also has enough information that a staff representative or grievance officer can grasp the problem. Get help from your chief steward, unit steward, local president or staff representative.

State which clause of the collective agreement you dispute, but include the phrase, "and/or any other clause of the collective agreement that may apply" or "including but not limited to."

Don't forget to ask for the remedy you seek. It is a good idea to add the words "and any other remedy that in the opinion of the arbitrator will make the grievor whole."



Here's an example:

Statement of Grievance:

The Union grieves that management has violated Article 10.01 (shift scheduling), and any other articles that may apply, by failing to provide proper notice of shift changes.

Settlement Desired:

Full redress, including but not limited to, compensation for those whose schedules were improperly changed, and a cease and desist order to prevent the employer from violating this clause in the future.

Presenting the grievance

When you and the supervisor meet to discuss a grievance, you meet as equals. You represent the union; the supervisor represents management. A good working relationship makes both jobs easier.

Avoid threats, insults, bluffs or unreasonable statements, but make it clear you won't compromise members' rights. Control your temper, even if the supervisor does not.

If the facts don't back your case, you don't have a case. Plan carefully. Decide the most important points. Write notes so you don't forget any of the points you plan to make.

Even if you get an oral agreement, record the grievance for the union files in case a similar situation arises again.

Once the grievance is in writing, both you and the grievor must sign and date it. Either you or the grievor should give the written grievance to the appropriate Step 1 management representative. Know your time limits and keep within them. If you don't, you can lose on this technicality. If you need an extension of time limits, get it in writing.

13 grievance presentation tips:

1. Move quickly.

An immediate answer is not always possible. Supervisors may need to consider an issue or check with superiors. Is delay justified, or is it a stall? Invoke the contract's time limits. Move it to the next stage if the time limit for a response has expired. Ask for a settlement to be retroactive to the date the grievance was filed to reduce the incentive to stall. Be polite throughout.

2. Know when to listen and when to talk.

You can talk your way out of winning. If you listen well, you gain valuable information – and the right to demand that management hears you without interruption when it's your turn.

3. Anticipate employer objections.

How will the supervisor respond? Prepare the right answers to any objections. No matter how well you investigate, the supervisor may have more information. Ask why this grievance happened – and listen to the answer. Don't be side-tracked to other issues. Keep your focus. Let supervisors talk themselves out, and then bring them back to the main point.

4. Know your facts – be confident.

Facts determine the outcome of a grievance; it's rare for presentation alone to carry a case. Present your facts firmly but not militantly. Be accurate and don't exaggerate. Be positive. Don't convey the sense that you are presenting the grievance only because you have to.

5. Control the discussion.

Keep to your best arguments. Ask management questions; ask them to justify themselves. Keep the emphasis on your complaints and grievances. Object if you get evasive answers. Ask for facts if you get vague statements.

6. Make management prove its position.

It can be effective to ask a supervisor to justify management's action. Don't try to show that they were wrong from the outset. Let them carry the burden of proof.

7. Maintain a united position.

Take the grievor along if possible. It's good education. Be sure you and your grievor agree on the issues and facts. Never argue among yourselves in front of management. Ask for a brief recess, if need be, to sort things out.

8. Keep in touch

Discuss each management reply with the grievor, the chief (or unit) steward and your staff representative. Decide together whether to accept the response or go to the next step. Sometimes managers reply directly to the grievor. Monitor time limits and ask the grievor if there has been a reply. If there has been, get a copy.

9. Settle when possible.

It's best if you can settle a grievance at the first step. Your ability to do this depends on keeping a decent relationship with your supervisor. If you settle, don't rub it in. There'll be other grievances.

10. Disagree with dignity.

Tell management you will pursue the case to a settlement. Supervisors don't like to expose their labour relations problems to higher-ups, and may well settle.

11. Scrutinize any deals.

Be careful if your supervisor wants to trade. Remember the rights of all members. Each grievance stands on its own merits. If you trade one member's grievance for another, the member whose case is dropped could charge you. The union is legally required to represent all members fairly. OPSEU has an interest in all grievances. Don't let management intimidate a grievor into abandoning a case. It could set a precedent for other members.

12. Drop grievances with care.

You may have grieved to force a discussion, with no intention of proceeding. Even if the discussion doesn't achieve all you hoped, you may wish to drop the grievance. (Record the problem for your team to raise in bargaining in future.) Consult your staff representative when in doubt. You might solve a serious problem by dropping a weak grievance. Or you might drop a case because the grievor has quit or moved away. If you are going to withdraw a grievance, do it "without prejudice."

13. Agree on what you've agreed.

Don't leave without a clear written record of what you have agreed. Don't depend on management records. Keep your own notes. If you have some agreement, write it down and have both sides sign it.

Grievances are not enough

You've got a problem. Why not file a grievance? Perhaps the word "file" is the clue. Activists know you can't rely only on the contract and the

grievance procedure to settle problems. You need member action, visible organizing on the shop floor in confrontation with management.

The contract is a compromise hammered out in bargaining as a result of past organizing, grievances, arbitrations and strikes. Management will take every opportunity to strip away things you thought the contract protected. As a steward, you also must interpret it creatively in the interests of your members.

Filing a grievance doesn't alter the balance of power in the member's favour. Grieving is an individual act. It moves the issue out of the workplace to a legalistic structure where the contract language rules. While it proceeds, the members wait.

You can often win by involving your members, and this can depend less on the contract language. Organize at the worksite to show the employer your members won't sit back and let the boss shove them around.

Grievances must be filed, yes, but support them with action:

- Make them visible and public, so members know what is taking place.
- Make them collective, involving many members.
- Make them active, with member activity to support them.
- Make them confrontational so members challenge management at the root of the problems and demand resolution.

Four questions to help decide what to do with a complaint

1. Is it a clear violation of the contract?

Grieve. The clearer the violation, the easier it is to win.

2. Is it a violation of the health and safety act?

Talk to your health and safety committee, and complain to the Ministry of Labour, unless your contract has stronger language.

3. Is it a violation of the Human Rights Code?

Grieve. The code is deemed to be incorporated in all collective agreements.

4. Is it a violation of past workplace practice?

Grieve if your contract has some reference to the situation. To be "past practice" something must have been:

- a. repeated consistently over an extended period of time;
- b. accepted explicitly or implicitly by both workers and management (verbal or written agreement or unchallenged practice); or
- c. a contract clause which neither side has tried to enforce in the past.

5

COLLECTIVE BARGAINING FOR STEWARDS



Your contract spells out the terms of your employment. It covers hours of work, rates of pay, overtime, vacation entitlement, benefits and much more.

Making changes in the contract requires bargaining them with your employer.

Bargaining is your best opportunity for unifying and involving your members. Every member is affected by what is in – or not in – the collective agreement. Every member is potentially affected by a strike or lockout, or by an arbitrated contract settlement.

Whatever the route to final resolution, increased member involvement directly enhances the quality of your collective agreement. In a strike environment, it also reduces the length of any work stoppage.

The process of bargaining

You elect a team to sit at the table, call the shots and make decisions. You don't have to do that job, but it helps to know the general structure of bargaining.

It begins with demand setting at the local level, where members decide what changes they want in the contract. Whether bargaining is local or province-wide, these demands are consolidated into a package which is presented to the employer. The employer may also propose changes.

The bargaining team, assisted by a professional from union staff, works to negotiate a settlement it can recommend to the members for approval (ratification).

If the two sides become bogged down, the process of conciliation brings in a labour relations expert, usually from the Ministry of Labour, to try to define and overcome the differences. If this succeeds, there is a settlement to be ratified; if it fails, it starts a clock ticking toward a legal strike/lockout deadline or to contract arbitration.

There can be no strike until the deadline is reached, and until the members of the bargaining unit vote by secret ballot to strike.

Lockouts must also wait until the deadline, but the decision to act is management's, not the unions.

Where strikes are outlawed, the dispute will be referred to an arbitrator at this point.

In the days leading up to a strike, a mediator is normally assigned to help avert a walkout. If this succeeds, you have a settlement to be ratified; if it fails, you have job action.

If talks collapse and a strike occurs, there is usually a period with no negotiations. Eventually the two sides return to the table, and usually reach a settlement which can be ratified, ending the dispute.

Throughout this process, there is constant opportunity to involve members; and the strength and commitment of members throughout the process have a direct bearing on the gains in the new contract. Be guided by your elected team in everything you do.

“Of all human activities, the strike is probably the most misunderstood. It has generated more myths, as well as more public hostility, than any other economic process.”

***- The Right to Strike
by Ed Finn, Canadian Centre for Policy Alternatives***

Why do we have strikes?

Many Canadians see strikes as an abuse of union power. They hate public sector strikes and support laws to ban them.

We don't learn about labour relations in school. We only read about unions when they're on strike, even though more than 95 per cent of contracts are settled without any job action.

Inevitably, the perception grows that unionists are troublemakers hurting business and harassing an innocent public. But the right to strike is indispensable in a free and democratic society.

Outlawing unions does not eliminate strikes. More than 8,000 years ago, the builders of the Egyptian pyramids walked off the job. Canada's first recorded strike – by fur trade voyageurs at Rainy Lake in 1794 – pre-dated unions by many years.

Workers need the right to strike because our economic system is neither fair nor rational. It distributes income based on power and pressure. Employers have power because they can hire and fire, move capital, control production, use replacement workers and control legislation. Workers only power is the right to withdraw their labour.

Even with the right to strike, workers have barely maintained their share of the nation's growing income. Since the 1900s, the share of the national income going to workers has varied by only five per cent.

NITTY-GRITTY BARGAINING

Setting bargaining demands

Involve members well before your contract runs out. Evaluate your contract's strengths and weaknesses. Set up an informal educational and/or survey your members before your demand-setting meeting. Members' support for the bargaining team is linked to their ownership of the demands. Demands must reflect the desires of all members, not just the energetic few who attended the meeting.



Communicating through a membership canvass

A membership canvass is ideal for involving every member in demand setting. You can adapt it to other labour issues.

It demonstrates the union's responsiveness to members.

A typical workplace canvass follows these steps.

1. Leaders meet to plan the overall strategy for the survey.
2. Decide what issue will interest most of your members.
3. Design and print a leaflet presenting the issue and alternative solutions.
4. Organize the canvass, with a member of the LEC to co-ordinate the stewards' activities.
5. Train the stewards and activists who will run the canvass in the issues, the leaflet and the process.
6. Keep the survey period under two weeks, and follow it with a short meeting to discuss and assess the canvass and its results.

Develop a suitable survey

The next two pages are a model membership survey you could use to determine the bargaining priorities in your workplace.

Many bargaining procedures now include a workplace survey, which will be developed by your bargaining team and staff.

We want your ideas!

What do you want?

Many things are covered in our collective agreement: wages, benefits, vacations, job security and more.

We're heading into bargaining, and we need to know which of these items are important to you.

Please complete this brief questionnaire. Use the boxes to rate these issues from 1 (very important) to 5 (not important at all). Use the lines to tell us what improvements you particularly want.

Your bargaining team will use this information to develop contract proposals, and to guide its decisions during negotiations.

Hours of work

Sick leave

Wages

Vacation

Group Insurance / Benefits

Job Security

Dental Plan

Pension Plan

Other issues

SUPPORT YOUR TEAM

Demonstrate solidarity

Anything that shows members will act in an organized way helps your bargaining team reach a settlement. Actions can originate locally or with central teams. The point is for all stewards, and as many members as possible, to take part. Plan events to be inclusive and enlist as many members as you can. Be creative. Doing something fun gets people involved. If it's a lunch time event, supply refreshments. Plan your event. If it needs signs or leaflets, have them ready.

Solidarity events include:

- a large demonstration,
- informational picketing,
- a petition on a bargaining issue or workplace problem,
- all members coming in to work together on a specific date,
- donating money to a special cause,
- wearing buttons, stickers, or the same colour clothing.

Rigid contract enforcement

This is a tactic of grieving every possible contract violation, charging the employer over health and safety violations, employment standards, municipal bylaws, etc.

This reminds the employer of the difference between labour peace and the trouble that can develop if a fair contract settlement isn't reached. It also reminds members of the importance of their contract and legal rights.

This action may require special training for stewards. Make sure each worker is contacted in person or through an e-mail list or phone tree. Each member should get a short leaflet explaining the enforcement effort and the areas of the contract or law most open to violation. Publicizing violations in newsletters and media can add pressure.

{ Remind the employer how nice it is to have labour peace. Give the employer an incentive to settle the contract on reasonable terms.

Mini-campaigns on workplace issues

Identify a workplace problem, ideally one related to your bargaining proposals, of concern to many members, with a clear “winnable” solution.

Here are some campaign ideas:

- Survey members to document the problem and educate workers about it and the union's efforts to correct it.
- Circulate a petition summarizing the survey results and promoting the union's proposed solution.
- Organize protests in an escalating pattern, moving from symbolic protests like button days toward mass meetings or refusal to do certain tasks until the problem is solved.
- Claim victory if the employer agrees to a solution. If the employer refuses because workers have no rights under the contract, use the refusal to generate bargaining support.

Work-to-rule

One powerful worksite tactic is for members to do only what they are required to do under the contract and no more. Working-to-rule requires careful preparation, training, and consultation with experienced activists, union staff or lawyers.

Workers must understand the difference between doing the bare minimum that is required (legal), and a work slowdown or refusal to follow directions (usually not legal). Some work-to-rule campaigns have been ruled to be illegal strikes.

