



# **Report on Strategic Planning Discussion**

**National Executive Board Meeting #311  
October 7–9, 2020**

## Introduction

The National Executive Board decided to engage in a strategic planning exercise following on a national Triennial Convention of the National Union that had, through policy papers and resolutions, set out an ambitious program of action for the future.

The decision to engage in a strategic planning exercise reflected the continued development of the National Union of Public and General Employees (NUPGE) as an organization.

### *Strong Components*

- The membership of the National Union has grown considerably in the past decade as Components grew.
- Components of the National Union have established themselves as strong voices, if not the dominant one, in their provinces.
- Many Components are now the largest single union in their province.
- Some are now larger than some other national union bodies.

### *Growing stronger together*

- The National Union has increasingly focused on bringing Components together to share their strengths and assist each other with the issues and crises faced by any one Component of the NUPGE family.
- NUPGE has been able to directly assist Components facing internal issues, major attacks, or other serious difficulties.
- NUPGE has brought together Component leadership and activists, and this was ramped up to very positive responses during the early trying days of the COVID pandemic.

### *A strong body of progressive policy positions*

- The National Union has developed and articulated stands on a wide range of political, social, and economic issues, both domestically and internationally.
- It has taken a leadership role on a range of issues that other bodies had been hesitant to act on, such as tax fairness and international trade policy.
- It has initiated campaigns and policy positions on novel and important issues such as income inequality.

### *A growing leadership role in the labour movement*

- The National Union has also established itself as a prominent voice in the broader labour movement.
- NUPGE has agitated and organized for important reforms in the Canadian Labour Congress, regarding both raiding and democratic practices.
- It has played an important role in coordinating legal strategies across the country, and has made a significant impact on current labour-related jurisprudence.
- It has been a strong voice within Public Services International, on policy, and on programs, contributing to the development of a more effective linkage between US and Canadian public sector unions.

The planned first step in the strategic planning process, involving Jim Chorostecki, former Executive Director of the BC Federation of Labour, unfortunately got derailed by the national emergency that was brought on by the coronavirus.

However, the process of strategic planning was too important to simply shelve to an unknown future date.

For these reasons, it was decided to start the process with asking NEB members, and some key staff, to complete a Strength-Weaknesses-Opportunities-Threats (SWOT) analysis for a discussion at the October 2020 meeting that would take place virtually.

In some ways, the context was fortuitous for the National Union. With new forms of working thrust upon us, the National Union and our Components have risen to the challenge. The national emergency has helped clarify what the National Union could bring to the table when assisting Components, their staff, and activists in responding to a national crisis of this scope.

A report of the National Union's work during the first 7 months of the pandemic was presented to, and discussed by, the members of the board. It displayed a hectic and far-reaching range of meetings and actions taken.

## **Themes Identified by SWOT Analysis**

President Brown started the session with a discussion of what strategic planning is and is not (see Appendix 1 for notes on strategic planning).

He then moved into discussing the results from the SWOT analysis. The comments in the SWOT analysis provided an interesting jumping-off point for the discussion. The collated SWOT analysis comments are contained in Appendix 2.

Several themes consistently arose during the discussion.

### ***1. Building on our strengths***

The National Executive Board felt that the work that the National Union has been engaged in was valuable and needed to be further expanded upon and developed. In general, the feeling was Component leaders liked what the National Union was doing and wanted to see more!

Specifically, the Board was positive about the meetings, the reports, the research, and the way that the National Union brings Components together so they can share their strengths and their experiences.

The Board was also positive about the emphasis the National Union places on Component issues, especially crises. There was broad agreement that the growing emphasis of the National Union in marshalling support from all the Components to assist in responding to a serious challenge confronting an individual Component was highly valued. Simply knowing that there was solidarity and assistance available from coast-to-coast allows Components to confront threats in a more creative and stronger manner.

The sector and issue-based meetings have provided a valuable opportunity for activists and staff to meet and share perspectives and experiences. The process of learning from each other has helped foster understanding about what is common and what is distinct among the Components and in various regions.

However, there are concerns about whether the intent and purpose of some of these meetings is clear enough, or whether they can sometimes turn into just complaint sessions. This will be discussed further in theme 5.

The role as a national clearinghouse of information was thought to be a core role of NUPGE. The ability to gather information from across the country to assist a Component in their day-to-day work is seen as highly beneficial.

