



**NO STRUGGLE, NO VICTORY!**  
**PAS DE VICTOIRE SANS LUTTE!**  
MAY 13-17 MAI • TORONTO ONTARIO

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# ACTION PLAN

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As amended following the 2019 National Convention.

June 2019

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***“It always seems to be impossible, until it’s done”*** is a quote largely attributed to Nelson Mandela. Research suggests the quote or an altered version is actually over 2,000 years old and has been used as inspiration to fight for a better future.

The message is clear. Barriers to achieving your goals are not insurmountable. CUPW has embraced this principle, knowingly or not, for almost sixty years. Change and victories did not occur spontaneously. There was considerable discussion, research, planning, preparation and hard work. Leadership looked to the future realizing that change was a constant that required positive initiatives for a better work life and society.

For CUPW that future starts with the membership. Time and time again we have seen the membership take actions to support the goals of the Union. CUPW has also recognized the impact of community support and during the past mandate has benefited in keeping door-to-door delivery. We have also witnessed wide support for our Delivering Community Power program and our proposals to address climate change through the postal infrastructure. Hundreds of communities and thousands of community leaders and activists also want postal banking now.

And after over twenty years of planning and hard work we also took a quick giant step forward in equity and equality for women.

The problems are real. Our solutions are sound and now is the time for action in the streets, in our workplaces and in our communities to deliver results. This Action Plan is a blueprint to build a stronger CUPW, a mobilized membership and more vibrant and environmentally friendly communities.

## Negotiations: The Right to Free Collective Bargaining

**Objective:** Achieve negotiated collective agreements free from government interference.

- Establish an effective negotiations support campaign for Rural and Suburban Mail Carriers (RSMC), Urban Postal Operations (UPO) and Private Sector units in our workplaces and our communities.
- Through labour centrals and other unions, establish a united message to governments, both federal and provincial, that interference in negotiations will be met with resistance.
- Demand and campaign for financial penalties against employers for denying workers their right to free collective bargaining.
- Provide training to Locals where necessary on workplace changes between collective agreement negotiations.

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- Provide support campaigns and resources, as required, to regions and locals involved in Private Sector Bargaining Unit (PSBU) negotiations.
- Educate members and activists on our bargaining demands and train stewards on workplace organizing around our demands.
- Conduct campaigns on bargaining issues.
- Ensure our allies receive regular updates on negotiations and changes relevant to communities where our members work and live.
- Build support for the inclusion of domestic violence as a workplace issue.
- Introduce inclusion of community organizing for Locals.
- Implement a communications strategy with members including workplace visits and discussions involving the leadership of the Union.
- Review and upgrade direct negotiations updates to members.
- Conduct area strategy sessions with Locals on building capacity for all types of actions to counter interference in negotiations.

## Our Public Post Office: Strength in Our Communities

### Objective: Expansion of Postal Services Creating Additional Revenue and Employment Opportunities

- Continue the campaign for a national postal banking system.
- Develop projects delivering services for those with limited access outside of their home or community.
- Work with community and national organizations to foster programs that allow seniors and differently abled person options to remain in their homes.
- Expand the hours and days of operations of post offices in line with the collective agreements to enhance services and facilitate the community hub concept.
- Participate in international post and logistics meetings and conferences to research opportunities for improved services through the Post Office and other areas.
- Link the introduction of technological change to increased employment opportunities for mail processing operations.
- Campaign on the postal service as the central service provider for all types of mail services.

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Objective: Implementation of projects in our public postal system to reduce negative impacts on the environment.

- Utilize the provisions of Appendix “T” of the Urban Postal Operations (UPO) collective agreement to research and prepare detailed proposals to reduce the environmental impact of Canada’s postal operations.
- Conduct a public campaign to support the initiatives including building on the municipal support received to date.
- Develop public support and demands for action on the environment now.
- Ensure new jobs for servicing new vehicles and equipment to reduce the environmental impact.
- Work with the academic and environmental communities on initiatives beyond the postal system.
- Participate in conferences and organizations dealing with the impact of climate change and solutions to halt and reverse the damage to our planet.
- Ensure the proposals adopted deal with a just transition to decent jobs for the future.
- Conduct a thorough environmental analysis of CUPW operations at the Local, Regional and National levels and ensure structural changes include an environmental impact assessment.

Objective: Organize Workers to Join CUPW

- Continue organizing workers in the postal, courier, warehousing and logistics sectors and where we currently represent workers.
- Assess other opportunities for new bargaining units.
- Maintain the long term organizing strategy, where applicable, adopted during the past mandate.
- Assess the establishment of organizing centers in various locations of organizing campaigns.
- Conduct training of organizers in conjunction with actual campaigns that allows retention and application of the training provided.
- Provide ongoing organizing and labour board procedures training.

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### Objective: Create Effective Campaigns of the Union

- Continue to deliver campaigns with appropriate adjustments.
- Conduct a campaign on the right to free collective bargaining with the membership.
- Ensure proposals to expand services through the public postal system are highlighted in targeted ridings during the 2019 federal election campaign.
- Provide the membership with an analysis of candidates' positions on postal issues.
- Establish a system to capture contact data of supporters in all methods of contact with the public.
- Assign sufficient resources to work on campaigns. Should there be a need to assign additional resources, a gender and diversity lens must be utilized in appointments. As in the past, positions established under the scope of the staff bargaining units are open to all applicants with the appropriate qualifications, including CUPW members.
- Ensure the leadership of the union can communicate the union's position in both official languages.
- Implementation and coordination of campaigns shall be under the responsibility of one officer (national or regional).

