

The Professional Institute of the Public Service of Canada

CS Group

Organization Manual

Prepared by the CS National Organizing Committee

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FOREWORD

Organization is an important part of the collective bargaining process. It is used to show the Employer that members really want what is being negotiated and to support the work of the Bargaining Team. A well organized membership often averts the need to strike.

This manual contains explanations on the organizational structure recommended by PIPSC, the role and responsibilities of members selected by the Executive to organize the Group, the role of PIPSC staff, the importance of organization during collective bargaining, the best approach to communicate with members and media training and the types of activities to be organized.

Being well prepared will ensure that the Group can act swiftly and decisively.



SECTION 1 - INTRODUCTION

The implementation of the organizational structure recommended by PIPSC and the Group requires a good understanding of the roles and responsibilities of everyone described in this manual. Useful suggestions on activities to be organized and explanations on how to do it are also provided. If you need more information, do not hesitate to contact the NOC, ROC or PIPSC representatives.

Training is very important. This manual can be used to train members on how to successfully plan, direct and control mobilization activities.

SECTION 2 - NATIONAL ORGANIZATION COMMITTEE

The role of the **National Organization Committee (NOC)** is to plan, organize and implement public activities at the national level until the time a strike mandate has been obtained from the members and the President has called a strike. At such time, the NOC will be replaced by the National Strike Committee (NSC) co-chaired by the Strike Officer and the Chair of the NOC, and members of the NOC will become members of the NSC.

The NOC shall consist of:

- < Chair of the NOC
- < Institute Negotiator assigned to the Group
- < Steward Coordinator
- < Group Organizer
- < Strike Officer, Co-Chair of the NOC
- < Chair of the Group
- < Regional Organization Coordinators and/or members of the Group, as determined by the Group Executive
- < Institute Media Relations Officer (as required)
- < Section Head, Negotiations and National Employment Relations (NNER) and /or Manager Representative Services (as required)
- < Other members may include Assistant Regional Organization Coordinators, stewards or members at large who may have the experience, personalities and drive to help the group organize.

The steering committee of the NOC shall consist of:

- < Chair of the NOC
- < Institute Negotiator assigned to the Group
- < Steward Coordinator
- < Group Organizer (where exists)
- < Strike Officer (when available)
- < Other members as required

The role of the steering committee is to make day-to-day decisions between meetings of the full NOC. All decisions of the NOC and the steering committee of the NOC are carefully recorded in writing.

SECTION 3 - CHAIR OF THE NATIONAL ORGANIZATION COMMITTEE

The Chair of the NOC is selected as soon as possible by the Group Executive to coordinate the activities of the NOC. The Chair does not have to be a member of the Group Executive. The Chair must have experience in organization. The Chair works closely with the Strike Officer who replaces him or her when not available.

The Chair will work with PIPSC staff assigned to organization. The chair will liaise with the Group Executive, the Bargaining Team, Regional Coordinators of the ROCs, PIPSC staff and the Office of the President of the Institute as required to fully advise and inform them on developments pertaining to organization. The Chair advises on strengths, weaknesses and trends in the organization of the group. Advice on the selection of the chair of the NOC can be obtained from members of the NOC and ROCs.

The Chair, with the approval of the Group Executive, may select the Coordinators of the Regional Organization Committee(s) and other members as required. Advice on the selection of the Coordinators of the ROCs can be obtained from members of the NOC and ROCs.

SECTION 4 - REGIONAL ORGANIZATION COMMITTEE

The Group may also create **Regional Organization Committee(s) (ROC)**. The characteristics of the Group, such as distribution by region, department, work site and function, are factors which will help determine the number and location of ROCs. The role of the ROC is to plan, organize and conduct regional and local activities with the help of sub-groups. The ROC must also maintain communication with regional membership and encourage maximum support from members within the shortest time possible.

Members of ROC should be individuals qualified to take a leadership role in all activities organized in the region.