As mentioned, the NEB also highlighted the value of the various reports and research that is conducted by the National Union. Most often, this work benefits all Components

and not just a single provincial organization. It also allows Components to focus on servicing members and matters in their communities, knowing that the research is being done on a national and, importantly, on an international level.

Finally, Component leaders also felt that the ability to facilitate bringing national and/or international attention to a provincial development can provide considerable support in their struggles. This will be elaborated more in theme 6.

## ***2. NUPGE as a federated body***

The National Union of Public and General Employees (NUPGE) is comprised of 11 Component unions and 3 unions affiliated to Components. Taken together, we are one of the largest unions in Canada, at more than 390,000 members.

The National Union is different from most unions: it has a federated structure, being, in effect, a union of unions. Individuals are members of the National Union through their membership in one of our Components.

Component unions are autonomous: electing their own officers, setting their dues, hiring staff, and doing their own bargaining. The National Union provides assistance and coordination, and national and international representation.

Given that Canada is a federation of provinces and territories, the structure of the National Union largely mirrors the organization of the Canadian state.

Components are best able to respond to provincial realities and to provincial government measures.

All of this logical organizational basis does limit how members interact with the national organization. Involvement is necessarily mediated through the Component. Participants for meetings, or for National Union events, are appointed by their Component leadership.

NUPGE's federated structure also means that, while members are familiar with their Component union, they are often unaware of their membership in the National Union and the work it does.

## ***3. Need for a greater role in the federal political arena***

Given their position within the provinces, Components have a significant and prominent role to play in provincial politics.

However, because of the federated nature of Canada, there are many issues where federal policy has direct impact on provincial operations.

An important example is in the delivery of health care. While provinces are responsible for health care administration, the role of the *Canada Health Act* and federal monies in the delivery of health care is considerable. Successive regressive provincial governments in Canada have used federal transfer money intended for health care to cut taxes or divert money to other projects. This has ultimately led to drops in funding for the health care system. The desire by some provinces for complete latitude to use funds in whatever manner they see fit, has contributed to the deterioration of our health care system.

In addition, the federal government has stronger powers to tax individuals and corporations than the provinces have. Past federal governments have cut taxes on the wealthy and corporations, resulting in a significant revenue problem and reduced federal transfers. This has created significant funding problems in many sectors.

The speed at which the federal government was able to find funds to respond to the pandemic is a lesson to all of us that what is primarily holding them back on a wide range of issues is political will.

This highlighted for the board the need for the National Union to play a greater role in what could loosely be called lobbying the federal government. What this would look like needs to be elaborated on. But clearly Components would like the National Union to be a more known actor vis-a-vis the federal government, with ongoing connections with the politicians and the bureaucracy, so that they know who we are and our interventions carry more weight.

A strong aspect of this would be developing effective campaigns and communications strategies to help back up our demands with the federal government.

#### **4. Need for expanded communications reach**

While the National Union has significantly grown in membership and influence, it still does not enjoy the name recognition that is enjoyed by other unions.

Partly this is an issue of structure. The federated structure of NUPGE tends to be confusing for both members and others. For most unions, members belong to a single central union and recognize the name of their union. CUPE is CUPE is CUPE. However, to be a member of NUPGE, workers must be members of their Component union. As a result, members tend to be familiar with their Component union but not their national union.

Our Components are well known within their provinces and are often the “first stop” for provincial governments, the media, and other organizations. This is a source of great strength at the provincial level. We need to work at developing the same weight nationally.

The work that the National Union has done in exploring best practices in communicating with young workers was recognized and appreciated by the members of the board. However, it was felt that the resulting insights from this work needed to be further implemented. In particular, this would require increased use of some of the new communications technologies and social media.

For the National Union to increase the recognition of its name will require a concerted effort. This applies to both internal (membership) communications and external ones.

There was discussion about the need for the National Union to build a large database of contacts within the membership. This database of contacts could be used both as a resource to push policies at the federal government level and to improve communications.

It was also felt that improved relations with media were necessary to help the National Union further its goals around social, economic, and political policies.

A number of board members also felt that the National Union's brand needs to be updated and refreshed. A motion was passed that the National Union develop a new logo and update the website.

##### ***5. Make committee and working sessions more impactful***

Members and activists truly appreciate the opportunity to meet their colleagues from across the country. The opportunity to share experiences, concerns, and ideas is greatly valued.

