

UNITING *for TOMORROW*



S'UNIR *pour DEMAIN*

CONVENTION - CONGRÈS

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TORONTO, ONTARIO

Reports of the National Executive Committee

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Roland Schmidt
3rd National Vice-President

Martin Champagne
4th National Vice-President

Canadian Union of Postal Workers
Syndicat des travailleurs et travailleuses des postes

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REPORT OF THE NATIONAL PRESIDENT

INTRODUCTION

I knew, as I believe other newly elected officers did, that the honour bestowed upon us by members to lead our Union in such a critical role would bring moments of pride and joy as well as challenges. However, I can confidently say none of us foresaw the challenge of a global pandemic.

I remember being in my office, after hearing about the pandemic, trying to wrap my head around not only what it was, but what it meant for our daily lives. How do I communicate as President without panicking our members? When they ask questions about how long, what do I say, because it doesn't appear anyone knows? What should the staff working in our offices across the country be advised to do and how do we ensure they are safe? The uncertainty and the lack of information and answers from the authorities was unsettling.

During the government-imposed isolation, there was some time to reflect. I was thinking, this will cause all of us to pause and decide what is critical to have the type of world where we all can live with dignity and fairness at work, home and within the world. That motto "another world is possible," flashed before my eyes and for the first time, I really believed it.

Then reality set in, and we heard of people fighting in grocery stores over toilet paper, then there was the horrific murder of George Floyd, then we heard about the unmarked graves of Indigenous children at Residential school institutions that Indigenous people had been telling us about for years. The world was devolving and crumbling even more.

My resilience and hope resided in the knowledge that we were part of the broader labour and social justice movements. I also held onto being so proud of CUPW, a union always known for our militancy and progressive position on issues of social justice. Feeling confident and well positioned along with our National Executive Board, staff, and members to not only weather this storm but for us to forge a better way of doing things and working together.

We wouldn't give in to being overwhelmed and fearful. I am proud of how the National Executive Board, elected leaders and the membership across the country-pulled together.

As anyone who takes on a role of the “First” of any identity along with that honour comes incredible expectations not only from whatever identity group you belong to, but from others. If you were the first person to go to university in your family, the expectations were that you would do great things, so you always carried the weight of proving yourself and not disappointing anyone who sacrificed to ensure you went to university. As the first Black Woman CUPW President and the first Black Woman National Labour Leader, I have felt the weight of making sure I meet all the expectations. I have and will always make sure to put the “members” first and work with members, the National Executive Board and staff to fight for the best interests of our members at work and within their communities.

As I reflect upon what it has been like in these four years, I am proud of the work we have been able to do together, and in my report I share the highlights of what I am most proud of along with what we still must do to improve our members working environment and financial and social needs.

STAFF

I want to thank our CUPW staff who take our decisions, direction and goals and make them a reality. Your energy-and commitment to CUPW and the broader labour movement are crucial to our success and have not gone unnoticed by me.

It has been a very hard term and CUPW has experienced a high turnover of staff. We must do a critical analysis of our workplaces and conduct exit interviews to better understand why people are leaving. This could help us better understand the issues and concerns being raised so that we can attempt to improve or modify these areas. In previous terms officers oversaw the day-to-day direction of their own staff. I would suggest going back to this way of working for the next term to see if this model helps to improve the work environment and retention of staff.

During COVID my priorities were ensuring the staff’s safety, transitioning smoothly to working remotely, and ensuring a safe return to work once the offices reopened. I know COPE and CUPE would like CUPW to look at a remote or hybrid model of work during the next rounds of bargaining.

CUPW is a bilingual Union and I know this has been raised as a barrier for hiring staff. For me it is very important that we continue to make bilingualism a priority when hiring, especially at the National Office and any office where it is necessary.

NATIONAL EXECUTIVE COMMITTEE

This term, three of the seven National Executive Committee members were new, and an election took place midway through the term to elect a new officer.

Quorum for our weekly National Executive Committee meetings was not easily achieved during this term. These meetings are essential and enable the National Executive Members to understand our various roles as per the National Constitution. The implementation of most of the decisions of the National Executive Board and the membership fall on the National Executive Committee and it is vital that these weekly meetings occur. This unavailability resulted in much of the work being carried over to the National Executive Board.

My recommendations to the next National Executive Committee would be to strive to set a weekly schedule and adhere to it. I would also suggest holding informal meetings so that information is still shared when achieving quorum is not possible.

Working remotely due to the provincial guidelines during the various stages of lockdown made it difficult for the National Executive Committee to have those spontaneous conversations that sometimes happen in a hallway, office, or lunchroom that help brainstorm ideas, knowledge transfer of files, and fix disagreements. For myself the continuous screen time did not allow for a proper work life balance, and I have heard the same from others.

As National Executive Committee members sharing our individual work file information and having office meetings is important and not only allows for valuable input by other Committee members and others working on the files. Also, communicating freely and openly prevents information silos. I would suggest having more office meetings and having facilitated sessions to help officers do their work and better direct the work of others. These facilitated sessions should happen as soon as possible at the beginning of the term and on a yearly basis.

With all the challenges of the pandemic that the National Executive Committee faced this term we were still able to make gains on many files. It's been a challenging few years for everyone and I want to thank you for the effort you have put in.

NATIONAL EXECUTIVE BOARD

My experience being on the National Executive Board last term prepared me for some of the challenges that I faced this term in my new role of President. There were many new people on the National Executive Board this term, each with their own unique set of characteristics, strengths, and weaknesses. Prioritizing shared goals and working efficiently to sustain a strong team and healthy work environment was my objective. We followed the recommendations from previous reports and with the assistance of a facilitated strategy session and individual and group workshops we were all given advice, recommendations, and direction on how to create a more positive and functioning National Executive Board. I chose to take what I learnt in these sessions to do my best to create a space where debate would happen, and ideas were challenged not the people.

I have had important conversations with many members and read emails where ideas and thoughts were shared about what direction the Union needed to go in and how we could do better. These conversations from our members have guided me during every discussion, debate, and vote while representing the members on the National Executive Board. The interest of the membership and advancing the work of our Union are always at the forefront of my decision making. I voted no and recorded my dissent on the votes that took place when I disagreed with the decisions of the majority.

Many NDs kept their offices and locals up to date on what was happening in their own regions and in other regions and sought their input when some decisions had to be made. They helped locals temporarily have online meetings when the pandemic happened. For locals that were not comfortable or did not trust the virtual platforms, conference calls and email groups were used.

I felt support from many members of the National Executive Board this term, but that does not mean we agreed on every issue. I want to thank each of you for all the work you have done during this term, it was not easy.

I still believe it is necessary for the National Executive Board to participate in a facilitated session early in the term and on an ongoing basis to ensure that the work on behalf of the membership is done and to help defuse the conflicts that arise when important debates happen.

CANADA POST RENEWAL AGREEMENT

Negotiations always forms a good part of the 4-year term. This is particularly true for the 2019 – 2023 term.

The term started with the continuation of the interest arbitration imposed on both RSMC and Urban units by the C-89 special legislation. A decision was issued in June 2020.

I will not go through all the details of the decision and process as it will be covered in the National Grievance Officer's report.

The arbitrator imposed 3-year collective agreements ending on December 31, 2021, for RSMC and January 31, 2022, for Urban.

In summer 2021, an opportunity arose to extend these 2 collective agreements for an additional 2 years while addressing some issues that the arbitration did not resolve. An agreement took place and votes were held in September 2021. The votes were held by video-conference due to the COVID 19 pandemic. Members approved the extensions by a slim margin.

It was argued by some that the extensions of both collective agreements of the RSMC and Urban units were a violation of the constitution. Although I respect the point of view, I do not agree with it.

There are precedents to such situations. Extensions were agreed to in 2000 and 2012 although the legislation provided the duration of the Urban collective agreement. The constitutionality of these extensions was never an issue. The Union then negotiated more provisions based on the original program of demands. The debates were about the content, not the constitutionality of the process.

That said, the National Executive Board decided to recommend unanimously that members approve the agreement.

I joined my voice to that recommendation convinced that it was in the best interest of the members considering the above, the political context on the federal scene the financial situation of Canada Post and the problems stemming from the pandemic, among other considerations.

Right after the extensions were approved by the members in September 2021, the cost of living exploded. No one could have predicted such a drastic rise in the cost of living in the summer of 2021. Obviously, this will have to be addressed, along with other very important problems experienced by both RSMC and Urban members, in the next round of negotiations that will take place shortly after Convention.

We have a Liberal government that imposed special back to work legislation in 2018. Our Charter Challenge is underway from 2018 back to work legislation we faced.

The government may be tempted to do so again. We currently have a minority government. It is therefore possible that federal elections may be held prior to or during the negotiations. Either way, we will have to ready, strong, and united to face Canada Post and the government should they want to intervene again as they have done in the past.

While the 3rd National Vice-President position was vacant during the early part of 2022, I used the opportunity to analyze the progress of the files and work that still needed to be done.

EXTERNAL ORGANIZING

Many of our Public Sector Bargaining units were in negotiations this term. – cleaners, emergency first responders, couriers, and bus driver who did not stop work during the pandemic and were often called heroes. When it came to the bargaining table the companies quickly forgot. The negotiation committees and the members stood strong and many ratified new collective agreements.

The Justice for Foodora Couriers campaign challenged and beat the misclassification of precarious workers with a precedent setting win at the Ontario Labour Board where couriers gained the right to unionize. Through continuous engagement, recruitment and organizing with members; 89% of the couriers voted in a super majority win, YES to unionize! Foodora declared bankruptcy in the height of the COVID-19 pandemic leaving couriers without jobs. CUPW negotiated a \$4 million settlement so that all Foodora couriers in Canada got severance pay that they would not have gotten otherwise. This win was a direct result of CUPW's approach to continuous organizing which built the collective power necessary among rank-and-file members to hold Foodora accountable.

Now through the continued expansion into the delivery of food, groceries, and parcels app employers like Uber, Amazon Flex and Instacart are disrupting employment standards and putting downward pressure on wages for all workers in the delivery and logistics sector. Through the launch of Gig Workers United, CUPW's model of industry-wide organizing (both public and private sector delivery and logistics) sets CUPW apart from other unions by creating much needed worker representation and forcing systemic change on issues of misclassification. Bringing real bargaining gains and certification to un-unionized precarious workers and strengthening CUPW's position at the bargaining table.

We are facing the real possibility that the delivery industry could become a low wage industry with new Uber like companies and expansion of Amazon.

At this convention we must decide what our response will be. In the past we have made a major commitment to organize and achieve equality for RSMCs. Do we make the same commitment for our competitors in the logistic sector and workers in the Gig economy?

BUILDING WORKER POWER

Earlier this term, the National Executive Board saw the need to mobilize our work floors, in anticipation of the next round of bargaining in 2021. The National Executive Board approved a plan.

As we know, many plans made in 2019 had to be adapted.

This new mobilizing campaign Building Worker Power is helping to build our collective power and prepares us to deal with issues in the workplace when they arise. It puts us in a better position to pursue campaigns with other social movements in our communities. It helps us build equity in our Union and revitalize local committees.

I encourage all locals to participate in the campaign. We can achieve much more when we band together.

DELIVERING COMMUNITY POWER

The decline of letter mail and the changing mail mix, as well as increased parcel competition, present an opportunity for innovative solutions that not only increase revenue but also provide new and needed services to communities across the country.

Since 2016, CUPW has advocated for Delivering Community Power, our vision which includes postal banking, senior check in services, electric vehicle charging stations, and the creation of community hubs.

We know the post office can do more to combat climate change, create better, unionized jobs, and provide much needed services to communities.

Regional campaign coordinators had to work differently this term and do presentations and share the message about our campaign on virtual platforms. They were successful in having more municipalities sign letters of support and had new community allies become involved. They also were able to engage members across the country to take an active role in the campaign. We also used Appendix T to assist in developing projects.

There has been movement on the electrifying the fleet, financial services, and community hubs.

Everyone can have a role in the struggle for service expansion.

EDUCATION

During this term, the absence of the 2nd National Vice-President required me as President to take on additional responsibilities in the Education Department and with the National Human Rights Committee files.

Covid presented major difficulties for our Union Education Program. Training across the eight regions usually takes place in person but with the implementation of the travel ban the department had to adjust quickly and organize webinars and online education sessions to stay connected with the members and continue this important training. Many regions also took the initiative to create modules to fill the gap when the needed courses were unavailable for their regions.

With the resumption of in person activities the Union Education Program took place and we were able to hold many in person courses. This newly offered program will be made even better with the addition of the important feedback received.

In the next term with the retirements of many experienced members we need to place additional emphasis on all aspects of our Union Education Program and rebuilding it.

NATIONAL HUMAN RIGHTS COMMITTEE

As I mentioned above, the absence of the 2nd National Vice-President required me to take additional responsibilities with regards to the NHRC.

CUPW believes in workers' rights and human rights for all, not just for some. As workers we did not create the injustices that we see in our society, we inherited structures, policies, and practices that contribute to the inequalities that many face. In many ways everything we do as a Union requires a human rights lens. This is why the work of the NHRC is so vital.

The NHRC Committee meetings were also affected by the pandemic and most of the meetings this term were held virtually. This did not stop the Committee from moving forward with the important work to be done on behalf of the membership. The Committee cannot do this essential-work alone and needs everyone's assistance and involvement on a daily basis.

The NHRC Committee meeting in April 2023 will also be a conference which will focused on "Building Bridges and Leading Human Rights". Out of the conference will come recommendations for the next term for CUPW to use our collective power to bring about positive change.

Establishing, functioning local Human Rights Committees as outlined in the constitution to assist with the important work at a local level is critical. Also, offering the Human Rights for Leaders course for the elected leadership at the beginning of the term would give the leadership the tools necessary to take more active steps and understand how we can look at our policies and practices with an equity lens.

NATIONAL WOMEN'S COMMITTEE

Gender equality and protecting the rights of women is more crucial than ever. We saw the disproportionate impact of the COVID-19 pandemic on women and the erosion of women's rights around the world – such as the loss of reproductive rights in the U.S.

Gender-based violence and harassment in our workplaces and communities must be addressed. Everyone has the right to live without fear and free from violence. We also need to incorporate an intersectional and trauma informed approach to dealing with survivors of violence. More support is needed for survivors in areas of social and income support service providers, and mental health providers. We need to challenge the stigma attached to those who experience violence to speak up and get help.

Women's work has always been undervalued, including those who provide childcare or eldercare and those who choose to stay at home. Every family should have accessible, affordable, inclusive, and high-quality childcare, regardless of income. Although commitments have been made by governments to initiate affordable childcare, we must be vigilant to ensure that this kind of childcare becomes a reality for many families struggling to make ends meet today – with rising prices in everything.

CANADA POST

During this term I have been directly involved in files related to Canada Post.

This is the second term that I have been on the T1 Committee. The T1 Committee was formed from a previous round of bargaining. This Committee is where we escalate issues we had previously tried to resolve during consultation at the local or regional level. We have been able to achieve some resolutions in this Committee. It can be frustrating since we are not sure why some topics could not be resolved before reaching this level.

The Appendix HH file which is mandatory training for human rights has a large backlog and this backlog only increased during the pandemic. We are frustrated at the length of time it has taken to update the participant and facilitator manuals. The lead trainers have finally been able to attend sessions to assess the updates to the course. In-person training has started again since travel restrictions have been lifted across the country.

Working on the Indigenous hiring file this term with the help of regional and local representatives we were able to work with representatives of the Indigenous community for hiring of RSMCs to deliver mail in Elsipogtog, New Brunswick. A community hub has been opened in Membertou, Nova Scotia which is also in the Atlantic Region. This is a start and there needs to be more discussions with the Indigenous communities across the country which will result in real actions to remove barriers and to ensure the Indigenous workers who want to work at Canada Post have the opportunity.

The Equity Diversity Inclusion Committee at the regional and national levels have also been a venue where we address the hiring and retention of equity groups at CPC.

This was my second term representing CUPW on the Pension Advisory Committee and CCG group. We were very vocal and expressed our concerns about where our funds are being invested. We advocated for removal from for-profit long-term care homes and companies that were not environmentally conscious. As in other forums we felt that transparency and consultation prior to making decisions were an issue.

We must continue to fight and protect our defined benefit pension plan.

LABOUR MOVEMENT

It is important to continue our work with other unions and allies across our country and internationally. The labour movement is under attack worldwide. Labour rights are human rights, and we must support the brave efforts of workers around the world to exercise these universal rights.

Locals need to make sure they are affiliated with the labour council in their area. Affiliation strengthens our ability to represent and advocate on behalf of the members with their provincial governments and allows us to strengthen our ties with labour allies in these provinces.

Representing CUPW at the CLC on various committees and being a member of the Canadian Council has given me a platform to share our campaigns and hear the work of other unions.

We are eligible to have CUPW members sit on committees at the Federations of Labour, Canadian Labour Councils, and Fédération des travailleurs et travailleuses du Québec (FTQ); we must take advantage of these opportunities.

During this term I continued representing CUPW on panels and in interviews during the pandemic virtually. I participated in UNI Global meetings and was elected the President of the Post and Logistic sector for the Americas. Our Decopo campaign was one of the campaigns that I shared, and some countries are implementing aspects of our campaign in their union's plan. We have been able to draw from the experiences of other post offices who have postal banking, senior check in services, and experienced automation of their workplace. We have also been able to become part of their organizing network.

ADVOCACY – GOVERNMENT CONSULTATIONS ON LABOUR CODE AND OTHER REGULATIONS

During this term we joined our voice with other unions and allies at various government forums and consultations on Labour Code and other regulations. This was important because workers' rights were at stake and could be eroded with modification of legislation.

- 15 December 2022. ESDC - Consultation on Improving the Maintenance of Activities Process under the Canada Labour Code.
 - Our submission explains that the current process has worked well in our experience, and that labour does not wish to see increased government intervention – that these agreements work best when bilaterally negotiated between union and employer.
- 15 December 2022. ESDC - Consultation on Prohibiting Replacement Workers in Federally Regulated Industries
 - Because of the supply and confidence agreement between the federal Liberals and NDP, we have a commitment that they will finally bring in a real prohibition on scabs in the federal sector. Canada Post has not used scabs in decades, and a ban would reinforce our bargaining power.
- 16 December 2022. Ontario Portable Benefits Advisory Panel
 - CUPW and Gig Workers United argued that Portable Benefits are no solution for gig workers, that they need employee status and statutory benefits, as well as the right to certify as a union to bargain benefits.
- 20 October 2022. ESDC - Roundtable on the Canada Training Benefit
 - These sessions were informative – technical and trade unions spoke about existing training infrastructure and the importance of making sure training subsidies go to defraying workers' costs, and aren't just soaked up by education infrastructure, especially private for-profit providers.

- 7 October 2022. Department of Finance- Consultation on Fighting Predatory Lending by Lowering the Criminal Rate of Interest
 - We submitted in support of Momentum and ACORN Canada, we all recommended that the rate be reduced, and the exemption for provincially regulated payday lenders eliminated.
- 21 October 2022. ESDC - Leave Related to Miscarriage or Stillbirth
 - We advocated for leave provisions for workers in these difficult scenarios and their co-parents, which currently are not entitled to enough leave.
 - This submission also appears in the Winter 2023 edition of the Rose.
- June 2022. ESDC - Employment Equity Act Review Task Force
- April 2022. ESDC - Consultations on Building a Modern Employment Insurance Program
 - The Liberals are overhauling several aspects of the Employment Insurance program. The biggest problem here is that they ended the temporary enhancements to EI that came in since the pandemic before implementing any new provisions, leaving many unemployed workers to fall through the cracks.
- July 31, 2021 -Ontario Workforce Recovery Advisory Committee
 - The Ford government appointed this committee to review Ontario Labour laws in several areas, including the regulation of app-based gig work. GWU and CUPW used the platform to advocate for employee status for gig workers and entitlement to statutory benefits and minimum Employment Standards Act protections.
- April 30, 2021. ESDC - Federal Consultation on Gig Work: The New Realities of Working Canadians; The right to disconnect and gig work.
 - Consultation is ongoing on regulating gig work in federally regulated industries.
- January 18, 2021. Department of Finance -Potential solvency funding relief options for 2021 and measures to further strengthen the framework for federally regulated pension plans.
 - This concerned the regulations that govern the Canada Post Corporation Pension Plan, especially regarding special payments in the case of a solvency deficits, which has put financial pressure on our bargaining with Canada Post in the past.

- September 2019. ESDC - Consultation on changes to the Canada Labour Code
 - Soon after being re-elected the Liberals launched initiatives to change several aspects of the Canada Labour Code, including adding paid sick days. These days have been implemented.

IN CONCLUSION

If I told you almost 4 years ago that we would be facing our century's greatest crisis, that businesses would be closing their doors across the country, that we wouldn't see each other in person for almost two years, that postal workers, gig worker, health care worker, emergency responders, cleaners would be key to keeping the economy flowing and people safe and referred to as heroes would you have believed me?

Like the first year of the pandemic, this year has not been easy. As a Union and as individuals, we have experienced varying degrees of loss. We have fought hard against the injustices faced by our members. We have adapted to an impossible new climate because of COVID-19. This could not have happened without the hard work that was done by local, regional, and national representatives. I personally thank you and know the sacrifices many have made.

When we leave our National Convention, we must leave united and realize our fight is not with each other.

We have new challenges to face. We must combat the rhetoric of the far-right, who falsely claim to have the best interests of workers at heart. Democratic spaces are closing, and trade union rights are being threatened. We must continue to stand up for workers' rights, even in the most difficult of circumstances."

Artificial intelligence and digitalization have been earmarked to fundamentally transform our work as we know it.

We need to remain positive; we can tackle inequality, the digital revolution, and the closing of democratic spaces through strong unions and putting people first.

We have an opportunity to turn our frustration into action!

MY FINAL RECOMMENDATIONS ARE ON BEHALF OF YOU:

Early in the term I started visiting work floors and speaking with workers. The first work floor I visited was in Edmunston, New Brunswick and at the time I am writing this report the last was the plant in the Winnipeg local and many more in between. As we know we all had to adjust our plans during the pandemic. By participating in webinars, I was able to participate in your meetings and hear what you were facing and share with you what was happening at a national level. I heard from many of you that you felt disconnected from your Union and that you do not see yourself in the face of the Union. During the floor meeting talks and one on one conversation you shared ideas that you had and asked questions. Many of you shared that the pandemic has been very hard and were thankful for the Social Steward network.

- The next round of negotiations - that a significant wage increase must happen to counter the impact of inflation.
- More updated communications methods to share the information about what is happening in the Union.
- That elected union representatives visit more work floors.
- Find a way to engage more members at the local level.

I want to thank my family and friends, this job is not always easy, and as Union leaders we must often make difficult decisions. They have supported me, and stood by through every challenge and every triumph, I couldn't have asked for a better support system to lean on.

To the delegates to Convention, you are there to represent your locals and debate based on what you have heard at the various meetings leading up to the Convention. The decision you make will give direction to the next elected representative and prioritize the work of the Union for the next four years.

In Solidarity,



Jan Simpson
National President

REPORT OF THE 1st NATIONAL VICE-PRESIDENT

At the CUPW National Office, on the fifth floor, on the walls surrounding the boardroom where so many important meetings occur in this union, is a series of mounted poster boards. These boards have a collection of pictures and text detailing the history of our union. It begins in 1898 with the advent of the Canadian Postal system, going through the decades individually. Over the next few frames, it shows what postal work was like in the early part of the 19th century. It shows how Canadians love their postal system and their postal workers.