Each ROC shall consist of:

- < Coordinator
- < Assistant(s) to the Coordinator
- < Member(s) responsible for communication and other activities
- < Other members
- < PIPSC regional office staff

SECTION 5 - COORDINATOR OF THE REGIONAL ORGANIZATION COMMITTEE

The Coordinator of the ROC is selected as soon as possible by the Chair of the NOC, or if not possible by the Group Executive to co-ordinate the activities of the ROC. In bilingual regions, if the Coordinator is unilingual, every effort should be made to recruit bilingual assistant(s). Coordinators are members of the NOC. The Coordinator is in charge of rallying members, planning and organizing public activities in support of bargaining.

The Coordinator will establish and maintain communication with members in all departments and agencies within its region. The Coordinator will liaise with PIPSC regional staff, sub-groups, stewards and the National Organization Committee.

The Coordinator is responsible for the selection of assistant(s) and other member(s) of the regional organization committee(s). The assistant(s) help the Coordinator in all duties as required.

SECTION 6 - ORGANIZATION AND COLLECTIVE BARGAINING

The law governing collective bargaining is the Public Service Staff Relations Act (PSSRA). Under this legislation, notice to bargain can only be given 90 days before the expiry of the collective agreement. Two processes are available to resolve a dispute at the bargaining table: binding arbitration or conciliation-strike. A change from one process to the other must be recorded with the Public Service Staff Relations Board (PSSRB) before giving notice to bargain. The notice to bargain triggers a freeze which means that all working conditions are protected and cannot be changed until an agreement is reached or 7 days after a Conciliation Board report is issued. Following this notice both parties must agree to meet as soon as possible. Meetings between the Group negotiating team and the Employer bargaining team usually happen at regular intervals.

The PIPSC negotiating team includes a number of members and a negotiator. Bargaining on behalf of the Employer is done by a team chosen by Treasury Board (TB). Members of the Employer bargaining team include representatives of various departments and a negotiator. The negotiators are the only spokespersons at the bargaining table. The PIPSC negotiator advises the Group on all steps to be taken during negotiations. The Negotiating Team is delegated to agree to proposed changes to the collective agreement.

When the Group negotiating team or the Employer negotiating team thinks there is no more movement on their demands, an application can be filed to proceed to conciliation. This process involves the participation of a conciliator to help both parties reach an agreement. Should no agreement be reached, a Conciliation Board can be created to review remaining

demands and produce a report. This Conciliation Board usually includes three members: a person representing the Union, a person representing TB and a

Chairperson. The Chairperson can be chosen by both parties or when this is not possible, by the Public Service Staff Relations Board. This report consists of non binding recommendations. A majority Board report means that either the Union representative or the Employer representative and the Conciliation Board Chair have agreed to a recommendation. A unanimous report means all parties have agreed. This is very rare. The Union is in a legal position to strike seven days after the Conciliation Board Report has been issued. A vote of the majority of members is required to ratify a tentative agreement. For more information, please consult the PSSRA.

The above process will be substantially modified when the Public Service Relations Act (PSRA) adopted under part I of the Public Service Modernization Act (PSMA - Bill C-25) will replace the PSSRA.

Organization must be on-going. The objective is to plan activities before, during and when a settlement has been reached and to keep members informed of developments in-between negotiations. Showing the Employer that the Group is active and organized is essential to support PIPSC interventions during and after negotiations.

If the dispute resolution process is conciliation/strike, organizing the Group in support of collective bargaining becomes even more important.

SECTION 7 - MEETINGS AND PUBLIC ACTIVITIES

Activities related to collective bargaining or other issues are planned and organized by the NOC and ROC. Organization of activities by Sub-groups or members is also encouraged, but the ROC and the Steering Committee of the NOC should be informed. Do not forget that team work improves chances of success. To apply for funding, see section 9 below.

Successful organization is dependent on well organized meetings and public activities. Solicit ideas from members to help determine what activities could be organized.

All activities must comply with PIPSC and Group By-Laws and Regulations, and the applicable legislative framework. If you have questions, contact PIPSC immediately.