Working-to-rule can mean:

- Refusing voluntary overtime or optional assignments as temporary supervisors.
- Following supervisors' instructions to the letter, even if they are wrong or key steps are missing.
- Declining initiative to solve problems; waiting for instruction.
- Strictly obeying all the employer's rules.
- Reporting every equipment problem and insisting it be fixed before work can proceed.
- Not talking to supervisors unless it would be insubordinate not to respond to a question or directive.
- Stopping small talk with bosses on the job, sharing rides, or eating together.
- Refusing to participate in employer-sponsored social events or other activities that aren't part of the job.

Strike preparation as a tactic

Strike machinery must be running well before any strike deadline. Get ready; set up a headquarters; choose picket captains and picket teams...it shows the employer you're serious.

It also reassures members during the tense countdown to a strike deadline. If we're not prepared, the employer may force a final offer vote. Members may accept a weak contract because they aren't confident the union can run a successful strike. We must never put our members in that position.

Publicize your strike deadline. Hold a registration day to sign members up for strike duty. Encourage non-members in the bargaining unit (including, in the OPS, unclassified employees) to sign union cards.

What about lockouts?

An employer may lock out workers who are in a legal position to strike. Public opinion tends to be more favourable to locked-out workers. Because management must lock out an entire bargaining unit, the action affects members who might never strike. Many may blame the union for forcing a lockout. Solid organizing and information can counter that.

Winning a lockout takes the same effort as winning a strike: strong pressure through organized picketing to keep the employer from operating normally.

If it goes that far?

OPSEU has a complete strike manual to guide locals through every step of running a successful job action. Order them through your regional office.

6

FITTING INTO THE UNION

This chapter starts with you, the steward, in your work unit, and shows how you fit into OPSEU's structure at the local level.

Starting small – your work group

Work areas are the steward's jurisdiction. Ideally a work area has no more than about 15 members who elect one of their number as their steward. Locals (or units) define the work areas.

Why work areas need their own steward:

- Shared working conditions bring understanding of the group's issues.
- OPSEU volunteers should not be overburdened.
- More stewards make it easier to take on the boss.
- Stewards need other stewards to rely on, and to share ideas with.
- Workers need someone to share information from unit and local committee meetings.

Workers have to elect their own steward. You lose the benefits just cited when you depend on someone else.

Stewards need a quick informal way of keeping in touch with their work areas – short meetings, shared coffee breaks, an effort to talk to everyone once a week, bulletins... Whatever the system, it reinforces your role as steward to regularly “talk union” and listen to concerns.

Units:

All OPSEU members belong to a “unit” – a group of members who work for the same employer in the same (or nearby) locations.

Units have legal and practical bases.

When members are organized, the Labour Relations Board certifies the union to represent a “bargaining unit.” This is a legal entity which an employer must bargain with.

Some OPSEU bargaining units (such as the colleges, Liquor Board Employees Division, and the OPS) are province-wide. For practical reasons, OPSEU breaks these huge groups down into much smaller units.

Practically, people who work together have a lot in common. For that reason, units make sense.

Within the OPS, units reflect different ministries or different work locations. In the BPS, they more often reflect different bargaining units.

{ “People who work together have a lot in common.”

Units have their own relationship with their managements, so they need their own union leaders to discuss labour relations. They often operate as “mini-locals” in relation to their managers. When there are several different units in one local, they are often quite independent, coming together as a local mainly to do the internal business of the union.

Members elect stewards in their units to represent them. A unit can have as many stewards as it wishes, each representing a specific work area.

In a single-unit local, the stewards collectively form the Local Executive Committee (LEC). In a multi-unit or composite local, all the stewards in each unit form a Unit Committee, and one or more stewards from each unit are elected as “unit stewards” to serve on the LEC. The local decides the number of unit stewards for each unit to provide proportional representation on the LEC.

Members identify with their units. Units need to support the members to keep the union strong. Local bylaws can help create a structure which respects smaller units in a local and ensures they have money to function and are encouraged to take part in union leadership, training and meetings.

Locals:

One or more units make up an OPSEU local. A single-unit local might be the support staff of a college, or the employees of a provincial jail. Multi-unit locals have several units all working for the same ministry or agency but in different locations; composite locals have units of members who work for different employers within the same geographic area.

Locals are the basis of OPSEU’s administrative and political worlds. They bring workers together on labour issues.

It’s a challenge to bind units into a cohesive local and ensure that one large or active unit does not dominate.

It’s a particular challenge for composite locals. Successful ones have found the keys include:

- well-drafted bylaws to ensure equity among the diverse units;
- ensuring units have access to the money they need to do their work;
- general membership meetings that deal with local issues (not the business of the largest unit); and
- a sharing of local leadership among all the units.

Locals are the bodies that elect delegates to union conventions, approve local budgets and bylaws, get active in central and regional union campaigns and participate in area councils and labour councils.

The Local Executive Committee (LEC)

The local elects its LEC from the pool of those already elected as stewards (in a single-unit local) or unit stewards (in a multi-unit or composite local).

The LEC is the local leadership. It controls local money, involves the local in union activities and motivates members to act. It recruits, educates and inspires stewards, and runs interesting meetings and communications. The strength of any local is enhanced by a healthy, committed LEC.

The LEC is led by the table officers: President, Vice-President(s), Secretary and Treasurer (or Secretary-Treasurer). Single-unit Locals also have a Chief Steward.

In single-unit locals, all other stewards round out the LEC. For multi-unit and composite locals, it's the rest of the Unit Stewards.

It's important that the LEC represent your entire local, and that larger units are recognized in the structure. The Constitution and local bylaws can spell out a framework.

Your LEC should meet regularly, at accessible times and locations. You should discuss local issues and share information on labour issues in the community and beyond. As stewards, LEC members should report back on these meetings.

Connecting to your community: Area Councils

OPSEU's Area Councils bring locals in a geographic area together. They work on internal and external projects and campaigns.

Their political role allows them to propose resolutions and constitutional amendments to the annual Convention. OPSEU campaigns often depend on Area Council participation.

Area Councils can take on issues and activities that are too big for individual locals. They can lead in lobbying politicians, plan special events such as Labour Day, and organize strike support and election campaigns.

Area council membership is voluntary for a local, but encouraged by the central union.

Connecting beyond your community: Sectors and Divisions

OPSEU has created structures to parallel our employers' organization.

For the Ontario Public Service (OPS), these are Ministry Divisions, which parallel provincial ministries. College workers belong to either the CAAT Academic or Support division. Local delegates to divisional meetings elect divisional executives.

The Broader Public Service has been divided into sectors based on type of employer. Most BPS units bargain with their own employer, so sector structures let them share information and strategy.

The Hospital Professional Division (HPD) has central province-wide bargaining with the Ontario Hospital Association for technical, technological and paramedical hospital staff. The Municipal Property Assessors Corporation (MPAC), Canadian Blood Services, the Ontario Dairy Herders Improvement Corporation (OHDIC), the Liquor Board Employees Division and the Ontario Agency for Health Protection and Promotion (OAHPP) also have central bargaining. Central bargaining is a goal for several other sectors. Sector 2 uses pattern bargaining.

The division executive (in ministries, often called the ministry team) is charged with organizing the group to work together on common issues. Your LEC should have a regular contact with your division or sector executive so information flows freely. Get a name through your staff rep.

Policy manual

The union has a detailed policy manual. Updated versions are sent regularly to all local presidents. It has further information on running union locals.

OPSEU's BPS Sectors

- Ambulance
- Developmental Services
- Boards of Education
- Children's Aid Societies
- Community Services
- Justice
- Long Term Care Facilities
- Universities
- Hospital Professionals
- Hospital Support
- Municipalities
- Private Contractors
- Children's Treatment Centres
- Municipal Property Assessment Corporation
- Community Health Care Professionals
- Mental Health
- Canadian Blood Services & Diagnostics
- General
- Liquor Board Employees

OPSEU DECISION MAKING

This chapter explains how OPSEU is organized on a province-wide basis, giving it a structure that can effectively represent members in workplaces across Ontario.

Starting big – Ontario

OPSEU divides Ontario into seven regions for political and administrative purposes. These regions are:

- Region 1 - Southwestern Ontario
- Region 2 - Golden Horseshoe to Bruce Peninsula
- Region 3 - Central Ontario, Oshawa to Algonquin Park
- Region 4 - Eastern Ontario
- Region 5 - Toronto
- Region 6 - Northeastern Ontario
- Region 7 - Northwestern Ontario

Each region elects three members to the union's executive board and one of the board members to the position of regional vice-president. Major provincial and convention committees are elected on a regional basis, as are bargaining teams in the Ontario Public Service and College Support Staff.

Conventions

The union's highest decision-making body is the annual Convention. Voting participants are: elected delegates from every local, the Executive Board, the regionally-elected Provincial Women's Committee, Provincial Francophone Committee, the Provincial Human Rights Committee, the Provincial Young Workers' Committee, the Retirees Division executive and members of the Convention's credentials, constitution and resolutions committees.

The Convention sets union policy and approves the union's budget. Policy resolutions and proposed constitutional amendments are submitted in advance, reviewed and prioritized by convention committees. A "convention call," sent 90 days before convention to local presidents, details the procedures.

Every two years the Convention elects the full-time president and 1st vice-president/treasurer from among the elected Executive Board Members, and decides the ranking order of the seven regional vice-presidents.

Executive Board

Between Conventions, the Executive Board sets policy and controls finances. Executive Board members (EBMs) are elected every two years at regional meetings. The Board meets about eight times a year, normally for two days at a time.

The Constitution defines the Board's duties as upholding and enforcing the Constitution, implementing Convention decisions, formulating and implementing policy, and overseeing the activities of the union's officers, staff and subsidiary organizations.

Board activities are wide ranging, but do not include negotiations (beyond supporting elected teams), day-to-day operations, supervising staff, providing technical advice or servicing locals.

EBMs work at their normal occupation, but are released for meetings, campaigns and other activities.

OPSEU publishes minutes of Executive Board meetings on the website at www.opseu.org.

Your local should have good communications from, and to, at least one EBM.

The Executive Committee

Also known as the Officers, this group consists of the two full-time officers and the seven regional vice-presidents.

It has three main functions:

- Supervision of the union's finances;
- Acting as a staffing review committee; and
- Preparing reports and policy papers for the full Executive Board.

It meets about eight times a year, for one day at a time.

Full-time officers

These are the President and the 1st Vice-President/Treasurer. The Convention elects them from the group of Executive Board Members.

The President is responsible for:

- the day-to-day operations of the union;
- interpreting the Constitution (subject to Board or Convention's ratification); and
- chairing Officers' and Board meetings and Convention

The 1st Vice-President/Treasurer fills in for the president during any vacancy, and administers the finances of the union.

Staff

OPSEU depends on its member activists. This network of more than 7,000 stewards, health and safety reps and others do most of the union's work.

They are supported by the work of OPSEU staff. Activist and staff responsibilities interconnect and cross over, but normally staff does work that members cannot do for themselves.

OPSEU employs about 300 people. In addition to the necessary administrative and support staff in the Head Office and regional offices, there are many labour professionals. They are specialists in bargaining, handling grievances, communications, organizing, pensions and benefits, health and safety and more.

You will have most contact with those who work in your regional office. There, your key contact is the staff representative (staff rep) assigned to your local and the regional secretary who works with the staff rep. They should know your issues and work with your LEC.

Before calling your staff rep, talk to your unit or chief steward. If you can solve the problem within the local, your rep is freed up for problems that can't be solved locally. If you need the rep's advice, assign one person to make the call and share the answer with all stewards.

OPSEU FINANCES

Membership Dues



Almost all OPSEU's revenue comes from members' dues. The dues level can only be changed by a two-thirds majority of delegates to the OPSEU Convention – after proper notification to locals of a pending change.

Currently, dues are 1.375 per cent of gross earnings with no cap.

Revenue is divided among four funds.

The General Fund is the main operating fund of the union, covering everything not assigned to the other four.

The Education Trust Fund covers members' education expenses.

The Strike Fund pays for strike administration and strike pay.

The Defence Fund covers major actions taking on the government.

The Contingency Fund is for unbudgeted issues of an urgent nature that were unknown at the time the budget was constructed.

The amount of money flowing into each fund is set by policy.

The Executive Board receives a detailed monthly report on current expenditures and revenue. This material is available to any local on request.

Rebates to locals

OPSEU pays for most member expenses centrally. Many Canadian unions expect locals to pay for grievance representation and arbitration, member education, convention delegates, etc, which OPSEU covers centrally. The percentage of union dues rebated to locals reflects this division of financial responsibility.

Rebates to locals are paid quarterly. The amount reflects the revenue flowing into the General Fund, and is reviewed annually. The most current formula for quarterly local rebates can be obtained by contacting OPSEU's Accounting Services Unit.

OPSEU encourages locals to join Area Councils and District Labour Councils by rebating 90 per cent of the dues paid.

Local accountability is assured by elected trustees. Trustees can hold no other office, and must file semi-annual reports on financial management with Head Office and their local members. LECs are required to present an annual budget to their members.

CENTRAL LABOUR BODIES

Central labour bodies bring different unions together to address common interests and objectives of all workers. They exist at the national, provincial and local levels, drawing strength from unions working together.

Canadian Labour Congress

This national body was founded in 1956 when the Trades and Labour Congress and the Canadian Congress of Labour merged. The merger brought most Canadian unions, national and international, under one umbrella.

The CLC is the national voice of labour, representing working men and women and promoting their interests in national and international forums.

