

The background of the cover is composed of several interlocking puzzle pieces. The colors used are a dark blue, a medium blue, and an orange. The pieces are arranged in a way that creates a grid-like pattern with some pieces missing or offset, giving it a dynamic feel.

Okanagan Labour Relations Council

Strategic Plan
2026–2030



Vision, Mission, and Values

Vision

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

Mission

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

Values

Integrity - We act with honesty, transparency, and respect 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, trustees, unions, sectoral associations and BCPSEA in our work to create sustainable solutions and shared success.

Strategic Priorities

This plan organizes goals and objectives under six key pieces of the organizational puzzle:

1. Fiscal Responsibility
2. Service Excellence
3. Operational Efficiency
4. Continuous Learning
5. Sectoral Relationships
6. Governance



Fiscal Responsibility

Goal Statement

Maintain a financially sustainable organization with a balanced budget and equitable sharing of costs between member school districts.

Objectives

- ✓ The OLRC membership fee system is supported and provides for internal equity amongst member school districts.
- ✓ 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.
- ✓ 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.
- ✓ OLRC staff contracts and compensation are current and aligned with OLRC member districts, BCPSEA and PSEC objectives for exempt staff.



Service Excellence

Goal Statement

Consistently provide quality, timely and responsive customer service which is valued and trusted by district staff and trustees.

Objectives

- ✓ All member boards and district staff are familiar with the OLRC and value the services it provides for district staff.
 - Newly elected board members and newly hired district staff are provided with an orientation by OLRC staff.
 - OLRC presentations are offered to all member boards following trustee elections.
 - A satisfaction survey of district staff and trustees is conducted at least once every three years.
- ✓ BCPSEA liaison service provided by the Executive Director is valued by the districts and BCPSEA.
- ✓ All member districts are provided with quality, timely support for labour relations and human resources issues. Services provided are clear to district staff and trustees and are summarized below.

Labour Relations Support:

- ✓ Collaborative leadership and direct support are provided to all districts for the support staff collective bargaining process and local teacher bargaining process as requested, and in accordance with OLRC staff capacity.
- ✓ Support and advice are provided on the interpretation and application of all applicable collective agreements, relevant legislation and jurisprudence.
- ✓ Support and advice are provided to districts during the grievance process including mediation and arbitration as required.
- ✓ Effective coordination and support provided for district joint job evaluation programs.
- ✓ Support and advice are provided regarding performance management for unionized and exempt staff.

Investigation Services:

- ✓ Coordination of misconduct and harassment investigations for all employee groups 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.

Employee and Workplace Health:

- ✓ Trusted guidance is provided for disability management, attendance management and accommodation issues for all employee groups.
- ✓ Lead and support the development, implementation, and continuous improvement of district Attendance Support Programs.



Operational Efficiency

Goal Statement

Internal business processes are efficient and effectively utilize available technology.

Objectives

- ✓ The OLRC office, equipment and technology is current and up to date.
- ✓ The OLRC website is current and up to date. Member districts have access to current and user-friendly resources.
- ✓ Integrate Artificial Intelligence (AI) into OLRC operations as appropriate to improve efficiency.



Continuous Learning

Goal Statement

Develop our workforce for the future and share the learning.

Objectives

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



Sectoral Relationships

Goal Statement

Foster positive and productive working relationships with BCPSEA, government representatives and unions.

Objectives

- ✓ The OLRC staff work collaboratively and in alignment with BCPSEA and PSEC.
 - Continue contract work with BCPSEA for district liaison services.
 - Ensure alignment between OLRC advice and BCPSEA, PSEC and Ministry provincial direction.
 - Provide perspective from member school districts into provincial decision making.
- ✓ Develop and maintain respectful and effective working relationships with CUPE, BCTF and BCPVPA representatives.



Goal Statement

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.

Objectives

- ✓ The composition of the OLRC board reflects trustee reps and staff alternates from all member school districts.
- ✓ Succession planning process is identified for OLRC board chair and Executive Director position.
- ✓ The OLRC Strategic Plan is current and up to date.
- ✓ The governing documents of the OLRC are current and up to date.
- ✓ The Board of Directors regularly monitors the staff's annual Operational Plan in support of the Strategic Plan.
- ✓ Policies and processes are current and in compliance with applicable legislation and jurisprudence.
- ✓ Governance and policy framework developed for the ethical use of AI.

Governance & Review Cadence

Progress on the Strategic Plan will be monitored and guided through the following governance and review processes:

- An operational plan will be developed annually in support of the Strategic Plan.
- The Board will review the Operational Plan at every Board meeting.
- The Executive Director will provide regular reports at each Board meeting, including progress updates and budget information.
- A mid-term review will be conducted at the end of 2028 to assess progress and make any necessary strategic adjustments.

Document Control

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Approved by:	Board Chair: Rob Zandee Approval Date: _____
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