

OKANAGAN LABOUR RELATIONS COUNCIL (OLRC)

STRATEGIC PLAN 2016-2019 – Amended May 2019

OLRC Strategic Action Plan

In order to achieve the long term strategic objectives, the strategic planning committee recommends that the following action plan to be adopted by the organization

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
Financial							
Develop and maintain a financially sustainable organization.	Ensure annual revenue matches operating expenses. Use surplus for one-time expenses.	Confirm direction for surplus	June 30, 2016	May, 2017		Management committee	Yr. 1 complete
		Determine Membership fee increase	July 1, 2016	June 2017	June 2018		Complete – 2% increase for 2016/17
		Add new revenue					Complete – BCPSEA contract and fee for service work
	Review existing membership fee system for recommended changes to ensure internal equity.	Establish sub-committee of Secretary-Treasurers to review formula for membership fees for internal equity.	Dec 2016			ST Sub-committee & TS	Sub-committee established, Sterling, Jeanette, Bruce
		Present recommendations to the Board on	Feb 2017				Recommendations on changes to formula adopted at Feb 24/17 board mtg.

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
	Determine fee options for new members/customers – i.e. one-year trial at a higher rate before full membership? Project rate?	<p>membership formula changes. Implement formula changes</p> <p>ST sub-committee to review and make recommendation to the Board for fee structure for new members.</p> <p>Present recommendation to the Board for new members and document decision of the Board</p> <p>Include information on new member fee process included in orientation package</p> <p>Update Rules to include new member/customer process</p>	<p>Dec 2016</p> <p>Feb 2017</p> <p>March 2017</p> <p>March 2017</p>	<p>July 1, 2017</p>		<p>ST Sub-committee & TS</p> <p>TS & ST Sub-committee</p>	<p>Recommendation adopted at Feb 24/17 board mtg If new members, use new membership fee formula</p> <p>Complete</p> <p>As required</p> <p>Update not required based on new formula</p>

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
	Consider additional “fees for service” for services over core membership – i.e. OLRC conducted investigations, OLRC led training, OLRC arbitrations/mediations (reclaim through EPLP)	Identify “core” service level and identify potential “extra” fee for service options Determine whether to proceed with “extra” charges Implement any agreed upon changes.	June 2017	July 1, 2017			“Extra” services: in person investigations/board reports/presentations; Representing districts at mediation or arbitration; Pro-d beyond investigations and progressive discipline Recommendations accepted at June 2017 board meeting (\$100/hr for OLRC Districts)
	Develop a 3-year budget for Board review		May 2017			TS & DK & Management Committee	3 year budget presented and accepted at June 2017 board meeting
Customer							
Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
Retain and grow our customer base.	Seek extension of liaison contract with BCPSEA –	Written contract for 2016/17 school year Seek an ongoing service delivery contract.	June 2016 July 2016			TS TS	Complete – ongoing contract in place, with termination clause. Adjustment to scope and increase in fee.

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
							Learning Series accepted June 2017.
	Service check in with existing customers	Call to staff and trustee reps in each district Customer survey	Sept 2016	Sept 2017	Sept 2019	TS	Contact made or message left with trustee reps. For consideration in future Strategic Plan.
	Management/HR staff conference calls	3 times per year Review effectiveness and continue in following years or stop	Sept Jan April May	Sept Jan April May	Sept Jan April May	TS TS	Management call Sept 28/16. In person meeting Jan 27/17. Conference call May 1/17. Calls completed Sept. 28/17, Jan. 22 & April 25/18, Feb. 20 & May 15/19.
	Develop list of external service providers for referral work on investigations when at internal staff capacity or where not appropriate for OLRC to do.	Qualified list of investigators available for districts.	August 2016			TS	Complete and ongoing
	Identify possible new OLRC members – school districts	2 potential school districts identified	August 2016			TS	Potential districts: SD 49, 8, 20, 6, 78 – Recommendation not to pursue outreach strategy at this time.

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
							Agreed at Feb 2017 board meeting.
	Develop OLRC orientation package for potential new customers	Written material created	Sept 2016			TS and DK	Outline created for future use
	Assess City of Grand Forks as potential member organization	Do project work on a fee-for-service basis Determine interest in membership and internal staff capacity.	October 2016 November 2016			TS	Continue on a fee for service basis. Membership not recommended.
	Contact potential member school districts to determine interest in the OLRC. Seek face-to-face meeting with staff.	2 meetings done	1 by December 31, 2016. 1 by March 31, 2017			TS	Recommendation not to pursue outreach strategy at this time. Agreed at February 2017 board meeting
	Attend sectorial association meetings to build awareness of OLRC with prospective customers and OLRC understanding of customer issues	1 meeting per association per year	June 2017	June 2018	June 2019	TS	Attended BCPSEA Symposium and AGM; Hosting presentation at BCSTA zone meetings in Okanagan region.
	Take on external investigation or project work for non-members as time permits on a fee for service basis.	1 external project	June 2017			TS	Working with City of Grand Forks on job description project, investigation work. Offered a Boundaries