Meetings

The type of meeting depends on who it is for and what needs to be done. Meetings can be for stewards, activists or members at large. Meetings can be held to provide information about negotiations, to recruit activists, stewards and new union members, to collect information, to train members and/or to plan future activities.

Learn about Sub-Group AGM in your region and ask that issues be put on the agenda to be brought to the attention of members.

The location and meeting format will be determined by the purpose, how many and who participates.

Examples include:

- < Stewards meetings
- < Brown bag lunches
- < Information kiosks
- < BBQ's
- < Planning meetings
- < Work parties

Public Activities

The following can be used to rally the membership, demonstrate the Group's determination or provide information to members:

- < Demonstration
- < Rally
- < Day of solidarity
- < Day of visibility
- < Information picket
- < Distribution of information

All meetings should be used as an opportunity to identify Rand members and encourage them to register as voting members, to recruit members to become active within the union (stewards, helping NOC or ROC) or to encourage members to create sub-groups. Information and applications forms for all the above and a list of PIPSC stewards are posted on the PIPSC website.

When a settlement is reached, it is important to meet as many members as possible to share information on the tentative agreement . This is again an ideal opportunity to recruit members, stewards, activists and encourage the creation of sub-groups.

SECTION 8 - PLANNING MEETINGS AND PUBLIC ACTIVITIES

Start early. Plan one public activity at a time. Keep it simple. Most activities require adjustments along the way. See PIPSC Organizing Forms/Event Checklist.

A committee or sub-committee should be created to ensure proper planning. Several meetings are usually required during a campaign. Ideally, all details should be reviewed at the last meeting prior to the event.

Once you have decided to organize a meeting or selected a public activity, do not forget the following when relevant:

- < The first step in planning is to ensure that you have the support of the NOC or the ROC as required or that you have informed them
- < Plan the physical set-up for any activity. This sometimes requires visiting sites and checking parking facilities. Authorization and permits from the police or other authorities should be obtained as early as possible.
- < A proposal and preliminary budget may need to be submitted to the NOC. Do it as soon as possible (see Section 9 below).
- < The date, day of the week and hour of the meeting or activity are very important. Choice should be based on availability, impact and visibility of members. If the media is invited plan a date and time accordingly.
- < The location should be chosen based on purpose, accessibility, visibility and impact. Participation will increase with convenience to the members. If a room needs to be rented, do it as soon as possible. Select the right location or size of room. It is better to have a slightly crowded room than few people in a large hall. Hundreds of persons in a large space will not be as visible as in a small one.
- < If buses need to be rented, evaluate how many persons will fill each bus and make reservations as soon as possible. Select the right size and number of buses. If there are too few people to fill a bus, chose another means of transportation such as public transit, van rental or car pooling.
- < Decide if meals or beverages are needed and if possible, order them in advance. Set up may also be required.

- < Communicate with the members to inform them about the planned meetings or activities so they can schedule them into their agenda. This can be done through a mailed or e-mailed, posting on bulletin boards or websites and telephone calls. Mailing can only be done through the Institute which should be contacted as soon as possible to ensure success. For some activities, departments may give permission to use their e-mail system.
- < Follow-up and reminders are recommended. Evaluate how many persons will attend. If possible, ask those invited to confirm their attendance. Up-to-date lists of telephone numbers, addresses and e-mails are therefore very important.
- < If activities (for example a demonstration shortly before a strike) require training for stewards, members and activists, plan ahead.
- < Ensure that organizers can easily be identified. This can be done by wearing a hat or t-shirt to facilitate identification.
- < Organize media coverage or press releases with the help of PIPSC staff.
- < Identify one or more spokesperson(s). Contact them early enough to ensure their presence. If need be, choose a host for your event.
- < Prepare updates, posters, leaflets, etc. The text for posters (11 X 17) and flyers (8 ½ X 11) are identical except for size. All texts should be sent at least a few weeks in advance to PIPSC National office for translation, printing, mailing to members in target areas and posting to website. Contact PIPSC office to estimate time line requirements which will be shorter or longer depending on means of communication (for example, mailing takes longer than web posting) and current work volume.
- < Spokespersons at an event are chosen among the following: members of the Bargaining Team, members of the Group Executive, members of the NOC or ROC selected officers of the Institute or PIPSC staff.
- < If needed, locate and bring megaphone, banner and camera. Contact PIPSC staff for help.