However, sometimes these meetings are somewhat limited in what they achieve. Participants frequently are

- too immersed in their local concerns to see a bigger picture;
- not necessarily reporting on their Component's position or role but more on personal opinion;
- overwhelmed by their struggle at home, and more interested in telling "war stories," or bemoaning their lot, than looking for concrete actions.

On the other hand, for many working sessions, the product has been a report without much concrete follow-up. However, NUPGE has a small staffing complement, with many responsible for multiple and diverse portfolios.

The meeting process can be an important one for the National Union. Through these meetings, members

- learn from each other about successes or progress on the issues achieved by any Component;
- potentially identify, or allow us to identify, actions the National Union can take on the issues identified;
- develop relationships with colleagues;
- come to understand the diversity across the country on the issues;
- appreciate their connection to their National Union.

For the National Union, member engagement and input are, as Secretary-Treasurer Blundon put it, like “gold,” as they provide first-hand knowledge and front-line information on the issues.

It was felt that more must be done to make committee and working sessions more effective and proactive in nature.

## **6. *Coordination at the national and international levels***

It is through the federation called NUPGE that Components are affiliated to the CLC. The work of NUPGE in playing a leadership role in, and influencing, the Canadian Labour Congress remains a key aspect of the work the Board sees as important.

Similarly, with Public Services International, the Global Union Federation for public sector employees, and to a lesser degree, with the International Transport Workers’ Federation and the International Union of Food, Agricultural, Hotel, Restaurant Catering, Tobacco and Allied Workers’ Associations (IUF). NUPGE is the vehicle by which Components are involved with these international union organizations, and the Board, if anything, would like to see those connections strengthened.

The National Union has placed high emphasis in working with the Canadian Labour Congress and the global union federations, even when these bodies have shown themselves problematic and occasionally dysfunctional.

This is not to say that we are uncritical members of these bodies. That is not what the Board would want. It does mean that we will work as hard as we can to move them in a more progressive and solidaristic direction as much as possible.

Helen Keller once wrote “Alone we can do so little. Together we can do so much.” The National Union has always exemplified that aspiration. Solidarity is the life blood of our union and must always remain so.

We are undoubtedly stronger when united than divided.



## **7. Succession planning**

There is the need for succession planning to be included in future agendas,, or at minimum, some Board discussion about the issue. The topic was raised, but not really dealt with yet.

### **Appendix 1**

## **Strategic Planning**

Strategic planning is clarifying the overall purpose and desired results of an organization's existence, and how those results will be achieved.

For unions, it is a systematic method for making decisions about the union's future and a process for engaging all decision-makers in the union in understanding what is required for the future.

"If you don't know where you are going, any road will get you there," but you may discover that you have little control over where you end up. In today's world, where all other organizations and institutions are planning (and where many of their plans include actions that will have an impact on your union and your members), a union without a clear vision and a strategy about what it wants to achieve is not likely to be successful.

All too often unions simply react to management and government initiatives or seek short-term objectives. Most unions do some planning, but mostly around a schedule dictated by their regular duties:

- contract negotiations
- regular union meetings
- contract enforcement
- elections
- political action
- organizing
- participating in labour events, such as conventions and various other activities that are all part of the regular demands of union life

Strategic planning means looking beyond these important activities and analyzing your situation to develop long-range goals, and then working out the specific steps to get from where you currently are, to where you would like to be.

Strategic planning is charting a course to organize what we have, to acquire what we need, and to get what we want.

Strategic planning is a core leadership skill. It requires you to ask and answer questions important to the organization. It enables you to set goals and forces you to set priorities. The process of strategic planning provides both a framework for decision-making and a basis for measuring performance. Strategic planning is purposeful, as it sets direction for the union, its members, and the community that it seeks to influence.

Because unions are democratic organizations, strategic planning provides a vehicle for involving the board, staff, and members of a union in developing a common framework and language about problems central to the future of their organization. Planning requires the union to take a systematic approach, with an emphasis on action rather than reaction.

“The best way to predict the future is to create it,” and strategic planning is participating in the creation of the future.