Most unions in Canada are members of the CLC. It speaks with the weight of more than one-third of Canadian workers, and it often speaks for workers as a whole, whether or not they are union members.

The CLC keeps a close watch on the federal government and puts forth labour's ideas to Cabinet and Parliament. Its chartered provincial federations of labour and municipal labour councils similarly monitor government activities at their respective levels. This framework lets the CLC work with other progressive organizations, nationally, provincially and locally, to achieve worthwhile goals.

National Union of Public and General Employees

Through NUPGE we exchange ideas, information and strike support with our counterparts in other provinces. The “National Union” was founded in 1976 to unite provincial government workers.

It is through NUPGE that OPSEU gains its membership in the CLC, and a voice in the national debate on changes affecting workers across Canada.

NUPGE, based in Ottawa, also provides valuable research on government policies and their impact on public sector workers at the provincial level.

It has components in all provinces except Quebec.

Ontario Federation of Labour

OPSEU is affiliated to the Ontario Federation of Labour, which represents and speaks for organized workers in the province. The OFL or “fed” coordinates central union actions, and keeps a sharp eye on legislation and government budgets. It also plays a key role in NDP organizing and recruitment.

Its three full-time elected officers – president, secretary-treasurer and executive vice-president – are elected every two years by delegates from member unions meeting in convention. The OFL’s executive board guarantees representation to major unions. OPSEU has at least two spots on the OFL board.

The OFL has a small staff of researchers and campaign organizers.

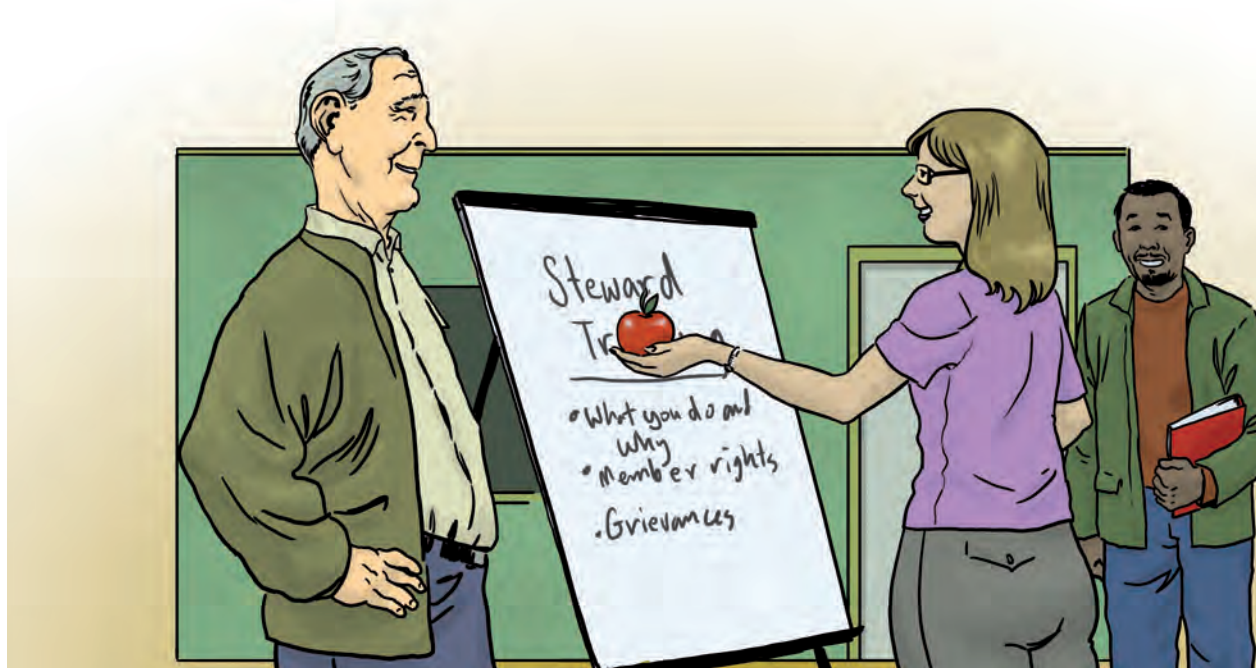
Labour councils

OPSEU encourages locals to affiliate with their local labour councils by paying half the dues.

Labour councils bring together the CLC-affiliated unions in a community. Labour council activity may include: strike support for local unions, municipal election organizing, United Way fund-raising, union education, co-op housing, and lobbying on labour issues. They also co-ordinate events around Labour Day, International Women’s Day, Labour’s annual Day of Mourning, and similar dates.

The labour council is a good place to learn about the labour movement and meet other unionists. Most have limited funds and no full-time staff. Unpaid elected officers and volunteers from member unions do the work. Labour councils are financed through per capita dues paid by member locals.

TRAINING FOR STEWARDS



Every job needs training, including your job as steward.

Your work includes educating your members about:

- what the union is doing and why;
- member rights under the contract;
- ways to solve common problems;
- how grievances work; and
- how workplace laws affect them.

Your election means you have the confidence of your members. OPSEU educational programs give you the skills to serve them.

Local Education

You can apply for money and facilitators to run an educational session at your local. Ask your executive board member or staff representative for details.

OPSEU promotes local education that is specific to local needs, encourages maximum participation, provides for local development, recruits new activists, is accountable to the members and shows measurable benefits.

Regional Education

Regional education draws stewards and members from many public sector workplaces, each with its own challenges, to share strategies and solutions with the help of skilled facilitators.

Each OPSEU region organizes evening and weekend courses. Executive board members and staff in the region decide what will be offered. Ask them what's planned.

Courses respond to evolving member needs. Courses are offered in building steward skills, health and safety, grievances, accommodation, equity, pensions, legislation, labour history, communications, organizing and many more. Go to www.opseu.org for the full list of available courses.

Other labour training

Beyond OPSEU, the Ontario Federation of Labour and the Canadian Labour Congress channel excellent labour education through Labour Councils. Learning how members of other unions handle the same issues gives you new approaches.

NUPGE has organized many national conferences and seminars on issues confronting public sector workers.

Community colleges or universities

Some community colleges and universities offer courses in labour or women's studies, some of which lead to degrees or diplomas.

Labour College of Canada

Affiliated to the CLC, the Labour College of Canada offers a four-week residential program in Ottawa. The program covers leadership, economics, labour sociology, research, globalization, political science and labour history.

Details about dates and criteria are available from Labour College at 2841 Riverside Drive, Ottawa, Ontario K1V 8X7, on their website at <http://www.canadianlabour.ca/labour-education/labour-college-canada> or through OPSEU's education unit.

Labour College also offers correspondence courses.

7

LABOUR ISSUES FOR STEWARDS

This section gives a bare-bones outline of some significant issues that may arise in your workplace. It sets out to give you union policy, a legal framework, and/or a basic understanding of the issues.

In all cases, there is a lot more information available. Each section refers you to a source of further expertise.

A. Harassment & Discrimination



Harassment is a course of vexatious comments or conduct that is known or ought reasonably to be known to be unwelcome. It ranges from posting offensive pictures to verbal taunts and physical assault.

Discrimination means practices or attitudes that, whether by design or impact, limit an individual's or a group's right to opportunities because of attributed rather than actual characteristics. Discrimination is action or behaviour based on prejudiced attitudes.

Discriminatory behaviour uses physical differences to deny people equal treatment. Discrimination can target people who are perceived as part of a "different" group – women, people with disabilities or injuries, gays or lesbians, people from different ethnic backgrounds, etc.

OPSEU has long struggled to end harassment and discrimination.

We began by focusing on the abuse of power by the employer. We are now also challenging violations of human rights within the union.

OPSEU's commitment to human rights is reflected in the creation of an elected Provincial Women's Committee (PWC), an elected Provincial Human Rights Committee (PHRC), an elected Provincial Young Workers' Committee (PYC) and an elected Provincial Francophone Committee. All have one elected member from each of the union's seven geographic regions. All have a constitutional mandate to develop and promote appropriate programs for their constituencies, and to increase awareness of equality and human rights issues throughout the union's membership.

OPSEU also has an Aboriginal Circle, Workers of Colour Caucus, a Rainbow Alliance and Disability Rights Caucus. Their mandates and goals are similar for their designated group to those of the Provincial Committees but their structures are different.

The OPSEU Constitution gives every member the right to be treated with dignity and respect and be "free from discrimination, interference, restriction, coercion, harassment, intimidation or disciplinary action exercised or practiced by a member with respect to another member, both within the union and in the workplace, by reason of race, colour, age, national or ethnic origin, political or religious affiliation, sex, sexual orientation, family status, marital status, record of offences, physical characteristics or physical or mental disability."

All OPSEU members and staff are responsible for maintaining and promoting an environment that is free from discrimination and harassment. Anyone with authority to prevent or discourage discrimination and harassment, who fails to do so, violates this policy.

Local executives, executive board members, elected teams and committees and supervisors are all responsible for establishing and maintaining an environment free of harassment and discrimination. If a member believes that they have been harassed or discriminated against by another member they can file a complaint under the grounds-based Harassment and Discrimination Prevention Policy or the non-grounds-based Personal Harassment Policy. Our policies apply to all OPSEU members, retirees, elected officials and guests during any Union-related duties, activities and functions.

OPSEU has created a network of regional human rights advisors, drawn from members and staff, all of whom are trained to help with these issues. For more help on harassment or discrimination issues, please contact a regional advisor. Their information can be found on the Equity Unit website at: [/www.opseu.org/committees/equity/equityindex](http://www.opseu.org/committees/equity/equityindex) under the "Harassment and Discrimination" tab. Or contact the Equity Unit at Head Office at 1.800.268.7376. Your local president or staff representative has their numbers.

B. The Duty to Accommodate

Many barriers to equal participation by persons with disabilities are accidental. They result from ignorance of special needs, not a deliberate attempt to discriminate. This is known as adverse impact discrimination.

Accommodation means removing barriers which prevent persons with disabilities from enjoying equal opportunity. Our actions must be sensitive to their needs so all may benefit from their active participation. We share this responsibility.

The Human Rights Code guarantees persons with disabilities equal treatment if they are capable of performing or fulfilling the essential duties that accompany the exercise of their rights. The first step in accommodation is to determine what is essential and what is not. The person must be accommodated on non-essential duties, if necessary by reassigning those duties or finding another way of having them done.

Accommodation may include: making buildings accessible, making print information available on audio tape or in Braille, making audible material available in a visual or tactile format, adapting equipment or providing devices or supports to help someone function independently, and altering work processes to accommodate a disability.

As a steward, ask the person to be accommodated what is needed and how it can best be provided. There is a central Accommodation Fund



to assist locals with accommodation expenses at the local level. This fund also covers to accommodate individual members attending central OPSEU functions. Contact the Equity Unit at Head Office for more information. For more information on the duty to accommodate, call your staff rep.

C. Health and Safety

The Occupational Health and Safety Act (OHSA) came into effect in 1979. It applies to all OPSEU workplaces.

Its main purpose is to protect workers from health and safety hazards on the job. It sets out the general roles and responsibilities for employers, supervisors, workers and Joint Health and Safety Committees (JHSCs) or Worker Health and Safety Representatives.

Many regulations deal with specific hazards on the job. There are special regulations for industrial workplaces, health care facilities, a Workplace Hazardous Materials Information System (WHMIS), designated substances such as asbestos, lead, ethylene oxide, X-ray safety, and biological and chemical agents.

On June 15, 2010, Bill 168, the Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) came into effect. This new law amends the Occupational Health and Safety Act by introducing new duties on employers with respect to workplace violence and harassment. Overall, the bill requires employers to be far more assertive when dealing with non-Human Rights Code-based workplace violence and harassment.

You will often be the first person contacted when health and safety issues arise, because you are there. The worker health and safety representative, or union member of the JHSC may work in a different area or department.

That's why you need a basic understanding of workers' rights under OHSA and of the procedures to follow.

The act provides four basic rights for workers:

1. The right to participate:

Workers have a role in identifying and resolving workplace health and safety concerns. This role is carried out through JHSCs in workplaces with more than 20 workers, or through Worker Health and Safety Representatives in workplaces with six to 20 workers.

2. The right to know:

Workers have a right to know about potential hazards to which they might be exposed. They have a right to training and information on

machinery, equipment, working conditions, processes and hazardous substances. The employer must provide this information and training.

3. The right to refuse unsafe work:

Workers have the right to refuse work that they believe is dangerous to either their own health and safety or that of another worker. There is a process for refusing dangerous work and for the employer to respond to the refusal.

4. The right to stop work:

In certain circumstances, “certified” members of JHSCs have the right to stop work that is dangerous to any worker. The Act sets how to do this.

Your role in this

As a steward, inform a worker member of the JHSC or your Worker Representative of any health and safety concerns as soon as possible. In a work refusal, a worker member of the JHSC or the Worker Representative must be contacted immediately. Worker members of the JHSC or Worker Representatives are responsible for dealing with health and safety issues. You should respect this role and work cooperatively with them.

Through your daily contact with members, you can help the JHSC or the Worker Representatives identify and address health and safety concerns. Individual complaints of poor health or sore muscles may point to issues which can and should be addressed under the OHSA. You can also use the act to get information and training on equipment or materials.

You can help your JHSC or Worker Representative organize your members around health and safety issues. When your JHSC or Worker Representative decides workplace action is the way to go, you have a central role.

OPSEU has technical experts at head office to help you deal with health and safety concerns.