But we don't always get treated very well by our bosses, and in the panel showing the 1960s, we see our first strike action, which was illegal at the time but forced the government to recognize that we had the right to strike.

Further panels show dramatic moments throughout the following decades. Brother Jean-Claude Parrot, and his wife Louissette, as he was marched off to jail in May 1979 and, of course, the strike of '81, which won maternity leave. Sister Carole Woodhall in 1987, standing tall against cops even though she was half their size or Sister Betty Schelske, of the Edmonton Local in 1987, blocking a truck from crossing the picket line.

All these images seem so dramatic in black and white. The defining moments of our history that they were. But as you progress down the boards, the pictures begin to be in colour, giving them an immediacy that is hard to deny. The All Eyes on Winnipeg locally-organized rallies fighting against the two-bundle system in 2010, or the images of RSMCs negotiating in 2012 their first right-to-strike language in a collective agreement. The Save Canada Post Campaign with pictures from 2013.

But after that... the images stop. There is space for more pictures in the empty picture frames mounted on the wall for more history. But maybe something happened that caused this project to be abandoned. Perhaps the moments became less noticeable? Did we become less proud of what we were doing? Where did our spirit go?

In 2019, when I ran for the role of 1st National Vice-President, I knew there were issues at National Office, but I had no idea the size and scope of the problem.

THE WORK DYNAMIC IN NATIONAL OFFICE

This loss of mojo, as it were, of the National Union has a few contributing factors and shows itself in a few different ways. The first is how people treat each other in the National Office and on the National Executive Committee (NEC).

My main objective in the first few months on the job was to find a productive way to work with the staff and the members of the NEC. Most of these relationships were easy to navigate; others required more attention and cajoling – something I found challenging. Time and care alone proved not to be enough to fix the problem.

An executive committee that operates well can be a very powerful thing. I feel this was a missed opportunity this term, and I am dismayed by that.

Relationships matter between people who work so closely together, but when they fracture, even temporarily, they become sources of frustration that harm both people and organizations. Building good work relationships takes time and intentional effort and a positive workplace begins and ends with good leadership. The National President sets the tone of the NEC and NEB by setting long-term goals and the terms of our work. When done with care, this can and will bring out the best in people.

These frayed relationships interfere with our ability to rise to the occasion. And COVID certainly proved that to be true.

COVID-19

For members, the COVID pandemic meant working for your employer every day, risking exposure to a deadly virus and putting you and your family in harm's way. You connected the public and continued the ongoing flow of goods and services for consumers, a vital role in our society, which kept our economy alive.

I want to acknowledge that I did not experience this time in the same way as you likely did. I was far removed from the daily threat of on-the-ground work. I didn't deliver mail to the public or work in a plant with hundreds of people trying to find the space to social distance, mask up and otherwise limit the spread of this deadly disease.

I wasn't a shop steward that had to navigate an angry membership. I wasn't on a Local Health and Safety Committee faced with extraordinary circumstances or at a Local that had to deal with daily changes to policies, member issues, collective agreement violations and finding solutions to never seen before problems. And I wasn't a social steward on the work floor helping members navigate issues of fear, financial burden, illness, relationship breakdowns, burnout, or relapse into alcohol and drug use.

My experience was not yours; I fully acknowledge this.

The virus proved to us how vital the quarantine leave and special leave provisions in our collective agreements are for workers. It reminded us to renew our commitment to negotiate similar provisions for CUPW members in our private-sector bargaining units.

Some of our members got sick from COVID and have not recovered. We know of at least two that died. We mourn the loss of those comrades, and our collective hearts go out to their friends and family. They are gone but not forgotten.

The pandemic exposed significant structural inequalities in society as well. It exacerbated familiar fault lines of inequality and socio-economic disparities. It positioned public health against private wealth.

Our society was forced to confront that there are multiple, intersecting forms of privilege and disadvantage. While everyone has been impacted by the COVID-19 pandemic and the measures to contain it, not everyone was affected in the same way, nor to the same degree.

It was an extremely tough time for working people everywhere, but being the Union for one of the largest unionized employers in Canada who had to keep working in person, CUPW failed to rise to the occasion in one critical way. We were well placed to have an active role in speaking to the plight of workers who must keep working in the face of life-threatening danger. While we did some work on this topic, we could have been so much more vocal in the press, our campaigns, and our communications with our members. Instead, members and the public saw Union leaders that hid from the threat of COVID and what this pandemic was doing to our workplaces and communities. Our reluctance to offer criticism of Canada Post's repeated violations of the Canada Labour Code and to acknowledge the breadth of some preventable workplace outbreaks was in my view a significant blunder which left Locals feeling alone in their struggles and uncertain how widespread the problems were.

With the pandemic, we entered a significant period of uncertainty and anxiety for working people, which continues to this day. Politics around the pandemic have divided friends and even our union. In addition to the damage from the global pandemic, we now must add the near collapse of our medical system, record inflation, and another potential recession in a system rigged by both the Liberals and the Conservatives. This puts more power in the hands of bosses, CEOs and those at the top, nearly crippling working people.

Historically, workers have paid the price in every crisis. We fight for good jobs, increased wages and better working conditions, and workers in Canada are not getting the respect they deserve as the real backbone of our country. As CUPW members, your spirit of support and solidarity for others on the front lines of health care, long-term care, grocery stores, warehousing and delivery have profoundly impacted those workers and the public, and I commend you.

We must do more to show the Canadian public that things need not be this way. CUPW is unique in running campaigns such as Delivering Community Power, where we discuss how our employer must evolve. But we could be doing so much more to talk about how our community and society can evolve to meet new threats such as the pandemic, fascism, and climate change.

THE CONTRACT EXTENSION

As COVID was in full swing, Canada Post approached CUPW with the offer to extend the current collective agreement.

At first glance, I was skeptical of this offer and wanted to continue toward strike readiness. As I discuss below, I have long supported our Delivering Community Power campaign, and when it was explained that this extension would provide time for the Corporation to roll out financial services, I had to give pause. I saw how a labour dispute in the middle of the rollout would have severely hampered the success of such a program. It may seem naïve now that Canada Post has stalled on the program's implementation, but it seemed like a compelling reason to renew the contract at the time. On top of that, I was also aware that our Union was not ready to take strike action. Not only had the union's strike muscle atrophied over the years due to a lack of organizing, but with COVID in play, it was hard to see how we would even mount rotating strikes.

We were told that with the two extra years, the Union could prepare for the next round of negotiations. Sadly, these years of organizing did not materialize until the Building Worker Power campaign arrived via the election of Brother Roland Schmidt as 3rd National Vice-President.

I am really happy to see the Building Worker Power campaign getting started, even if our organizing started a year later than we needed it to. As I watched the CUPE Education workers in Ontario stare down the Government of Ontario around their strike, I became more convinced that the only way we will gain the respect of Canada Post and the Government is to break their usage of back-to-work legislation. CUPE began organizing for that round of bargaining by getting ready to strike from the very beginning. "Strike to win" was the phrase on all the organizers lips. We should be doing the same. Hopefully, our NEB will support such a posture.

NATIONAL OFFICE

It became increasingly difficult to decipher how the pandemic was affecting frontline workers. We chose to restrict the travel of Union Officers and Representatives to adhere to recommendations from the government. This, coupled with the employer's COVID-related restrictions on work floor visits, made engaging members face-to-face almost impossible.

When the City of Ottawa issued directives to employers that those who could work remotely should do so, the HRC and the staff unions negotiated temporary provisions to facilitate working from home. A return to in-person work in the National Office began in June 2022.

The challenges brought on by the abrupt change in work methods required time to adapt. Being unfamiliar with remote work at the National Office meant we struggled initially.

I worked with the Education Department to develop a virtual presentation regarding the employer's COVID protocols for each region. Sister Simpson and Brother Girouard facilitated the discussion, relaying information and answering questions. Although this was one of the first attempts at communicating virtually, many found it helpful and we had good attendance from each region.

Unfortunately, these regional meetings were not repeated throughout the rest of the pandemic. Like everyone in 2020, we began to explore using virtual systems to replace what we previously had done in person. We commissioned an online Environment course, and a pilot was deployed in the Pacific Region. Locals set up their own virtual GMMs and special meetings. With the very little assistance we could offer from the National Office, they made it work as best they could.

Many Locals saw an improvement in attendance at General Membership Meetings with the option of virtual and hybrid meetings. Although we cannot rely on this as evidence that virtual membership meetings are more effective, perhaps the Union will consider hybrid meeting solutions in the future to provide members with the option.

Many National Office meetings were arranged throughout this term, but only a few occurred due to cancellations. These meetings consist of elected folks from each department coming together to discuss their work and what has been assigned. Without these meetings, no defined mechanism in the National Constitution outlines how we communicate across the different sections of the union. This contributed to the lack of unity in how Officers and Union Representatives worked throughout the term.

Regular communication should happen through office meetings. However, National Executive Committee members could also implement a simple reporting mechanism, so Union Representatives are aware of and can have input on decisions made by the union. Union Reps are the boots on the ground at National and Regional Offices. At a minimum, a space for URs in the NEC/REC meetings would foster a better understanding of all aspects of the work and strategy of the Union.

To boost communications at the National Office and in response to remote working, I coordinated weekly meetings with the Communications Department. Given the lack of alternative forums for coordinating, we invited the Grievance, Education and Organizing departments to participate as well.

These meetings covered standing items such as COVID and other communications priorities and strategies of the Union. We met virtually twice daily at the height of COVID as we adjusted to remote work. Currently, in-person department meetings take place weekly, and deploy a similar strategy, with other departments welcome to attend. These meetings helped to distribute information at the National Office and improved the flow of information through different departments.

There was a genuine need for communication on COVID, such as setting up a COVID landing page and banner on the website for easy access to the latest information and answers to questions ranging from mandate updates, health and safety measures, childcare solutions, quarantine and isolation rules, as well as local and regional health authorities' information and links. We worked closely with the National Grievance Officer responsible for all bulletin communications to members related to COVID.

To be clear, public media and press releases are the sole responsibility of the National President's office. These are done through a newswire service. At the start of this term, we contracted for over 100 annual press releases since we had exceeded those contract limits in previous years. However, those contracts have been reduced in scope and size over the past four years. For example, CUPW had nine releases on the wire in 2020, nine in 2021 and only three in 2022. Press releases should not be the sole measure of CUPW's overall media performance since they are less relevant than in the past. However, moving forward, we would be well advised to increase our public-facing communications strategies. In doing so, we maintain relevancy and crystalize our relationship with the media and the public, reinforcing the Union's narrative.

DELIVERING COMMUNITY POWER

During the term, I worked with the former 3rd National Vice-President, Brother Jean-Philippe Grenier on a campaign under his purview called Delivering Community Power (DeCoPo).

I am passionate about the DeCoPo vision and was pleased to participate in any way possible to advance this vital work. I acted as a support person on the file but was limited at the point of decision-making. My connections with the labour, environmental and social justice movements were valuable contributions to the campaign when combined with the valuable work done by the nine dedicated campaign coordinators.

I worked with Brother JP on developing the campaign plan at the start of the term. With the impact of COVID, we determined that we needed help from outside experts on how to implement a digital campaign. We contracted a campaigns company to work through that process with us. We received the most comprehensive plan I've seen in my time with CUPW up to that point, covering more than only the digital aspects. The plan included monthly strategic analysis, objectives, planning, reporting, budgets, tactics and training.

Outside of the digital aspects of the campaign, the DeCoPo campaign started with a framework for extensive work floor visits by the coordinators. The campaign relied heavily on member engagement and public interest. The campaign, after all, is about workers driving their own job security and futures by redefining what and how we serve Canadians. The travel restrictions enacted by the NEB limited the effectiveness of the campaign. Despite many failed attempts on my part to get those restrictions rescinded earlier due to their negative impact on the campaign, they remained in place until June 2022.

Since the COVID-19 pandemic changed how we do our jobs, building good work relationships was more important than ever. With the challenges we all faced over the past few years, these coordinators learned the need for human connection. Building good work relationships takes time and intentional effort. As the weeks and months passed, this incredible group of folks made solid relationships with each other but could not make the connections to the work floor that we all hoped for. Each of the co-ordinators were eager for the travel ban to be lifted, so they could mount that portion of the campaign.

Between Brother Grenier's departure and the election of Brother Roland Schmidt to the position of 3rd National Vice-President in early 2022, I worked independently with the nine campaign coordinators across the regions. Given my workload at the time, meeting the coordinators' needs and providing one-on-one support was a challenge. When a decision was made to focus on only the Building Worker Power (BWP) plan, the Board did not authorize continuing the DeCoPo campaigners' book-off. At a final review meeting held shortly thereafter, with the members of the DeCoPo campaign, their evaluations of the campaign pointed toward frustration with the abandonment of the in-person portion of the campaign.

In the fall of 2022, after analysis of the previous plan and its successes and failures, the NEB authorized the introduction of a new work method which includes three CUPW members, whom we now call Community Organizers. These organizers will work with the Regions and Locals on developing and supporting community focus campaigns of the union. This will include DeCoPo, but not exclusively.

While I appreciate how this new model will address a number of the concerns that Board members had and will provide more flexibility in our campaigning, I am disappointed in how the paralysis of the Board to lift the ban resulted in the in-person work on Delivering Community Power being stalled once again, thereby reducing its effectiveness.

I am happy to see that the digital portion of the campaign is continuing. In the spring of 2023, we released a new campaign video and a series of email-your-MP tools. These actions generated large numbers of contacts with the public about the campaign. But without organizers working on the ground connecting those contacts to in-person actions, the digital campaign can only go so far.

At the time of writing, there is a discussion in the public about implementing a senior check-in program at Canada Post led by the National Institute on Aging. We do not yet have anyone in the field working on this campaign. This is another opportunity missed.

STAFFING IN THE COMMUNICATIONS DEPARTMENT

With a newly assigned full-time administrative assistant dedicated to the department's work, materials and requests have become more streamlined. We also introduced new work methods allowing real-time collaboration on documents rather than the old habit of passing endless versions of files back and forth via email. I am pleased to welcome Marty Le Gallez as the new administrative assistant assigned to the 1st VP and the communications department. Marty has brought a great deal of excitement and to the department. With their lived experience as an openly queer person Marty brings an important perspective to the communications strategy of the Union and I welcome them.

We were slow in appointing a replacement Director of Research (DOR). When I first arrived, I was warned that Geoff was approaching his retirement. Despite this, the search process for his replacement was started and then stalled for more than 18 months due to disagreements on the Board. Those months could have been used to invest more in the transition process, which CUPW will feel for quite some time.

When a decision was finally made, I was happy with the decision to appoint Kevin Matthews as Director of Research. With Kevin in this position, the Union is on an excellent path to less disruption in the department's work. Kevin comes to this position with 15 years of working experience at CUPW. Kevin has worked with Geoff on most major work assignments and research. He understands the workflow and processes and is ready for this monumental task.

With Kevin now installed into the DOR position, Emilie Tobin will move from the position focusing on Media Relations to Kevin's previous position focusing on Research and Development. I am confident that Emilie's passion and dedication to CUPW will be a good fit for this new role.

Matthew Corbeil will be joining the department from his role on the Appendix "T" Committee as a researcher in the communications department who will focus on Government Relations. Matthew has worked with the department in the past, and I am convinced will be an excellent addition.

With the rapid evolution of campaigning over the past decade, we decided we needed a role in the communication department to focus on strategy and digital campaigning. Adding this position to the department means we can now access current best practices around campaigning, build engaging campaigns that convert online action to offline power and mobilize public support to target decision-makers on issues we care about. I was happy to welcome Ethan Clarke to this role in early 2022.

MOVING FORWARD TOGETHER

Profit-driven inflation or "greedflation" is set to harm workers. Companies exploit the narrative that convinces the public to accept increases on everything yet holds down the wages and benefits of workers.

With the Country governed by Liberals, who are willing to say nothing, and Conservatives, that are willing to do nothing, we find ourselves waiting for the pendulum to swing yet again. Until we elect a worker-friendly Government, the Liberals and Tories remain the same old story. The conservatives voted against ten paid sick days, banning scab workers and any increases to the minimum wage. Non-partisan politics don't suit working people.

As a national union, CUPW can take strong positions on matters affecting workers. Pierre Poilievre gained popularity while campaigning on back-to-work legislation to support employers and stripping workers rights; as I write this report, five provincial governments are conservative. This is not a trend. These are deliberate and intentional choices to make things better for their wealthy friends and worse for us. We need to work with the rest of the labour movement to better prepare for the sleeper crisis of automation and artificial intelligence. The shift is nothing more than the continued exploitation of workers.

It should be easier to join a Union in 2023, not more complicated, and we need to ensure the right to collectively bargain is forever enshrined for the next generations. Building strong narratives and fighting against corporate greed, we must work with other unions to profile the benefits of unionization.

While CUPW focuses on building worker power and members learn more about the power of a well-organized work floor, much like our predecessors did, we need to explore new strategies to engage power. We must experiment and find ways to build our power and the labour movement. This will include an increased focus on strategy and good planning while leveraging our legacy as a fighting union.

TRANSPARENCY AND CLEAR OBJECTIVES

During this term, the National Secretary-Treasurer was given direction by the National President to eliminate any reference to defeated motions in the minutes of the NEB. This requires swift and immediate attention moving forward.

These minutes are the record of the union's decisions, and to be edited this way is to provide the members with an incorrect understanding of the debate.

When I served as a Local President, I would often wait eagerly for the minutes of the National Executive Board to arrive. I would pour over the minutes and deduce how our elected leaders made decisions. With that, I would often pay particular attention to the resolutions that failed to achieve the full support of the NEB and were defeated.

I would also take note of the Board members that recorded their dissidence, which sometimes included my National Director. This information would inform local decisions and often result in a clarification conversation with my Regional Executive Committee members.

During this term, resolutions that were defeated were redacted from the official minutes of the Union going out to members. I'm afraid I must disagree with this approach and believe transparency is vital to any democratic Union and process.

The Union would benefit from a fulsome review of the past, focusing on evaluating successes AND failures. Each Union campaign should be calculated in approach and end with analysis and improvement recommendations.

CONNECTING LEADERSHIP TO THE WORK FLOOR

Finally, this past mandate saw the Union, on a National, Regional and Local scale, lose touch with the plight of workers. This was primarily driven by the COVID pandemic and the Union's lengthy ban on travel between regions. A ban that I initially voted in favour of at the NEB but one I later repeatedly appealed to the NEB to withdraw. This is an example of a debate that was withheld from the minutes of the NEB.

Employers and governments win the day if the Union and leadership don't wholly understand workplace issues and member concerns. With a different set of rules to Govern the members and elected representatives, we risk losing sight of our collective struggle. We must ask ourselves if we are replicating unequal systems or dismantling them. Building worker power requires deliberate measures and synthesis, and we can win gains together. We will focus on reaching out to people by building relationships and community within them.

One of the greatest blessings of my life has been this Union. I was honoured to have worked as your 1st National Vice-President and as a member of your National Executive Board during this challenging period. Each of my roles is unique and requires an applied lens to various struggles. I write this report to critically analyze these roles and share my hope for the future that we can become a fighting Union once again.

And with that fighting Union spirit, I hope to see more pictures posted on the wall outside the boardroom on the fifth floor of the National Office.

AREAS OF SUCCESS

Despite the trials and tribulations described above, much was accomplished over this term. Below are some details.

STAFF

Any report to convention which includes a section on staff wouldn't be complete without mention of the fantastic folks I work with in the Translation, Communications and Research departments. To Jeremy Gillies, Kevin Matthews, Emilie Tobin, Chloë Benoit, Matthew Corbeil and Ethan Clarke in Communications and Anne Boulet, Maryse Prevost, Guy Laflamme, Jean-René Gaudreau and Malika Chenal in Translation: I offer my gratitude and many thanks for your help and support over the past four years. These folks have dedicated years of their personal and professional lives to CUPW, often working behind the scenes. They are stalwart and professional.

Two critical folks from these departments retired during this term, and their departure will leave an exceedingly large hole in these CUPW departments.¹

- Brother Geoff Bickerton, Director of Research, since 1977 and
- Sister Manon Parrot, Translator, since 1983.

Very few people appreciate the orientation of CUPW better than these two. They have left such an influential imprint on our Union that hardly a day goes by they are not mentioned, or their work isn't referenced at the National Office. It was an honour for all of us to work with them both.

¹ This is not an exhaustive list of retirees in this term, they are the two people who worked in the Translation and Communications departments only.

TRANSLATION DEPARTMENT

Bringing the department to six full-time people was a critical move. While once the work tended to ebb and flow, depending on the time of year and the priorities of the Union, this term, the demand for work by the translation department has been steady and increasing. The additional staff person was an important step that will help us ensure more timely translation of resource materials for CUPW's extensive and growing Grievance, Education and Communications departments.

Manon Parrot retired from the department after 40 years of service. We welcomed Malika Chenal, who brings innovative ideas and language solutions to the team.

This term, I asked the translation team to research and pay close attention to evolving language to make CUPW's language more inclusive. The staff happily accepted this challenge, and together they took part in training and educational opportunities to sharpen their skills in inclusive language and its specific challenges in French.

Together, we developed tiered recommendations on how CUPW could expand its language portfolio, i.e., maintain the status quo and our current inclusive writing strategies, take small steps towards inclusive language by expanding our gender-neutral vocabulary, or be big and bold by pioneering new pronouns and creative, alternative spellings. It is worth noting that the approach and strategies in French will be very different from those in English, both in scope and complexity. Our approach should be informed by consultation with other like-minded unions, labour organizations, academics and the 2SLGBTQ+ community.

BARGAINING WITH CUPE 1979

Sister Collins, Brother Evard and I were appointed to the CUPW bargaining committee at the expiry of the CUPW/CUPE 1979 collective agreement. It was a challenging round of bargaining, and at the 11th hour, we signed a tentative agreement with the bargaining unit. The ratified collective agreement now has Flex Bank work provisions, allowing staffers to bank any work hours beyond their normal work week to be used later. The agreement also prescribes normal office working hours. Both mark a significant change to the agreement. What was previously described as an honour system has since been replaced with a prescribed time administration system which serves the needs of staff and the Union.

Also notable from this round of bargaining is a Memorandum Of Agreement (MOA) with CUPE that commits to piloting remote work in case of changes to the CUPW National Constitution on Policy A-26. This is significant since CUPW has experienced severe issues with attracting and hiring new staff and maintaining existing staff levels since the pandemic's start due to our inability to offer flexible options for remote work outside of the pandemic context.

Workers demand more flexibility in work arrangements, and in Ottawa, many employers offer competitive wages, benefits and flexible work options. We are competing with other employers and sometimes find ourselves falling short.

THE CUPW WEBSITE

The department closely monitors web analytics performance and has conducted a series of surveys for feedback for a website design relaunch slated for September 2023. As such, we have monitored various traffic patterns throughout the past four years. In 2022 the webpage saw over 2 million page views.

Audiences:

- Primarily English speakers (86%), French being the only other significant language (13%);
- Most of CUPW's traffic uses mobile phones (63%) to access the site; thus, the new website should be designed with that in mind.