## **The Strategic Planning Process**

### *1. Clarifying Your Union’s Mission, Vision, Values, and Objectives*

Why does your union exist? What are you trying to accomplish? While this may seem obvious, unions often mistakenly assume that their members, their allies, and the public understand the union’s goals. Having a clear vision and being able to communicate it is especially important today when fewer and fewer union members come from a union household, or have experience of, or knowledge about, unions.

### *2. Assessing the Current Environment (Strengths/Weaknesses AND Opportunities/Threats)*

The environmental analysis consists of looking at your union’s strengths and weaknesses, and at the opportunities and threats in the environment within which your union works. Where does your union stand at this moment in history, relative to its mission? What threats or opportunities outside of your organization are changing the playing field? What strengths or weaknesses within your organization are influencing your ability to resist threats or take advantage of current opportunities?

### *3. Developing Priorities and Goals*

Setting priorities is about making choices—putting first things first and not trying to do everything at once. Goals are the anticipated results that you wish to achieve through your actions. This step involves a careful assessment of who and what you are trying to influence, what actions would accomplish that, and your available resources.

#### 4. *Creating an Action Plan*

These are the specific steps required to reach your goals. They should be very specific: who will take what action, on what date, with what outcome? Action steps should be S.M.A.R.T.—

- Specific—spell out clearly the goal
- Measurable—so you know whether you have succeeded
- Assignable—who specifically is responsible for what
- Realistic—achievable and move you in the direction you want to go
- Time related—specify the amount of time needed and set a clear deadline

#### 5. *Following Through!*

- Assess Each Action
- Apply the Lessons Learned
- Evaluate Your Strategy

This is the phase most often overlooked. If an action didn't work, find out why. Does the strategy need to change? If the action worked, publicize your victories, and show the progress you are making toward your goal. Find ways to recognize the work of volunteers.

Appendix 2

# Strategic Planning SWOT Analysis Worksheet Template

(Strengths, Weaknesses, Opportunities, Threats)

## External

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Minority Government</li> <li>• A minority Liberal federal government that is listening to the federal NDP may bring us closer to achieving Universal Pharmacare, affordable Child Care and bringing Long Term Care under the Canada Health Act.</li> <li>• Minority Federal Government</li> <li>• Minority govt shifting left due to pressure of NDP</li> </ul>	<ul style="list-style-type: none"> <li>• Minority Government</li> </ul>
<ul style="list-style-type: none"> <li>• Province in election mode</li> <li>• Potential of NDP govt in BC</li> </ul>	<ul style="list-style-type: none"> <li>• Non- Labour friendly government could be elected. (Sask. Party will get elected with a majority again)</li> </ul>
<ul style="list-style-type: none"> <li>• Unstable CLC</li> </ul>	<ul style="list-style-type: none"> <li>• Unstable CLC</li> <li>• Lack of Leadership at the CLC</li> <li>• Problems with CLC. Lack of coherent messaging/politics, no real protection from raiding, etc.</li> <li>• Weak labour presence on the national level. CLC is ineffective in representing workers in this country.</li> <li>• Inter union conflict and competition</li> </ul>

<ul style="list-style-type: none"> <li>• General upheaval of workers during pandemic provides an opportunity to demonstrate vision of a better world post-pandemic. Unions need to rely on organizing experience and principles to ensure workers are able to build power necessary to actualize vision.</li> <li>• New social contract</li> <li>• Shift in the way Canadians</li> </ul>	<ul style="list-style-type: none"> <li>• Post-Covid Austerity</li> <li>• Government fiscal pressures posed by pandemic are laying conditions for future austerity</li> <li>• Conservative reactionaries use pandemic to buoy industries and reactionary unions support this to protect/provide “jobs”. Austerity measures follow massive public spending and weaken members’ perspective of the power of a union.</li> <li>• Conservative provincial governments and their austerity programs resulting in the continuing fight to protect public services.</li> <li>• Economic crash used as excuse for austerity measures</li> <li>• Austerity Provincial Governments</li> <li>• Conservative/anti-union premiers in six provinces. This manifests in all sorts of threats - privatization, right to work, layoffs/attrition/austerity, etc.</li> <li>• Loss of jobs along with revenue for many of our component unions</li> <li>• COVID-19 and influenza season creating greater challenges for economic recovery; some NUPGE members may not get recalled from layoffs.</li> <li>• That Unions are financially restricted and do not continue to advertise the value in Public services. We have to continue to convey the message.</li> </ul>
<ul style="list-style-type: none"> <li>• Organizing around housing/right to strike to build strength and power of unions as a working-class movement, more is possible to achieve with a militant and strategic minded</li> </ul>	<ul style="list-style-type: none"> <li>• Unions not capitalizing on the crisis through organizing</li> </ul>