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
							workshop on a fee for service basis March 2/17.
	Contact Harris to see whether they are interested in referring investigation work to the OLRC.	Call Mike Hancock to discuss		July 2017		TS	BCPSEA has included Tammy on their list of investigators to refer districts to, subject to availability.
Internal Business Processes							
Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
Enhance operational efficiency and leverage technology.	Develop OLRC “brand” images for web site, business cards, correspondence	Obtain quote for creation of OLRC logo Develop digital logo	June 2016 Aug 2016			DK	Complete Digital logo done
	Digitize CUPE collective agreement interpretation manuals	Get existing manuals into electronic form; Update content;	June 2017	June 2018		DK/NC TS	In progress. Contracted D. Klotz May 2018 to update and complete manuals.
	Develop and maintain OLRC member website	Obtain quote for website design Seek member input on what to include in a website.	July 2016	Jan 2018		NC NC	Complete Complete

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
		Develop website			Dec 2018	Contractor	Completed. Website went live Dec. 7, 2018. Kelowna Website Design commenced project April 30, 2018.
		Update and maintain website			Jan 2019	OLRC	Ongoing
	Create and maintain bargaining issue identification log for CUPE collective agreements	Send log out to SD's Provide information on secure section of website		Jan 2018		TS	Meetings with districts completed. Draft bargaining proposals have been developed.
					Jan 2019	NC	Ongoing
	Document management system	Obtain quote and include in 3 year budget			Sept 2019	TS	For consideration in future Strategic Plan.
Employees & Learning							
Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
Develop our workforce for the future. Share learning.	Hire an Attendance Wellness Consultant on a one year term	Recruiting and Selection Commence position	June 2016 By Sept 2016			TS	Complete – Hired Shari Featherstone start date Sept 1/16. Contract extended 1 year to Aug 31, 2020 at 0.6 FTE.
	Supervise Consultant and assess ongoing value	Direct supervision by Executive Director	Ongoing			TS	Ongoing

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
		Project steering committee for oversight	Monthly calls				In progress. Monthly calls occurring
	Succession planning for Executive Assistant's role – projected retirement June 2017	Develop draft position description for new role	Dec 2016			TS	Complete
		Solicit member feedback	Jan 2017			TS and Board	Complete. Feb 24/17 board mtg.
		Develop salary budget and employment contract	Feb 2017			TS	ST sub-committee recommends salary budget of up to \$65,000. Approved Feb 24/17 board meeting
		Identify selection team & Recruit	June 2017				
		Start position	Aug 2017				EA started August 28/17.
	Succession planning for Executive Director role	Hire Executive Assistant replacement position with succession potential for Executive Director	May 2017			TS and Board	Recommendation is now to replace Dana's position with similar level, not based on succession
	Develop and deliver pilot "boundaries" workshop for teachers and support staff.	Retain Lisa Southern to assist in course development. Cost share with SD 22.	June 2016			TS	Complete – one course provided, some refining of content to be done
						TS	Teacher course available, CUPE to be

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
		Deliver to districts both within and outside of the OLRC on a fee for service basis.	Sept 2016 ongoing				completed Teacher course offered publicly March 2, 2017. BCPSEA interested in offering through the learning series – adjustment to BCPSEA contract made.
	Host pro-d session(s) for member districts	Survey members to identify topics of interest for OLRC pro-d – staff and trustees	Oct 2016	Oct 2017	Oct 2018	NC and TS	Complete. Feedback requested at Oct 2, 2018 Board meeting.
		Identify speaker	Dec 2016	Dec 2017	Dec 2018	TS	Complete. Janet Stewart & Deborah Stewart from BCPSEA to present Mar. 1/2019 on Communication strategies during bargaining – no fee.
		Host pro-d at in person OLRC meeting – determine whether to charge fee to attend to cover costs	Spring 2017	Spring 2018	Spring 2019	NC and TS	Mental health presentation at Feb 24/17 board meeting – no fee. Legalization of Marijuana presentation at Feb. 23/18 board meeting – no fee. Effective Communication During Bargaining at Mar. 1/19 board meeting – no fee.

Long-Term Strategic Objectives	Goals	Measures	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Person Responsible	Status
Governance & Policies							
Establish and maintain current structures to enable the delivery of service and accountability to the customer.	Provide updates to OLRC board on Strategic Planning initiatives.	Update at Board meetings	Ongoing			TS	In progress
	Review and update Strategic Plan.	Annual update	May 2017	May 2018	Sept 2019		Have been updating on an ongoing basis
	Update OLRC rules, include review/revision of notice to withdraw	Establish a working group.		Sept 2017		TS & Working group	OLRC Management Committee established as the working group. Draft changes approved by OLRC Board Feb.23/18.
		Recommend draft changes and review with OLRC board.		Jan 2018			
	Update OLRC policies	Working group to draft update			Jan 2019	TS & Working group	OLRC Management Committee established as working group. Draft changes approved by OLRC Board Mar.1/19.
		OLRC board review			Mar 2019		
	Review board governance structure, committee structure and annual meeting process	Working group to review.			Feb 2019	TS & Working group	Initial amendments made to Term of Directors and Notification for Meetings in OLRC Rules Feb. 23/18.
		Recommend any changes to the OLRC board			Mar 2019		Complete as per amendments made to OLRC Rules and Policies.