Popular content:

- Most popular content was Collective Agreements and News;
- News releases drove significant traffic, especially content related to the pandemic and vaccine mandates, cost of living and amendments to the Labour Code were major news stories for web traffic.

THE ROSE MAGAZINE

The department also produced the annual Rose magazine with a new look. The fresh new format² gives the publication more creative freedom with design and photos and more pages to fill with articles, information, and stories by women and for women. This term, we focused on including examples of CUPW members at work and their lived experiences.

The magazine's first issue included personal stories, opinion pieces, and articles about the pandemic, women's rights, violence against women and resources to get help, legalizing and decriminalizing sex work, and racism. One Sister also shares her experience and journey as a transgendered woman. The next issue highlighted stories such as pension precarity between men and women, the fight for our reproductive health and rights, how climate change affects women, and one woman's experience of sexual harassment and assault in the workplace and how she fought back against her abuser.

This year's Rose also includes a roundtable discussion with women gig workers about the issues women face doing app-based work, solutions, and the future for them as well as articles about why we need more women in leadership positions, sexual health, and resources to help women, and an opinion piece about Trans Exclusionary Radical Feminists.

² The new Rose is printed on Enviro paper and contains 100% postconsumer fibre, is manufactured using renewable energy – Biogas and processed chlorine free. It is FSC® Ancient Forest Friendly TM certified and is available in digital format.



THE NATIONAL WOMEN'S COMMITTEE

At the start of the term, I was appointed to the CLC Women's Advisory Committee. The committee meets routinely throughout the year. Together the committee has done extensive work on the following:

- Written submission to the Employment Equity taskforce;
- Liberal/NDP supply and confidence agreement;
- Violence and harassment survey report and follow-up. The report included the results of an online survey of over 4800 participants;
- Social Stewards;
- ILO C-190;
- United Nations Commission on the Status of Women (UNSCW) and the international report.
- Overview of Legislative policies;
- Federal action plan for women and the economy;
- The Care Campaign: It's Time to Show we Care- www.showwecare.ca/wall-of-care;
- Presentation on the increased numbers of Femicide in Canada;
- Planning for International Women's Day;
- Support for the Iranian Feminist movement.

CUPW NATIONAL REPRESENTATIVES WORK ON GENDER ISSUES

- Made a joint submission surrounding miscarriage, stillbirth and abortion leave and met with the federal government during the public consultation phase. Our submission was handed over to the Federal Government on October 21, 2022;

- CUPW has been workshopping a local women's committee handbook. We are looking for a release of the handbook in mid to late 2023;
- We participated in the Climate For Change discussions and meetings about climate and perspectives from an intersectional lens;
- We participated in meetings and discussions about gender impacts, loss and damage, adaptation and mitigation, as well;
- Took part in public consultations regarding women and girls who continue to face increased vulnerabilities to all forms of gender-based violence, including conflict-related sexual violence, human trafficking, child marriage, and other forms of violence;
- We participated in a panel on climate labour and the role of decent work.

ADDING AN EQUITY, DIVERSITY AND INCLUSION LENS IN OUR WORK

- Presented pilot recommendations for menstrual products at CPC through consultations on the National Joint Health and Safety Committee (NJHSC);
- Pro-noun presentations were given at the National Presidents meeting;
- The next steps will include reviewing the results of the CUPW equity audit with the newly elected representatives of the National Women's committee.

It was my privilege to work on this file. Throughout the term, I focused on planning sessions for the committee that introduced training modules on current issues impacting women and girls. This training included Sexual health and rights, Sexual harassment and violence, Bi-stander training, Pro-noun training, climate change and women, gender-based violence, gender impacts related to the pandemic and the world of work and action Canada education on abortion rights.

Substantial work needs to be done on women and gender-related issues. I am confident that the National Women's Committee members will continue to focus on education, training and advocacy in the next four years. I expect changes to the work of the National Women's Committee will likely include a National Women's Conference, and I look forward to what those sessions will incorporate. For the full report of the work of the National Women's Committee, please see the separate report contained in your package.

ENVIRONMENT FILE

At the beginning of the term, CPC advised the Union that it wanted to move the Environment work off of the Appendix "T" file and create a stand-alone committee dedicated just to Environment. The Union ensured that a dedicated CPC-paid fund would cover expenses related to the work on this file. The fund has been used to appoint a CUPW member to work on the file and research various matters about CPC's Green House Gas (GHG) emissions.

We pushed CPC to develop an inventory of its emissions and to apply it to the Science Based Target Initiative (SBTI). This SBTI is an internationally recognized organization, the only one of its kind, that provides Companies with clearly defined pathways to reduce emissions in line with the Paris targets.

- The Paris Agreement is a legally binding international treaty on climate change. Adopted at the Conference of the Parties (COP) 21 in Paris on December 12, 2015, by 196 Countries;
- Targets are considered ‘science-based’ if they align with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to well below two °C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C.

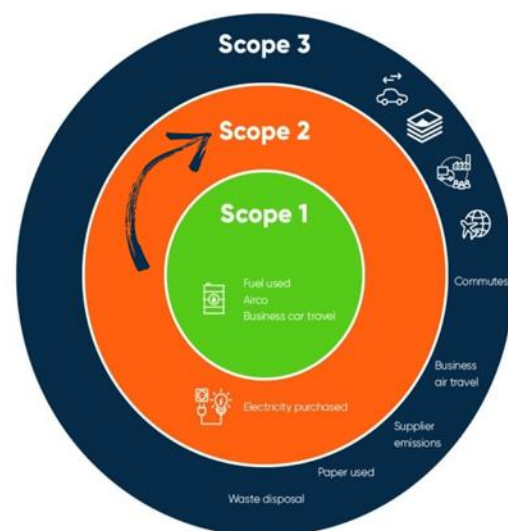
CPC advised the Union in May 2021 that their science-based targets had been approved and that the RSMC vehicle emissions would be counted in the Scope 3 calculations. The implications of this move cannot be understated or ignored.

As per the internationally established GHG Protocol, emissions are calculated and combined under three separate yet defined categories. (see below)

Scope 1 covers direct emissions from owned or controlled sources.

Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company.

Scope 3 includes all other indirect emissions in a company's value chain or contracted sources. (also includes employee commuting to and from work)



The Union has repeatedly expressed concerns about including RSMC vehicles in scope 3. Scope 3 emissions are all other indirect emissions that account for 88% of CPC's GHG emissions, and Scope 1 emissions are direct emissions from sources owned or controlled by CPC that account for only 9% of GHG emissions.

We believe Canada Post might try to categorize emissions from employee vehicles under Scope 3, Category 9, which covers emissions from transportation and distribution of products sold by the reporting company in vehicles not owned or controlled by the reporting company.

However, this definition excludes emissions that are “paid for by the reporting company”. Thus, companies that pay for these emissions by reimbursing employees fall outside of this definition and fit more readily under the Scope 1 emissions category that catches emissions derived from reimbursed gasoline expenses by employees.

With this information, we can conclude a few things:

- RSMC emissions belong in Scope 1 calculations because CPC controls the use of the RSMC vehicles and pays for gasoline expenses as defined in the GHG protocol;
- If RSMC emissions calculations are allowed to be captured in Scope 3, then there will be no incentive for our employer to provide corporately owned vehicles to RSMCs in any upcoming rounds of bargaining;
- If RSMCs are responsible for the emissions of their vehicles, any future changes to legislation requiring delivery vehicles to be hybrid or ZEV will cost RSMCs out of pocket to supply new vehicles. RSMCs should not be responsible for decarbonizing rural mail delivery in Canada;
- Vehicle manufacturing in Canada is set to halt production and sale of combustion engine vehicles by 2035. It will require growing zero-emission car sales starting in 2026.

So, what are we doing?

CUPW has advised CPC that we oppose the decision to include RSMC vehicles in its Scope 3 calculations. We have contacted researchers and allies in the labour and environmental movement and sought legal advice on how to proceed. We will be making a submission to the public consultation process to the GHG protocol guidance, and standards act on this issue and making a lot of noise. We will need your support.

T-1 – LABOUR-MANAGEMENT RELATIONSHIP COMMITTEE

The collective agreement outlines the objectives of the T-1 committee as genuine and continuous involvement between the parties to improve labour relations. Focusing efforts on the following:

- identifying means of strengthening the party’s understanding of their common interests and each other’s interests;
- identifying means of improving the work environment; and
- identifying means of supporting employees in need.

The Corporation framed its objectives for T-1 early in this term, requesting the Union take part in what it calls, Interest-based Discussions, not at all unlike Interest-based bargaining, defined as a process that enables traditional negotiators to become joint problem-solvers.

I was appointed to the T-1 committee at the start of the 2019 term and had feelings of discontent with the process and design from the beginning. In my opinion, the Corporation has attempted to use the T-1 group meetings as a way to circumvent the traditional method of bargaining and has indicated its desire to use it for negotiation between agreements. There remains little benefit for the Union and the membership to continue with these employer meetings. At best, the Union should re-set the direction of T-1, focusing on resolving matters that need intervention.

We cannot rely on Canada Post to act on sure goodwill alone. The Union's next move must incorporate the use of organized work floors to build worker power so that we are negotiating as equals with the corporation.

COMMUNICATIONS AND CONSULTATION GROUP (CC&G)

As one of two CUPW representatives of the Communications and Consultation Group (CC&G), we are required to meet twice per year, and these meetings are added to the final session with Pension Advisory Council (PAC) members, 5 of whom are CUPW appointees.

The Communications and Consultation Framework describes how Canada Post will inform and consult with Plan members about the Plan's current situation and any proposals that may affect Plan members.

The role of the representatives is to help facilitate the exchange of information between the Corporation and the Plan members they represent.

This will be done by:

- Providing input on how best to communicate and consult with Plan members;
- Reviewing information from Canada Post about the Plan's current situation, potential courses of action or proposals that may affect the interests of Plan members;
- Providing their feedback and feedback they receive from the Plan members they represent to Canada Post;
- Providing Plan members with another channel to ask questions, offer suggestions or raise concerns.

Being a member of the CC&G Group, I have worked with the other CUPW members of the PAC to apply pressure on Canada Post to do right by the public, our membership and the other bargaining units entered into the plan. I have been rightly disappointed with the committee's effectiveness, the way the Corporation miscalculates the role of the Union on this committee and the lack of reporting to the CUPW membership on the issues we face.

I have expressed deep concerns about the plan's investment portfolio, which includes oil and gas companies and for-profit long-term care homes. After consistently raising this issue, in September 2022, the newly appointed pension Plan Vice President, Mr. Butera, advised us that he was seriously considering not providing the list of the 780 companies in which our pension Plan assets are invested. Members of the Pension Advisory Council and Consultation Committee have deep concerns about the direction of the new plan the Vice President is suggesting.

Therefore, I recommend that the Union assign a staff person to develop expertise, awareness and continuity on all files related to pension.

FINANCIAL SERVICES AND APPENDIX "T" WORK

In 2012 the Union launched its public Postal Banking Campaign. Since then, we have spent significant resources developing these campaigns and ideas. We have researched Postal Banking from all sides. When once we had a far-out idea that only a tiny handful of supporters were prepared to advocate for, today, we have what many consider a vision of the evolution of public service.

Many CUPW members were ready to delay the next round of bargaining to allow the time necessary for a successful rollout out of Financial Services (FS), Canada Post style. It is not lost on me that the Canada Post version of FS is NOT the version we are fighting for, but it could have been a foot in the door.

Since the start of this term, I spoke at four Canadian universities about service expansion and the Union's vision of the public post office of the future. On behalf of CUPW, I have been invited as both a guest and a keynote on Postal Banking, indicating a marked increase in public acceptance and support of a full postal bank.

The CUPW DeCoPo vision of a full-service postal bank satisfies the genuine public interest and concerns about access to banking services for low-income payday lender customers and those living in rural, remote and indigenous communities. It includes access to low-fee services, low-interest and unsecured loans, easier access to credit, savings as well as checking accounts.

We have seen signs of improvements with work on the Appendix "T" Committee. With the commitment to explore initiatives in line with the Union's objectives of service expansion. For the full report of the work of the Appendix "T" Committee, please see the separate report contained in your package.

COUNCIL OF CANADIANS

As a dues-paying member I have been reporting on the work of the Council of Canadians from the start of this term. The work is something near and dear to my heart.

With a mandate to organize community power, to challenge the influence of Corporations on our democracy, so many of CUPW policies fall in line with the work of the Council. CUPW members, both current and retired, hold positions on the council in various chapters. Together we have worked towards implementing resolutions supporting postal workers in bargaining, on our Environment work, and developing our vision of expanded postal services.

We share a common understanding that most Governments support an economic system putting profits and unlimited growth above the vital needs of people and the planet. I hope CUPW continues to expand ties with this vital organization well into the future.

IN CONCLUSION

To the new friends I have made since arriving at National Office, Thank you for giving me a soft place to land. To my family and my partner for your support over the years, there are no words that can fully describe my Love and gratitude.

With my sincere thanks to the membership for your support and those of you who dedicate countless unpaid, untold hours to the worker's struggle, I say: "Solidarity to you all".

The labour movement has much to do in the coming years and although I am optimistic, I also know we will need to be brave and have courage for the struggles ahead. We can rekindle our spirit, and accomplish changes worthy of being memorialised; filling in some of those empty picture frames at the National Office with moments that will shape history.

We are better together.



Julee Sanderson
1st National Vice-President

REPORT OF THE NATIONAL SECRETARY-TREASURER

Dear Sisters:

Dear Brothers:

Dear Comrades:

As we navigate in the world post COVID, I take this opportunity to welcome you to Toronto for the 27th National Convention of the Canadian Union of Postal Workers.

This will be the fourth consecutive National Convention held at the Westin Harbour Castle, which you will see just completed renovations. Using this hotel in Toronto is convenient as it allows us to have all delegates in one hotel, has the required number of meeting rooms and a convention hall large enough to hold our delegates, observers and guests. This year due to the ongoing renovations of hotel rooms, the Westin Harbour Castle could not accommodate our observers, guests, retirees and support staff which are being housed at other nearby hotels.

From a financial point of view, the contract to hold our 2023 National Convention at the Westin Harbour Castle was signed in 2019 prior to the COVID-19 pandemic. With nightly accommodation rates locked in, accommodation would be significantly higher today and would most certainly have increased the total cost of the National Convention. The most expensive cost associated with a National Convention is accommodation since this year is expected to reach \$1.5M.

This is my second report to Convention as National Secretary-Treasurer (NST). With the many challenges faced during the past four years resulting from the COVID-19 pandemic and the wide range of files the NST is responsible for or involved in, I found it very difficult to decide what should be included in my report. As per past conventions, the issues faced by the Union and our membership this term will be found in the report of the National Executive Board and in the reports of other National Officers. My goal is to explain how I carried out my duties during COVID, provide you with details outlining the financial and administrative accomplishments achieved and explain some challenges we faced during this term.

The responsibilities of the NST are listed in sections 4.45 through 4.55 of the National Constitution. From those provisions, it is clear there is no aspect of the work of the Union that does not involve one or more of the departments the National Secretary-Treasurer is directly responsible for:

- membership department;
- Union dues processing and rebates;
- accounts payable and receivable;
- payroll;
- financial administration;
- Information Technology (IT);
- overseeing all entities owned by the Building Society, being responsible for ensuring those entities are managed and maintained to protect the Union's investments.

The administrative duties and functions of my position entail a wide range of activities. Some as simple as authorizing a variety of expenses, distributing work to administrative assistants, authorizing staff overtime, allocating parking spaces, arranging for repairs and or service technicians, selecting flooring or paint colors. Others are very complex such as managing the financial entities of CUPW and how they interact with the various funds, the collection of union dues for all bargaining units, the financial administration of the CUPW Life Insurance Trust plan, to negotiating collective agreements with those who work for us. Finally, the NSTs portfolio is also responsible for the CUPW National Office along with being a member of the CUPW Human Resources Committee responsible for dealing with daily staff issues and the hiring of new staff.

My report will begin with outlining the Union's finances followed by other sections that provide details of my various responsibilities as National Secretary-Treasurer. It is my objective and hope the financial information provided in this report will be of assistance to delegates as financial resolutions are debated at this convention.

In the last 12 months, Locals were provided a great deal of information about the Union's finances. In February 2022, Locals received the Annual Financial Statements for the 2020-2021 fiscal year. In August 2022, as an appendix to the NEBs discussion paper, a "Financial Report for Regional Conferences Fall 2022" was provided to Locals to assist them in preparing resolutions for Regional Conference. In August and September of 2022, I held special virtual Zoom meetings to review and explain the financial report with Locals in several Regions in Canada and in Quebec. Locals also received, in February 2023, the 2021-2022 audited financial statements for the General, Reserve and Defence Funds as well as for the Child Care Fund, the Education Fund, the International Postal Fund and the Building Society. Included with those statements was a report on the salaries and expenses of each of the National and Regional Officers and Union Representatives, as required under section 4.49 of the National Constitution.

Locals also received a copy of the budgets adopted by the NEB for each year of this term. Further, the National Board of Trustees (NBT) at each verification this term produced a report, which was later printed in the Perspective and mailed to all members and retirees.

For your convenience, the following statements are attached as appendices to provide you an overview of the financial position of the Union.

Appendix	Statement	Period Reviewed
A	Balance of all Funds	Audited July 2019 to June 30, 2022
B	Revenues and Expenses "General Fund"	Audited 2019 to June 30, 2022
C	Revenues and Expenses "Defence Fund"	Audited 2019 to June 30, 2022
D	Revenues and Expenses "Reserve Fund"	Audited 2019 to June 30, 2022

GENERAL, DEFENCE AND RESERVE FUNDS

The General Fund, as described in section 7.15 of the Constitution, functions as the day-to-day operating account, and is used to pay the authorized expenses of the Union. Each fiscal year, I prepare a budget for the General Fund, as required under section 7.04 of the Constitution, which is then reviewed and adopted by the National Executive Board (NEB). It is extremely frustrating to follow the current requirement of section 7.04 which only allows for a balanced budget to be adopted by the NEB, as this budget does not reflect the actual forecasted operating expenses and expected deficit for the Union's true operations.

For the 2022-2023 fiscal year with NEB approval, I provided Locals with two budgets, one that met the requirements under section 7.04 to adopt a budget without a deficit, and the second budget that detailed the true anticipated operating expenses of the Union that would result in a deficit at the end of the 2023 fiscal year. It is my belief that that the Union, under normal circumstances, cannot operate without incurring a structural deficit in the General Fund each year without changes to Constitutionally mandated expenses, services, increases to revenue or a new distribution of how revenues are allocated under section 7.08 of our Constitution. It is important that delegates to the 2023 convention understand that, with the Union returning to normal face-to-face activities, the General Fund will be facing a structural deficit on a yearly basis if costs for travel, accommodation and supplies continue to soar. The 10% allotted to the Defence Fund each year that can be transferred to the General Fund, as per section 7.20 of the Constitution, may not be enough to fully replenish the structural deficit at the end of each fiscal year.

The General Fund had a surplus at the end of the fiscal year for three years this term (2020, 2021 and 2022). This was a direct result of not traveling and holding face-to-face meetings as required under the National Constitution, due to Federal and Provincial health restrictions relating to the COVID-19 pandemic. Under normal operations, as outlined in the Constitution, I predict the General Fund will be in a deficit each year in the coming term (2023-2027) between \$3 – \$3.5M if operating expenses remain status quo in terms of Union Representatives, meetings, conferences, and committee work.

As contained in section 7.08, the basic dues collected from members are divided up as follows:

- 64% to the General Fund;
- 10% to the Defence Fund;
- 26% to Locals.

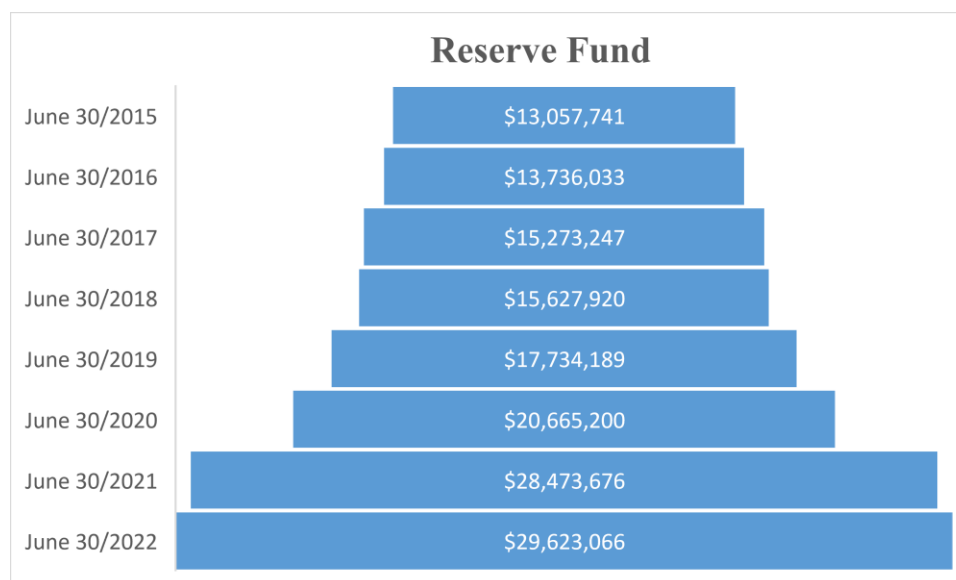
Locals also receive an extra rebate of \$1 per member per month, at a minimum of \$250 and to a maximum of \$1,000. This extra rebate in the 2022 fiscal year was over \$739,500 which came from the 64% of dues allocated to the National Union.

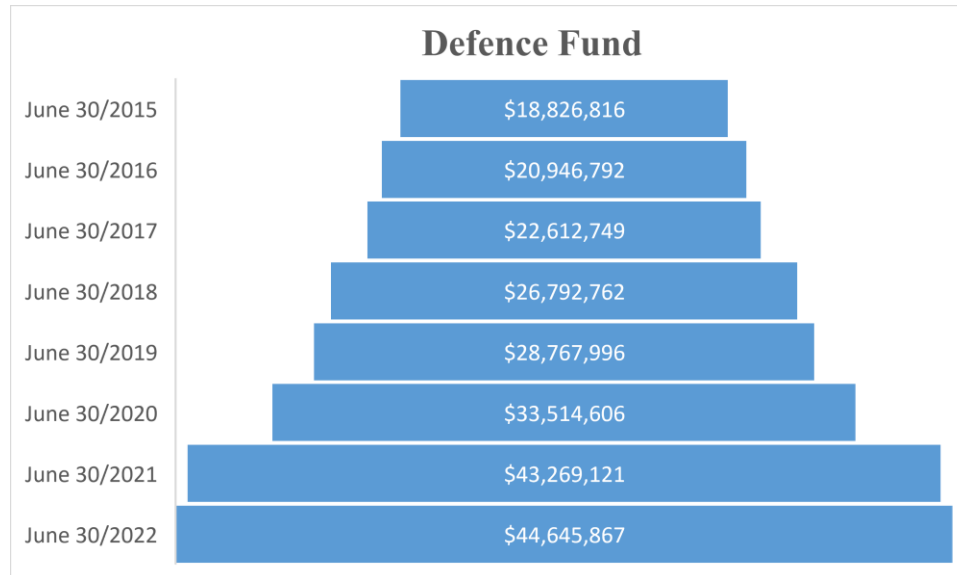
As a result of the COVID pandemic, the 10% for the Defence Fund (section 7.08) was deposited in the 2020, 2021 and 2022 fiscal years. However, at the end of the 2019 fiscal year, an amount of \$3,557,729M was withheld from the Defence Fund to retire the deficit in the General Fund. The practice of using the 10% to be deposited to the Defence Fund each year to retire a deficit in the General Fund was originally meant as a temporary measure to avoid operating deficits until the Union could “bring our finances under control”. In the past four years, the National Executive Board diligently tried to keep expenses at a minimum for completing the work of the Union. Still a deficit of \$3.6M occurred in the General Fund in 2019 making it impossible to deposit the full 10% of dues into the Defence Fund.