If needed, order and bring supplies such as buttons, t-shirts, whistles, placards, pins, markers, etc. Planning and ordering quantities to be used, messages to be printed and other details should be done well in advance with the help of PIPSC staff.

- < If needed, order and prepare placards. Estimate quantities. Ideally, one third of the participants should carry a placard. Messages on the placards must match the purpose of the activity. A few well focussed messages will have a much greater impact than a wide range of messages. Planning and ordering quantities to be used, messages to be printed and other details should be done early with the help of PIPSC staff.
- < Bring membership lists, membership forms and steward application forms to recruit and collect relevant information. Bring other relevant documents (such as the Organization/Strike manual) or PIPSC flyers.
- < Always prepare an agenda or a schedule for the event (starting time, departure time and return of members by bus or other transportation, time for speakers, etc.).
- < Notify PIPSC representatives (President, Vice-Presidents, Directors, Group Executives, Sub-Group Executives, Branch Executives) of major activities.
- < Clean the site or room afterwards. Many municipalities levy fines when sites are not cleaned.

Remember a *few well planned activities* will go a long way.

Follow-up Report(s) and Postings on Website

The ROC or sub-group(s) who organized a public activity or a major meeting should evaluate its success. Following that, a short written report (e-mail) should be prepared and transmitted to the Steering Committee of the NOC. Feedback from events is very important for the NOC, the Group and the Negotiating Team to evaluate membership participation and commitment to the issue(s), and to plan future activities.

If pictures are taken, send a copy to the chair of the NOC, Group Organizer and PIPSC Steward Coordinator. A picture is worth one thousand words! Often, pictures of public activities or major meetings are posted on the websites of PIPSC and the Group.

See PIPSC Organizing Forms/Event Follow-up Report.

SECTION 9 - REQUIREMENTS FOR FUNDING AND MATERIAL

When the ROC organizes an activity, plans and preliminary budgets for all meetings and public activities have to be submitted to the Steering Committee of the NOC for approval.

If an activity is initiated, organized and financed separately by sub-groups, an application for funding can be submitted to the Steering Committee of the NOC.

The Steering Committee of the NOC meets regularly and funding demands are usually reviewed quickly. When funding is obtained through the NOC, a final budget with receipts must be submitted to the Steering Committee after the event.

The Steering Committee of the NOC determines the requirements for promotional and campaign materials (such as buttons, placards, banners, posters, PIPSC brochures, flyers, etc.) and requests them from the Institute. Suggestions from the ROC and sub-groups are welcomed. Material is distributed by the NOC through the ROC.

Equipment such as megaphones, banners and cameras are available and can be obtained through the NOC.

See PIPSC Organizing Forms/Event Budget Form.

SECTION 10 - COMMUNICATION WITH MEMBERS

One of the keys to successfully communicating with the members is to ensure that the Group has an up-to-date list of all work sites with the names, telephone numbers and e-mail addresses of all members of the bargaining unit and key contacts, usually stewards.

PIPSC membership lists will be provided by the Steward Coordinator. The list should include information to communicate with members at work or at home either by telephone, e-mail or even in person if required. The list can be verified by each of the Regional Organization Committees who will be responsible to maintain it for their region and pass any updates to the Steward Coordinator.

If the list is not up-to-date, the ROC should work with the stewards to collect the missing information. This is also a good opportunity to identify Rand members and encourage them to register as voting members and to recruit members to become active within the union (stewards, helping NOC or ROC). All members should be encouraged to provide contact information through the PIPSC website.

Important information to be collected about members include: telephone numbers at home and at the office, e-mail addresses at the office and at home, home and work addresses.