<p>membership and connection to non-unionized workers.</p> <ul style="list-style-type: none"> <li>• Organizing</li> <li>• COVID-19 has highlighted how members of unions through their collective agreements have better job security and benefits (paid sick leave). because of this there is a real opportunity to organize more workers.</li> <li>• Growing interest in unions by workers who are currently being exploited</li> </ul>	
<ul style="list-style-type: none"> <li>• Mutual Aid networks popping up for pandemic are places where workers are learning the values of helping each other, solidarity, and not relying on politicians/non-profits to save them</li> <li>• Political instability creating openings for implementation of progressive policies</li> <li>• Union friendly politics. Provincial government in BC (and recent near misses by Jeremy Corbyn and Bernie Sanders) show us that better-than-neoliberal things are possible and that pro-union candidates can be successful.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Workers rely on politicians to save them and end up with weak compromises that try to appease both workers and capitalists/ landlords.</li> </ul>
<ul style="list-style-type: none"> <li>• COVID-19 and the Black Lives Matter movement have brought the issue of inequality to the forefront – from the increased health risks including vulnerability to COVID-19 to increased economic risk for low-income and precarious workers. There is an opportunity to use this moment to pursue bold policy changes that address inequality.</li> </ul>	<ul style="list-style-type: none"> <li>• Right wing groups</li> </ul>
<ul style="list-style-type: none"> <li>• Unions must develop member to member engagement campaigns in the face of right to work.</li> <li>• Threat is equal to all workers but not all workers recognize that</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-worker political climate Right to work legislation infecting Canada</li> <li>• Regressive labour laws and anti-labour governments in many provinces</li> </ul>

	<ul style="list-style-type: none"> <li>• Pandemic conditions lead to greater social/economic instability and workers resort to base self-interest, rejection of solidarity (already eroded by neoliberal individualism).</li> <li>• Political instability unleashing regressive, anti-democratic politics</li> <li>• Dog whistle spins to create us and them amongst workers</li> <li>• The challenge of controlling the Canadian-US border</li> </ul>
<ul style="list-style-type: none"> <li>• A common enemy often helps the labour movement band together</li> </ul>	<ul style="list-style-type: none"> <li>• We are often so caught up in our own battles that it can be hard to focus on the national perspective</li> </ul>
<ul style="list-style-type: none"> <li>• Mass desire for income equality</li> </ul>	<ul style="list-style-type: none"> <li>• Direct impact on workers' wages and benefits.</li> </ul>
<ul style="list-style-type: none"> <li>• Public supports the work of our members. COVID highlights the work</li> <li>• Public services are still highly valued</li> <li>• Public attitude is evolving in favor public services.</li> <li>• Pandemic highlighted public recognition of the importance of public services</li> <li>• Public attitudes toward public sector workers. Pandemic has (anecdotally) increased the profile of public sector workers and the perception of their value.</li> <li>• Pandemic has also elevated public empathy for front-line workers</li> <li>• COVID-19 has shone the light on the value of workers and who really keeps economies going</li> </ul>	<ul style="list-style-type: none"> <li>• Privatization - Dismantling of medicare</li> <li>• Ever encroaching privatization</li> <li>• Attacks on the collection of union dues and the inability to support other advocacy groups also leaves us vulnerable to be the lone voice for workers</li> <li>• Pandemic is a crisis that right wing governments are using to pursue privatization schemes</li> </ul>