At the 2019 convention, delegates reinstated section 7.20 of the Constitution that requires the monthly 10% contribution to the Defence Fund, along with the provision to authorize the NEB to retire a General Fund deficient with a transfer from the Defence Fund, up to the total amount deposited in the Defence Fund that fiscal year until the 2023 National Convention. I hope delegates at this convention will debate a resolution to extend the provisions of section 7.20 of Constitution until the 2027 National Convention.

The Constitution requires that 5% of the General Fund revenues be set aside in the Reserve Fund, half for external organizing and half as true reserves for expenses not provided for in the budget or in an emergency that may arise in the fiscal year. Appendix “A” shows the net contributions to the Reserve Fund over the last four years from a fund balance of \$17,7M in June 2019 to \$29,6M at the end of June 2022. As of June 30, 2022, the Reserve Fund contained an amount of \$3,5M for External Organizing.

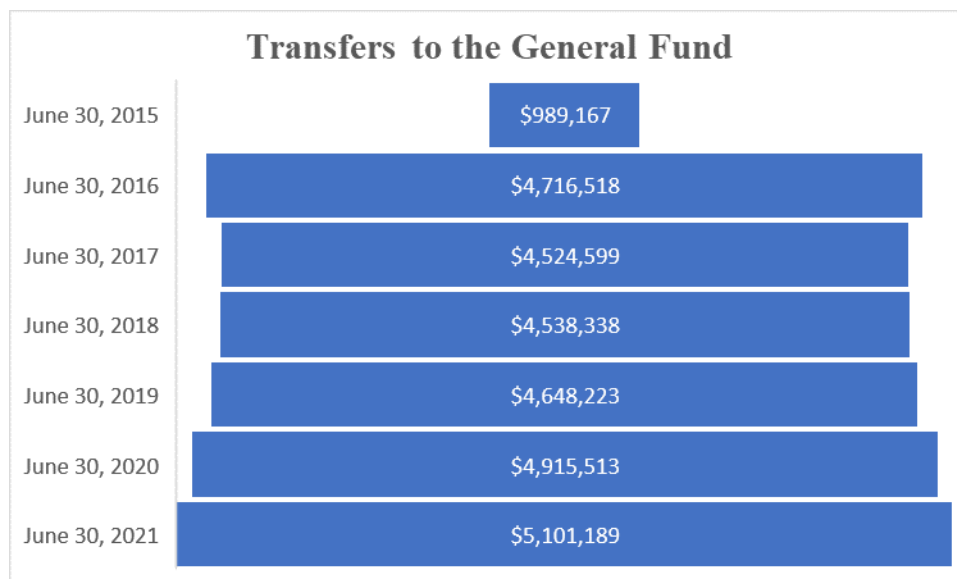
RESERVE AND DEFENCE FUNDS 2015 TO 2022





The “Balance of Funds” in charts above and in Appendix “A” show how the application of section 7.20 adopted at the 2019 convention resulted in net contributions to the Defence Fund over the last four years from a fund balance of \$28,7M in June 2019 to \$44,6M at the end of June 2022.

The chart below shows the excess (deficiency) of revenue over expenses for the Defence Fund and the amount transferred to retire the deficit in the General Fund over the past eight years.



The expenses of the General Fund in the 2019 fiscal year for the day-to-day operations far exceeded the dues received from the membership. It was impossible to balance our operating expenses with the dues received each fiscal year, meaning the Union could not operate within the revenue of 64% of dues collected, less the extra rebates to Locals, for the operations and services to the membership.

In the 2020, 2021 and 2022 fiscal years, due to COVID-19 restrictions that did not permit for travel or face-to-face meetings, the Union's operating expenses resulted in a yearly surplus to the General Fund. Now that the Union has returned to pre-COVID-19 activities, at the end of the 2023 fiscal year we are forecasting a deficit in the General Fund.

Should a resolution come to this convention to renew the notwithstanding paragraph of section 7.20, permitting the withdrawal from the Defence Fund to cover a General Fund deficit, up to the amount deposited into the Defence Fund each year. I strongly recommend delegates support the resolution. Referring to the chart in Appendix "A", in 2019 you can see that almost two thirds of the funds deposited into the Defence Fund were required to cover the General Fund deficit at the end of the 2019 fiscal year.

CUPW BUILDING SOCIETY

The building society is a legally registered not for profit entity. The building society is responsible for owning and managing the real estate owned by the building society which are, in part, funded by mortgages through Canadian registered banks and by the Defence Fund.

During the past term, as reported by the National Board of Trustees, three condominium units located on Wellington Street in Ottawa were sold. The profits from the sale were used to purchase three additional condominiums at the SOHO (Lisgar Street) in Ottawa. The two remaining units on Wellington Street are used to accommodate individuals who temporarily relocated to work in Ottawa long term. One unit is used by an Alternate Union Representative and the second, by a member of the Appendix "AA" committee.

When purchasing the new units at the SOHO, it was negotiated that each unit came with an external storage locker and or a parking space. These storage lockers have been used for the storage of various CUPW supplies or pieces of equipment. This allowed the Union to discontinue the rental of external storage units, reducing the operating costs of the Union. Since no committees are being accommodated long term in the SOHO condos, they continue to be used to accommodate individuals working on behalf of the Union such as NEB members, National Committee members, as relocation accommodation for Alternate Union Representatives working in the Central Region and third-party specialists assisting CUPW in various projects. This provided and will continue to provide cost savings in hotel room rentals.

When the units were not occupied full-time this term, opportunities were presented to the NEB for short-term monthly rentals for members relocating to Ottawa and by retired members looking for a short-term rental of three months. These opportunities were not approved by the NEB. This may be something the Union should authorize as it would assist with the yearly costs of maintaining the condos.

In June of 2021, the building society purchased, with funding in part from a mortgage and the other part from the Defence Fund, a new building located at 34 Colonnade Road North in Ottawa. This new building was purchased for \$2.3M and became the new home for the Central Region as well as the new state of the art CUPW archive center and official office suite for the National Organization of Retired Postal Workers (NORPW). Finally, with the remaining space at 34 Colonnade Road North was converted into a storage room for CUPW. The Archive Project, new Archive Center and NORPW office will be reported on further in my report. The monthly mortgage payment for the 34 Colonnade building and yearly taxes is less than the Central Region's previous monthly rental at 280 Metcalfe Street in Ottawa.

In May of 2021, the NEB adopted a resolution to allocate \$1.2M from the General Fund's 2019-2020 fiscal year to the CUPW Building Society, to cover the costs of much needed renovations in the Quebec, Metro-Montreal, Ontario, Prairie and Pacific Regional Offices as well as renovations to be carried out at National Office. Upgrading of the CUPW offices had not taken place in over 20 years. Basic upgrades consisting of painting and new flooring was completed in the Metro-Montreal and Pacific Regional Offices. The Prairie Region had a new reception area constructed and some of its interior painted. The Ontario Regional Office had its leaking roof replaced. None of the remaining badly needed upgrades were made to the Ontario Regional Office as a decision to search for a new office located outside of its current industrial park is underway. The Quebec Regional Office has not yet been upgraded.

The National Office underwent major renovations of its 3rd, 4th and 5th floors. The main floor and its boardroom were upgraded earlier in the term. The renovations at the National Office mainly took place while elected representatives and staff were working remotely due to COVID restrictions. One aspect of the renovations at National Office was replacing the old fluorescent light fixtures with new LED lighting, which was partially funded through a \$13,000 grant from the federal government for upgrading to energy efficient lighting.

ARCHIVE PROJECT

After the purchase of 34 Colonnade, which was understood would have unused space, I was able to have a resolution adopted for the use of \$1.2M be allocated to the CUPW Building Society from the General Fund budget for the 2021-2022 fiscal year to be used to professionally archive all the materials in the archive room at National Office and build a new CUPW Archive Center at 34 Colonnade to preserve the physical history of the Union. The original archive room used to store materials at National Office was too small, materials were not professionally archived and the room had no control systems.

In January 2022, a professional archivist project manager and three archivists began archiving, indexing, filing and creating archival description called "Fonds" for 280 lineal feet of materials stored in the Bank Street archive room.

The new archive room will have a temperature-controlled environment for preserving archived materials complete with a fire suppression system and a main "locked" archive room with space for future growth, with outside the room an intake area for archiving of new materials, process area, two small offices, a bathroom and a small kitchenette. This construction work was completed by December 2022 when all the newly archived materials were moved into the new archive center.

Phase two of the archive project began in January 2023 with a completion date of December 2023. This includes the setting up of the new archive center, archiving of an additional 530 lineal feet of materials, records, and all media along with developing a new database to support different archival functions and materials.

ORAL HISTORY PROJECT

In 2022, in a collaboration with the Education and Finance Departments, phase 1 of the CUPW Oral History Project began with the goal of creating a digital archive (oral and visual) of key stories and events in CUPW's history. Many retired union activists, staff, and the Union's legal counsel were interviewed and filmed.

These interviews were then transcribed complete with indexes into major themes that fall within the CUPW's history, such as strikes, negotiations, the merger of LCUC and CUPW and the struggles with Canada Post to improve working conditions and benefits for the membership, gender parity within the Union, and CUPW's continued efforts to preserve the post office and increase services to Canadians.

Those interviewed talked about their involvement in the struggles, the challenges that were successful and those that failed, their personal commitment to CUPW, the struggles they were involved in to CUPW's current struggles and campaigns.

In January 2023, phase two of the project for continuing individual interviews, as outlined in phase 1 will continue throughout the year and will be finalized by December 2023.

The final phase, phase three, will determine how these archived transcripts and films can be accessed, to be used for education, for CUPW research, or by labour historians for various projects.

It has been a real joy to manage and oversee the archive and oral history projects. These initiatives will most certainly capture the rich history of CUPW so it can be used in educating our membership and for use in CUPW future struggles.

PUSHING THE ENVELOPE – THE STRUGGLE CONTINUES

At the end of last term, there was discussion for CUPW to produce a picture book showcasing CUPW's history and activities. This term, it did not take me long to convince the CUPW Life Insurance Trust, managed by Coughlin and Associates, to agree to finance the development and publishing of a book about CUPW to be given as a gift to those attending Convention 2023. In February 2021, I brought together several CUPW retirees and Brother Jeremy Gillies from the CUPW Communications department to start working on a photo book.

The book quickly evolved into a book filled with stories of postal workers, about CUPW's history, pointing out the struggles and some of CUPW's victories, big and small. Once all the stories were drafted, Brother Geoff Bickerton was asked to help with the assistance of an independent editor to bring all these stories together, outlining CUPW's achievements into one story: "Pushing the Envelope, the Struggle Continues".

The aim of the book is to engage and educate our members through CUPW's history. This book was never meant to be the full history of CUPW but as a sampling of that history, it is to be a book that will sit on a table in a reception area in all our CUPW Offices or in a lunch room, a book that visitors and members can pick up and read a small story, look at some pictures and captions, and even view historical images, artifacts and documents from our past and compare them with today's version of some document. It is my wish that Locals will purchase copies of the book as gifts to retiring members in their Locals.

In November of 2021, I had the first meeting with Lucy Kenward an editor for Figure 1, a publishing company, outlining what our small working group had accomplished and what the final vision and expectations were for the book.

To get the book published and printed for Convention 2023, those assisting were working on very tight timelines. Days were long, trying to review the numerous manuscripts, selecting artifacts and photos, with everyone's commitment to the project the work was completed on time. It is my hope the finished book will be something our members can be proud of.

To get the book to the finish line, I want to thank and acknowledge that this took a village of dedicated individuals. The book wouldn't be what it is without keeping our focus on the original goals and vision of Pushing the Envelope – The Struggle Continues. Without the assistance of the CUPW retirees, of Figure 1, researchers, writers, translators, editors, indexers, photo archivists, photographers, production managers, designers, the printers, binders, shippers, and distributors who ensured "Pushing the Envelope" was delivered on time, we would not have succeeded.

This project has been a labour of love for those involved. For me, my involvement in managing and overseeing the project has been a true pleasure and a very positive and fulfilling experience I will never forget. My sincere thanks to all who assisted in making our vision of Pushing the Envelope, the CUPW story, a reality. Thank you!

NEGOTIATIONS

During the past four years, expenses were incurred for terms negotiated for the RSMC and Urban Operations bargaining units. For the period July 1, 2019 to December 31, 2022, the total cost of expenses related to negotiations was \$7.6M.



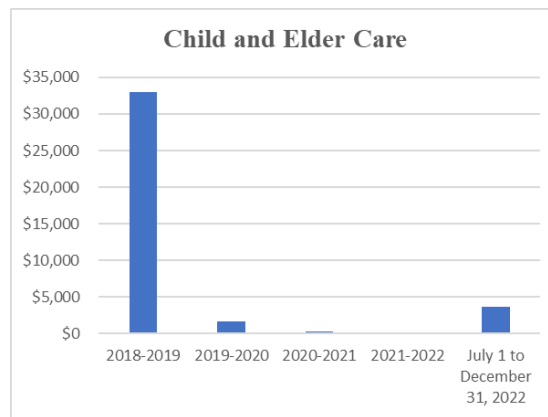
A major achievement gained through negotiations was the pay equity arbitration for the RSMC bargaining unit. From 2019 till now, the RSMC Pay Equity and Hourly Rate Committee have worked jointly with the employer to establish to an hourly rate of pay for the RSMC membership. Unfortunately, when the Union agreed to these RSMC committees and the Group 3 and 4 Committee at negotiations, the Union did not negotiate a memorandum of agreement with the employer for equal sharing of the true costs associated with CUPW members working on these committees. This resulted in CUPW being responsible for the majority of the costs with the exception of lost wages for one member of the RSMC Committee. Fortunately, the yearly costs of the RSMC committee work remained low as committee members have been working remotely and not in person in Ottawa since 2020, leaving only the cost of lost wages and no expenses for travel, accommodation and per diem.

I was, however, able to successfully negotiate with Canada Post a yearly lump sum payment of \$30,000 to help offset the yearly mortgage payment for the CUPW-owned condos used traditionally to accommodate CUPW members working on various committees. Had the RSMC Hourly Rate Committee worked from National Office, they would have been accommodated in the Union's condos in 2020, 2021 and 2022. I approached Canada Post to have the same agreement for a lump sum payment for 2023, but at the time of writing my report, no agreement has been reached. It is important that, during the next round of negotiations, when committee work is agreed to by the parties, that there also be an agreement to equally share the costs associated with those working as the Union representatives on committees.

CHILD AND ELDER CARE

The newly elected National Executive Board in 2019 adopted a new Child and Elder Care Policy for the reimbursement of child/elder care expenses and a new application form. The new procedure for requesting reimbursement of expenses includes providing proof of age for those requiring care, hours required for child/elder care, and changed the reimbursement process so that the reimbursement for services is provided only to the care provider.

The reimbursement of the child/elder care expenses, as detailed in the chart below, has been minimal as a result of COVID-19 restrictions. Reimbursement of child/elder care expenses will naturally increase with a return to normal CUPW activities.



ARTICLE 8

The CUPW Education Department developed training in “Transformative Mediation”. Now each Region has trained facilitators that can be called upon to assist in conflict resolution between members, as outlined in section 8.01 of the National Constitution as an alternative for conflict resolution with the agreement of both parties. This process has been successfully used by a few members to resolve conflict.

Expenses for the work of Regional Disciplinary Committees (RDCs) and the Appeal Board, from June 1, 2019 to June 30, 2022 was \$264,519. During this term, the RDCs and the Appeal Board mainly convened virtual hearings and not in person hearings. I submitted two resolutions to the NEB to authorize online training for new RDC members. Many thanks go to Sister Audrey Gornisecz for her assistance in the management of the Article 8 file.

As per sections 8.12 and 8.16 of the Constitution, as of January 31, 2023, there were 62 formal Article 8 hearings to be convened by RDCs and 16 Appeal Board files to have hearing scheduled as per the chart below.

APPEAL BOARD AND REGIONAL DISCIPLINARY COMMITTEES					
	2018-2019	2019-2020	2020-2021	2021-2022	
Appeal Board	\$ 14,324	\$ 6,990	\$ 668	\$ 3,197	
Atlantic Region	\$ -	\$ 3,817	\$ -	\$ 1,612	
Quebec Region	\$ 3,144	\$ 6	\$ 4,250	\$ 2,774	
Metro-Montreal Region	\$ -	\$ -	\$ -	\$ -	
Central Region	\$ 8,884	\$ 4,192	\$ 714	\$ -	
Ontario Region	\$ 23,825	\$ 42,211	\$ 8,585	\$ 8,679	
Metro-Toronto Region	\$ 5,202	\$ 1,926	\$ 1,142	\$ 1,017	
Prairie Region	\$ 21,103	\$ 72,646	\$ 923	-\$ 4,613	
Pacific Region	\$ 17,800	\$ 8,569	\$ 904	\$ 21	
	\$ 94,281	\$ 140,357	\$ 17,186	\$ 12,687	\$ 264,511

	Atlantic	Québec	Metro-Montréal	Central	Metro-Toronto	Ontario	Prairie	Pacific	Total
Article 8	0	3	0	3	41	8	5	2	62
Appeal Board	1	2	0	0	2	8	1	2	16

COST SAVING MEASURES AND ADMINISTRATIVE ACHIEVEMENTS

This section shows some of the achievements made this term resulting in substantial cost savings, while others have improved efficiency or standardized some administrative processes, and the creation of new written policies and procedures.

One of the largest expenses of the General Fund is the cost of Constitutional meetings and conferences. During COVID, the cost for holding virtual meetings was extremely high as they were contracted to a third party.

In June of 2021, I submitted a motion to the NEB to create a new temporary position within the Union to manage virtual Zoom meetings and to provide technical management of those meetings and virtual Constitutional conferences, such as the National Presidents meeting and numerous Regional Conferences. It was my belief that hiring our own “Event Manager” would provide not only cost savings for Constitutionally required meetings held as virtual events due to the COVID pandemic but would also provide CUPW the opportunity to hold additional virtual meetings with our members on a variety of subject matters.

Jim Shepherd accepted the “Event Manager” position. Jim has managed numerous CUPW meeting and conferences for over the past 25 years as the manager of an audio-visual company. Jim brought with him not only the technical experience required to create and manage the technology and equipment required for virtual and live meetings and conferences, but a historical understanding of how CUPW's large events like National Conventions are carried out. The result of CUPW having its own Event Manager decreased the cost for virtual meetings and conferences from over \$500,000 in the 2020-2021 fiscal year to cost of salary and benefits of approximately \$150,000 in the 2021-2022 fiscal year.

This provided me the opportunity to have virtual training sessions in all regions regarding administrative processes for Locals, Local Executive members and on the finances of the Union. For this year's National Convention, with Jim's experience managing past National Conventions, the Union was able to reduce the technical support budget by over \$300,000.

The one achievement I am very proud of is facilitating virtual Zoom training sessions with Local Executives and Local Secretary-Treasurers aimed at supporting them in their roles and providing training for the administration of their Locals.

Virtual training sessions were held for:

- Local Secretary-Treasurer
- Local Administration
- Review of bylaw templates, for updating local bylaws
- Review of the NST Financial Report for Regional Conferences
- Role and Responsibilities of local trustees

I would like to thank my sisters, brothers, comrades and friends in the Quebec and in the Metro-Montreal Regions for providing me, an anglophone, the opportunity to hold the sessions with the members in their respective regions speaking English with the assistance of interpretation.

Administrative changes implemented this term have been:

- Development and deployment of a new child/elder care form and policy for the reimbursement of child/elder care expenses;
- Development of a National RAND campaign, that has taken place yearly in the last four years, where National Office has reached out to RAND members requesting they join the Union and change their status from a RAND worker to a MIGS;
- A CUPW Human Resources Policy and Terms of Reference that outlines the role and responsibilities of the committee members for dealing with CUPW staff issues at a Regional and National levels;
- Development and deployment of a new Travel Authorization form to be used by those working on behalf of the Union;
- A new updated USB key was developed and distributed to Locals in 2020 and again in the fall of 2022 to assist Local Secretary-Treasurers and the Local Executive Committee members with their administrative duties and responsibilities. The USB key contains standardized templates for dues waivers, book off notice for union business with pay, statement of earning for Union business, General Membership Meeting Bulletins, order of business at a GMM, template for taking minutes at a GMM, to name a few;
- Negotiated an agreement with Coughlin Insurance for our membership to purchase optional life insurance that did not require proof of medical eligibility that came with a \$5,000 free critical care insurance in April 2020, and this was reoffered to the membership in the fall of 2022;

- Sent letters and, in some cases, new electronic forms to Locals explaining new administrative processes for electronically processing monthly rebates, the electronic distribution of NCUA reports how to provide membership applications, dues waivers, financial statements and the updating of membership information during the COVID pandemic;
- Letters and documentation were sent to Locals on three separate occasions during the pandemic explaining how to conduct virtual General Membership Meetings;
- Developed a new form for “Providing Regrets” for Locals to use for the amendment of Local bylaws to allow those on maternity or parental leave to be given credit for attendance at Local meetings as required language under Article 9 of local bylaws.
- Sent letters to Locals in May 2021 containing a new “bylaws template for the 2019-2023” term containing the new required language under Article 9 relating to Maternity Leave and Parental Leave credit for attending GM meetings. This letter was sent three times between 2021 and 2022;
- As recommend by the NHRC, developed new letterhead for all Regional Offices and National Office that contained a “Land Acknowledgement” statement in January 2022;
- Documentation explaining how to charge per diem allowances;
- Rolled out a new “National Payroll Service” to Locals with full-time officers that commenced in July 2022. To date, 6 Locals are using the service;
- Developed and deployed a new form to be used for the payment of wages for RSMC, PSBUs, and temporary/casual members that attend Union events where a Local or National Office are responsible for the payment of wages. When a payment is issued, statutory deductions are withheld and at the end of a calendar year, a T4 will be issued to the individual. When payments are made on behalf of a Local, the Local is invoiced through the monthly rebate to reimburse National Office.

NATIONAL BOARD OF TRUSTEES

The National Board of Trustees (NBT), due to the COVID pandemic, had to conduct virtual verifications of CUPW's finances in 2020, 2021 and 2022 to fulfill their responsibility to inspect the finances and assets of the Union, as described in sections 4.99, 4.100, 4.101 and 4.02 of the National Constitution. At each of those verifications, the Trustees were able to produce a report providing financial and administrative information as well as statistical reports on the membership.

In February of 2023, the Trustees were finally able to come to Ottawa to conduct an in-person verification. Even with the challenges faced by the National Board of Trustees at each verification, they produced their report that was later included in the Perspective. At this verification, the Trustees also produced their report to National Convention which includes a copy of their fourth verification along with a summary of their findings from all the verifications of this term.