Your role as first contact is strengthened when you are able to enforce members' rights. One route for this is to take their complaints through your JHSC or Worker Representative and resolve them.

D. Workplace Safety and Insurance

The Workplace Safety and Insurance Act is administered by a Workplace Safety and Insurance Board (WSIB).

It emphasizes accident prevention rather than compensation for injuries, and calls on workplaces to monitor themselves.

The employer and the injured worker share responsibility for the worker's

return to work. The board takes a hands-off approach, only coming to the worker's aid if the return cannot be resolved by those directly involved.

Compensation Benefits

Time limits are quite rigid under the WSIB, and in particular, appeal deadlines are tight. Workers have 30 days to appeal return-to-work or labour market re-entry plans, and six months for all other appeals.

Claims must be filed within six months of an accident (or diagnosis with an occupational disease). Survivors have six months to claim death benefits.

OPSEU's membership benefits unit has expertise in workplace injuries. They assist members who have been denied WSIB benefits. For assistance in dealing with workplace injuries, however, you should talk first to the Staff Rep for your workplace.

E. Organizing New Members

Many workers have no protection against unjust management practices. With no union, they have no collective voice or legal protection in this climate of cutbacks, downsizing, privatization, mergers and amalgamation.

Some OPSEU members will lose their bargaining rights in the same processes. Employers use unorganized workers to undercut the hard-won rights of union members. How well we resist, and how well we negotiate, depends in part on how well we organize.

Where OPSEU has been able to achieve province-wide bargaining, we set the standards. Getting to that point means organizing a critical mass of members within a sector so the employers will take us seriously.

The same strength allows us to work with community groups in coalitions to fight for the issues that affect us as members and as service providers in an era of cuts.

In anything we do as a union, the numbers we represent give us strength. That's the reason we're constantly organizing new members.

As a steward, you have many links to your community, through your family, friends and other interests. If you know people who could benefit from joining OPSEU, talk the union up and let the union know. For more information, call the Organizing Unit at Head Office.

In addition to organizing, the unit handles successor rights, disputes between unions as to which one represents a group of workers, and displays for union fairs and conferences.

F. OPSEU's Joint Trusteed Benefit Plan

Created by OPSEU as a not-for-profit health and welfare trust in 1996, the OJTBF “pools” small groups’ benefit dollars together to form a large buying group. This buying group can provide benefit advantages for small groups (in general, groups with less than 500 members) that are normally reserved for larger groups.

This means greater flexibility in benefit choices, coverage for some groups that might otherwise have difficulty finding group benefits, lower administrative charges to the plan (more benefit dollars go towards benefits, less to administration) and better financial terms than small groups can get in the general market place.

And since the Trust is non-profit, profit margins are not part of the cost of the plan. Bottom line: OJTBF’s financial value serves members best.

The Trust Fund can duplicate an existing benefit plan at guaranteed discounts and premium rate freezes. Or it can design a plan based on specific budget figures or plan priorities, or plans for part-time and contract employees who don’t have benefits. This is useful to bargaining teams.

The fund is managed by a board of trustees made up of both OPSEU members and employers. OPSEU trustees get lost wages and travel costs from OPSEU. Employer trustees pay their own costs. The Board of Trustees deals directly with Aetna on all issues.

OPSEU bargaining units can come into the Trust Fund through discussion with employers or through bargaining. Talk to your staff representative about the best strategy for you.

G. Privatization

Privatization is a long word that means getting the private sector to do (for profit) work formerly done in the public service.

OPSEU opposes privatization because:

1. Service suffers as companies cut corners to make a profit.
2. Accessibility suffers when private companies introduce and increase user fees for health care, parks or other services.
3. Workers suffer when well-paid union jobs become non-union jobs with lower pay, fewer benefits, worse working conditions and less job security. New bargaining units are often small and hard to organize.
4. Communities suffer from poorer services, lower payrolls, less secure economies.



Of course we have an interest in preserving unionized public sector jobs. We're proud to protect jobs with decent pay, benefits and pensions.

We oppose profits as the prime goal for public service. It makes more economic sense to pay workers who will spend in Ontario, stimulating the local economy, than to give huge profits to corporations over which we have no control.

The private sector is not more efficient. Private contractors want profits, and get them by paying workers less, charging consumers more or cutting services.

H. New technology

Every aspect of our lives is being transformed by new technologies.

Data bases replace file cabinets, e-mail supersedes letters. Meetings become "teleconferences" or e-mail to dozens of addressees. Many work at home using communication technology.

Work is being reorganized and restructured. With new technologies, fewer workers do the same amount of work. Employers use computer software to control and monitor you and your co-workers, and they use those measurements against you.

Employers are using technology to control our working lives and threaten our employment, not to liberate us. Technology can and should be more humane. It should make our work easier and our lives better.

Technology raises collective bargaining issues:

1. Electronic monitoring

Modern software can measure work, count keystrokes and time breaks. This violates privacy and can lead to piecework payment.

2. Health and safety

Issues include proper work station design, low-level radiation from computers and repetitive strain injuries such as carpal tunnel syndrome.

3. Working at home (homework)

It isolates workers, leads to longer working hours, and makes it difficult to monitor health and safety and to organize workers.

4. Training

The new labour market requires constant retraining, and employers want to impose the cost on workers. Training is an employer responsibility.

5. Work organization

This affects complement, control, distribution of skills and training, and the union needs input to protect members' interests; to keep the skills in members' hands, not those of management or contractors.

Technology should benefit working people. If there is less work to do and output is increased, unions must fight for shorter work weeks and shorter work lives – with no loss of pay or pensions.

I. Paid educational leave (PEL)

Unions bargain shorter hours, longer vacations and earlier retirement to enhance physical and mental well-being.

Yet we ask our activists to use their own time for union courses. Unionists either sacrifice their time off to get union training or use union dues to pay for training during working hours. Why should this be, when union members' tax dollars pay for management training?

Since the 1970s, activist education has joined the bargaining agenda. Both the Canadian Auto Workers and the Canadian Union of Postal Workers have paid educational leave in their collective agreements.

An employer sets aside a small percentage of their payroll for union education. The money goes to the union to develop programs, select students, and cover their time off, travel and expenses.

Locals that negotiated PEL would be guaranteed training spots and would be able to select their participants. Details of the plan would be defined in the contract.

J. Joint labour/ management programs

The 1980s produced a host of management schemes to involve workers, “humanize” the workplace, end adversarial relations between unions and employers and give workers more control over the work process.

They claimed to improve quality and enhance the security of the business.

These “employee participation programs” have names like Total Quality Management (TQM), Continuous Quality Improvement, Re-engineering, Quality Circles or Lean Production.

The promises were appealing: more team work, participation in decisions, more skills, a varied routine and less repetition. In practice, they meant going around the union.

Union members sit on “non-adversarial” committees at management’s request, not as union representatives.

The committees vote on things like cutting staff and reducing standards (that enhance working life but eat into profits).

The schemes weaken or bypass the contract and ignore the union. Most compromise quality of services, speed up the work, lower wages and benefits, de-skill staff, and add to stress and burnout. Members don’t share in the productivity gains. Management effectively substitutes individualism for the collectivism of unions.

OPSEU has firm guidelines for union participation in these programs, to protect worker rights.

(The complete policy is in the policy manual.)

1. The local union has joint control with management over the agenda, committee structure and training program.
2. The local union selects all bargaining unit representatives. The union has equal representation with management.
3. All union involvement is on employer-paid time.
4. Paid time includes union caucuses, time to prepare for meetings and to report to union members.
5. Employees can refuse to participate without penalty.
6. The program cannot produce layoffs or service cuts.
7. All articles of the collective agreement must be upheld.

If these conditions are met, there are guidelines for member participation:

1. The OPSEU local or unit executive controls involvement. (In the Ontario Public Service, this is the appropriate Ministry Employee/ Employer Relations Committee team or OPS bargaining unit team.)
2. The union elects/appoints its representatives.
3. The union approves all communications to its members, including questionnaires and surveys.
4. OPSEU is the visible legal representative of the workers.
5. OPSEU is involved for the sole purpose of gathering information and statistics from the employer.
6. OPSEU representatives won't discuss union business, priorities, activities or collective agreement matters.
7. OPSEU must approve any hiring of outside consultants.
8. OPSEU representatives will refuse to discuss task analysis and de-skilling; employee participation in discipline; rewarding non-use of sick time or punishing its valid use; peer evaluation; job reclassification; performance-based wage systems; generic or global salaries; voluntary overtime; donations of free work; job losses; increased health and safety hazards; psychological testing; taking on management functions without corresponding pay increases; or working faster than is safe.

OPSEU's research unit has more information on this area.

K. A debt/deficit primer

In the 1990s, government debt and deficits became huge issues. Governments attacked our jobs, wages and collective agreements – with public approval – in the name of deficit slashing.

You should understand where this came from.

The term “deficit” is the difference between an organization's annual revenue and spending. For an organization to keep financially healthy, the money has to be made up – by borrowing, drawing on past savings, or managing internal cash flow.

The terms “debt” and “accumulated debt” refer to the total amount owed by the organization – the annual deficits combined, less any repayments.

Economists generally approve of deficit financing when the economy is on the skids. When companies and individuals scale back their economic activity and unemployment rises, governments partly fill the void by maintaining or increasing their own spending. This helps avoid a boom and bust cycle. When the economy picks up, the reverse is true: governments should spend less than their revenue and pay off their accumulated debt.

Unfortunately, many governments have spent in good times, causing the accumulated debt to remain level or even rise.

This was Ontario's pattern in the 1980s. When a serious depression hit in the early 1990s, the NDP government tried to stimulate the economy through deficit spending. They were constrained because previous governments hadn't paid off enough of the accumulated debt.

While Ontario was trying to stimulate the economy, the Federal government was taking the opposite tack. Through cutbacks and layoffs, it negated the effect of Ontario's deficit spending.

Even worse, the Bank of Canada was waging an unprecedented war against inflation. It drove real interest rates (the spread between inflation and the current interest rate) to historic high levels. High interest rates raise deficits in two ways; they increase the cost of borrowing, and they slow the economy (which hurts revenues and increases social spending on unemployment and welfare).

The corporate agenda

Linda McQuaig, an award-winning journalist who specializes in government spending choices, uncovered a sordid secret while investigating alarms that Canada was about to hit "a debt wall" at which foreign investors would reject our bonds. In her book *Shooting the Hippo*, McQuaig quotes Vincent Truglia, a bond-rating gnome for Moody's Investors Services (one of the two biggest debt rating agencies in the world). He dismissed the idea of Canada hitting an investment crisis and said Canada's investment community was hyping our debt problems.

According to Truglia, the Canadian financial community wanted to portray the Canadian debt situation as much worse than it was. Demands to downgrade the nation's credit rating are unique to the Canadian investment community, he told McQuaig.

Why would investment leaders, and some politicians, lobby bond-rating agencies to badmouth Canada's economy?

The establishment in Canada used our normal fear of bankruptcy to further its own interest. Its "neo-conservative agenda" wants an easier life for multi-national corporations, lower pay for workers and tax cuts for the rich.

They own the banks and the media, and pay for so-called "independent" think tanks like the Fraser Institute, Conference Board of Canada and the C.D. Howe Institute. We hear their views a lot.

Most Canadians would not endorse their agenda, so the neo-conservatives promoted the idea that the deficit forces governments to dismantle social programs, remove workers' rights and privatize government services.

After his election, Ontario Premier Mike Harris used the same scare tactics to convince Ontarians that we needed drastic spending cuts, privatization and demolition of workers' rights to save us.

In truth, Ontario bonds have excellent ratings. There was no debt crisis.

Even the McGuinty Liberals, who campaigned and were elected on restoring funding to public services, have been swept up into the corporate agenda. During the recession of 2008-2010, McGuinty used the deficit as an excuse to under-fund critical programs in social services and freeze wages for public-sector workers. At the same time, he gave away billions of dollars in corporate tax cuts. These tax cuts did nothing to create new jobs or pay down the deficit the government was so focused on.

Labour is the one Canadian institution that regularly challenges the corporate agenda. Discussing economics with your members is a strong defence in the battle for public knowledge in this area.

For more information, check the Canadian Centre for Policy Alternatives website at www.policyalternatives.ca.

L. Key legislation for OPSEU stewards

A number of laws govern the way OPSEU operates. Some apply to all members, some to certain groups within our membership. This section outlines the most important current laws that have a major impact on how the union does business.

All laws are subject to amendment, so check the latest statutes for details. This section highlights which act covers what territory.

Ontario Labour Relations Act (OLRA)

The OLRA defines organizing and bargaining for most employees in Ontario who fall within provincial jurisdiction.

Under it, every employee has the right to participate in the lawful activities of their Union; to be free from discrimination or penalty by an employer because of exercising rights under the Act; the ability to participate in any OLRB proceeding without penalty; and to take part in the formation, selection or administration of the trade union without employer interference.

It is administered by the Ontario Labour Relations Board (OLRB), which can rule on disputes and provide remedies and penalties for violation. Most of OPSEU's Broader Public Service is covered by the OLRA.

Public Sector Labour Relations Transition Act (PSLRTA)

PSLRTA introduced a different set of rules for mergers, amalgamations and restructuring in municipalities and local boards, school boards health services and hospitals with respect to union votes. Where the PSLRTA applies to a merger, sale of business, amalgamation or restructuring, the provisions of the Ontario Labour Relations Act s. 69, do not apply.