<ul style="list-style-type: none"> <li>• Covid proving the usefulness of Unions</li> </ul>	
<ul style="list-style-type: none"> <li>• Tech will continue to impact the medical profession and we must adapt opportunity</li> <li>• Increased productivity</li> <li>• Make certain tasks easier</li> <li>• Make jobs safer-less chance of getting hurt on the job</li> <li>• Easier to collaborate- share files, information</li> <li>• Technology making it easier to communicate with and engage members</li> <li>• Integrating zoom, apps, and other tech</li> <li>• Technology. Getting higher member engagement in some virtual meetings and telephone town halls than in in-person meetings. Removes some of the barriers to participation in meetings (child-care needs, inability to travel, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Tech will render some professions obsolete.</li> <li>• Technology creating new threats to members (egs: monitoring of workers; blurring work &amp; private time</li> <li>• Technology. Less in-person interaction with coworkers threatens solidarity/community of interest.</li> </ul>
<ul style="list-style-type: none"> <li>• I think there will be an increase of workers working home</li> </ul>	<ul style="list-style-type: none"> <li>• WCB claims denied. Working from home protocols not in place and the risk of accusations by employers</li> <li>• Loss of Socialization-lack of empathy for colleagues, customers, etc.</li> <li>• No down time</li> <li>• Job losses</li> <li>• Contracting Out</li> </ul>



## Internal

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strength of Unity</li> <li>• Information sharing across components</li> <li>• Political power- can influence legislation, etc.</li> <li>• Representation at national and international levels ensures we remain on the cutting edge of progressive thinking</li> <li>• National perspective</li> <li>• NUPGE and its component unions have the knowledge and resources to come together as a national force both internally in the labour movement, and externally.</li> <li>• National perspective</li> <li>• Access to other components</li> <li>• When a component is presented with a problem, it was most likely an experience of another component and we do not need to re-invent the wheel, we can adopt or share with one another.</li> <li>• Relationship building within the union bridges experience when new threats appear.</li> <li>• We continue to build on engagement within our union. Moving champions on issues into NUPGE committee position.</li> </ul>	<ul style="list-style-type: none"> <li>• Logo / Branding</li> <li>• NUPGE brand is weak and needs a refresh (logo and website, eg).</li> <li>• Public profile</li> <li>• Lack of recognition of membership in a national body/relevance</li> <li>• Lobbying program. NUPGE does not have a presence on the Hill.</li> <li>• Lack of unionism principles</li> <li>• What it needs is a commitment from all the players to be a stronger, more focused federation.</li> <li>• Not as coordinated province by province on issues that are similar.</li> <li>• Missing members like AUPE</li> <li>• The differing focus' in each of our provinces, although mostly similar...we get caught up in our own battles and may not pay close enough attention to other parts of our country.</li> <li>• NUPGE and its component unions have excellent staff and pooled resource. The challenge is how we can work effectively to coordinate and amplify those resources to establish a NUPGE presence on a national level on federal issues.</li> <li>• It feels as though we, NUPGE, are experiencing a mild identity crisis, and this strategic planning exercise is a critical</li> </ul>

	<p>opportunity to resolve this. The fact that there is an open and frank dialogue about the big picture issues facing our union at the senior leadership level provides reason for optimism.</p> <ul style="list-style-type: none"> <li>• Most member issues are primarily driven by provincial jurisdiction and politics in which provincially defined component unions play a leading role. NUPGE could simply restrict its focus narrowly on national and international issues. We believe NUPGE should have a broader role than this. The question then becomes how can NUPGE play a more effective supporting role on provincial issues?</li> <li>• Much of NUPGE’s activity goes on behind the scenes or indirectly through component unions. There have been notable exceptions, such as the Fairness Express tour during the “All Together Now!” campaign. NUPGE should be positioned to play a more direct role, on the ground and online, through national campaigns. If such a role is accepted, the question then becomes, what capacity does NUPGE need to develop to play this role, and how will these campaigns coordinated with diverse component union priorities?</li> <li>• Finally, is it realistic to work on all of these priorities? Does that spread NUPGE’s resources too thin? Or does NUPGE need to focus more to ensure it is effective? These are real questions that we need to wrestle with.</li> </ul>
<ul style="list-style-type: none"> <li>• Many components create opportunities for members (outside the NEB) to sit on various committees which creates better input.</li> <li>• Bringing our members in similar occupations together</li> <li>• The number of members we have</li> </ul>	<ul style="list-style-type: none"> <li>• The huge diversity within the NUPGE membership can sometimes make it challenging to speak for all.</li> <li>• (Lack of?) opportunities for involvement beyond working groups</li> <li>• We do not allow space for opposing ideas.</li> </ul>