I would like to sincerely thank the members of the NBT for their dedication in fulfilling their responsibilities to inspect and report on the finances and assets of the Union.

CUPW FINANCE DEPARTMENT

The day-to-day operations of CUPW's finances is achieved by the knowledgeable, skilled and dedicated staff in the finance department that keeps CUPW running smoothly and efficiently.

Our accounting department staff work very diligently for those elected to Regional and National positions, ensuring their monthly expense reports are reimbursed in a timely manner, reimbursing invoices that are a result of motions adopted by the NEC or NEB, and promptly paying expenses related to the operations of the Union. Sisters Line Denis, Sandra Sullivan and recently Marie Aukstinaitis ensure these tasks are performed quickly and accurately.

Brother Fei Fei Jing was hired as CUPW's new senior bookkeeper in 2020. Fei Fei has quickly learned the financial responsibilities and complex interactions between the six separate financial entities of CUPW. His professional abilities are a great asset for the Union and in the work done by the Chief Financial Officer (CFO). Fei Fei is mainly responsible for the General, Defence and Reserve Funds. He has also taken on the responsibility of reviewing Local Annual Financial Statements, providing me with updates on a regular basis.

Brother Mario Cloutier, our Coordinator – Payroll and Benefits, makes certain we all receive bi-weekly recognition for our work as well as keeping track of CUPW leave credits and usage. An additional payroll bookkeeper, Sister Ji Yeon Lim, was hired in 2022 to back up Brother Cloutier during absences. Sister Lim was made responsible for the payroll of six CUPW locals, as well as recording and reconciling leave for COPE 225 and CUPE 1979 staff.

Sister Dominique Lemay was hired in 2022, as a junior bookkeeper, to reconcile and reimburse Canada Post invoicing for lost wages under clause 26.06 of the Urban Operations collective agreement or clauses 21.02 -21.04 of the RSMC bargaining unit, for members participating in Union events or working on behalf of the membership. Additionally, Dominique assists in other accounting functions and with in Local payroll activities.

Sister Gail Clement is responsible for all accounting aspects the Union's Education Fund and the Child Care Fund. Gail is also responsible for accounting of the CUPW Building Society, that is the holder of all CUPW real estate assets. She does a tremendous job in ensuring all accounting aspects related to the purchase, sale, and upgrade of the numerous assets of the Building Society.

I am very appreciative of the dedication of all these individuals that provide excellent service to our members and to CUPW. It is important for our membership to understand the staff required to work on behalf of the CUPW operations, which are all funded by members union dues.

MEMBERSHIP AND REBATE DEPARTMENTS

The processes and procedures used by the staff in the membership and rebate departments were developed for the Urban Operation and RSMC bargaining units. The size of these two units, in relation to the size of our Private Sector Bargaining Units (PSBUs) means that the majority of CUPW's resources for our membership systems is directed to Canada Post members.

The current software modules developed for membership data processing, as dictated by our Constitution as well as urban operations and RSMC collective agreement provisions must also incorporate those processes for PSBU members. Collective agreements for PSBUs do not necessarily provide standard reporting requirements by employers for things like hiring, releases, unpaid leave etc., leaving the National Union with inconsistent data.

The new Janus software, reported in the "Information Technology" section of my report, will solve many of these challenges and will provide better membership services for our members. An example is members having the ability to change their own address in our system.

A major challenge facing CUPW is the current way information is received electronically from Canada Post for our membership. It is necessary that CUPW's systems be compatible with theirs. The fact that our membership management systems are over 25 years old result in technical challenges from time to time. At the time of writing my report, the parties are discussing how jointly to move forward with updating the membership management system.

Locals or members reaching out to National Office with questions or problems concerning union dues can count on Sisters Jackie Morris, Sandra Figueiredo, Marie-Eve LeBlanc, Sandra Sullivan and Brother Evan Thornton to provide answers and find solutions. Sisters Figueiredo and LeBlanc specialize in the rebate section of the department. They ensure Locals receive their monthly rebates and that our dues collection records are up to date.

INFORMATION TECHNOLOGY

During this last term, CUPW like many other organisations worldwide, went through a tremendous number of challenges due to the COVID-19 pandemic and restrictions placed on Canadians by Provincial and Federal authorities.

CUPW's very small IT department, with only three individuals working in our HelpDesk, stepped up to the challenge by ensuring all necessary IT equipment was provided to elected officers and staff in Canada and Quebec, which allowed the Union to continue to service the membership and continue operations during the numerous and lengthy lockdowns.

However, it was an additional expense to the Union to purchase additional laptops, monitors and other necessary equipment required by those elected to service the membership and our staff to work remotely. Now that the Union's offices are open and people are physically back to work, there has been a request to return all equipment provided during the pandemic to the IT department for inventory and to be deployed as replacement equipment in the future.

The staff in the IT department also developed remote work solutions as well as improved remote support tools to enable our HelpDesk staff to provide the needed support to elected union representatives and staff working from home. The NEB, NEC and Regional Offices and staff is able to continue holding virtual meetings by using both Microsoft Teams for internal users and the use of the Zoom platform for NEC and NEB meetings, arbitration hearings, meeting of the National Board of Trustees, mandated meeting such as the National Presidents meeting, meeting of National Committees, and education sessions including the ability to hold those meetings with live interpretation in both official languages.

The iMAS solution reported to the delegates at the last convention, as CUPW's new software platform, was discontinued due to additional yearly costs for our custom-built grievance and rebate modules. A new solution to replace Oracle continued at a very slow pace during the pandemic. The aim is the re-alignment to use a web-based application platform called APEX to migrate the Oracle system and our custom modules to a newer solution that is capable of growth and new functionality for the future. In 2020, CUPW hired a new code developer with Apex expertise as an additional permanent resource to our small IT team, which now has four permanent staff members responsible for code development and internal/external security of our software platforms.

In the fall of 2021, we hired a new business analyst manager, Sister Naomi Ireland. Sister Ireland took on the project management role for the new Apex solution called "Janus", as well as being responsible for the rebate and union dues collection processes. We are now nearing completion of the Janus solution, which has been a major development project on top of the day-to-day work of the IT staff. We expect user testing to take place after convention with an estimated go-live date before the end of 2023.

Once live, the Janus platform will allow CUPW to gain new capabilities and the ability to capture, store and analyze data. The IT department will commence work on phase 2 of the project which is an exclusive portal for members to access their membership information, update contact details and more.

In September 2022, the existing Director of IT, François Mac Habée stepped down from his role and agreed to stay employed for six months to provide training and transition of files and historical knowledge to the new Director of IT, Stephane Viau.

Stephane began employment with CUPW in January 2023, bringing a new dynamic and energy to the IT department. Currently, we are in discussions with Brother Mac Habée to continue assisting CUPW as a contracted code developer on a number of IT projects once his six months are completed at the end of March 2023. CUPW was very fortunate to have François's knowledge of code development to assist the development and management of the Apex software solution for the Janus solution.

I must, also mention the IT department's achievements in the ground-breaking project for the CUPW Child Care Fund, that was recently launched, disability-supports.ca. It is the first of its kind in Canada and Quebec.

The CUPW Child Care Fund partnered with 211-ON, 211-NS and 211-BC to develop an online portal that makes it easy for members to navigate and find information about disability supports, services and programs they need. This project was the result of tremendous collaboration between CUPW's IT, Communications, Education and Translation departments. We moved mountains in the Finance Department to put the funding in place to bring this vital information tool to our membership and the public.

CUPW is very fortunate to have dedicated staff in our IT department that bring their individual skills and knowledge each day to our many projects and system upgrades to a successful conclusion.

CANADA POST PENSION PLAN AND PENSION ADVISORY COUNCIL

It has been a privilege to represent our members on the Pension Advisory Council (PAC) of the Canada Post Corporation Pension Plan along with Sisters Eckert and Sanderson and Brother Sicotte as well as other bargaining agent appointees. We have been able to monitor the performance of the plan's administration and investments. I do agree with Sister Sanderson that CUPW should insist that the PAC be involved in the investments of the plan, to ensure there are no investments in for-profit long-term care facilities and that investments are measured using an Environmental, Social and Governance (ESG) grading system, to ensure the plans investments are "socially responsible investments".

The pension plan is in a surplus position due to rise in interest rates when evaluated as a going concern. The Corporation continues to try to scare the membership by talking about the pension solvency deficit, which is an evaluation assuming the Corporation and the pension ceases to exist on a particular day. Other large pension plans in Canada are not subjected to a solvency evaluation like other organizations. I do not believe the Canada Post Pension Plan should be subject to the solvency test.

APPENDIX “T”

I have the privilege of working with Sisters Gomercich and Sanderson as CUPW representative on the Appendix “T” Steering Committee.

This term has had its ups and downs regarding financial services. It was a disappointment that the My Money Loan has been suspended due to security issues at the time of writing my report. Canada Post insists that they are committed to financial services and are planning on the rollout of a new financial product that will be offered by the end of 2023. As of March 2023, the parties are discussing the possibility of a pilot project for a senior check in service. Please refer to the Appendix “T” report for additional information regarding the Appendix “T” projects discussed this term.

I also had the opportunity to attend a Rutgers University Annual Conference on postal and delivery economics in person in 2019 and participated virtually in 2021. The information I have gained at Rutgers Conferences have provided me with knowledge and understanding of how postal services are delivered in other countries and how other posts have dealt with the decline in letter mail and how they have focused operations on parcel delivery and how they have meet environmental concerns by greening their delivery operations.

NATIONAL ORGANIZATION OF RETIRED POSTAL WORKERS (NORPW)

This term, CUPW has continued to try and support the National Organization of Retired Postal Workers (NORPW). There have been challenges for NORPW representatives as they were unable to access the National Office during office closures resulting from COVID restrictions.

CUPW continues to send a letter from National Office when a member retires, congratulating the member on their retirement and includes an application for NORPW. At the time of writing this report, the new NORPW office suite at 34 Colonnade Road in Ottawa is in its final stages of renovations. The CUPW provided office suite will consist of two offices, office equipment such as desktop computers, a large photocopier, free internet and phone services and access to the CUPW network. Once the NORPW officially moves in, signage will be supplied and CUPW will assist NORPW in announcing its new location and will have the files moved to the new office.

The NORPW members continued to support CUPW this term, to maintain our defined benefit pension plan, support CUPW campaigns and facilitated courses. The membership of the NORPW is a great resource to Locals and to CUPW regionally and nationally in supporting our struggles to achieve our goals.

NATIONAL WOMEN'S COMMITTEE AND NATIONAL HUMAN RIGHTS COMMITTEE

I have had the honour of participating in the National Women's Committee and National Human Rights Committee meetings as well as the NHRC Conference this term.

I want to take this opportunity to thank Sisters Simpson and Sanderson for their dedication to ensure these meetings provided an educational opportunity and a place where participants engaged in difficult conversations in a safe respectful environment. I was provided the opportunity to engage in dialogue with many sisters and members of equity seeking groups where I gained insight into issues, they faced each day at work and in society at large. I contributed to discussions regarding the CUPW equity audit where survey results confirm that currently the CUPW leadership at all levels does not reflect our membership. The recommendations brought forward by the National Women's Committee and the National Human Rights Committee presented to the NEB were aimed at addressing issues faced by our membership on issues within society that need to be addressed to assist in improving the life and working lives of our members, or in support of actions that resolve or bring awareness to an issue in the public and or in our communities.

CUPW HUMAN RESOURCES COMMITTEE

As National Secretary-Treasurer, an important part of my role under the National Constitution is the interviewing and hiring of new staff and as well as being one of the Union's employer representatives on the Human Resources Committee (HRC). The HRC daily deals with a wide variety of issues related to our COPE 225 and CUPE 1979 staff. This is my second term beginning part of the Human Resources Committee. Currently, the other members of the HRC are Brothers Carl Girouard, National Grievance Officer, and Sylvain Beaudry, Chief Financial Officer (CFO).

This term, CUPW went through another very difficult round of negotiations with CUPE 1979. Negotiations between the parties took place virtually. CUPE 1979 represents specialists employed at National Office working in various departments, translators and cleaning staff.

Included in the negotiated settlement was a new reporting form and a process implemented for documentation of "flex time" with flex hours worked being approved, recorded and reconciled each month. A major issue during negotiations was a demand for telework which resulted in a letter of understanding, that states that should delegates at Convention 2023 pass a resolution to amend National Policy "A-26 Home working", CUPW would consult and discuss the issue of Telework with CUPE 1979. The last round of negotiations with CUPE 1979 resulted in the parties agreeing to work with a mediator to help improve the working relationship. In May of 2019, Mediation Services was contacted asking for assistance but at that time, due to cuts in services, they could not assist the parties. The relationship between the parties has improved but would benefit from the assistance of an independent third party. I would like to thank the members of CUPE 1979 for their commitment to improve our working relationship and for their diligence in reaching the current collective agreement.

At the time of writing this report, COPE 225 has provided official notice to bargain. Their collective agreement expired in June 2022 and negotiations will commence in June 2023. After convention, the newly elected NEB will have to appoint three Board members to act as CUPW representatives for the upcoming negotiations.

This term, the NEB adopted a “Human Resources Policy” that was shared with CUPW and both bargaining units. The CFO, Sylvain Beaudry, has training in human resources and labour relations which assists the committee in its work. The policy authorizes the HRC to act on behalf of CUPW in all matters related to our staff. Unfortunately, the provisions of the Human Resources Policy are not always adhered to. This only adds to the difficult situations of a Union being the employer to two bargaining units where, at times, difficulties exist between the parties, because an employer/employee relationship does exist between us.

I must acknowledge that our COPE and CUPE staff are fiercely dedicated to CUPW's work and to our membership.

MY JOURNEY CONTINUES

During this term, the COVID pandemic challenged CUPW in numerous ways. It forced us to find new methods to continue the work of the Union and to find solution to engage with each other at all levels of the Union.

In terms of the day-to-day operations and administration, we found ways to continue the work of the Union. The IT department made sure everyone had equipment so they could work remotely. Staff in the secretariate, finance, membership and rebate departments and in our print shop continued to physically come to work on a regular basis during lockdowns. This allowed CUPW to meet its obligations towards our members and suppliers.

I want to express my sincere appreciation to those dedicated sisters and brothers who collectively did this work which was essential for the Union to continue its day-to-day operations.

As NST, I work closely with CUPW's Chief Financial Officer, Brother Sylvain Beaudry. This term, Sylvain and I developed a succession plan for positions within the finance department to ensure CUPW would have a strong department in anticipation of retirements.

Sylvain is extremely committed to his role and responsibilities to manage CUPW's cash flow, financial investments and operations. Sylvain has helped me to grow in my role and I thank him for that.

Sisters Angèle Morin and Chantale Beugger are the administrative assistants responsible for the work of the secretariat. These two sisters organize the meetings of the NEC, NEB, national committees such as the NBT, Constitution Committee and General Resolutions and National Policies Committee to name a few and finally, the National Convention. The flawless organization of these meeting, while still completing the daily work of the secretariat is no easy task! These two sisters are true professionals who go above and beyond each day to fulfill their responsibilities and can always be counted on. Our working relationship is based on mutual respect, trust, honest communication, and our shared commitment and loyalty to CUPW.

Working directly with Local Secretary-Treasurers and Executive Committee members is the most rewarding part of my role as NST. It was a pleasure providing Locals with assistance while the Union, due to COVID, could not hold in person education sessions normally held to assist Local Secretary-Treasurers and Local Executive members in their roles.

Throughout the pandemic, I learned a lot about my ability to adapt to change and grew as a person, both personally and professionally. Despite the many challenges, I believe I have fulfilled my role and responsibilities as NST.

I personally do not believe that the members of CUPW's two largest bargaining units, the Urban Operations and RSMC bargaining units, were adequately recognized as front line workers/first responders. Postal workers were a lifeline across Canada and in Quebec that supported our communities and kept them operating during the pandemic. This is also true of our Private Sector Bargaining Unit members. I would like to take a moment to thank each of you for your efforts and acknowledge that you put your personal health at risk of contracting the COVID virus everyday you went to work.

The CUPW election process does not always allow for building good relationships or a healthy work environment. Although it is the expectation of the membership that those elected will work together, this has its challenges.

In my report, you were provided with details outlining numerous accomplishments realized this term resulting in the reduction of expenses, in support of the work of Locals required under the Constitution and in improving the efficiency of the daily operations of the Union.

Work life balance was unachievable this term with the additional workload required for the administration of the Union because of the pandemic. My family and my partner, Yves Hénault, were very patient and understanding, I cannot thank them enough for their unconditional love and support.

It has been a true privilege over the last two terms to be your NST. With your continued support and, given the opportunity, I will gladly rise to the challenges the next term will bring, to serve you, the membership.

In solidarity,



Beverly Collins
National Secretary-Treasurer

/akm
cope 225

APPENDIX “A”

BALANCE OF FUNDS			
	General Fund	Defence Fund	Reserve Fund
Balance of funds as of June 30, 2018	\$ -	\$ 26,792,762	\$ 15,627,920
Excess of revenue over expenses - 2019 (expenses over revenue)	(3,557,729)	5,532,963	2,106,269
Transfer from the Reserve and/or Defence fund - 2019	<u>3,557,729</u>	<u>(3,557,729)</u>	<u>-</u>
Balance of funds as of June 30, 2019	-	28,767,996	17,734,189
Excess of revenue over expenses - 2020 (expenses over revenue)	2,603,142	4,746,610	327,869
Transfer from the Reserve and/or Defence fund - 2020	<u>(2,603,142)</u>	<u>-</u>	<u>2,603,142</u>
Balance of funds as of June 30, 2020	-	33,514,606	20,665,200
Excess of revenue over expenses - 2021 (expenses over revenue)	4,358,230	9,754,515	3,450,246
Transfer from the Reserve and/or Defence fund - 2021	<u>(4,358,230)</u>	<u>-</u>	<u>4,358,230</u>
Balance of funds as of June 30, 21	\$ -	\$ 43,269,121	\$ 28,473,676
Excess of revenue over expenses - 2022 (expenses over revenue)	2,226,198	1,376,746	(1,076,808)
Transfer from the Reserve and/or Defence fund - 2022	<u>(2,226,198)</u>	<u>-</u>	<u>2,226,198</u>
Balance of funds as of June 30, 2022	<u>\$ -</u>	<u>\$ 44,645,867</u>	<u>\$ 29,623,066</u>

APPENDIX “B”

	Actual for year ending June 30, 2019	Actual for year ending June 30, 2020	Actuals for year ending June 30, 2021	Actuals for year ending June 30, 2022	Total for 4 years ending June 30, 2022
REVENUE					
Per Capital Tax	\$28,042,306	\$29,148,050	\$30,272,950	\$31,107,813	\$118,571,119
Investments	\$280,253	-\$243,534	\$1,668,589	-\$223,519	\$1,481,789
Other	\$134,689	\$139,240	\$182,095	\$421,530	\$877,554
Total Revenue	\$28,457,248	\$29,043,756	\$32,123,634	\$31,305,824	\$120,930,462
EXPENSES					
Administration					
Affiliation fees	\$607,167	\$569,306	\$648,270	\$680,772	\$2,505,515
Amortization of capital and intangible assets	\$99,520	\$110,230	\$110,974	\$92,169	\$412,893
Computerization	\$436,641	\$427,721	\$270,399	\$331,624	\$1,466,385
Equipment rental	\$115,492	\$115,149	\$128,250	\$110,982	\$469,873
Equipment repairs and maintenance	\$71,359	\$66,664	\$105,949	\$104,066	\$348,038
General	\$25,602	\$16,168	\$24,225	\$20,790	\$86,785
Insurance	\$21,333	\$22,619	\$21,412	\$20,961	\$86,325
Interest and bank charges	\$11,285	\$5,901	\$7,081	\$6,468	\$30,735
Investment Management Fees	\$60,694	\$49,300	\$56,346	\$73,169	\$239,509
Library	\$71,944	\$79,365	\$85,979	\$84,736	\$322,024
Losses (gain) on disposal of capital assets	\$0	\$437,090	\$0	\$0	\$437,090
Office rental and maintenance	\$1,723,362	\$1,718,078	\$2,691,831	\$2,352,542	\$8,485,813
Postage	\$407,852	\$279,924	\$279,833	\$310,218	\$1,277,827
Printing and supplies	\$223,271	\$291,559	\$561,642	\$296,231	\$1,372,703
Professional fees - audit	\$49,426	\$54,455	\$48,392	\$48,082	\$200,355
Professional fees - other	\$213,532	\$200,605	\$124,599	\$282,512	\$821,248
Public relations and advertising	\$36,269	\$22,468	\$17,356	\$21,796	\$97,889
Relocation	\$78,995	\$87,367	\$94,349	\$60,779	\$321,490
Telephone, fax and cellular	\$401,808	\$423,154	\$388,517	\$463,017	\$1,676,496
T.T.A. accommodation	\$71,991	\$75,392	\$83,456	\$153,064	\$383,903
Total Administration	\$4,727,543	\$5,052,515	\$5,748,860	\$5,513,978	\$21,042,896
Salaries & fringe benefits					
National Officers, Directors and others	\$4,819,683	\$5,550,790	\$5,470,391	\$5,674,424	\$21,515,288
Staff - national and regional offices	\$4,258,085	\$4,774,868	\$4,570,298	\$5,165,250	\$18,768,501
Fringe benefits	\$3,713,273	\$4,374,679	\$4,923,777	\$4,686,439	\$17,698,168
Total Salaries	\$12,791,041	\$14,700,337	\$14,964,466	\$15,526,113	\$57,981,957
Per diem and travel					
National Officers, Directors and Union Representatives	\$225,142 <small>Note 1</small>	\$123,035	\$32,741	\$51,688	\$432,606
Automobile expenses	\$28,591 <small>Note 1</small>	\$24,259	\$21,332	\$16,116	\$90,298
Total per diem and travel	\$253,733	\$147,294	\$54,073	\$67,804	\$522,904

APPENDIX “B” (cont’d)

