



Strategic Plan

July 1, 2023 – June 30, 2026

Vision

Where are we going

We will be the preferred provider of strategic labour relations services in support of the school districts we serve.

Mission

What we do

Providing trusted, efficient labour relations solutions that enhance the working and learning cultures of member school districts.

Values

What we believe in and how we behave

Integrity

We act with honesty, respect and sensitivity without compromising the truth.

Competence

We are trusted experts who keep learning and developing others to increase individual and organizational capacity.

Customer Centric

We are school district focused, providing timely, effective and enduring advice in support of the public education system.

Objective

We use evidence-based decision making and thoughtfully manage emotion.

Collaborative

We build relationships with school districts, partners and stakeholders and work together to create sustainable solutions and shared success.

Goal Area: *Financial*

Strategic Goal: Maintain a financially sustainable organization.

Strategic Objectives:

1. The OLRC membership fee system is supported and provides for internal equity amongst member school districts.
2. The budget process is appropriate and accurate, ensuring a balanced annual budget in which annual revenue matches operating expenses. Multi-year forecasting is used to enhance long term planning.
3. Appropriate levels of financial controls are in place, including an annual review of the OLRC financials performed by a qualified individual appointed by the management committee.
4. The level of surplus is managed in alignment with Ministry guidelines used in School Districts. Surplus is used to fund approved special projects, one-time expenses or for objectives agreed to by the OLRC Board.
5. An annual review of OLRC staff employment contracts and compensation is conducted.

Goal Area: *Customer Excellence*

Strategic Goal: Retain customer base and provide quality, timely and responsive customer service.

Strategic Objectives:

1. All member boards and district staff are familiar with the OLRC and value the services it provides for district staff.
 - a. Newly elected board members and newly hired district staff are provided with an orientation by OLRC staff.
 - b. OLRC presentations are offered to all member boards at least once every two years.
 - c. A satisfaction survey of district staff and trustees is conducted at least once every three years.

2. All member districts are provided with quality, timely support for labour relations and human resources issues. Services provided are clear to districts.
 - a. Collaborative leadership and direct support are provided to all districts for the support staff collective bargaining process and local teacher bargaining as requested and in accordance with OLRC staff capacity.
 - b. Coordination of misconduct and harassment investigations is provided for internal district investigations as well as supporting the use of external investigators where appropriate. Advice on the appropriate disciplinary response to investigation outcomes is provided as required.
 - c. Support and advice are provided on the interpretation and application of all applicable collective agreements and relevant legislation and jurisprudence, including during the grievance process.
 - d. Trusted advice is provided for organizational decision making in relation to district staff.
 - e. Trusted support is provided for disability management and attendance management issues and wellness initiatives.
 - f. Effective coordination and support for local support staff joint job evaluation programs.
 - g. Other related services as requested and in accordance with staff capability.
3. BCPSEA liaison service provided by the Executive Director is valued by the districts and BCPSEA.

Goal Area: *Internal Business Processes*

Strategic Goal: Ensure internal business processes are efficient and utilize available technology.

Strategic Objectives:

1. OLRC office, equipment and technology is current and up to date.
2. The OLRC website is current and up to date. Member districts have access to current and user-friendly resources.
3. Utilize and capitalize on technology such as video conferencing to provide alternative opportunities to in-person training or meetings.

Goal Area: *Employees & Learning*

Strategic Goal: Develop our workforce for the future and share the learning.

Strategic Objectives:

1. Relevant and ongoing professional development is accessed by OLRC employees to expand internal capacity.
 - a. The OLRC team engages in training opportunities around key topics relevant to school districts.
 - b. The Executive Director participates in available training opportunities with BCPSEA staff.
2. The OLRC provides learning and development support to grow the capacity of member district staff.

Goal Area: *Sectoral Relationships*

Strategic Goal: Foster positive and productive relationships with key sector stakeholders.

Strategic Objective:

1. Work collaboratively and in alignment with BCPSEA and PSEC.
 - a. Continue contract work with BCPSEA for district liaison services.
 - b. Ensure alignment between OLRC advice and BCPSEA, PSEC and Ministry provincial direction.
 - c. Provide perspective from member school districts into provincial decision making.
 - d. Participate in provincial support staff bargaining committees and initiatives.
2. Develop and maintain respectful and effective working relationships with CUPE, BCTF and BCPVPA representatives.

Goal Area: *Governance & Policies*

Strategic Goal: Establish and maintain organizational structures to enable the delivery of service and accountability to member school districts. Ensure required organizational policies are in place and compliant with all applicable legislation.

Strategic Objectives:

1. The composition of the OLRC board reflects trustee reps and staff alternates from all member school districts.
2. Succession planning process is identified for OLRC board chair and Executive Director position.
3. The OLRC strategic plan is current and up to date.
4. The governing documents of the OLRC are current and up to date.
5. The Board of Directors regularly monitors the staff's annual operational plan in support of the strategic plan.
6. Policies and processes are current and in compliance with applicable legislation and jurisprudence.