<ul style="list-style-type: none"> <li>• Knowledgeable workforce</li> <li>• Our component membership represent a diversity of public services which allows us to speak with knowledge and authority on the issues.</li> <li>• Diversity within NUPGE is also one of our strengths – we have workers in many sectors throughout the country and have a significant impact on society.</li> <li>• Demographics: young members who we should mentor and support to become our future leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• The National Union is often a very distant concept for many rank and file members.</li> <li>• Not clear what role members play in national union.</li> <li>• Members who participate in NUPGE sessions/events, often do not see meaningful follow-up to build on the work done in these sessions/events. How can NUPGE build capacity to do this important follow-up work to turn these discussions into effective action?</li> <li>• General sense of disconnection between national union and members.</li> <li>• Membership disconnect.</li> <li>• NUPGE is at minimum a forum for information sharing and networking among activists and component unions. This minimum purpose is valuable and worthwhile, but NUPGE needs to decide if this role is enough. Should NUPGE aspire to be more than the sum of its parts and a facilitator of connections among its component parts? And if yes, what is that more ambitious purpose? We believe NUPGE has and should continue to aspire for more. Below we offer some preliminary thoughts on how we might begin to define what that “more” might look like.</li> <li>• It is difficult for members to express thoughts within the environment</li> <li>• Members not given opportunities to develop skills through participation</li> <li>• Ageing workforce</li> </ul>
<ul style="list-style-type: none"> <li>• Experienced NEB</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership experience leaving with the ones retiring.</li> </ul>

<ul style="list-style-type: none"> <li>• People are willing to step up and take on leadership tasks when there is a need.</li> </ul>	<ul style="list-style-type: none"> <li>• We do not place priority on training our leaders to perform at the highest levels.</li> <li>• The leadership culture appears hierarchical and oft times less than inclusive. (this has gradually been improving, but I think there is still a long way to go).</li> <li>• Leadership getting older</li> <li>• Succession planning</li> <li>• Challenge in successorship planning and leadership development with broad membership</li> <li>• Successorship planning has been lacking. Strategically we have not planned for transition.</li> </ul>
<ul style="list-style-type: none"> <li>• Skilled NUPGE and component union staff</li> <li>• We have great skills within our elected leaders and our staff.</li> <li>• Expertise and resources/infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Our staff are mostly behind the scenes, but I think sharing an organizational structure and introducing staff would be a benefit to all. Who are the people who work for us?</li> <li>• More cuts to public services and not being able to defend the cuts</li> </ul>
<ul style="list-style-type: none"> <li>• Policy Research</li> <li>• Research and advocacy on national issues</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Communications</li> <li>• Being able to get the public on board about valuing our public services</li> <li>• NUPGE lead education – needed</li> <li>• More cuts to public services and not being able to defend the cuts</li> </ul>
<ul style="list-style-type: none"> <li>• Influence at CLC</li> </ul>	<ul style="list-style-type: none"> <li>• Our dependence on the CLC to do our work. I'm no longer convinced it is applicable to us but that could just be the leadership there.</li> </ul>

<ul style="list-style-type: none"> <li>• Union density</li> <li>• Opportunity to grow</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of organizing/recruitment</li> </ul>
<ul style="list-style-type: none"> <li>• Financial resources</li> <li>• Financially stable</li> </ul>	<ul style="list-style-type: none"> <li>• Investments</li> </ul>
<ul style="list-style-type: none"> <li>• How quickly we adapted to zoom for meetings</li> </ul>	<ul style="list-style-type: none"> <li>• With the sudden shift to an online world, NUPGE should quickly adapt and invest in technology and strategies to create an online presence that increases its visibility among its own members, the labour movement, and federal decision-makers.</li> </ul>



## NATIONAL UNION OF PUBLIC AND GENERAL EMPLOYEES

- B. C. Government and Service Employees' Union (BCGEU)
- Health Sciences Association of British Columbia (HSABC)
- Health Sciences Association of Alberta (HSAA)
- Saskatchewan Government and General Employees' Union (SGEU)
- Manitoba Government and General Employees' Union (MGEU)
- Ontario Public Service Employees Union (OPSEU)
- Canadian Union of Brewery and General Workers (CUBGW)
- New Brunswick Union of Public and Private Employees (NBU)
- Nova Scotia Government and General Employees Union (NSGEU)
- PEI Union of Public Sector Employees (PEI UPSE)
- Newfoundland & Labrador Association of Public and Private Employees (NAPE)

The National Union of Public and General Employees is an affiliate of the Canadian Labour Congress and a member of Public Services International.

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