	Actual for year ending June 30, 2019	Actual for year ending June 30, 2020	Actuals for year ending June 30, 2021	Actuals for year ending June 30, 2022	Total for 4 years ending June 30, 2022
Meetings and services					
Appeal Board	\$16,398	\$20,899	\$4,631	\$0	\$41,928
Arbitration	\$2,464,918	\$1,975,018	\$2,433,530	\$2,788,981	\$9,662,447
Biennial Women's conference				\$16,674	\$16,674
Building the power to win				\$28,943	\$28,943
Constitutional conference	\$954,081	\$0	\$0	\$58,258	\$1,012,339
Collection and delivery operating model - Appendix AA			\$23,607	\$33,174	\$56,781
Convention	\$3,932,410	\$51,429	\$38		\$3,983,877
Delivering Community Power			\$631,440	\$1,030,295	\$1,661,735
Disciplinary committees	\$94,285	\$140,359	\$17,189	\$12,688	\$264,521
Education Seminars	\$236,251	\$310,570	\$182,285	\$165,204	\$894,310
Environment Committee				\$8,898	\$8,898
Funding - 7.57		\$1,272	\$0	\$0	\$1,272
Child Care - 7.63			\$0	\$0	\$0
Funding - Women Participation - 7.58	\$3,850	\$6,342	\$0	\$91	\$10,283
Women's participation accumulated funds 7.58	\$90,573	\$1,835	\$0	\$5,000	\$97,408
Funding - Human Rights Forums - 7.59	\$1,681	\$0	\$0	\$0	\$1,681
Funding - Human Rights Forums - 7.59 - accumulated surplus	\$6,799	\$6,147	\$0	\$0	\$12,946
Funding - 11.07 Quebec Women's funding biennial Conference	\$0		\$0	\$0	\$0
Groupe 3 & 4 review		\$22,029	\$3,283	\$0	\$25,312
Journal	\$4,886	\$12,160	\$8,369	\$16,730	\$42,145
Legal fees	\$713,698	\$690,444	\$750,898	\$829,428	\$2,984,468
Members' Short Term Disability Program (STDP)	\$744,010	\$820,666	\$626,309	\$571,311	\$2,762,296
National Board of Trustees	\$88,464	\$68,166	\$111,963	\$53,128	\$321,721
National Executive Board (NEB) meetings	\$160,530	\$230,383	\$122,240	\$180,857	\$694,010
NEB and Regional Executive Committee meetings	\$19,693	\$115,466	\$0	\$39,587	\$174,746
National and regional conference	\$0	\$0	\$0	\$138,450	\$138,450
National Executive Committee meetings	\$20,341	\$32,972	\$135,333	\$90,198	\$278,844
National Health and Safety	\$23,832	\$5,083	\$35,410	\$11,291	\$75,616
National Human Rights Committee	\$218,844	\$136,126	\$201,624	\$127,280	\$683,874
National Organization of Retired Postal Workers	\$387	\$0	\$0	\$0	\$387
National Presidents' Meeting	\$0	\$0	\$162,273	\$40,046	\$202,319
National Work Measurement	\$26,543	\$8,317	\$16,515	\$8,249	\$59,624
National Women's Committee	\$39,888	\$27,325	\$29,630	\$22,949	\$119,792
Urban operations and RSMC Negotiations Committees	\$3,001,926	\$1,218,912	\$387,786	\$162,203	\$4,770,827
Negotiation - External (PSBU)	\$125,427	\$67,777	\$71,725	\$153,073	\$418,002
Other	\$222,020	\$176,801	\$27,163	\$51,926	\$477,910
Pre-Negotiation Conference		\$0	\$682,827	\$5,574	\$688,401
Referendum vote	\$128,959	\$0	\$44,971	\$953,356	\$1,127,286
Registration	\$7,124	\$6,515	\$8,094	\$5,196	\$26,929
Route restructuring software project		\$13,189	\$0	\$0	\$13,189
RSMC hourly rate committee				\$42,405	\$42,405
RSMC work content and workload		\$25,473	\$85,371	\$74,500	\$185,344
Save Canada Post Campaign	\$681,960	\$34,986	\$0	\$0	\$716,946
Social stewards	\$14,565	\$4,713	\$0	\$18,252	\$37,530
Sortation and delivery Value Study - RSMC	\$0	\$0	\$0	\$0	\$0
Trade union and coalition support	\$162,184	\$193,128	\$100,466	\$108,672	\$564,450
Unionization - Internal	\$36,133	\$115,966	\$93,035	\$118,864	\$363,998
					\$0
Total meetings and services	\$14,242,660	\$6,540,468	\$6,998,005	\$7,971,731	\$35,752,864
Total Expenses	\$32,014,977	\$26,440,614	\$27,765,404	\$29,079,626	\$115,300,621
Excess of Revenue over Expenses (Expenses over Revenue)	-\$3,557,729	\$2,603,142	\$4,358,230	\$2,226,198	\$5,629,841

Note 1: Effective fiscal year 2018-19 we transitioned to a pure activity based reporting system

APPENDIX “C”

STATEMENT OF THE DEFENCE FUND

	Actual for year ending June 30, 2013	Actual for year ending June 30, 2014	Actual for year ending June 30, 2015	Total for three years ending June 30, 2015	Actual for year ending June 30, 2016	Actual for year ending June 30, 2017	Actual for year ending June 30, 2018	Total for three years ending June 30, 2018	Actual for year ending June 30, 2019	Actual for year ending June 30, 2020	Actuals for year ending June 30, 2021	Actuals for year ending June 30, 2022	Total for 4 years ending June 30, 2022
REVENUE													
Per capita dues	\$0	\$0	\$657,382	\$657,382	\$4,017,356	\$4,021,410	\$4,164,625	\$12,203,391	\$4,648,223	\$4,915,513	\$5,101,189	\$5,239,188	\$19,904,113
Investments	\$442,487	\$1,108,357	\$331,785	\$1,882,629	\$322,698	\$515,295	\$374,424 **	\$1,212,417	\$1,215,641	-\$168,108	\$4,653,326	-\$3,862,442	\$1,838,417
Other	\$0	\$0	\$0	\$0	\$391,464	\$0	\$0	\$391,464	\$29,532	\$5	\$0	\$0	\$29,537
Total Revenue	\$442,487	\$1,108,357	\$989,167	\$2,540,011	\$4,731,518	\$4,536,705	\$4,539,049	\$13,807,272	\$5,893,396	\$4,747,410	\$9,754,515	\$1,376,746	\$21,772,067
EXPENSES													
Strike pay	\$2,197	\$525	\$0	\$2,722	\$0	\$0	\$0	\$0	\$336,900	\$800	\$0	\$0	\$337,700
Interest and bank charges	\$2,688	\$182	\$0	\$2,870	\$15,000	\$12,106	\$711	\$27,817	\$23,533	\$0	\$0	\$0	\$23,533
Total Expenditures	\$4,885	\$707	\$0	\$5,592	\$15,000	\$12,106	\$711	\$27,817	\$360,433	\$800	\$0	\$0	\$361,233
Excess of Revenue over Expenses (Expenses over Revenue)	\$437,602	\$1,107,650	\$989,167	\$2,534,419	\$4,716,518	\$4,524,599	\$4,538,338	\$13,779,455	\$5,532,963	\$4,746,610	\$9,754,515	\$1,376,746	\$21,410,834

** Investment management fees are deducted from investment revenues

APPENDIX “D”

STATEMENT OF THE RESERVE FUND

	Actual for year ending June 30, 2013	Actual for year ending June 30, 2014	Actual for year ending June 30, 2015	Total for three years ending June 30, 2015	Actual for year ending June 30, 2016	Actual for year ending June 30, 2017	Actual for year ending June 30, 2018	Total for three years ending June 30, 2018	Actual for year ending June 30, 2019	Actual for year ending June 30, 2020	Actuals for year ending June 30, 2021	Actuals for year ending June 30, 2022	Total for 4 years ending June 30, 2022
REVENUE													
Per capita dues	\$748,825	\$738,656	\$728,335	\$2,215,816	\$644,911	\$641,302	\$666,349	\$1,952,562	\$743,723	\$786,497	\$816,199	\$838,284	\$3,184,703
Per capita dues - external organization	\$748,825	\$738,656	\$728,335	\$2,215,816	\$644,911	\$641,302	\$666,349	\$1,952,562	\$743,723	\$786,497	\$816,199	\$838,284	\$3,184,703
Investments	\$396,413	\$1,156,024	\$440,737	\$1,993,174	\$454,866	\$517,254	\$257,282 **	\$1,229,402	\$1,215,002	\$112,027	\$2,762,859	-\$1,875,308	\$2,214,580
Total Revenue	\$1,894,063	\$2,633,336	\$1,897,407	\$6,424,806	\$1,744,688	\$1,799,858	\$1,589,980	\$5,134,526	\$2,702,448	\$1,685,021	\$4,395,257	-\$198,740	\$8,583,986
EXPENSES													
Amortization of Capital Assets	\$0	\$0	\$0	\$0	\$0	\$77,694	\$77,694	\$155,388	\$77,694	\$77,694	\$0	\$0	\$155,388
CLC special assessment	\$0	\$65,177	\$0	\$65,177	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CLC Convention	\$0	\$53,663	\$0	\$53,663	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Delivering Community Campaign	\$0	\$0	\$0	\$0	\$0	\$0	\$31,659	\$31,659	\$78,765	\$0	\$0	\$0	\$78,765
Professional fees	\$0	\$0	\$0	\$0	\$0	\$56,500	\$77,721	\$134,221	\$0	\$0	\$0	\$0	\$0
Labour movement	\$30,862	\$0	\$0	\$30,862	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Save Canada Post Campaign	\$0	\$359,759	\$0	\$359,759	\$310,000	\$0	\$697,261	\$1,007,261	\$0	\$0	\$0	\$0	\$0
Organization - external	\$267,410	\$362,136	\$69,738	\$699,284	\$72,326	\$128,450	\$350,972	\$551,748	\$439,720	\$1,279,458	\$945,011	\$878,068	\$3,542,257
Total Expenditures	\$298,272	\$840,735	\$69,738	\$1,208,745	\$382,326	\$262,644	\$1,235,307	\$1,880,277	\$596,179	\$1,357,152	\$945,011	\$878,068	\$3,776,410
Excess of Revenue over Expenses (Expenses over Revenue)	\$1,595,791	\$1,792,601	\$1,827,669	\$5,216,061	\$1,362,362	\$1,537,214	\$354,673	\$3,254,249	\$2,106,269	\$327,869	\$3,450,246	-\$1,076,808	\$4,807,576

** Investment management fees are deducted from investment revenues

REPORT OF THE NATIONAL GRIEVANCE OFFICER

Brothers,
Sisters,
Cousins,
Comrades,

Just like any term in the past, the 2019–2023 term has seen a number of challenges. We knew that this would be a difficult term, that we had a number of experienced representatives leaving the organization for retirement and that all levels of the Union would require additional support to ensure the transition. In addition to those who had already left at the 2019 Convention, more than 15 officers or union representatives elected at the 2019 Convention left the organization during the term, which was unprecedented. While some went to work for other unions, unfortunately, some went to work for Canada Post management.

TRAINING AND EDUCATION

During this term, we trained over 30 new worker advocates in different regions and locals. This training was given by retired members Sister Cathy Kennedy and Brother Gord Fisher. This 5-day course teaches how to represent our members in arbitration through a series of simulations and exercises. While there would have been a need for additional sessions, the pandemic hindered our ability to train more at this specific course, its particularities being difficult to adapt to online learning.

The Prairie region, with the help of Regional Grievance Officer Sister Amanda Cowie and Brother Fisher, organized a series of online educationals on issues such as specific legal principles and preliminary objections. This was first developed for the benefit of the Prairie region worker advocates and was later on made available to worker advocates and elected representatives across the country with the help of the Education and Grievance departments at National Office. We thank them for this great initiative.

One of the essential tools to support those who deal with the grievance and arbitration procedure is our jurisprudence website. The previous version was built in the mid-nineties on what is now obsolete technology and had not been maintained for at least the past 10 years. This was due in part to broken technology. We are happy to report that we now have a new version of our jurisprudence website with a much better research engine than the previous version. Our new site was launched on December 20, 2022. We still have a number of decisions and summaries to add to the website but we now have a much better version than what we previously had.

THE COVID-19 PANDEMIC

As you know, the Union also had to face an unprecedented challenge with the COVID pandemic that lasted the better part of the term and is still ongoing to a certain extent. The Union at all levels has seen repercussions and has had to adjust as the situation was constantly evolving with new emerging variants, health measures and directives from Public Health.

Following a legal opinion on the Ontario health requirements and consultations with the bargaining units working at National Office, we had to close the office in March 2020 and gradually physically returned to work starting in May 2022.

This meant that officers, URs and staff had to adjust to working remotely with limited access to the National Office. Most of us had very limited experience with things like virtual meetings and working with almost exclusively electronic format documents. This required a lot of planning to equip all of us with the proper tools to work remotely and I want to thank our IT Department for their patience and commitment to enable us to continue serving our members during these hard times. We could not have done it without them. I personally feel that we pulled through it, making the best of the situation but it was not ideal. While we were able to meet virtually and work on documents remotely, it definitely had an impact on our ability to communicate and exchange ideas with other members of the department along with having an impact on the onboarding and training of new members of the department. Some of us worked extremely long hours due to the crisis created by COVID and I cannot imagine how we would have continued to represent our members had it not been for the new technology available and further developed over the pandemic.

This also meant that we had to adjust processes with things such as the transmission of grievance files between regional offices and national office, referring grievances to arbitration and scheduling them. In addition, the national Grievance Department has seen the departure of 7 support staff, from administrative assistants to data entry clerks. This complicated the work of the department on many levels throughout the term.

We also had renovations on the third floor of National Office. This was a welcome opportunity and was greatly needed. In order to enable this, we had to box, identify and organize all the documents that had been filed in the department in the past few decades and make a decision on what we would keep, dispose of or digitalize.

Nobody knew at that time how long the pandemic would last and we also had to adapt to virtual grievance hearings at all levels of the Union. While virtual hearings are far from ideal, different parts of the country had strict rules on the number of people allowed in a meeting room, the ability to travel between regions or provinces and the closure of facilities like hotels where hearings are normally held.

In some instances, this created an impossibility to hold face-to-face hearings and we had to adjust in order to represent our members in relevant time. For example, we had to finish the interest arbitration imposed to us by the back-to-work legislation on a virtual platform with arbitrator MacPherson.

This remains a contentious issue between the parties as, while CPC recognizes that face-to-face hearings are the norm, some regional CPC representatives continue to try to force virtual hearings on CUPW. National Office had to intervene on a number of occasions to clarify our position.

As the pandemic state was declared in Canada in March 2020, a lot was still unknown about the virus. We knew it was spreading fast but not exactly sure how and we knew it could be serious for those infected. It is in that context that we immediately set up direct lines of communication and frequent meetings with high-ranking Canada Post officials to ensure an ability to take required measures rapidly as the situation evolved. Our National President, Jan Simpson, myself, National Grievance Officer and our 1st National Vice-President, Julee Sanderson attended these meetings throughout the worst part of the pandemic. Within the first weeks of the pandemic, we also set up a structure where we met with the NEB almost daily or every other day. NEB members were reporting on the situation in their regions and bringing forward the concerns of our members on the work floor.

We would then meet with CPC and report back to the NEC. This process allowed us to discuss multiple issues in relation with health and safety measures to be implemented rapidly in the workplace and the required leaves to protect our members against infection, to ensure that they would be covered if they contracted or were in close contact with the virus and also to deal with issues like school closures. While the protections contained in our collective agreements were sufficient to address most situations, we had to ensure that CPC would make the proper interpretation of those provisions and put in place specific procedures to make these leaves known and available to our members. A total of 8 national grievances have been filed directly in relation with CPC's application or interpretation of these leave provisions, 4 for each of our major bargaining units.

- N00-18-00003, N00-20-00004, N00-20-00007 and N00-22-00001 for the Urban bargaining unit;
- N00-18-R0005, N00-20-R0004, N00-20-R0005 and N00-22-R0002 for the RSMC bargaining unit.

These grievances concern issues where Canada Post is wrongfully determining the duration or admissibility of leaves such as high-risk leave and quarantine leave. At the moment of writing this report, we are determining the best strategy to push forward these issues and scheduling the grievances for arbitration.

Our National Health and Safety Committee also met regularly during the pandemic, ensuring that decisions were communicated and applied properly in workplaces. They also maintained regular contact with members of local health and safety committees.

We put in place special sanitary measures, adapted certain work procedures and provided personal protective equipment (PPE) specific to the particular needs of members of all groups to ensure their protection.

This required repeated consultations with CPC and with various public health authorities across Canada to ensure that procedures were applied consistently while also taking into account the evolving knowledge around the virus and its transmission. We implemented social distancing, staggered hours, extra waves, masking mandated by Employment and Social Development Canada (ESDC), sanitary cleaning procedures, etc. Despite some difficulties sourcing some PPE, particularly in the early stages of the pandemic, we made representations to the employer highlighting the concerns raised by our members across the country and to ensure the availability of this equipment in the workplace.

We were disappointed with the prevention measures put in place at retail counters. While the public saw all retail businesses equipping themselves with Plexiglas partitions to protect their employees at the cash registers, CPC opted for a much thinner and less solid product instead. The size and stability of these screens have been the source of many concerns for our members. CUPW has repeatedly asked CPC to provide a more adequate barrier as well as signs warning that aggressive language will not be tolerated in our facilities. The Corporation rejected these requests, which were made in response to a spike in workplace violence at retail counters across the country.

CANADA POST VACCINATION PRACTICE

On October 29, 2021, Canada Post's mandatory vaccination practice came into effect. Despite having received previous versions of the "Practice" where unvaccinated workers would have been required to take a rapid test prior to each shift in order to remain at work, Canada Post implemented a practice that did not offer a testing option and required that all workers be vaccinated or "partially vaccinated and intend to become fully vaccinated" or be placed on leave without pay.

We understood that this would have quite severe and important repercussions for some of our members. We knew this was a polarizing issue and that opinions on the vaccines varied greatly within our membership. Throughout the pandemic, the Union had been adopting a position to advocate for the availability of those vaccines for our members in numerous forms. We made representations to Canada Post and different levels of government for our members who wanted the vaccine to get priority access due to the nature of the work and the fact that we were helping the Canadian economy by delivering parcels and other products that allowed the country to run and helped Canadians get through these difficult times. Another example is the Toronto Local and Region successfully advocating for onsite vaccination clinics for those who wanted to receive the vaccine.

It is only when we found an expert that could support a "vaccinate or test" approach similar to previous versions of CPC's vaccination "Practice" that the NEB authorized the filing of National Grievances N00-20-00008 and N00-20-R0006.

This was very important in the Union's decision-making as we felt it was an approach that would protect the health and safety of all members notwithstanding their opinion on the vaccines.

We knew this was going to be a difficult case as jurisprudence was not favourable to our case and also evolving as we were arguing the case in front of arbitrators.

As the situation was evolving and members were suffering hardship under the "practice", we saw this issue becoming one of the most divisive that CUPW ever had to face. Local representatives were harassed and bullied by some of our brothers and sisters who were placed on leave without pay, and we received threats and accusations at all levels of the Union. This was all happening while we were one of the most proactive unions in the country in defending our members and putting considerable resources in place in order to do so. I wish to thank, on behalf of CUPW, all of those who held strong and worked tirelessly and with integrity to ensure the health and safety of our members and to maintain our Union structure running during those difficult times.

Under grievance N00-20-00008, the Union requested a cease and desist order under Article 9 of the Urban Collective Agreement. This is an accelerated process similar to an injunction where the Union requested that the arbitrator order the Corporation to set aside the "Practice" while the merit or substance of the grievance was heard in arbitration. The cease and desist application was denied by the arbitrator on November 25, 2021. The arbitrator however ordered a hearing in priority for the continuation of the grievance.

Following that, the Union proceeded in front of another arbitrator who heard very extensive evidence from both parties over 6 days of hearing from December 2021 to April 2022. Unfortunately, the arbitrator favouring the scientific evidence put forward by CPC rejected grievance N00-20-00008 in his final decision of April 28, 2022.

The Union also filed national grievances N00-22-00003 and N00-22-R0003. The grievances challenge CPC's decision not to let workers who had been put on leave without pay as per CPC's "Practice" back to work as soon as the federal vaccination mandates had been lifted. These files will be scheduled for arbitration during the next term.

CHANGES TO THE COLLECTIVE AGREEMENTS AND THE *CANADA LABOUR CODE*

Many arbitration decisions modified the content of the collective agreements during the term. Arbitrator Flynn rendered 3 decisions on the pay equity process for RSMCs. While her first 2 decisions were issued in 2018, the implementation discussions continued into 2019 and 2020 due to disagreements on the interpretation of her awards, and the parties had to go back in front of her to clarify certain aspects of her decisions. These discussions were finalized while we were also implementing the decision of arbitrator MacPherson as per the back-to-work legislation. Arbitrator MacPherson's decision, issued in June 2020, modified both the RSMC and Urban collective agreements.

Many issues needed to be considered in order to produce the collective agreements and to clarify the application. We then held our first virtual National Presidents' Meeting from November 20 to 22, 2020. During this meeting, the chief negotiators and negotiators from both bargaining units along with CUPW's Director of Research and myself made presentations on the various changes and answered questions from the participants. We received very positive feedback from that meeting. I wish to take this opportunity to thank all those who participated in that process and made this meeting possible. That being said, I feel that Brothers Lapointe and Bickerton deserve a special mention here as their experience and knowledge were invaluable in that process.

In the spring of 2021, the Corporation reached out to CUPW to discuss an extension of the Urban and RSMC collective agreements which were to expire on January 31, 2022, and December 31, 2021, respectively. Their rationale was the state of the pandemic and their financial situation, allegedly a deficit. This happened when we were in the process of identifying our demands for the upcoming round of bargaining and the NEB had already chosen both chief negotiators. The NEB then mandated both chief negotiators, the National Grievance Officer and the National President to hold discussions with the Corporation and to report to the NEB as discussions evolved. This led to a unanimous recommendation from the NEB to accept the proposed extension and we held our first virtual ratification referendum. While there were great debates of ideas and opposing views on whether we should accept the extensions, both collective agreements were ratified. The process was not without hurdles and by no means perfect but I wish to thank all the staff who worked tirelessly to make this possible as well as those who participated in either making presentations on behalf of the NEB and those who attended and voted at the numerous meetings across the country.

During the term, a number of working groups were created to deal with various issues. For example, the group 3 and 4 language review committees and the pilot project on availability of temporary workers stem from the 2018 round of bargaining. Both initiatives were greatly hindered by the pandemic and had to be placed on hold due to the situation. Another example is the RSMC Hourly Rate Committee whose work could be considered as the next step to the previous RSMC Work Content Committee. A report from this committee should be available to delegates for this convention.

During the second half of the term, the parties discussed the need to add arbitrators to the panels contained in our collective agreements. In the Urban Collective Agreement, we believe that the last time we added arbitrators to the panels was in 1998. Due to the circumstances in our last couple of rounds of bargaining, no new arbitrators were added. A number of current arbitrators have been with us for decades and some of them retired in the last years, or are unfortunately deceased. At the moment of writing this report, the parties have agreed on a few arbitrators and we are in the process of including them to various panels. We are continuing discussions with the Corporation on that matter.

The Liberal federal government introduced during this term a number of amendments to the *Canada Labour Code*. The first series of changes happened in September 2019. These changes contained, amongst others, changes to bereavement leave, leave for victims of domestic violence, flexible work arrangements, the addition of 5 personal days (out of which 3 are paid) and a 30-minute unpaid break for every portion of 5 hours worked. While some of these changes were an improvement for most of our workers, the 30-minute unpaid break had negative implications for some of our part-time members. We tried to limit the impact on these members going as far as agreeing with CPC asking for an exemption to the Labour Program which was unfortunately refused. We asked CPC to limit the impact of this modification on our members but we are aware that CPC adopted an approach of reducing 15 minutes to the scheduled time in some locations. This was left to local management to make the ultimate determination on the schedules.

More recently, Bill C-3 introduced 10 paid personal days for the purpose of sick leave. This came into effect in December 2022 and members could utilize part of those days starting January 2023. Without oversimplifying, CPC has basically decided that adding 6 new personal days to our current system under the collective agreement was sufficient to meet the requirements of the *Code*. While this can be considered by some as an improvement, we disagree with CPC's position and application of that change and we have filed national grievances N00-22-00006 and N00-22-R0006.