The purpose of PSLRTA is to ensure that the employer only has to have a labour relationship with one party in the event of a merger of bargaining units represented by different unions or non-unionized employees merging with unionized employees. PSLRTA sets rules on place for employees voting which union will ultimately represent them, or if there is a non-union option at the vote.

The Colleges Collective Bargaining Act (CCBA)

The CCBA defines bargaining in the 25 Ontario Community Colleges. It says who can be unionized, and whether they are Support or Academic bargaining unit members. It spells out the bargaining process for college staff, and defines unfair labour practices in the college setting. Recent amendments to the act have given part time employees the right to organize and join their union of choice.

The Crown Employees Collective Bargaining Act (CECBA)

The Crown Employees Collective Bargaining Act essentially covers the Ontario Public Service and Liquor Board employees. CECBA, in combination with the OLRA, spells out how bargaining is carried out between the Provincial Government and its direct employees. It defines how essential services are determined in the event of a strike or lockout. It also defines an arbitration process, collective bargaining issues and the administration of the Grievance Settlement Board.

The Hospital Labour Disputes Arbitration Act (HLDAA)

HLDAA, as it is known, defines where hospital bargaining diverges from the OLRA. Hospital workers cannot strike and their disputes are sent to binding arbitration under this law.

The Employment Standards Act (ESA)

The ESA sets out minimum standards for employment in Ontario, and applies to every contract of employment, oral or written, expressed or

implied. The ESA covers termination of employment, hours of work, overtime, public holidays, minimum wage, equal pay for equal work, benefit plans, pregnancy leave, vacations with pay, wages, records and other provisions. These minimum standards cover all workplaces, unionized or not. No employer or union can negotiate less than these levels.

The provisions on termination of employment, severance pay, pregnancy leave, equal pay and equal benefits also apply to the Crown and all bodies under its umbrella.

The Occupational Health and Safety Act (OHSA)

This is the law on occupational health and safety in Ontario and its administration. It spells out the duties and responsibilities of employers and employees, including requirements for joint committees. The right to refuse unsafe work falls under this act, which also spells out the process.

Ontario Human Rights Code (OHRC)

The OHRC aims to create a climate of understanding and mutual respect in which all people are equal in dignity and rights. The code prohibits direct and indirect discrimination, discrimination because of association, and constructive discrimination.

The Code aims to assure everyone the right to freedom from discrimination in services, goods and facilities; housing and accommodation; contracts, employment, and membership in vocational associations and trade unions.

Discrimination is barred for reasons of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, handicap, age, marital status, family status, and record of offences.

Pay Equity Act

The Pay Equity Act says the principle of equal pay for work of equal value should underlie pay practices in Ontario. It aims to redress systemic discrimination for work traditionally performed by women. The Act was passed after a long campaign by the labour movement, in which OPSEU played a key role.

The Act directs both trade unions and employers to compare jobs predominantly held by women with jobs held predominantly by men. If jobs of similar value are not paid equally, the act requires a pay equity plan which will achieve equality over time for jobs of equal or comparable value.

Workplace Safety and Insurance Act

The Workplace Safety and Insurance Act sets out criteria for compensating workers who have been injured or made ill while at work.

It establishes a Workplace Safety and Insurance Board to administer return to work after injuries, an appeals procedure, and timetables and deadlines for exercising rights under the act.



M. Solidarity Forever

This labour anthem was written in 1915 by songwriter and union organizer Ralph Chaplin, to the tune of the Battle Hymn of the Republic.

When the union's inspiration through the workers' blood shall run,
There can be no power greater anywhere beneath the sun.
Yet what force on earth is weaker than the feeble strength of one?
But the union makes us strong!

Chorus:

Solidarity forever!
Solidarity forever!
Solidarity forever!

For the union makes us strong.
They have taken untold millions that they never toiled to earn,
But without our brain and muscle not a single wheel could turn.
We can break their haughty power; gain our freedom when we learn
That the union makes us strong.

Chorus.

It is we who plowed the prairies, built the cities where they trade,
Dug the mines and built the workshops, endless miles of railroad laid. Now
we stand outcast and starving 'mid the wonders we have made,
But the union makes us strong.

Chorus.

In our hands is placed a power greater than their hoarded gold,
Greater than the might of armies magnified a thousand fold.
We can bring to birth a new world from the ashes of the old,
For the union makes us strong.

Chorus.

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APPENDIX 1

OPSEU Stewards' Rights and Responsibilities

Your rights come directly from your collective agreement and from labour board decisions that recognize every steward as a union official.

OPSEU and your members trust you, expect you to do a good job, and want you to succeed. The whole union supports your efforts. Being a steward means assuming responsibility. With it, OPSEU gives you certain rights around 15 or so members who elected you and whom you represent.

At its 1998 annual Convention, OPSEU wrote the following statement on the steward's role into its Constitution.

Your Constitutional role

“Each Union Steward shall be responsible for representation of members in a working area, including the responsibility:

- to distribute information to the group;
- to carry the group's issues to the LEC/unit committee;
- to communicate LEC/unit committee decisions to the group;
- to enlist support of members of the group in workplace actions and union campaigns; and to prepare and investigate grievances from the group.
- “To carry out these responsibilities, Stewards shall have: the right of access to LEC/unit committee meetings;
- the right to be informed of the status and disposition of grievances from the group; and
- the right to high quality education and training necessary to effectively exercise all their responsibilities.”

Your job description

Responsibilities vary from local to local, but these are the key ones:

- to build the union;
- to give your members democratic leadership;
- to protect your members' rights by making the contract work; and
- to police the contract.

You are responsible for, and to, a small specific group of members. They expect you to:

- communicate/distribute union information such as newsletters, and news on meetings, votes, negotiations;
- identify your group's concerns and carry them to the LEC/unit committee for action;
- bring back LEC/unit committee decisions;
- seek support for workplace actions and campaigns planned by the LEC/unit committee; and
- investigate and prepare grievances arising from your group.

APPENDIX 2

A Brief History of Canadian Labour

For most of the 19th century, unions were illegal in Canada. Penalties for union membership, union organizing or talking union were stiff: fines, jail or, even worse, being shut out of the job market entirely.

Despite this, workers organized. They knew they stood a better chance of improving their lives speaking with one voice than as individuals, so they met and organized in secret.

The law permitted gatherings of family members. So to follow the law and to protect each other's identity, workers called each other "Brother" and "Sister" instead of using names. We still refer to each other as Brother and Sister to emphasize our kinship and solidarity.

It was a Conservative, Sir John A. Macdonald, who legalized unions.

In the election year of 1872, Toronto printers waged a vigorous campaign for the 9-hour day and 54-hour week. Macdonald, then opposition leader, recognized that most printers were land-owners and therefore voters. He promised to legalize union membership and he won. While his new law allowed membership in unions, it prohibited strikes and it didn't force an employer to negotiate with the union.

Employers could have an employee who missed work, for whatever reason, jailed for absenteeism.

It took many long, brutal strikes before unions won legal recognition. That happened in 1943, with a federal law recognizing unions as the sole collective bargaining agent for their members.

A tradition of social activism



Early on, Canadian unions began their tradition of fighting for universal social programs and better working conditions for all workers, organized or not.

This goal of improving all workers' conditions separates us from U.S. trade unions. Canadian unions recognized a need to enter the political arena and elect pro-labour candidates, who would enact laws to benefit all. American unions, in general, concentrated on their own members.

The results are two very different societies. Canadian Labour's involvement in politics has brought us universal health care, unemployment insurance, the Canada Pension Plan, minimum wage laws, and standards ensuring a safe work place. In the U.S., these are often negotiated benefits for the organized minority.

Since organized labour represents only 16 per cent of the American labour force, this causes dangerous divisions in the working class. It also gives U.S. employers a strong incentive to break their unions, and explains the enthusiasm of right-wing governments in Canada for the American system.

APPENDIX 3

OPSEU: Young union, deep roots

OPSEU's roots go back to 1911. Coal for heating was costly; there were big savings if working people bought in bulk. Provincial government employees set up a purchasing cooperative and social club, the Civil Service Association of Ontario (CSAO).

While the bargaining structure was rudimentary, CSAO soon addressed pension issues, salary increases, a classification system and group life insurance. In the early 1930s, CSAO began fighting government cutbacks. In the 1940s, it was arguing grievances and demanding better working conditions.

Next came full-time staff and voluntary union dues (25 cents a month). In 1959, for the first time, CSAO brought members from across the province to demonstrate in Toronto for full bargaining rights. In 1963, CSAO actually began to negotiate something we would recognize as a collective agreement for the Ontario Public Service.

In 1972, Ontario passed its first version of the Crown Employees Collective Bargaining Act (CECBA). It gave the union the Rand Formula (everyone in the bargaining unit hired after 1969 must pay dues) and automatic representation for the OPS, but it denied the right to strike. Instead, contract disputes were to go to binding arbitration, an often lengthy process far removed from member action.

CECBA suited both parties: The government got one mild association instead of various militant trade unions, and CSAO got guaranteed representation rights for civil servants.

Expanding beyond the OPS

In the 1960s, CSAO expanded beyond the Ontario Public Service. In 1966, it registered as a union so it could keep on representing Department of Agriculture staff when they were transferred to the University of Guelph.

CSAO's first non-OPS collective agreement was with the Niagara Parks Commission in 1967 after our first organizing drive. It was a fight with CUPE over the parks workers who had been divested from the OPS.

The biggest move to new territory was organizing the support staff for the Colleges of Applied Arts and Technology (CAAT). Most had moved out of the OPS when the former Provincial Institute of Trades staff transferred to the new college system. Three years later, college faculty also joined CSAO.

By 1971, CSAO had organized hospital laboratory groups and

ambulance officers. Other hospital workers followed, and then employees in children's aid societies, laying the foundation for the union's spread into the Broader Public Service. During the 1980s, membership grew steadily. The proportion of BPS members more than doubled, to roughly 30 per cent of the union.

New name, wider focus

In 1975 CSAO took a new name, in recognition of its changing membership and its changing role: the Ontario Public Service Employees Union.

The switch to OPSEU was more than a name change. The structure was revamped to the present system based on the locals. For the first time, the union's president was elected on the floor of the convention, not chosen in the back room by the board of directors.

OPSEU affiliated with the central labour bodies that bring together many unions in common cause at the national and provincial levels: the National Union of Public and General Employees (NUPGE), the Ontario Federation of Labour (OFL) and the Canadian Labour Congress (CLC).

The OFL and CLC bring together a wide range of unions at the provincial and federal levels.

Participation in NUPGE, a requirement of the CLC, has been more controversial. It is an umbrella of provincial government unions across the country, except for Quebec. NUPGE participation is essential for OPSEU members to take part in local labour councils and the provincial and national bodies. The "National Union" provides central research on issues affecting all provincial government workers, as well as other assistance as required. For example, during the 1996 OPS strike, NUPGE and its affiliates provided interest-free loans totaling \$5.5 million to support OPSEU strike activities.

A growing militancy

In reaction to the many restrictions of CECBA, the union launched its biggest yet campaign. Calling on the government to "Free the Servants," it organized province-wide member-based action. It won successor and classification rights. About the same time, members in the colleges got their own legislation: the Colleges Collective Bargaining Act.

Despite legislated denial of the right to strike for the 65,000 members who worked in the Ontario Public Service and the 9,000 who work in hospitals, OPSEU members never hesitated to use the strike weapon when all else failed.

In 1979, support staff at community colleges walked out in the first large legal strike in the union's history. The cold and bitter strike did not generate instant gains for the strikers, but the next bargaining round resulted in a 15 percent wage increase and a dental plan.

The same year, correctional officers struck illegally to gain their own bargaining category. After three days on the picket lines in December, they agreed to refer the issue to arbitration, which produced a separate wage category for corrections. The epilogue was twofold; correctional officers got a 27 percent wage increase in the next bargaining round, and OPSEU President Sean O'Flynn was jailed for 23 days for contempt of court for supporting them.

The CAAT Support and Corrections strikes created a demand for a real strike fund, spearheaded by O'Flynn. OPSEU's principal asset (the head office building then on Yonge St. in Toronto) was put into the strike fund. It would take years to build a cash fund, and the \$6 million property could be mortgaged on short notice. That's why the strike fund continues to own OPSEU's land and buildings.

The fight for services

In the 1980s, OPSEU fought cutbacks, divestment, privatization and closure plans that threatened service to the public in colleges, jails, psychiatric hospitals and other facilities. It worked to protect care for the developmentally handicapped; it halted government plans to sell off the provincial parks system; and it focused attention on the delivery of provincial welfare benefits.

It took up social issues such as the struggle against apartheid, and the plight of the homeless, while continuing its ground-breaking activity in pay equity, employment equity, pension reform and health and safety.

Strikes by college teachers led to improved quality of education; action by correctional officers forced the government to ease overcrowding in jails.

Challenged by ultra-conservatives, OPSEU won an important Supreme Court decision confirming its right to use union dues to promote members' views on a broad range of issues.

Increased membership allowed for expanded programs. A new generation of activists was encouraged by union educationals. The regional office network grew. The union responded to equity demands, entrenching first the Provincial Women's Committee in the Constitution, then the Provincial Human Rights Committee.

OPSEU ventures into political arena



James Clancy, elected to replace O’Flynn in 1984, stressed political action. This was generally accepted, but affiliation to the New Democratic Party was not.

OPSEU held town hall forums during provincial and municipal elections and implored members to get active politically, without directing them how to vote. Clancy worked hard at his vision of building coalitions to generate more effective political pressure.