### Objective: Ensure Women Have the Opportunity to Participate in CUPW, The Labour Movement and Our Communities Free from Harassment, Bullying and Discriminatory Actions and Processes.

- Expand the discussion of current barriers and actions detrimental to Sisters in CUPW to include all levels of the Union and in the workplace.
- Examine if complaints of harassment and bullying are not being brought forward and if so examine the reasons why.
- Recommend solutions to the appropriate level of the Union and monitor the progress of solutions.
- The National Women's Committee shall report on the implementation of the recommendations to subsequent National Executive Board meetings.
- Confront the issue of violence against women in our communities.
- Support organizations in their struggles defending women's rights.
- Work with representatives of indigenous women's groups to address the high rate of violence experienced by indigenous women.

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Objective: Ensure Members of Equity Seeking Groups Have the Opportunity to Participate in CUPW, The Labour Movement and Our Communities Free from Harassment, Bullying and Discriminatory Actions and Processes

- Expand the discussion of barriers and processes detrimental to members of equity groups in CUPW to include all levels of the Union and in the workplace.
- The National Executive Board shall report on the implementation of the recommendations to subsequent National Executive Board meetings.
- Support organizations defending the rights of equity seeking groups in our communities.
- Continue our efforts in Aboriginal hiring and increase pressure on the Corporation in this regard.
- Examine if complaints of harassment and bullying are not being brought forward and if so examine the reasons why
- CUPW shall work with labour centrals, human rights groups and community groups in defending the rights of equity seeking groups in our communities.
- CUPW shall encourage and support members' participation in forums relating to equity seeking groups.
- Implement concrete steps to build functioning Local Human rights Committees.

## Structural Change

Objective: Prepare Proposals to Improve the Operations of the Union at all Levels

- In line with decisions made at this convention and the current provisions of the Constitution and Policies section, analyze the resources required and available in CUPW to fulfill its mandate locally, nationally and internationally at all current levels of the Union.
- Determine the method of implementation of changes in line with the rights of the National Executive Board under the constitution, referendum votes and the next national convention.
- Ensure all Locals and members have the opportunity to provide input to any review.
- Examine the value and viability of affiliation models for new bargaining units.
- Provide support to the National Organization of Retired Postal Workers (NORPW) in dealing with retirees' issues.

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### Stronger Education

#### Objective: Deliver Stronger Education to More Members in all Bargaining Units

- Implement technological improvements to provide education and training direct to members through other means.
- Increase the participation of all equity groups as facilitators and participants within the union's education program.
- Create additional awareness in our education program related to domestic violence.
- Address the growing health and safety problems within the membership's workplaces through strategic planning sessions and expose the employer's quality of work life programs as false promises.
- Engage the membership in the work, campaigns and results of the Union's efforts.
- Recognize the importance of youth in our membership and our communities.
- Examine alternate locations for the Union's four-week education program.
- Conduct strategic planning meetings with groupings of locals.
- Document significant events which impact the membership through reports, research papers and film.

#### Objective: Improve Direct Communications to the Membership

- Establish an effective communications network for stewards.
- Establish an effective communication network for members.
- Re-design our website to include collective agreements' guides and information on common questions regarding benefits.
- Ensure bulletins and other material for the membership are reviewed and edited by the Communications department.
- Re-design the Feedback option on the website to direct questions to the applicable department or region.

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Objectives: Build Stronger Committees, Shop Stewards and Continue the Development of Social Stewards.

- Continue to build the Social Stewards network and provide additional training in all CUPW workplaces.
- Develop a new shop steward's manual.
- Through the regional offices, launch an aggressive steward recruitment and training program.
- Conduct a survey of national, regional and local union representatives on the needs of shop stewards and social stewards and improvements to recruitment of additional stewards and the retention of current stewards and committee members.
- Identify barriers to members of equity seeking groups and increasing participation as union activists.
- Build the concept of collective action in the workplace as a model for resolving problems.
- Continue demanding social steward recognition by the employer (in negotiations).
- Organize a tour of locals to promote the network.
- Group locals by sector to provide training.
- Earmark funds to support the work of coordinators, organize tours, provide training in more isolated locals, and reimburse travel, meal and accommodation costs, etc.
- Work in conjunction with Local Health and Safety Committees and demonstrate the importance of the network to the employer.
- Foster communication among coordinators and social stewards through conferences calls, information sharing, information on the CUPW website, bulletins and social media (with confidentiality in mind).
- Provide shop stewards the opportunity to meet during union events, share information and make recommendations to the Regional Executive Committee.
- Ensure network stability by providing support to coordinators and social stewards.
- Provide social stewards with opportunities to meet by organizing a regional or even a national conference to hold discussions, support one another, share information, update work progress, learn through thematic presentations, etc.
- Create more opportunities for young workers to meet, strategize and contribute to the work of the union.



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### CLOSING

This Action Plan provides specific objectives for the Union over the next mandate with strategies to meet the goals established. Unlike past Action Plans, it does not identify specific groups or campaigns, as options may change over time. It does not identify specific tactics. Tactics are based on a snapshot for the issue at a moment in time. A plan requires sufficient flexibility for adjustments to meet new events or challenges. The Union will undoubtedly be faced with more pressures on the membership in their work and family life. As an organization, the Union will be under considerable strain.

The Plan also does not cover every event that will occur during the next four years. We know there will be at least one federal election along with every province and territory in the next four years. All of these will likely have an impact on the membership and the Union. The Union will need to implement a position and strategy based on what we are facing. This is no different than in the past.

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