NATIONAL CONSULTATION

The National Consultation portfolio consists of meetings under the following headings:

- Urban Consultation
- RSMC Consultation
- Disability Management (short-term and long-term disability)

During the period of February 2019 to February 2023, there have been 100 separate national consultations dealing with over 534 items. Typically, every change brought forward by CPC about our working conditions goes through national consultation.

The above numbers do not reflect the numerous internal and external consultations we had on items such as the new Albert Jackson processing centre, CPC's vaccination policy, Changes to the Canada Labour Code (10 paid medical leave days, 30-minute unpaid breaks, etc.) as well as site visits to view new automated equipment.

AUTOMATION

Over this term, CPC has started implementing and piloting new automated equipment at an alarming rate. CPC has refused on numerous occasions give us proper notification in the form of a 29.03 A notice for the Urban unit or 35.03 A for RSMCs.

CPC's rationale for not providing proper notice is if it has no impact on headcount or staffing it does not warrant a technological change notice. CUPW disagrees with CPC's position and has filed a national grievance on the subject. We are also currently working on helping locals and regions facing technological changes to identify adverse effects on employees and we are having discussions within the organization on how CUPW should approach changes that may have a serious impact on the number of positions within our bargaining units.

Some of the automation CPC is implementing or piloting are:

- Automated guided vehicles
- Autonomous mobile robots
- Next generation portable data terminals
- Outdoor parcel lockers
- International small package sorter robotic arms
- Automated neighbourhood mail collator
- Hololens
- E-Trolley
- Computer-assisted sortation.
- Vehicle telematics

Canada Post Corporation is piloting or implementing these new automated machines, and CUPW believes their motivation is to de-skill work and reduce labour cost. According to CPC, this new technology will increase volume capacity and output as well as reduce injuries such as repetitive strain injuries and musculoskeletal injuries.

We know that the introduction of this new technology and automation will reduce the requirement for humans and in return will reduce the number of full—and part-time members required to perform current work. Currently, we do not know what the long-term impacts will be.

The automated guided vehicles require no driver and can be programed to move a monotainer from one area to another.

CPC intends on installing ISPS robotics (Parcel Induction solution). Eight will be installed in Vancouver and 8 in Toronto. CPC is currently analyzing the staffing impacts and implementation details of this new automation. Based on the research done by CUPW on these robotic arms, 32 jobs are at risk. These robots have grippers to pick up items and use cameras and barcode readers to handle packages presented to them randomly. The robot can operate 21 hours per day, 6 days a week, and up to 16 hours on the 7th day. They also have the ability to store data such as the number of parcels they have moved during a specified period as well as the volume of rejected package type, cycle type, etc. CPC had planned on implementing them in October of 2022, but the implementation has been delayed.

In November 2019, CPC put out a document titled Chapter 4. This document, which was released on intrapost, provides an overview of CPC's plan for the next 5 to 7 years. Some of their plans include investing \$4 billion to build capacity, improve service, modernize their network, renew their fleet and green their operations.

The Albert Jackson Processing Centre is CPC's newest plant that has been built in the Ontario East area. It will go live on April 16, 2023. It is a \$470 million state-of-the-art parcel sorting facility. It is the largest parcel sortation facility in Canada and will be a critical hub for CPC's network. This new facility will be able to sort more than 60,000 packages per hour. This is 50% more than Gateway today. It will also process more than 1 million packages a day at full capacity and sort to more than 300 sites.

We received the first technological change notice under Article 29 of the Urban collective agreement on or around September 25, 2020, and finally signed the first memorandum of agreement (MOA) on December 6, 2022. During that time, we engaged in multiple consultations with CPC. The impact of this change to CPC's network had major consequences for our members of the Ontario and Toronto regions. CPC was reducing by over 500 the number of positions in the Gateway and YDC facilities and moving the affected workers to the new Albert Jackson Processing Center in the Scarborough local. CPC also conducted a restructure of the MSC complement in the area, which resulted in the movement of more of our members.

When we started these discussions under Article 29, we realized that we needed to include local knowledge and consider different perspectives in the conversation. To that effect, we included representatives from both locals and regional offices in the consultation. We did our due diligence and met internally prior to and between each discussion with CPC, and the whole group participated in discussions with CPC.

We were able to negotiate compensation for our members who had to be displaced due to this CPC initiative, along with a process that offered other options to our members who did not wish to be relocated to Albert Jackson. We signed a total of 3 MOAs, 2 of which applied to groups 1, 3 and 4, and one that applied to group 2 MSCs. This was a long and complicated process and I wish to thank all those from the Toronto and Scarborough locals and both regional offices who participated in the process for their patience and courage in these difficult times.

RSMC

During this term there were various issues consulted on including items related to the application of the pay equity decision and the MacPherson award.

Even though sequencing was introduced in past years, CPC has accelerated this initiative and has now started applying these values that affect RMS values of the route.

Due to the significant increase in parcels and personal contact items (PCIs), CPC introduced outdoor parcel lockers on high PCI count routes. There is no time value provided for this work and it reduces the PCI count, which further reduces the value of the route. The Union has filed a national grievance (N00-22-R0001) on this initiative.

CORPORATE INITIATIVES

Over this term CPC has implemented numerous corporate initiatives and pilot projects such as:

- Retail Technology Modernization Project
- PCI Recovery
- Security and Key Management Changes
- OCRE Transfer Process
- Electric Vehicles
- C250 Vehicles
- Elimination of the Surplus Cash Fund (CMS Procedure 1128.16)
- Neighbourhood Mail Pinch Test
- Maintenance Vending Machines

It is always important to note the essential role consultations play in the grievance procedure, as it allows us to gather information that is often shared with all levels of the Union for the purpose of arbitration and advise our members of upcoming changes. It is also an opportunity to provide the Union's opposition and position, address any adverse impacts, and correct or resolve any issues.

The consultation process is enshrined into our collective agreements, but we must continue to use it as a tool to push back against attacks by the employers on our rights at all levels of the Union.

SHORT-TERM DISABILITY PROGRAM

Halfway through this term, the disability management portfolio was added to the consultation portfolio. Through discussions with REOs and other representatives who deal with STDP files, we are trying to address issues from a policy perspective or through consultation with CPC's disability management group.

The Short-Term Disability Program (STDP) has seen CPC implementing and forcing our members into participating in a program by a 3rd party called AbilityCBT. It is geared towards members on STDP leave for mental health reasons, and is supposed to be a voluntary program.

Instead, what we have seen is CPC's disability management provider, Canada Life, constantly harass, threaten to cut off payments and numerous other tactics to get our already vulnerable members to participate in this program. This program was rolled out to our members unilaterally and without any notice provided to the Union. The Union has filed national grievances N00-22-00007 and N00-22-R0007.

As we see more members struggle with mental health issues, there is a need to add mental health specialists to the roster of IMPs. We encourage you to remain vigilant, as the Union is not always aware of the intrusive initiatives put forward by CPC. We will need to be extremely diligent in communicating with each other and members on any programs rolled out by CPC.

HEALTH AND SAFETY

Appendix “DD”

At the beginning of our mandate, we organized a session for future facilitators of local health and safety committees training. This training was held in Montréal and brought together members from across Canada who were able to perfect their skills together in the language of their choice. These sessions prepared them for the upcoming local health and safety committee training for the 2019-2023 term. Unfortunately, several of the sessions planned had to be postponed due to the pandemic.

Joint training for Local Health and Safety Committees (LJHSCs) has resumed since the end of 2021 in regions where health measures allowed it.

In line with the need to update the joint training for LJHSCs, we started the process within the National Joint Health and Safety Committee (NJHSC), with funding from Appendix “DD”. Our review began in early 2022. An external firm called Metrix Group was selected by the parties to prepare content for evaluation by CPC and CUPW. During the process, CPC informed us of its intention to eliminate the exclusive worker representative meetings for CUPW, better known as breakouts. The Corporation has since modified its approach by attempting instead to change the timing of these sessions in the training schedule. No changes have been agreed to by the parties.

The various modules (6) of the training for postal workers, also provided for in Appendix “DD”, have still not resumed since health measures have been lifted.

CPC informed us that they wanted the training to be delivered jointly by CPC and CUPW representatives. CUPW reminded CPC that its representatives had instead adopted an observer role due to a number of constraints and issues arising from their inability to assume the role of facilitator. CUPW maintains that the access of CPC observers is the most viable solution and that the participation of the Corporation’s representatives as facilitators cannot be an obstacle to the delivery of training sessions. We will have to resolve this situation as soon as possible. The training for members will also need to be updated in the near future.

Road Safety Monitoring by CPC

At the NJHSC meeting in April and May 2021, the Corporation proposed the implementation of a driver safety recognition program. They claimed that the program aimed to instill pride and a professional driving mindset, leading to an eventual gala-style recognition evening. Of course, CUPW opposed this initiative.

At the NJHSC meeting on May 5, 2022, CPC showed its true colours on road safety and announced its strategy to improve road safety. Although CPC has told us that it is not their intention to discipline indiscriminately, their policy includes automatic sanctions for what they consider to be safety offences. The Corporation has established a traffic police to identify violations that it considers to be traffic offences, and arbitrarily impose disciplinary measures.

CUPW has voiced its disagreement with this practice and considers that disciplinary measures should be assessed within the parameters of the collective agreements.

Health and Safety Representatives

Health and Safety Representatives deal with health and safety issues in the workplace. Again this year, we are holding elections for members who work in post offices with fewer than 20 workers, affecting mostly RSMCs. In these post offices, CUPW members may work side by side with either members of the Association of Postal Officials of Canada (APOC) or members of the Canadian Postmasters and Assistants Association (CPAA).

The Union must seek to increase its representation in these locations. The NJHSC is seeking the support of the regional and local offices to mobilize and engage members to become health and safety representatives in these post offices.

Harassment and Workplace Violence

In January 2021, the Government of Canada introduced new regulations to alleviate and expedite the hearing process of alleged cases of harassment and violence in the workplace. Despite the government's good intentions, we are finding that the new regulations as well as the process put in place by CPC are problematic, like in cases where a manager is the subject of an incident notice submitted by a CUPW member. We are now facing several tactics by the employer, who is retaliating against our members or trying to convince them to waive their rights and protections under the collective agreement. We are attempting to resolve the situation through discussions, but at the time of writing, we have not yet reached an agreement. It is possible that we will have to go to arbitration or other tribunals to resolve the situation.

RSMC – Reaching Device

During the pandemic, the list of facilitators for the reaching device training was considerably reduced. As soon as health measures allowed, three training sessions were held in May and early June in Ottawa, Montréal and Québec. Version 4 of the reaching device is still in the design stage following the presentation to the Union of a prototype made at CPC's headquarters in September 2020. The version currently available in the field is version 3. We expect version 4 to be rolled out in 2024.

Joint Risk Assessments

Joint risk assessments are little-known tasks of our LJHSCs. During this mandate, we made the employer understand that these assessments are part of the tasks to be performed by the members of these committees. Moreover, joint risk assessments will be part of the new revised training for LJHSCs under Appendix “DD.”

For example, at the time of writing, the health and safety advisory committee for the new Albert Jackson Processing Centre is conducting various risk assessments on the equipment that will be used when operations begin. This committee is made up of representatives from CPC assisted by members of the NJHSC as well as CUPW members of the Scarborough LJHSC.

Workplace Injuries

In 2019, the Corporation advised us that their goal was to reduce the workplace injury rate. We reminded CPC that this is an obligation under both the collective agreement and the *Canada Labour Code* and that the parties should work towards this goal on an ongoing basis. We stated that this was a priority for CUPW, but that we disagreed with some of the methods used by the employer to achieve this goal.

We pointed out that CPC uses various deterrents, even intimidation, to convince members not to report their work-related injuries, and we gave examples of these situations. Although the CPC representative assured us that any local supervisor acting this way would be terminated, the Corporation still put forward a short-term accommodation policy with no requirement for medical certificate and no involvement from the Union. In response to this initiative, the Union filed National Grievance N00-20-00006 which is currently being heard.

Some of our members who decide to report a workplace incident receive a notice of interview by the employer who, once again, intimidates them by blaming them for previous injuries, without any real analysis of the causes of these injuries. National Office is closely monitoring this issue and the potential impact on our members.

We believe that these initiatives are indicative of the employer’s attitude towards the health and safety of our members. CPC would rather put processes in place to reduce injury rates on paper than change the work practices that cause injuries. The more things change, the more they stay the same.

New Right-Hand Drive Vehicle

Finally, the new right-hand drive (RHD) vehicle, called C-250, is being rolled out across the country, starting with the Atlantic region. According to the Corporation’s plan, the rollout is expected to be completed by the end of 2024.

The design of the vehicle began around 2013, when Brother Serge Champoux was CUPW’s National Health and Safety Representative. Many of the improvements required to the old RHD vehicle were raised by CUPW and have been incorporated into the new C-250 model.

The new vehicle will replace all RHD vehicles currently used by both RSMCs and Urban members. CPC estimates that 1,300 of these vehicles need to be replaced. The new vehicle will be offered to members who currently use their own RHD vehicle, but they will also be allowed to keep their current vehicle.

Neighbourhood Mail: Publisac in Montréal

In April 2022, the City of Montréal adopted a bylaw prohibiting the door-to-door distribution of the Publisac, a plastic bag containing unaddressed advertisements offered by Transcontinental. The bylaw also requires distributors to use a process where customers must opt in to receive the advertisement.

Following this ban, Transcontinental asked CPC to pilot the delivery of a similar product by our members in two facilities in Montréal. When the pilot project was implemented, it was clear that the delivery of this type of product was incompatible with Canada Post's delivery model, particularly because of the weight of the items to be transported, the frequency of delivery and the lack of equipment required to deliver it safely. The Publisac was a major health and safety concern for our Group 2 members. In fact, we noticed a drastic increase of work-related injuries in these two facilities, as well as an increase in illnesses caused by the delivery of this item.

The Montréal Local vigorously opposed this from the outset and did not hesitate to ask for support from the regional and national levels to resolve the situation. Local health and safety committees were freed up from their regular duties to monitor issues arising from the situation, and the Union mobilized union observers to monitor work measurement issues, and social stewards to address the distress of our members. Thanks to pressure from our members and the Montréal Local on the work floor and in consultation, as well as sustained efforts at all levels of CUPW, the project was placed on hold at the end of December 2022. At the time of writing, we have been advised that a new, much smaller and lighter product will be distributed to nine Montréal facilities in the near future. We are monitoring this file closely and would like to congratulate and thank all those who have worked so hard to support our members throughout this process and who have made this union victory possible.

NATIONAL GRIEVANCES

In August 2018, while we were in negotiation, the parties agreed to put all national grievances in abeyance for the full duration of negotiations as numerous grievances were also the subject of demands at the table or because ongoing discussions had the potential to influence the parties' positions on some of our grievances. At this time, we were not aware that we would be in interest arbitration until June 2020, when we received Arbitrator MacPherson's decision. Her decision modified both Urban and RSMC collective agreements.

You will find below an update on national grievances and formal grievances that have seen recent developments and have not been discussed earlier in the report.

Technological Change Arbitration — Postal Transformation

As you may recall, the adverse effects caused by CPC's Postal Transformation introduced in 2011 were separated in front of the arbitrator. We first proceeded on issues relating to group 1, and Arbitrator Keller rendered his decision on May 30, 2013. We then proceeded on issues relating to group 2. As explained in the 4th National Vice-President's report, we resolved in whole or in part some of these adverse effects through demands in bargaining, but the Arbitrator still has a number of points to address in his upcoming decision. The final arguments have been made and we are awaiting the decision.

856-12-02051 — Formal — GeoRoute Parking Issue

At the time of the filing of this grievance, the GeoRoute system used by CPC to structure routes assumed that a letter carrier would park their vehicle at an intersection and used this assumed parking position to calculate the distance travelled on foot to certain points of call. On November 28, 2016, arbitrator Jolliffe rendered a decision to refer this grievance to the national formal process. On October 4, 2021, the parties, with the assistance of Arbitrator Swan, entered into a Memorandum of Agreement (MOA) and established appropriate pacing and driving distance for restructured mobile routes to reflect where that vehicle is parked on the street and block where the letter carrier is to commence delivery.

Through this MOA, the parties also established an interim time value for any second, third, or further subsequent loop that requires a reload at the parked vehicle. The MOA also established that as part of a restructure process, the Union would be entitled to a Union observer paid by the Corporation and selected by CUPW to conduct on-street verifications and identify problems for rectification.

708-16-00016 — Formal — Bar Chart Issue

This grievance was filed by the Brandon Local on November 1, 2017, and in a decision dated July 23, 2020, arbitrator Jolliffe referred the grievance to the formal process. This grievance arises from a dispute over the calculation and resulting number of relief letter carriers required for coverage. The Union put forward and argued that the employer's method of accumulating fractions of a day that exceed the relief complement capability of covering all the absences, full absences, or partial absences, is wrong. The point of contention is that fractional absences do not separately count as full occurrence for the purpose of the final percentage calculation. The grievance was heard in front of Arbitrator Swan in 2021 and 2022, and final arguments were presented in January 2023. The parties are now waiting for a decision from Arbitrator Swan.

N00-07-00032 and N00-12-00017 – Multiple Bundle Delivery

As part of the postal transformation in 2011, the employer introduced a delivery method for letter carriers that requires them to deliver mail with two bundles of mail in addition to householders and other products to be handled. The Union challenged this method from the outset, and a lengthy battle before three arbitrators ensued. Several decisions were issued, including two on applications for cease and desist orders under Article 9 of the Urban Collective Agreement.

In one of the earlier decisions, the arbitrator found that CPC had not conducted a proper assessment of the work process and ordered the employer to conduct a full work process review. The parties conducted a joint study under the supervision of the NJHSC, and Golder Associates Inc., an ergonomics consulting firm, was retained through a competitive bidding process.

It was agreed at the renewal of the Urban Collective Agreement in September 2021 that the parties would finalize the case before Arbitrator Burkett since there was only one day of hearings left in October 2021, and that they would ask him to reserve his decision while the parties attempted to resolve the case through discussions under the renewal agreement.

When the parties were unable to reach agreement on the dispute, we asked Arbitrator Burkett to issue his final decision, which we received on January 16, 2023.

Unfortunately, the arbitrator dismissed the grievance by discrediting Golder's expert report which established an increased risk with all multiple bundle delivery methods compared to the traditional single bundle method.

We will therefore attempt to resolve this dispute through negotiation.

N00-07-00036 – Transportation Time

This grievance concerns the erroneous assessment of transportation time to be included in letter carriers' routes. Hearings began in June 2013 before Arbitrator Lauzon, who unfortunately retired before completing the file. We therefore had to start this case again before Arbitrator Bergeron, and this case was subject to the suspension of national grievance hearings in 2018. Because Arbitrator Bergeron had other important cases before him, such as Separate Sort and Delivery (SSD), we have not resumed hearings since Arbitrator MacPherson's decision in 2020.

N00-10-00001 and N00-16-00008 Urban and N00-16-R0006 Modification of Working Conditions

These grievances were filed because Canada Post changed the working conditions for the Urban bargaining unit in 2011 and for the Urban and RSMC bargaining units in 2018, when the Union was in a position to exercise its right to strike. Two decisions were rendered by Arbitrator Bergeron on these issues. A final decision was issued on the 2011 grievance and a preliminary decision was rendered in relation to the 2018 grievance. Subsequently, the parties signed an MOA to apply Arbitrator Bergeron's decision on the 2011 grievance and the National Grievance department has been working at resolving the individual and local grievances. At the time of writing this report, the parties are trying to resolve the remaining interpretation issues from the 2011 grievance and discussing the resolution of the 2018 grievance. We are hoping for a complete resolution in the upcoming months.

From May 2019 to present, the Grievance Department has continued to engage the employer in ongoing consultations and review of grievances attached to N00-10-00001. As a result of investigations and receiving further documents from our members, CPC has made an additional \$595,092 in retro payments to affected members during the term.

As these consultations are ongoing, the Grievance Department continues to do a final review of all grievances to ensure that CPC is held accountable, and all outstanding retro payments are made to our members.

N00-12-00022 Commercial Pick-ups

CPC is in violation of the LCRMS and the MSCWSS when improperly assigning on-demand pick-ups for customers on letter carrier or MSC routes.

Hearings on this file started on September 22, 2021. At the time of writing this report, we had a total of 8 days of hearings and 2 additional days were scheduled for April 3 and 14 of 2023. We are now in the employer's evidence portion of the hearing.

N00-12-00027 – Reclassification of MAM-11 Apprentices

The decision was rendered by the arbitrator in June 2020. We still had to agree on its implementation. After much discussion, we were unable to reach an agreement with CPC. We therefore returned to the arbitrator in July 2021, who guided the parties through the development of a Memorandum of Agreement (MOA) to implement the decision. The MOA allows, among other things, the voluntary integration into the MAM-11 classification as well as adequate salary protections. The matter is therefore settled.

N00-12-00028 – Retroactive Payment Load/Unload

The issue in this file is that when the time to load and unload the vehicle is assessed following a route restructure, retroactive payments should be made to employees who performed the work on routes that become over-assessed following the inclusion of that time in the route. There is a disagreement as to how far back this payment should go.

Hearings on this file started in 2021, and under the recommendation of the Arbitrator, the parties are presently in discussion to try and resolve the file. If these discussions are unsuccessful, hearings will reconvene in May 2023.

N00-16-00002 – Separate Sort and Delivery (SSD)

Since 2017, CPC has put in place a process where the sortation of letter carrier routes is completely separated from the delivery portion of the route. The sortation is done by "routers" and the delivery performed by other letter carriers. This initiative causes numerous problems and violates many provisions of the collective agreement and the LCRMS as well as raising numerous health and safety concerns. The Union is in strong opposition to this initiative.

As per the renewal agreement, the parties engaged in discussions to try and resolve the file but were unsuccessful in reaching an agreement. For the past year or so, a number of locations were able to negotiate an alternative solution based on the model developed for the Deerfoot depot in Alberta, therefore not implementing SSD as developed by CPC. Since those discussions failed, we are now seeing a change in CPC's attitude in consultations aimed at considering implementation in whole or in part of this model. The Corporation is now moving ahead with the implementation of their SSD model in many parts of the country without consideration for the Union's arguments.

After 12 days of hearing between October 21, 2020, and January 31, 2023, we are now waiting for the decision from the Arbitrator.

N00-16-00003 – Motorized Material Handling Equipment Safety Refresher Training Program

In 2017, the employer announced the introduction of new refresher training on motorized material handling equipment (MMHE) safety. This training was not delivered by our members, contrary to what is outlined in Article 40 and Clause 33.11 (c) of the collective agreement, and included a virtual training component. In discussions, the Corporation had agreed to a process that would allow a trainer to be present to ensure that participants had a clear understanding of the training content. After the Union's recent verification concerning the delivery of this training, the grievance was scheduled for arbitration on April 25, 2023.

N00-18-00001 and N00-18-R0002 – Pension Fund

In 2019, the Corporation sent a letter directly to our members seeking input on the Canada Post pension fund. The grievances were withdrawn without prejudice.

N00-18-00004 and N00-18-00005 – Technological Change

These two grievances relate to Article 29 of the Urban Collective Agreement and the Corporation's refusal to acknowledge the existence of technological changes and provide the notice and information that the Union is entitled to receive. The files will be scheduled for arbitration as soon as the Union has developed its strategy regarding the numerous technological changes that have been announced by the Corporation.