President Fred Upshaw, the first black leader of a major union in Canada, continued the work.

The NDP majority win in Ontario in 1990 was a mixed blessing for OPSEU. The new government was dedicated to consulting with its employees. Activists, consumed with consultations, were reluctant, and too tired to mount direct campaigns.

The relationship soured with the Social Contract, a law which clawed back negotiated wages and benefits. Other NDP decisions increased layoffs in the BPS and severely attacked job security in the OPS and colleges.

The government’s method of deficit fighting created a schism in the Ontario labour movement. OPSEU was joined by only the Public Service

Alliance of Canada when it walked out of the 1991 OFL convention rather than listen to NDP premier Bob Rae. Other unions saw the NDP's ban on strikebreakers as sufficient reason to support the party.

In 1993, the union achieved its decades-old goal of winning for its Public Service members full bargaining rights, including the right to strike. It also won joint control of the pension plans of its public service and community college members.

The revised CECBA required OPSEU members to cover essential services so any strike would not endanger public health and safety. The largest bargaining unit in the province gained a powerful new tool.

In 1993, under the NDP government, the union achieved its decades-old goal of winning for its Public Service members full bargaining rights, including the right to strike. It also won joint control of the pension plans of its public service and community college members.

Then Came the Tories

In 1995 Leah Casselman was elected OPSEU's first woman president. A few weeks later Ontario elected a neo-conservative government headed by Mike Harris. OPS bargaining, stalled over essential services for more than a year, heated up. The new government thought the untested OPS would reject the union's call to arms, so it set out to show Ontario business how to take on labour.

The five-week 1996 OPS strike was a watershed. OPSEU proved that it could hold the line in every community in Ontario and that civil servants, backed into a corner, would resist like other workers.

The strike also forced the union to build a real strike fund, while paying back millions in loans from other unions across Canada. The 1996 Convention cut costs in dozens of ways, including reducing the size of conventions and the Executive Board.

Declining membership and revenue prompted OPSEU to adopt a tough bargaining stance with its own employees' unions, producing a 3.5-week strike by 230 staffers.

In the 1990s, OPSEU continued its work to maintain the quality of public services that Ontario residents want and need. These efforts focused on such issues as improving the quality of ambulance care, and protecting health care, education, training, child care and other social services from erosion due to cutbacks.

The union has also played a leading role in the series of Days of Protest mounted by the Ontario Federation of Labour in opposition to the government's harsh cuts and destruction of labour legislation.

New millennium – changes and challenges

The dawning of the new millennium brought more of the same problems and issues. Divestment in the public service has not diminished. OPSEU continues to fight to protect and improve our social services safety net.

In 2005, the Ontario Liquor Board Employees Union merged with OPSEU, increasing our membership by 6,400 members and creating 27 new OPSEU locals.

In 2007, Warren (Smokey) Thomas became OPSEU President after serving for six years as OPSEU's 1st Vice-President/Treasurer. Thomas was acclaimed to his second term as President in 2009 and won a third term in 2011.

The economic crisis that began in 2009 poses new challenges and new solutions as OPSEU continues the struggle to improve life for its members and the people of the province. In 2010, OPSEU organized the Ontario 2020 Conference, which brought together over 250 participants from government, business, unions and the community. This was an exciting opportunity to plan and strategize about the kind of Ontario we want to see ten years into the future.

APPENDIX 4

Take Pride in your Union

Union members are often challenged to defend the labour movement, by people who have picked up a hostile attitude about organized labour from the media. These questions and answers should help you deal with some of those challenges.

- **Why unions?**

Doctors have the Ontario Medical Association. Retailers have the Chamber of Commerce. Farmers have the Federation of Agriculture. Workers have unions.

Most people understand that they can do better if they join others who have similar interests.

- **Why are unions viewed with more suspicion than the Chamber of Commerce?**

The Canadian public's view of unions is largely shaped by media coverage, which tends to focus on the negative – labour disruptions or confrontations. More than 95 per cent of contracts are settled without confrontation, but those ones don't make news. Neither do most union social events, benefits for members facing hardship, fights over health and safety, or suggestions for improving workplaces.

- **Aren't unions too big and powerful?**

Media often suggest that large powerful unions (Big Labour, Union Bosses) pick on poor little businesses. Not so. In 1992, if all the unions in Canada pooled their assets into one corporation, that company's assets would rank it number 148 on a list of Canadian corporations. One media company controls more wealth than all of the labour movement combined.

Most Canadian unions are quite small. Together they represent less than 40 per cent of the country's workforce.

- **Can't 'union bosses' force workers to strike?**

Absolutely not. Whenever Canadian workers strike, it is because they have voted to do so. It can't happen any other way. And we wouldn't want it any other way. The labour movement in general, and OPSEU specifically, take great pride in our democratic decision-making.

Unions don't have "bosses." They have leaders who have been elected by the members they represent.

- **Are unions successful?**

Yes. If you compare unionized and unorganized workers, union mem-

bers have higher wages, better benefits and more job satisfaction. This is one reason employers don't like unions.

A union redistributes some of the wealth to the workers, and limits the power of managers. (And while we're at it, media companies are employers too. It's in their self-interest to promote weaker unions.)

- **Don't unions just look after their own members?**

Workers without unions have gained immeasurably from the efforts of the labour movement. These gains come in the form of legislation to protect all working people.

Here are a few of the things unions have helped win for everyone. It's an impressive list:

- Occupational Health and Safety laws
- Workers' Compensation
- Maternity leave covered under Employment Insurance
- Employment Standards Act (basic hours of work, breaks, overtime, vacations, severance pay, etc.)
- Human Rights Code
- Medicare of OHIP
- Canada Pension Plan
- Pay Equity

Many of these victories are under attack from right-wing governments. Unions are fighting again to protect past gains and to achieve more.

- **Aren't unions strike-happy?**

Unions bargain collective agreements, not strikes. But sometimes there is no other way to reach an agreement. A strike means sacrifice for union members and their families. While an employer bargains with its profit margin, workers bargain with the food on their table. Workers' right to withhold their labour is a keystone of democratic society. Totalitarian countries usually ban strikes (and often unions).

- **Haven't unions outlived their usefulness?**

Oddly enough, the *Toronto Globe and Mail* made that argument May 6, 1886! More than a century later, it's still a common argument against unions. And more than a century later, workers are still maimed and killed on the job; cheated of their legal rights; harassed at work; and generally exploited. They still need unions. The entire Canadian economy gains when workers have decent jobs and social justice.

- **Don't unions protect the lazy and incompetent?**

No union contract requires an employer to keep a worker who is lazy or incompetent. However the union makes sure the employer has just cause for discipline or dismissal. Unorganized workers can be fired over personality clashes, because of discrimination, or for any number of reasons that aren't work-related. It's illegal, but without a union it's expensive to fight and most workers can't afford the battle.

- **Are unions out of control?**

Hardly! Politicians rarely interfere with "free enterprise." Employers can decide on their business, set prices, sell their products and spend money on anything from advertising to a new executive washroom, without supervision or restraint. On the other hand, unions must be accountable, under law. They can't be certified to represent workers without formal backing from a majority of the workers concerned. Labour laws spell out a strict legal process before workers can even vote to go on strike. Unions have to file financial data with government. Governments can intervene in strikes, freeze salaries, re-open collective agreements and jail union leaders. Do governments ever do this to companies or executives?

- **Aren't unions always making unreasonable wage demands?**

What is a reasonable wage demand? One that meets the workers' needs? One based on the employer's ability to pay? One tied to productivity? Or one the business media think is responsible? Nobody has devised a wage formula that would make everyone happy – workers, employers, the public, the press and the government. Collective bargaining achieves a compromise.

- **Don't public sector strikes hold an innocent public hostage?**

Public employees are exactly that: the public's employees. When they strike, their reasons are parallel to those of private sector workers: They are dissatisfied with the way we, through our elected representatives, are treating them. Public employers have a responsibility to the public to provide services. Most public sector workers know the people they serve and are reluctant to take job action. They must be severely provoked, to vote for a strike. People affected by public sector strikes should look at both sides of the dispute before making a judgment.

APPENDIX 5

Resources

This appendix offers a wide range of sources for more information, specific kinds of information, organizations with an activist outlook, and more. If being a steward makes you want to push your activism further, here are some directions to try.

Within OPSEU

Start with your local. Your president or another steward may be able to answer your question. After that, your Regional Office is a great source of information, including staff and a small library of legislation, arbitration cases, books and videos. Regional offices have computers for members' use, with access to databases and e-mail in Head Office. OPSEU's website has up-to-date information at www.opseu.org.

If your staff rep can't help, contact the OPSEU Resource Centre at Head Office. OPSEU Resource Centre Representatives can assist you with most of your inquiries or connect you with Head Office.

OPSEU Head Office staff include experts in benefits/pensions, campaigns, communications, education, equity, grievances, human rights, job security, negotiations, organizing and research.

OPSEU publications provide news, background and ideas on problems facing the union.

OPSEU's Education department produces a catalogue of OPSEU courses, from one-hour workshops to longer courses. Most are designed on a modular basis for flexible delivery.

Your Ministry/Sector/Division executive is a good source of information on issues which affect other workers and locations. Get a phone number from your Regional Office.

LABOUR ORGANIZATIONS OUTSIDE OPSEU

Labour council

Your district labour council co-ordinates lobbying and campaigns in your area. It's an important voice for labour, and can advise and help co-ordinate your local's activities. OPSEU encourages involvement in labour councils and subsidizes dues. Your Regional Office has information.

The Ontario Federation of Labour

The OFL encourages political action, undertakes research, co-ordinates lobbying and prepares labour's statements on government issues.

15 Gervais Dr., Don Mills
Ontario M3C 1Y8
416/441-2731 or 1-800-668-9138
fax: 416/441-1893
web: www.ofl.fto.on.ca

The National Union of Public and General Employees

NUPGE holds conferences and publishes background papers on many issues that affect public service workers.

15 Auriga Dr., Nepean
Ontario K2E 1B7
613/228-9800
fax: 613/228-9801
e-mail: national@nupge.ca
web: www.nupge.ca

The Canadian Labour Congress

The CLC has regional and provincial staff who assist labour councils and coalitions. It publishes manuals and background papers, has an extensive video catalogue, and organizes schools and forums through labour councils.

National:
2841 Riverside Dr.
Ottawa K1V 8X7
613/521-3400
fax: 613/521-4655
e-mail: lross@clc-ctc.ca
web: www.clc-ctc.ca

The Canadian Association of Labour Media

CALM publishes a monthly news and graphics package, plus regular computer graphics and a newsletter with ideas for union editors. An annual conference/workshop provides hands-on skills and gives awards for excellence. If you have or want a local newsletter, this service is a must. Membership varies with size of union local, starting at \$100.

Contact: Editor
76 Westmount Ave.
Toronto, Ontario M6H 3K1
416/656-2256
fax: 416/656-7649
e-mail: editor@calm.ca
web: www.calm.ca

OTHER ORGANIZATIONS

The Canadian Centre for Policy Alternatives

The CCPA is an independent, non-profit organization which examines and encourages understanding of progressive alternatives to current social and economic policies in Canada. Membership is tax-deductible and comes with the CCPA Monitor, packed with ammunition to fire back at the right-wing economists, politicians and business people.

804-251 Laurier Ave. W.
Ottawa K1P 5J6
613/563-1341
fax: 613/233-1458
e-mail: ccpa@policyalternatives.ca
web: www.policyalternatives.ca

Workers' Health and Safety Centre

Sponsored by the OFL, this is the authoritative source for health and safety information and training. It offers certification and instructor training, as well as technical advice for local unions. It publishes free quarterly newsletters (see periodicals). Contact the office in your area:

15 Gervais Dr., Suite 102
Toronto M3C 1Y8
416/441-1939
fax: 416/441-1043
e-mail: postmaster@whsc.on.ca
web: www.whsc.on.ca

Straight Goods

A website “watchdog” for Canadian consumers and citizens. Investigative reports, features, forums, archives, and links.

Box 2000
Golden Lake K0J 1X0
613-757-7777
Subscriptions: 877-766-1223
e-mail: TheGoods@straightgoods.com
web: www.straightgoods.com

Rabble.ca

An online progressive news website with hundreds of news columns, features, blogs and podcasts.

Suite 400, 215 Spadina Avenue
Toronto, ON
M5T 2C7
e-mail: www.rabble.ca/contact
web : www.rabble.ca

Labor Notes/Labor Education and Research Project

This is a U.S. publisher of books and the monthly newsletter Labor Notes dedicated to internal organizing and rank-and-file democracy. Though U.S.-based, it tries to cover Canada and Mexico as well. It organizes schools and conferences on fightback strategies.

e-mail: labornotes@labornotes.org
web: www.labornotes.org

9

GLOSSARY OF LABOUR TERMS AND ACRONYMS

A

ACL - Association for Community Living.

Across the board adjustment - An identical change in pay for all employees in the group.

Adverse Impact – discrimination that occurs when an organization, for genuine business reasons, adopts a practice or a rule, which appears to be neutral and will apply equally to all, but which has a discriminatory effect on a particular group of people protected by the Ontario Human Rights Code.

Application for certification - A request by a trade union to the Ontario Labour Relations Board to be designated as the sole bargaining agent for a particular group of employees.

Arbitration - A process in which a single person or a panel hears both sides of a dispute and issues a decision (award) which binds both parties.

Assessments - Special charges levied by unions to meet particular financial needs.