Authority to post messages on the PIPSC Website rests with PIPSC. Authority to post messages on the Group Website rests with the appropriate member(s) appointed by the Group Executive.

Members can be reached through:

8. E-mails
9. Information hotline
10. Mail-out
11. Website
12. Meetings and activities

Information on bargaining

It is important to provide members with regular updates on the status of negotiations. This is done by the negotiator and bargaining team as soon as possible after each bargaining session.

More detailed bulletins may also be needed to describe the bargaining process, to expand on issues in dispute or to answer questions received from the membership.

Short bulletins such as a flash on specific issues may also be prepared to better inform members and rally their support.

Are members listening?

PIPSC surveyed members and found that members often consult PIPSC website and the Group website. Members also read leaflets distributed on workplace and documents mailed to their home address. Members who attend meetings spread the word to those who could not attend.

Communication is working!

SECTION 11 - COMMUNICATION WITH THE MEDIA

A publicity campaign may need to be developed with the help of the appropriate PIPSC staff. All publicity requires the approval of the Group Executive and the NOC.

Authority to communicate with the media about all public activities (for example: press release, press conference, interviews, meetings) rests with the appropriate PIPSC staff and member(s) of the NOC or ROC, depending on the circumstances and where the activity is taking place.

Press releases are posted on the PIPSC and Group website.

A request for media training should be requested from PIPSC when necessary.

SECTION 12 - PIPSC STAFF - ROLES AND RESPONSIBILITIES

A. Group Negotiator

- < Informs the NOC or ROC as required about negotiations.
- < Works closely with the Chair of the Group, the Chair of the Negotiating Team, the chair of the NOC or the Coordinators of the ROC as required to ensure that all organization strategies are in line with bargaining strategies.
- < Advises the NOC or ROC as required on strategies to determine types of organization.
- < Works closely with Institute staff as required to organize activities.
- < Informs the Bargaining Team about developments pertaining to organization and strike preparedness as required

B. Employment Relations Officer Assigned to the ROC

- < Works closely with the ROC and Negotiator as required to implement organization strategies
- < Helps with the preparation of events
- < Attends meetings of the ROC as required
- < Liaises with the NOC as required

C. Steward Coordinator

- < Works closely with the NOC and Negotiator to implement organization strategies
- < Attends meetings of the NOC or ROC when required
- < Prepares membership lists

< Helps with the preparation of events

D. Group Organizer

< Works closely with the NOC or ROC as required, Negotiator and Steward coordinator as required to plan, coordinate and assist in the organization and implementation of activities supporting the collective bargaining process

< Attends meetings and activities of the NOC or ROC as required

< Produces the publicity material

< Encourages members to become interested and actively involved

< Provides training as required

< Liaises with the Communications Section when required

E. Institute Media Relations Officer

< Notifies the media of significant events such as mass demonstrations, rallies and news conferences and promotes coverage of such events

< Informs the Institute members of significant issues and developments relating to the public activities