ASU - Administrative Staff Union, representing managerial employees and excluded secretaries working for OPSEU.

B

Back pay - Wages due for past services.

Bargaining agent - A union that acts on behalf of employees in collective bargaining.

Bargaining right - The right of workers to negotiate through their chosen representatives, or the right of a union certified by the Labour Board to represent the members in collective bargaining.

Bargaining unit - The employee group deemed appropriate for collective bargaining. Factors include community of interest, history of collective bargaining, work performed, organization and representation of employees.

Broader Public Service (BPS) - OPSEU members outside the OPS and the colleges whose funding sources directly or indirectly is the government.

Bumping - Use of seniority to displace a junior employee when conditions require temporary or permanent layoffs.

Burden of Proof – Which party bears the onus of proving their case either pro or con. In dismissal/Discipline and Unfair Labour Practice Charges the Employer bears the burden of proving their actions were appropriate.

Bylaws - Local provisions to supplement our constitution. They need approval from the OPSEU President to be effective.

C

CAAT - College of Applied Arts and Technology. OPSEU represents faculty and support staff in the colleges.

Call-back pay - Required pay for a minimum number of hours when a worker is called back to work outside scheduled working hours.

Canadian Association of Labour Media (CALM) - Organization of union editors providing resources and help. See Resources.

Canadian Labour Congress (CLC) - Canada's national central labour body, representing over 70 per cent of organized labour.

CCBA – Colleges Collective Bargaining Act

CECBA - Crown Employees Collective Bargaining Act, which governs bargaining for the OPS.

Certification - Official designation that a union is the sole and exclusive bargaining agent for a group of workers.

Check-off - A clause in a collective agreement authorizing and instructing the employer to deduct union dues.

Classification plan - A job evaluation method comparing jobs against a salary scale.

Compensatory time off - (1) Time off in lieu of pay for workers who do overtime. (2) Extra time allowed when a holiday falls on an employee's regular day off.

Conciliation and Mediation - Processes which provide assistance to resolve labour disputes. Conciliation is a necessary step toward a legal strike or lockout.

Constitution Committee – Committee made up of 1 member elected per region to review and make recommendations on all Constitution amendments at AGM.

Consumer Price Index (CPI) - Statistics Canada monthly study on retail prices of selected consumer items.

Contracting Out - Having work performed by an outside contractor and not by regular employees in the unit.

Convention - Assembly of delegates to debate and determine union policies, elect the two full time officers of the union and amend the Constitution.

Craft Union - A union whose membership is restricted to workers having a particular skill, e.g. printers, electricians.

Credentials Committee – A convention committee made up of 1 member elected per region to make decisions on the validity of delegate credentials and report to convention the numbers of delegates, alternates, observers and fraternalists in attendance.

D

Decertification - A Labour Board decision to withdraw certification of a union as exclusive bargaining representative.

Demotion - Transferring to a job with lesser responsibility or pay.

Discipline clause - Section of a collective agreement giving management the right to penalize employees for cause.

Discrimination – is any practice or behavior, whether intentional or not, which has a negative effect on an individual or group because of a ground protected under the Code. Discrimination may arise out of direct differential treatment, or it may arise from the unequal effect of treating individuals and groups in the same way. Either way, if the effect on the individual is to withhold or limit full, equal, and meaningful access to goods, services, employment etc., available to other members of society, it is discrimination.

Downgrading - Demotion of a position through reduction of its duties and responsibilities.

Dues - Money paid by union members to support their union.

E

Employee Relations Committee (ERC) - A labour/management committee.

Employment Equity - The goal of removing employment barriers and discriminatory practices.

Executive Board Member (EBM) - Each of OPSEU's seven region elects three EBMs to run the union between conventions.

F

Failure to represent - Charge that a union has violated a member's right to fair representation.

Free collective bargaining – Negotiations where workers have the right to strike in support of contract demands.

G

Good faith - An essential element of collective bargaining, requiring the parties to make every reasonable effort to reach agreement.

Grievance - Complaint by one or more employees or the union that management has breached the collective agreement or labour related legislation.

Grievance Settlement Board (GSB) - arbitration board which hears grievances from the OPS.

H

Harassment – under the Ontario Human Rights Code means “engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome” based on one or more of the grounds protected by the Code.

“Workplace harassment” under the Ontario Occupational Health and Safety Act means “engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome” and need not be based on one of the grounds under the Ontario Human Rights Code.

I

Interest arbitration - A hearing at which an arbitrator is called upon to determine the contents of a collective agreement, usually because the workers are barred from striking to support their contract demands.

Informational picketing - A protest designed to inform people about issues; not to bar people from crossing a picket line.

Injunction - A court order restraining an individual or organization from committing or engaging in certain acts.

In solidarity - 1. A common union salutation. 2. A newsletter put out by members for OPSEU stewards.

International Labour Organization (ILO) - A specialized United Nations agency that works to improve labour conditions, living standards and economic and social stability.

Internal organizing - Building union strength through maximum member participation.

J

Job Content - The duties and responsibilities that make up a job.

Job Description - A specific description of a single position.

Job Evaluation - Process of determining ratings under certain criteria for comparing jobs under a classification plan.

Job Security - Contract language protecting a worker's job.

L

Labour Council - An organization of various unions at the municipal or district level.

Labour-Management Committee (LMC) - A committee of management and worker representatives to deal with joint concerns and try to resolve them. Also known as Employee Relations Committee (ERC) or Union College Committee (UCC).

Layoff - Temporary, prolonged or final separation from employment as a result of lack of work.

LBED - Liquor Board Employees Division.

Leave of absence - Permitted absence of an employee for a limited period.

Local Executive Committee (LEC) - Local stewards (or Unit Stewards if the local has more than one unit). Directs local union activities between local meetings.

Lockout - A labour dispute in which management refuses to let employees work, to force a settlement on its terms.

M

Management rights - Management has all rights except as restricted by law or as bargained by the union. Specific management rights are often spelled out in a contract, typically covering hiring, discipline, work organization and staffing levels.

Mediation - A process for resolving disputes in which a mediator acts as a neutral go-between.

Ministry Employee Relations Committee (MERC) - Joint ministry level labour/management committee in the OPS which takes up ministry-wide or unresolved local issues.

MPAC – Municipal Property Assessment Corporation

N

Nominee – The union's or employer's nominee to a Board of Arbitration, either Interest or Rights.

NUPGE – National Union of Public and General Employees

O

On-call time - Hours during which an employee is subject to recall, if needed, usually in case of emergency.

Ontario Federation of Labour (OFL) - Provincial wing of the CLC which organizes campaigns and speaks for labour in the province.

Ontario Labour Relations Board (OLRB) - The body which certifies trade unions and adjudicates unfair labour practices and other charges under the Labour Relations Act (OLRA) the Colleges Collective Bargaining Act (CCBA) and the Crown Employees Collective Bargaining Act (CECBA).

OPS - Ontario Public Service.

Ontario Public Service Staff Union (OPSSU) - The union which represents all OPSEU employees except managerial staff and excluded secretaries, who are represented by ASU (above), and excluded staff.

Organizing model - An approach to union leadership which involves members in solving problems.

Overtime - Hours worked in excess of the maximum set by statute or collective agreement.

P

Posting - Required display of vacancies available for competition within a bargaining unit.

Probation - A trial period of employment during which a worker may be released for failure to meet the requirements of the position.

Promotion - A move to a position with higher duties and pay.

Provincial Human Rights Committee (PHRC) - An OPSEU committee of one elected member per region to promote and educate members on human rights and equity issues.

Provincial Women's Committee (PWC) - An OPSEU committee with one elected member per region to promote and educate members on gender issues.

Public Sector Labour Relations Transition Act (PSLRTA) - Legislation that governs mergers, amalgamations and restructuring in municipalities and local boards, school boards, health services and hospitals.

R

Rand Formula - Requirement that an employer deduct dues from every employee in a bargaining unit, whether or not they have joined the union. Named for Mr. Justice Ivan Rand who created it to settle a strike over union security at Ford in 1945.

Recognition - Employer acceptance of a union as exclusive bargaining agent for employees in the bargaining unit. It names excluded positions.

Red circling - Keeping pay rate after demotion to a lower classification or following a job evaluation plan which finds a position has been over paid.

Reinstatement - Restoration of a dismissed or demoted employee to former job.

Reopener - A contract clause that allows the parties to renegotiate a portion of the agreement (usually wages) before the expiry date. It must contain a provision that allows consensual conciliation and arbitration if the parties are unable to reach agreement.

Resolutions Committee - A convention committee made up of 1 member elected from each region who review and make recommendations on all resolutions received. They also screen all emergency resolutions and determine if they can come before the convention.

Retroactive Pay - Payment for a period in the past covered by a wage increase.

Rights arbitration - A hearing at which an arbitrator is called upon to determine the meaning of a collective agreement, normally the final stage in a grievance procedure.

S

Scab - Worker who refuses to join co-workers in a strike or worker who crosses a striking union's picket line to perform their work.

Secondary Picketing - Picketing the site of a related employer or a site where merchandise or services of a struck employer is being sold or provided.

Seniority - System recognizing length of service for wage progression, job security, vacation and other benefits.

Service model - Union leadership that solves members' problems, but doesn't encourage members to work together to solve problems for themselves.

Severance pay - Payment to a worker whose employment is permanently ended.

Shift differential - Premium pay for work during inconvenient hours.

Shop steward - Union official elected to represent a group of workers.

Slowdown - A deliberate slowing of work short of a strike, to force concessions from an employer.

Solidarity - Identification with a group who share common interests.

Straight-time pay - Regular wages exclusive of premium pay, overtime and bonuses.

Strike - An organized work stoppage or work refusal by employees to back a bargaining position.

Strike benefits/strike pay - Money paid by a union to striking members.

Strike fund - Union reserve to provide strike pay and cover other strike costs.

Strike vote - A vote of bargaining unit members on whether to authorize a strike.

Successor rights - The right of a union to continue to represent employees when the operation is sold or transferred to other owners.

Suspension - Removal from work as a disciplinary measure.

T

Technological change - Introduction of new equipment, machinery or production techniques.

Total Quality Management (TQM) - One of many joint labour/management participation schemes.

Trusteeship - Taking over the administration of a local union's affairs by the central union.

U

Unfair labour practice - Employer or union activities that violate the Labour Relations Act, such as intimidation, coercion, interference, or failure to bargain in good faith.

Union jurisdiction - Union authority over certain types of work, certain workers or specific areas assigned by the union or central labour body with which it is affiliated.

Union label/union bug - Proof that a product is made under union conditions.

Union security clauses - Contract language that protects the institutional life of the union, such as check-off and notice language.

Union shop - Requirement that every worker covered by the collective agreement must become and remain a member of the union.

V

Voluntary recognition - Employer agreement that a union is the bargaining agent for a group of its employees without a labour board decision

W

WSIB - a system paying workers who are injured on the job.

Wage range - Minimum and maximum rates for a job.

ACRONYMS

General OPSEU Terminology

AGM	-	Annual General Meeting
BLC	-	Building Local Capacity
BPL	-	Building Powerful Locals
BPS	-	Broader Public Service
CAAT	-	Colleges of Applied Arts and Technology
CCBA	-	Colleges Collective Bargaining Act (CAAT)
CCPA	-	Canadian Centre for Policy Alternatives
CECBA	-	Crown Employees Collective Bargaining Act
COLA	-	Cost of Living Allowance
CSAO	-	Civil Service Association of Ontario (pre-OPSEU)
CSDC	-	Community Services Divisional Council
CWWA	-	Compressed Work Week Agreement
DFR	-	Duty of Fair Representation (OLRA)
DivEx	-	Divisional Executive Committee
EAP	-	Employee Assistance Program

EBM	-	Executive Board Member
(E)ERC	-	Employer/Employee Relations Committee
EI	-	Employment Insurance (formerly UI – Unemployment Insurance)
ESA	-	Employment Standards Act
FAR	-	Facts, Arguments, Resolution
FTE	-	Full Time Equivalent
HCDC	-	Health Care Divisional Council
HLDAA	-	Hospital Labour Disputes Arbitration Act (BPS)
HRC	-	Human Rights Committee
IRS	-	Internal Responsibility System
IWD	-	International Women’s Day
JHSC	-	Joint Health and Safety Committee
LEC	-	Local Executive Committee
LERC	-	Local Employee Relations Committee
LMC	-	Labour/Management Committee
LOA	-	Leave of Absence
LTD	-	Long Term Disability
LTIP	-	Long Term Income Protection
MDT	-	Membership Development Trainee
MSDS	-	Material Safety Data Sheet
NBC	-	Network for Better Contracts
OCSJ	-	Ontario Coalition for Social Justice
ODSP	-	Ontario Disability Support Program
OHRC	-	Ontario Human Rights Code <i>or</i> Ontario Human Rights Commission
OHSA	-	Occupational Health and Safety Act
OLRA	-	Ontario Labour Relations Act
OLRB	-	Ontario Labour Relations Board
OJTBF	-	OPSEU Joint Trusteed Benefit Fund
OMERS	-	Ontario Municipal Employees Retirement System
OPS	-	Ontario Public Service
OPSECATT	-	Organization of Part-Time and Sessional Employees of the Colleges of Applied Arts and Technology
OPSLRT	-	Ontario Public Service Labour Relations Tribunal (OPS/CECBA)
OPT	-	OPSEU Pension Trust
P3s	-	Public-Private Partnerships
PHRC	-	Provincial Human Rights Committee
PPT	-	Permanent part time employee
PSA	-	Public Service Act (OPS)
PSLRTA	-	Public Service Labour Relations Transition Act (Bill 136)
PWC	-	Provincial Women’s Committee
PYC	-	Provincial Young Workers Committee
RSI	-	Repetitive Strain Injury
RVP	-	Regional Vice-President
SAROC	-	Systemic and Anti-Racism Organizational Change

SCA	-	Social Contract Act
SJF	-	Social Justice Fund
SDT	-	Staff Development Trainee (OPSSU)
SEFPO	-	Syndicat des employees et employés de la fonction publique de l'Ontario (French translation of "OPSEU")
SUB	-	Supplementary Unemployment Benefit
TQM	-	Total Quality Management
UI	-	Unemployment Insurance (now EI – Employment Insurance)
UMC	-	Union-Management Committee
VEO	-	Voluntary Exit Option
WDHP	-	Workplace Discrimination and Harassment Policy
WHMIS	-	Workplace Hazardous Material Information System
WHSC	-	Workers Health and Safety Centre
WOCC	-	Workers of Colour Caucus
WSIA	-	Workplace Safety and Insurance Act
WSIAT	-	Workplace Safety and Insurance Appeals Tribunal
WSIB	-	Workplace Safety and Insurance Board

BPS Terminology

ACICO	-	Association of Community Information Centres of Ontario
ACL	-	Association(s) for Community Living
ADCO	-	Association of Day Care Operators of Ontario
AGC	-	Alcohol and Gaming Commission
AGO	-	Art Gallery of Ontario
BCFPI	-	Brief Child and Family Phone Interview
CAFAS	-	Child and Adolescent Functional Assessment Screening
CAC	-	Central Ambulance Dispatch
CAS	-	Children's Aid Society (ies)
CBS	-	Canadian Blood Services
CCAC	-	Community Care Access Centre
CCN	-	Child Care Network
CFSA	-	Child and Family Services Act
CHAO	-	Co-op Housing Association of Ontario
CHC	-	Community Health Centre
CHS	-	Canadian Hearing Society
CJAO	-	Community Justice Association of Ontario
CMHO	-	Children's Mental Health Ontario (formerly OACMHC)
CNIB	-	Canadian National Institute for the Blind
CSTAP	-	Community Services Training and Adjustment Panel
CTC	-	Child Treatment Centre
CTS	-	Child Treatment Sector
ECE	-	Early Childhood Education

ECR	-	Exceptional Circumstances Review
EORLA	-	Eastern Ontario Regional Laboratory Association
FSO	-	Family Service Ontario
HAA	-	Hospital Accountability Agreement
HAPS	-	Hospital Annual Planning Submission
HCCA	-	Home Child Care Association
HLDA	-	Hospital Labour Disputes Arbitration Act
HOOPP	-	Hospitals of Ontario Pension Plan
HOODIP	-	Hospitals of Ontario Disability Income Plan
HOOGLIP	-	Hospitals of Ontario Group Life Insurance Plan
HOVOLIP	-	Hospitals of Ontario Voluntary Life Insurance Plan
HPD	-	Hospital Professionals Division
HRAP	-	Human Resources Adjustment Plan
HSTAP	-	Hospital Sector Training and Adjustment Program
JJE	-	Joint Job Evaluation
IHSP	-	Integrated Health Service Plan
JOCF	-	Jobs Ontario Capital Fund
JOTF	-	Jobs Ontario Training Fund
LAC	-	Legal Aid Clinics
LBED	-	Liquor Board Employees Division
LCBO	-	Liquor Control Board of Ontario
LHIN	-	Local Health Integration Network
MPAC	-	Municipal Property Assessment Corporation
MYP	-	Multi-Year Plan
NOSM	-	Northern Ontario School of Medicine
NOSMFA	-	Northern Ontario School of Medicine Faculty Association
OACAS	-	Ontario Association of Children's Aid Societies
OACCR	-	Ontario Association of Community and Correctional Residences
OACL	-	Ontario Association for Community Living
OACMHC	-	Ontario Association of Children's Mental Health Centres
OACRS	-	Ontario Association of Children's Rehabilitative Services
OAHP	-	Ontario Association for Health Protection and Promotion
OAITH	-	Ontario Association of Interval and Transition Homes
OAOA	-	Ontario Ambulance Operators Association
OARTY	-	Ontario Associations of Residences Treating Youth
OASIS	-	Ontario Agencies Supporting Individuals with Special Needs
OBC	-	Ontario Blood Services
OCCODHA	-	Ontario Contract Custody Observation and Detention Home Assoc.
OCSWSSW	-	Ontario College of Social Workers and Social Service Workers
OHA	-	Ontario Hospital Association

OHC	-	Ontario Health Coalition
OLBED	-	Ontario Liquor Board Division
OLG	-	Ontario Lottery and Gaming
OMA	-	Ontario Medical Association
OMERS	-	Ontario Municipal Employees' Retirement System
OMOD	-	Ontario March of Dimes
ODHIC	-	Ontario Dairy Herders Improvement Corporation
ONPHA	-	Ontario Non-Profit Housing Association
ONTChild	-	Ontario Institution of Children's and Youth Institutions
ORAWC	-	Ontario Rehabilitation and Work Council
OTAB	-	Ontario Training and Adjustment Board
PVR	-	Permanent Vacancy Review (LBED)
TPA	-	Transfer Payment Agency
YCJA	-	Youth Criminal Justice Act

OPS Terminology

ADM	-	Administrative (category)
ADSC	-	Anti-Discrimination Systemic Change
BUO	-	Bargaining Unit Overhaul
BURC	-	Bargaining Unit Redeployment Committee
CERC	-	Central Employee Relations Committee
COR	-	Correctional (category/bargaining unit)
CRA	-	Custodial Responsibility Allowance
ESR	-	Employment Systems Review
GSB	-	Grievance Settlement Board
IHC	-	Institutional and Health Care (category)
JCC	-	Joint Central Committee
JESS	-	Joint Employment Stability Sub-committee
JIBRC	-	Joint Insurance Benefits Review Committee
JOG	-	Job Offer Guarantee
JSSC	-	Joint System Sub-Committee
MAF	-	Ministry of Agriculture, Food and Rural Affairs
MAG	-	Ministry of the Attorney General
MCCR	-	Ministry of Consumer and Commercial Relations
MCSCS	-	Ministry of Community Safety and Correctional Services
MCSS	-	Ministry of Community and Social Services (ComSOC)
MCYS	-	Ministry of Children and Youth Services
MCL	-	Ministry of Culture
MEDT	-	Ministry of Economic Development, Trade and Tourism
MENE	-	Ministry of the Environment
MENG	-	Ministry of Energy
MERC	-	Ministry of Employee Relations Committee
MGS	-	Ministry of Government Services
MFIN	-	Ministry of Finance

MMAH	-	Ministry of Municipal Affairs and Housing
MNDM	-	Ministry of Northern Development and Mines
MNR	-	Ministry of Natural Resources
MOE	-	Ministry of the Environment
MOH	-	Ministry of Health and Long-Term Care
MOL	-	Ministry of Labour
MSG	-	Ministry of Solicitor General
MTCU	-	Ministry of Training, Colleges and Universities
MTO	-	Ministry of Transportation Ontario
MYERP	-	Multi-Year Expenditure Reduction Plan
OA	-	Office Administration (category)
OCWA	-	Ontario Clean Water Agency
OPM/TEC	-	Operational, Maintenance and Technical (category)
ORC	-	Ontario Realty Corporation
RFP	-	Request for Proposals
RFQ	-	Request for Qualifications

Labour and Related Organizations

AAHP:O	-	Association of Allied Health Professionals: Ontario (now in OPSEU)
ACTRA	-	Alliance of Canadian Cinema, Television and Radio Artists
ACTWU	-	Amalgamated Clothing and Textile Workers Union
AFL/CIO	-	American Federation of Labour / Congress of Industrial Organizations
ALOC	-	Association of Law Officers of the Crown
ALPA	-	Air Line Pilots Association, International
AMAPCEO	-	Association of Management, Administrative and Professional Crown Employees of Ontario
APSSP	-	Association of Professional Student Services Personnel
ASU	-	Administrative Staff Union (OPSEU)
ATU	-	Amalgamated Transit Union
AUPE	-	Alberta Union of Provincial Employees (NUPGE)
BCGEU	-	British Columbia Government and Service Employees' Union (NUPGE)
BGPWU	-	Brewery, General and Professional Workers Union (now SEIU)
CALM	-	Canadian Association of Labour Media
CAW	-	Canadian Auto Workers
CBRT	-	Canadian Brotherhood of Railway, Transport and General Workers
CEP	-	Communications, Energy and Paperworkers Union of Canada
CLC	-	Canadian Labour Congress
COPE	-	Canadian Office and Professional Employees (formerly OPEIU Can.)
CPU	-	Canadian Paperworkers Union

CUBGW	-	Canadian Union of Brewery and General Workers, Component 325 (NUPGE)
CUEW	-	Canadian Union of Educational Workers
CUPE	-	Canadian Union of Public Employees
CUPW	-	Canadian Union of Postal Workers
FWTAO	-	Federation of Women Teachers Associations of Ontario
GCIU	-	Graphic Communications International Union
HSABC	-	Health Sciences Association of British Columbia (NUPGE)
IAFF	-	International Association of Fire Fighters
IAMAW	-	International Association of Machinists and Aerospace Workers
IATSE	-	International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators of the United States and Canada
IBEW	-	International Brotherhood of Electrical Workers
IBT	-	International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America
ILGWU	-	International Ladies' Garment Workers Union
ILO	-	International Labour Organization
ILWU	-	International Longshoremen's and Warehousemen's Union
LIUNA	-	Labourers International Union of North America
MGEU	-	Manitoba Government and General Employees' Union (NUPGE)
NABET	-	National Association of Broadcast Employees and Technicians
NAPE	-	Newfoundland and Labrador Association of Public and Private Employees (NUPGE)
NBGEU	-	New Brunswick Government Employees Union (NUPGE)
NBPEA	-	New Brunswick Public Employees Association (NUPGE)
NSGEU	-	Nova Scotia Government and General Employees Union (NUPGE)
NUPGE	-	National Union of Public and General Employees
OCAA	-	Ontario Crown Attorney Association
OCUFA	-	Ontario Confederation of University Faculty Associations
OECTA	-	Ontario English Catholic Teachers Association
OFL	-	Ontario Federation of Labour
OLBEU	-	Ontario Liquor Board Employees' Union (now in OPSEU)
ONA	-	Ontario Nurses Association
OPDPS	-	Ontario Physicians and Dentists in Public Service
OPEIU	-	Office and Professional Employees International Union (now COPE)

OPFFA	-	Ontario Professional Fire Fighters Association
OPPA	-	Ontario Provincial Police Association
OPSEU	-	Ontario Public Service Employees Union (NUPGE)
OPSSU	-	Ontario Public Service Staff Union (OPSEU)
OPSTF	-	Ontario Public School Teachers Federation (OTF)
OSSTF	-	Ontario Secondary School Teachers Federation (OTF)
OTF	-	Ontario Teachers Federation
PAIRO	-	Professional Association of Interns and Residents of Ontario
PEIUPSE	-	Prince Edward Island Union of Public Sector Employees (NUPGE)
PEGO	-	Professional Engineers of the Government of Ontario
PFOFF	-	Professional Federation of Ontario Fire Fighters
PIPSC	-	Professional Institute of the Public Service of Canada
POAO	-	Probation Officers Association of Ontario
PSAC	-	Public Service Alliance of Canada
RNAO	-	Registered Nurses Association of Ontario
RWDSU	-	Retail, Wholesale and Department Store Union (USWA)
SEIU	-	Service Employees International Union
SIU	-	Seafarers' International Union of Canada
SGEU	-	Saskatchewan Government and General Employees' Union (NUPGE)
SOHPAE	-	Society of Ontario Hydro Professional and Administrative Employees
TPA	-	Toronto Police Association
UA	-	United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada
UBCJA	-	United Brotherhood of Carpenters and Joiners of America
UE	-	United Electrical, Radio and Machine Workers of America
UFCW	-	United Food and Commercial Workers International Union
UMWA	-	United Mine Workers of America
UNITE/HERE	-	Union of Needletrades, Industrial and Textile Employees / Hotel Employees and Restaurant Employees International Union
USWA	-	United Steel Workers of America
YUSA	-	York University Staff Association

Social Contract Terminology (archival)

APER	-	Annual Program Expenditure Reconciliation
CSSA	-	Community Services Sector Agreement (per SCA)
CSSSC	-	Community Services Sector Steering Committee (CSSA)
CSTAP	-	Community Services Training and Adjustment Panel
CSTF	-	Cost Savings Task Force (CSSA)
ECP	-	Expenditure Control Plan
FBA	-	Family Benefits Assistance
GWA	-	General Welfare Assistance
LICO	-	Low Income Cut Off
(O)DOE	-	(Other) Direct Operating Expenses
PSJSF	-	Public Service Job Security Fund (CSSA)
RPAC	-	Residential Placement Advisory Committee
RTATF	-	Redeployment, Training and Adjustment Task Force (CSSA)
SBTF	-	Sector Bargaining Task Force (CSSA)
SCA	-	Social Contract Act
TPA	-	Transfer Payment Agency
VRS	-	Vocational Rehabilitation Services

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MY CONTACTS:

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Other stewards:

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