< Provides guidance on media strategy

F. Section Head, Negotiations and National Employment Relations and/or Manager Representatives Service

< Coordinates staff resources for the duration of bargaining

< Informs senior management about negotiations

< Provides advice to members of the NOC as required

**APPENDIX A
PROFESSIONAL INSTITUTE OFFICES**

<p><i>National Office</i></p> <p>53 Auriga Drive OTTAWA, Ontario K2E 8C3 (613) 228-6310 1-800-267-0446 Fax: (613) 228-9048 1-800-465-7477</p>	<p><i>National Capital Region</i></p> <p>270 Albert Street Suite 1200 OTTAWA, Ontario K1P 5G8 (613) 594-3812 1-800-263-9841 Fax: (613) 594-3815 1-800-264-5033</p>
<p><i>Halifax</i></p> <p>1718 Argyle Street Suite 610 HALIFAX, Nova Scotia B3J 3N6 (902) 420-1519 1-800-565-0727 Fax: (902) 422-8516 1-800-238-7427</p>	<p><i>Winnipeg</i></p> <p>125 Garry Street Suite 700 WINNIPEG, Manitoba R3C 3P2 (204) 942-1304 1-800-665-0094 Fax: (204) 942-4348 1-800-239-9334</p>
<p><i>Montréal</i></p> <p>1000 Sherbrooke Street West Suite 2330 MONTRÉAL, Québec H3A 3J6 (514) 288-3545 1-800-363-0622 Fax: (514) 288-0494 1-800-288-0494</p>	<p><i>Edmonton</i></p> <p>10020 - 101A Avenue Suite 1700 EDMONTON, Alberta T5J 3G2 (780) 428-1347 1-800-661-3939 Fax: (780) 426-5962 1-800-856-4963</p>
<p><i>Toronto</i></p> <p>110 Yonge Street Suite 701 TORONTO, Ontario M5C 1T4 (416) 487-1114 1-800-668-3943 Fax: (416) 487-7268 1-800-281-7280</p>	<p><i>Vancouver</i></p> <p>401 West Georgia Street Suite 2015 VANCOUVER, British Columbia V6B 5A1 (604) 688-8238 1-800-663-0485 Fax: (604) 688-8290 1-800-330-1988</p>

**APPENDIX B
DEFINITIONS**

<i>Employee</i>	A member of the bargaining unit, including “Rand” deductees.
<i>Bargaining Unit</i>	An appropriate community of employees represented by PIPSC dealing with the employer (e.g. PIPSC has been certified by the PSSRB to represent TB employees such as the CS Group and other groups such as the AV).
<i>Collective Agreement</i>	An agreement in writing, entered under the PSSRA between the Union and the Employer represented by TB, applicable to a bargaining unit, containing provisions respecting terms and conditions of employment and related matters (PSSRA, art. 2).
<i>Designated Employee</i>	An employee who must come into work during a strike to carry out duties essential to the safety and security of the government/employer and/or the public (PSSRA, art. 78).
<i>Excluded Employee</i>	A person who is not a member of the bargaining unit, such as a manager, or a non-unionized staff. These individuals are prohibited from participating in, or being represented by a union by virtue of the managerial or confidential nature of the duties of their position.
<i>Group</i>	The occupational group that a member is part of.
<i>Legal Strike</i>	A cessation of work or a refusal to work or to continue to work by employees, in combination, in concert or in accordance with a common understanding, and a slow-down of work or other concerted activity on the part of employees that is designed to restrict or limit output (PSSRA , art. 2).
<i>PIPSC regular member</i>	An employee who belong to a bargaining unit who filled and signed a form to become a member and has been accepted by PIPSC. Only a member can become a steward.
<i>Rand deductee</i>	A Rand deductee is an employee who is paying union dues but has not applied to become a member of the union.
<i>Steward</i>	An official representative of the union appointed by PIPSC following recommendation by the Group Executive. The employer is notified of the appointment by PIPSC (PIPSC By-Law 12).
<i>Strike Vote</i>	A consultation of all PIPSC members in the bargaining unit to see if they are prepared to do job action. This is required by PIPSC before going on strike.
<i>Work to rule</i>	A concerted activity on the part of employees that may result in restricting or limiting output. The employer may consider “Work to Rule” as a job action and complain to the PSSRB to obtain redress. Hence, “Work to Rule” campaigns must be carefully planned and consultation with PIPSC staff is essential.

**APPENDIX C
ACRONYMS**

NNER	Negotiations and National Employment Relations
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<i>NOC</i>	National Organization Committee
<i>NSC</i>	National Strike Committee
<i>PIPSC</i>	Professional Institute of the Public Service of Canada
<i>PSMA</i>	Public Service Modernization Act
<i>PARA</i>	Public Service Relations Act
<i>PSSRA</i>	Public Service Staff Relations Act
<i>PSSRB</i>	Public Service Staff Relations Board
<i>ROC</i>	Regional Organization Committee
<i>RSC</i>	Regional Strike Committee
<i>TB</i>	Treasury Board