N00-20-00001 – COVID-19-Related Absences Not Counted Towards 2020–2021 Bar Chart Calculations

In a consultation in June 2020, CPC informed the Union that COVID-19-related absences would be recorded on the bar charts but not used towards the calculation for additional relief. CPC informed that this was because there was currently no 3-year trend. CUPW filed a grievance on September 9, 2020, and the grievance was scheduled for arbitration in front of arbitrator Swan. On Feb 3, 2023, the parties put forward their final arguments and are now awaiting a final decision by arbitrator Swan.

N00-20-00002 and N00-20-R0003 – National Face-Covering Policy

On or around November 20, 2020, the Corporation introduced a policy (or practice) on mandatory face coverings. Since individual grievances related to the policy concern its reasonable application in specific situations, these files may be brought forward in the grievance procedure and arbitrators will be able to determine whether a violation of the collective agreement has occurred in these situations.

The grievance was withdrawn without prejudice.

N00-20-00003 – Work Contracted Out

During the pandemic, in response to increased parcel volumes, the employer advised us that they needed to find additional parking to store trailers loaded with parcels awaiting processing. During verifications, the Winnipeg Local discovered a warehouse where contractors were performing the work of the bargaining unit. We are currently working to schedule the grievance.

N00-20-00005 – PCI Volume Index

Since 2021, the Corporation has been refusing to include mail delivered on weekends to the mail volume index for personal contact items (PCI). This is a violation of the LCRMS and past practice between the parties.

With the evidentiary hearing of both parties completed, final arguments will be presented to the arbitrator in June 2023.

N00-20-00006 – Accommodation without Medical Documentation

We were granted an initial hearing date of July 6, 2022. At that hearing, the Union requested an order forcing the employer to produce documentation relating to workplace accidents from certain locations across the country. The arbitrator ordered the Corporation to do so based on their relevance and set a production schedule. The next hearing dates are scheduled for July 2023.

N00-20-00009 – Over-Assessed Route Payment

The dispute concerns the period of retroactivity to be paid to letter carriers following the triggering of over-assessment payment when a route exceeds 485 assessed minutes. The hearing has not yet started.

N00-22-00002 – Virtual Restructures

The Corporation has announced its intention to carry out restructures without any route measurement officers in the target facility. They would instead proceed virtually. This announcement was made in June 2022. The Union considers this to be a violation of the collective agreement, LCRMS, MSCWSS and past practice between the parties. The hearing has not yet started.

N00-22-00004 and N00-22-R0004 – Modified Bravo Recognition Program

This program involves awarding prizes to CUPW members at the discretion of the employer. The Union has consistently opposed this approach, particularly because of the potential for favouritism and workplace conflict. Many of the Corporation's actions constitute a failure to respect CUPW as the exclusive bargaining agent. The Union is currently assessing the best strategy to address this situation.

N00-22-00005 and N00-22-R0005 – Cost of Living Allowance

When the collective agreements were renewed in September 2021, the parties agreed to continue the inflation protection coverage under Article 35 of the Urban Collective Agreement and Article 33 of the RSMC Collective Agreement. The dispute between the parties concerns the month of reference to be used for the purpose of calculating the cost of living allowance (COLA) to be paid to members. The Corporation is currently paying COLA in accordance with its interpretation, but the amounts to which members are entitled will have to be increased if the Union is successful at arbitration. The grievance will be scheduled for hearing shortly.

N00-22-00006 and N00-22-R0006 – Paid Medical Leave and the *Canada Labour Code*

The Corporation introduced a personal leave program in December 2022 that it claims complies with both the Urban and RSMC collective agreements and the *Canada Labour Code*. The Union disagrees with CPC's interpretation and has filed the above grievances. Grievance N00-22-00006 is scheduled for arbitration on April 21 and 25, 2023.

N00-22-00007 and N00-22-R0007– AbilityCBT Program

CPC is referring our members who apply for STDP with a mental health-related diagnosis to an internet-based cognitive behavioural therapy provider. This was presented to CUPW stating that participation was to be voluntary and to "help" our members. Numerous issues have been reported about this initiative and the Union consider this to be in violation of the collective agreement as well as the *Canadian Human Rights Act*.

This is another example of the Corporation trying to advance its hidden agenda and dictate treatment for our members without consideration for the attending physician. Cases of coercion and pressure put on our members as well as impacts on the admissibility to STDP benefits have been reported. This grievance has been filed on March 10, 2023, and will be referred and scheduled in arbitration in the future.

N00-16-R0001 – Vacant Routes or PRE Positions

When drive time activity values changed, an impact was reflected in the overall value of RSMC routes. Some members who had bid on routes posted with different drive time values were negatively impacted and our position was that their salary should have been “red-circled”. By a decision dated March 1, 2022, the arbitrator rejected the grievance stating that the collective agreement was not breached.

N00-16-R0003 – Union Education Fund

As per appendix “D” of the RSMC collective agreement, CPC is to pay into the fund 3.5 cents per hour paid to all employees. CPC was not considering hours paid to PRE’s and OCRE’s in that calculation. The parties agreed to a calculation that reflects the inclusion of these hours and we have a memorandum of agreement that covers the payment until the end of 2023.

N00-18-R0001 – Required Activity Value With Changes to A-62 Strips

RSMCs do not have an activity value when they are required to share a sortation case and have to change the strips on the case. This grievance was referred to arbitration shortly before the pandemic and has not been scheduled for arbitration yet.

N00-18-R0004 – Peak Season PCI

CPC is refusing to consider the weekend delivery of PCIs during peak season as pensionable time and having them recorded on the log-sheet. This file has not been scheduled as other arbitration decisions from arbitrator Flynn and MacPherson would potentially have an impact on the Union’s argument. We are now evaluating the best strategy going forward.

N00-20-R0001 – Work on Designated Holidays

CPC is refusing to pay time and half as per the collective agreement for work performed on designated holidays. Furthermore, the Corporation is refusing to include the PCIs on the log-sheets of RSMCs. After numerous days of hearings, final arguments were presented to the arbitrator on March 1, 2023, and we are awaiting the decision.

N00-20-R0002 – Payment Over 40 Hours

This grievance concerns the amounts that are to be paid to PREs and OCREs for work in excess of 40 hours during any period of two consecutive weeks. Furthermore, what is to be considered as “work performed” is in dispute between the parties. We have not yet started the hearings on this file.

N00-22-R0001 – Parcel Lockers on RSMC Routes

CPC has introduced parcel lockers on RSMC routes, affecting the PCI counts to be paid on certain routes. The grievance has been referred to arbitration in 2022 and has not been scheduled yet.

CONCLUSION

I wish to thank all those who supported the work of the National Grievance Department throughout this term. None of it would have been possible without the help and support of the National Union Representatives in the National Grievance Department who carried out their duties with courage and integrity, and without the bargaining committees and regional and local offices who worked tirelessly to protect our members in these difficult times.

I also wish to acknowledge the contribution of the several retirees who have helped us and made their experience and knowledge available to us throughout the term.

CUPW will face many challenges in the near future, like the introduction of technological changes that threaten our jobs, future rounds of bargaining that will be difficult in the current environment, renewing membership engagement, or developing new union representatives to carry out the work of the Union, to name a few. I believe I am the right person to help the Union meet these challenges and I will be seeking a second term as National Grievance Officer at the next CUPW National Convention in the spring of 2023. Hoping I can count on your support, I look forward to seeing you at the convention.

The struggle continues!

Solidarity,



Carl Girouard
National Grievance Officer, CUPW

APPENDIX A

URBAN OPERATIONS – ACTIVE AND CLOSED DISMISSALS 2010-2012-2016-2018-2020-2022

	2010		2012		2016		2018		2020		2022	
	Active	Closed	Active	Closed	Active	Closed	Active	Closed	Active	Closed	Active	Closed
Atlantic	2	34	3	57	8	11	2	5	18	3	14	0
Quebec	0	45	0	66	0	50	0	35	0	26	4	9
Metro-Montreal	0	109	0	162	11	82	6	62	10	36	18	12
Central	0	50	0	52	0	13	0	15	1	17	4	2
Ontario	0	73	0	238	0	103	1	51	4	20	14	3
Metro-Toronto	2	71	11	197	11	79	0	37	4	6	23	6
Prairie	2	62	0	112	3	109	5	69	10	50	28	11
Pacific	0	70	0	163	2	77	1	74	1	38	48	3
Total	6	514	14	1047	35	524	15	348	48	196	153	46

Grand Total	2946
Active	271
Closed	2675

APPENDIX A

RSMC – ACTIVE AND CLOSED DISMISSALS 2011-2012-2016-2020-2022

	2011		2012		2016		2020		2022	
	Active	Closed	Active	Closed	Active	Closed	Active	Closed	Active	Closed
Atlantic	0	1	2	11	1	10	2	0	1	0
Quebec	0	4	0	13	0	8	0	10	0	2
Metro-Montreal	0	3	0	6	0	4	1	1	3	2
Central	0	1	0	3	0	4	4	2	6	2
Ontario	0	2	0	34	0	9	0	8	3	5
Metro-Toronto	0	0	1	3	1	1	1	0	0	0
Prairie	0	3	1	11	0	6	5	2	9	1
Pacific	0	3	0	9	1	4	1	2	3	0
Total	0	17	4	90	3	46	14	25	25	12

Grand Total	236
Active	46
Closed	190

APPENDIX B

GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023 Collective Agreement: **Urban**
Report Date: 13/03/2023 Collective Agreement Year: 2003

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	9	18	2	12	13	1	9	6	70
Clause 9.82	0	36	4	1	2	6	0	15	2	66
Other Abeyance	0	0	0	0	0	0	0	4	0	4
Total Abeyance	0	45	22	3	14	19	1	28	8	140
Percentage Grievances in Abeyance	0%	27%	14%	7%	6%	10%	4%	16%	5%	12%
Other Active	6	121	116	35	199	139	21	129	155	921
Total Active Grievances	6	166	138	38	213	158	22	157	163	1061
Percentage Active Grievances	100%	100%	90%	83%	92%	86%	88%	92%	94%	92%

Decision	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	9	5	2	4	0	0	0	20
Settled	0	0	6	3	16	21	3	13	10	72
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	0	0	15	8	18	25	3	13	10	92
Percentage Closed Grievances	0%	0%	10%	17%	8%	14%	12%	8%	6%	8%

Total for Report	6	166	153	46	231	183	25	170	173	1153
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023

Collective Agreement: **Urban**

Report Date: 13/03/2023

Collective Agreement Year: 2007

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	20	0	6	14	110	0	21	6	177
Other Abeyance	0	1	0	0	0	0	3	0	0	4
Total Abeyance	0	21	0	6	14	110	3	21	6	181
Percentage Grievances in Abeyance	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%
Other Active	6	59	0	1	4	5	168	60	5	308
Total Active Grievances	6	80	0	7	18	115	171	81	11	489
Percentage Active Grievances	16%	1%	0%	0%	0%	1%	2%	1%	0%	1%

Decision	13	303	190	631	257	464	179	328	424	2869
Withdrawn	13	389	2233	1854	917	2088	2447	79	869	10889
Settled	5	5978	4732	6226	4282	14380	7906	11286	7270	62065
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	31	6750	7155	8711	5456	16932	10532	11693	8563	75823
Percentage Closed Grievances	84%	99%	100%	100%	100%	99%	98%	99%	100%	99%

Total for Report	37	6830	7155	8718	5774	17047	10703	11774	8574	76312
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023

Collective Agreement: **Urban**

Report Date: 13/03/2023

Collective Agreement Year: 2012

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	32	3	59	1	25	72	35	87	314
Other Abeyance	0	5	0	15	0	0	6	3	0	29
Total Abeyance	0	37	3	74	1	25	78	38	87	343
Percentage Grievances in Abeyance	0%	1%	0%	1%	0%	0%	1%	1%	2%	1%
Other Active	7	492	7	162	5	76	285	148	13	1195
Total Active Grievances	7	529	10	236	6	101	363	186	100	1538
Percentage Active Grievances	26%	13%	0%	5%	0%	1%	4%	3%	2%	3%

Decision	6	316	81	80	183	299	73	115	600	1753
Withdrawn	10	53	1269	1244	328	1933	2031	10	233	7111
Settled	4	3046	2331	3504	1844	9459	6276	5804	3263	35531
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	20	3415	3681	4828	2355	11691	8380	5929	4096	44395
Percentage Closed Grievances	74%	87%	100%	95%	100%	99%	96%	97%	98%	97%

Total for Report	27	3944	3691	5064	2361	11792	8743	6115	4196	45933
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023 Collective Agreement: **Urban**
Report Date: 13/03/2023 Collective Agreement Year: 2016

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	42	4	15	3	10	12	9	19	114
Other Abeyance	0	1	0	67	3	23	12	26	28	160
Total Abeyance	0	43	4	82	6	33	24	35	47	274
Percentage Grievances in Abeyance	0%	2%	0%	4%	1%	1%	1%	1%	2%	1%
Other Active	7	319	2	206	12	136	110	251	68	1111
Total Active Grievances	7	362	6	288	18	169	134	286	115	1385
Percentage Active Grievances	100%	17%	1%	13%	2%	3%	3%	10%	5%	7%

Decision	0	101	15	39	29	83	25	32	278	602
Withdrawn	0	65	341	588	111	794	734	10	125	2768
Settled	0	1626	688	1296	653	3966	3062	2475	1625	15391
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	0	1792	1044	1923	793	4843	3821	2517	2028	18761
Percentage Closed Grievances	0%	83%	99%	87%	98%	97%	97%	90%	95%	93%

Total for Report	7	2154	1050	2211	811	5012	3955	2803	2143	20146
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023

Collective Agreement: **Urban**

Report Date: 13/03/2023

Collective Agreement Year: 2018

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	1	0	0	0	0	0	0	1
Clause 9.82	0	49	2407	184	70	123	37	76	121	3067
Other Abeyance	0	5	1	45	8	38	63	14	20	194
Total Abeyance	0	54	2409	229	78	161	161	90	141	3262
Percentage Grievances in Abeyance	0%	3%	70%	13%	8%	5%	5%	3%	8%	18%
Other Actif	5	1040	8	525	53	243	243	837	260	3179
Total Active Grievances	5	1094	2417	754	131	404	308	927	401	6441
Percentage Active Grievances	100%	64%	71%	41%	14%	12%	12%	32%	22%	35%

Decision	0	41	16	6	41	28	16	18	135	301
Withdrawn	0	23	287	345	102	538	138	4	84	1521
Settled	0	543	704	719	650	2264	2203	1916	1226	10225
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	0	607	1007	1070	793	2830	2357	1938	1445	12047
Percentage Closed Grievances	0%	36%	29%	59%	86%	88%	88%	68%	78%	65%

Total for Report	5	1701	3424	1824	924	3234	2665	2865	1846	18488
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023

Collective Agreement: **Urban**

Report Date: 13/03/2023

Collective Agreement Year: 2020

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	1	26	118	6	26	1	26	13	227
Clause 9.82	0	76	21	20	21	94	210	122	213	777
Other Abeyance	0	6	5	42	5	13	26	9	15	121
Total abeyance	0	83	52	180	32	133	247	157	241	1125
Percentage Grievance in Abeyance	0%	5%	5%	13%	4%	5%	7%	6%	15%	7%
Other Active	9	1433	43	623	301	1102	722	1813	692	6738
Total Active Grievances	9	1516	95	803	333	1235	969	1970	933	7863
Percentage Active Grievances	100%	89%	10%	57%	45%	42%	28%	75%	58%	51%

Decision	0	14	2	4	9	45	51	5	1	131
Withdrawn	0	11	383	186	70	231	164	48	42	1135
Settled	0	168	471	406	325	1408	2322	596	625	6321
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	0	193	856	596	404	1684	2537	649	668	7587
Percentage Closed Grievances	0%	11%	90%	43%	55%	58%	72%	25%	42%	49%

Total for Report	9	1709	951	1399	737	2919	3506	2619	1601	15450
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023 Collective Agreement: **Urban**
Report Date: 13/03/2023 Collective Agreement Year: 2022

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	65	63	228	27	217	283	134	61	1078
Clause 9.82	0	70	20	26	8	43	90	64	37	358
Other Abeyance	0	2	3	8	1	1	12	4	1	32
Total Abeyance	0	137	86	262	36	261	385	202	99	1468
Percentage Grievance in Abeyance	0%	15%	21%	29%	5%	13%	16%	15%	10%	15%
Other Active	6	761	184	590	566	1549	1555	1109	884	7204
Total Active Grievances	6	898	270	852	602	1810	1940	1311	983	8672
Percentage Active Grievances	100%	99%	66%	94%	83%	92%	79%	98%	98%	89%

Decision	0	0	0	0	4	0	0	0	0	4
Withdrawn	0	3	63	28	93	5	26	10	5	1233
Settled	0	6	74	28	28	153	499	10	11	809
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	0	9	137	56	125	158	525	20	16	1046
Percentage Closed Grievances	0%	1%	34%	6%	17%	8%	21%	2%	2%	11%

Total for Report	6	907	407	908	727	1968	2465	1331	999	9718
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-02-2015

Collective Agreement: **RSMC**

Report Date: 13-03-2023

Collective Agreement Year: 2003

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	0	1	0	4	0	0	0	0	5
Other Abeyance	0	0	0	0	0	0	0	0	0	0
Total Abeyance	0	0	1	0	4	0	0	0	0	5
Percentage Grievances in Abeyance	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%
Other Active	0	0	0	0	1	1	0	2	0	4
Total Active Grievances	0	0	1	0	5	1	0	2	0	9
Percentage Active Grievances	0%	0%	0%	0%	3%	0%	0%	1%	0%	0%

Decision	5	1	106	0	19	5	0	39	2	198
Withdrawn	3	19	169	2	62	44	25	1	7	426
Settled	4	78	453	20	111	162	9	315	8	1235
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	12	98	728	45	192	211	34	355	1	1859
Percentage Closed Grievances	100%	100%	100%	100%	97%	100%	100%	98%	100%	100%

Total for Report	12	98	729	45	197	212	34	357	184	1868
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-02-2015

Collective Agreement:

RSMC

Report Date: 13/03/2023

Année de la convention collective :

2006

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	0	0	0	0	0	0	0	0	0
Other Abeyance	0	0	0	0	0	0	0	0	0	0
Total Abeyance	0	0	0	0	0	0	0	0	0	0
Percentage Grievances in Abeyance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Active	1	0	1	1	3	0	4	2	0	12
Total Active Grievances	1	0	1	1	3	0	4	2	0	12
Percentage Active Grievances	20%	0%	0%	2%	2%	0%	2%	1%	0%	1%

Decision	2	7	8	8	38	9	3	19	8	102
Withdrawn	1	5	121	15	25	59	194	1	58	479
Settled	1	67	210	20	126	229	40	234	116	1043
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	4	79	339	43	189	297	237	254	182	1624
Percentage Closed Grievances	80%	100%	100%	98%	98%	100%	98%	99%	100%	99%

Total for Report	5	79	340	44	192	297	241	256	182	1636
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-02-2015 Collective Agreement: RSMC
Report Date: 13/03/2023 Collective Agreement Year: 2008

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	0	0	2	0	0	0	3	0	5
Other Abeyance	0	0	0	0	0	0	0	0	0	0
Total Abeyance	0	0	0	2	0	0	0	3	0	5
Percentage Grievances in Abeyance	0%	0%	0%	4%	0%	0%	0%	1%	0%	0%
Other Active	1	1	1	0	2	0	5	9	0	19
Total Active Grievances	1	1	1	2	2	0	5	12	0	24
Percentage Active Grievances	5%	0%	0%	4%	1%	0%	1%	2%	0%	1%

Decision	8	45	57	4	45	13	8	21	6	207
Withdrawn	5	18	158	16	52	107	239	1	65	661
Settled	7	196	200	33	149	325	188	504	219	1821
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	20	259	415	53	246	445	435	526	290	2689
Percentage Closed Grievances	95%	100%	100%	96%	99%	100%	99%	98%	100%	99%

Total for Report	21	260	416	55	248	445	440	538	290	2713
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-02-2015 Collective Agreement **RSMC**
Report Date: 13/03/2023 Collective Agreement Year: 2011

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	1	5	0	8	0	0	0	0	14
Other Abeyance	0	4	0	0	0	0	0	0	0	4
Total Abeyance	0	5	5	5	8	0	0	0	0	18
Percentage Grievances in Abeyance	0%	5%	3%	0%	11%	0%	0%	0%	0%	2%
Other Active	0	1	0	0	4	0	3	5	0	13
Total Active Grievances	0	6	5	0	12	0	3	5	0	31
Percentage Active Grievances	0%	6%	3%	0%	16%	0%	5%	4%	0%	4%

Decision	1	19	0	4	4	4	5	0	5	42
Withdrawn	1	6	102	6	23	77	26	1	26	268
Settled	7	75	50	16	36	142	28	126	45	525
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	9	100	152	26	63	223	59	127	76	835
Percentage Closed Grievances	100%	94%	97%	100%	84%	100%	95%	96%	100%	96%

Total for Report	9	106	157	26	75	223	62	132	76	866
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-02-2015 Collective Agreement: **RSMC**
Report Date: 13/03/2023 Collective Agreement Year: 2012

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	5	7	5	1	0	0	1	7	26
Other Abeyance	0	0	1	1	0	0	0	0	0	2
Total Abeyance	0	5	8	6	1	0	0	1	7	28
Percentage Abeyance	0%	1%	2%	6%	0%	0%	0%	0%	3%	1%
Other Active	3	62	1	13	27	1	5	19	9	140
Total Active Grievances	3	67	9	19	28	1	5	20	16	168
Percentage Active Grievances	33%	16%	2%	19%	12%	0%	5%	4%	6%	6%

Decision	3	74	1	6	12	25	0	5	42	168
Withdrawn	1	15	150	23	52	175	31	1	36	484
Settled	2	268	249	52	143	572	64	436	182	1968
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	6	357	400	81	207	772	95	442	260	2620
Percentage Closed Grievances	67%	84%	98%	81%	88%	100%	95%	96%	94%	94%

Total for Report	9	424	409	100	235	773	100	462	276	2788
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-02-2015 Collective Agreement: RSMC
Report Date: 13/03/2023 Collective Agreement Year: 2016

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	0	0	0	0	0	0	0	0
Clause 9.82	0	3	1	0	12	56	0	0	3	75
Other Abeyance	0	0	1	0	0	0	0	0	0	1
Total Abeyance	0	3	2	0	12	56	0	0	3	76
Percent Grievances in Abeyance	0%	1%	1%	0%	5%	9%	0%	0%	1%	4%
Other Active	4	94	3	6	8	13	3	30	10	171
Total Active Grievances	4	97	5	6	20	69	3	30	13	247
Percentage of Active Grievances	80%	47%	3%	13%	8%	11%	9%	16%	5%	14%

Decision	1	22	4	0	1	5	3	5	38	79
Withdrawn	0	3	59	14	33	137	4	0	30	280
Settled	0	84	120	27	187	399	25	157	156	1155
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	1	109	183	41	221	541	32	162	224	1514
Percentage of Closed Grievances	20%	53%	97%	87%	92%	89%	91%	84%	95%	86%

Total for Report	5	206	188	47	241	610	35	192	237	1761
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-02-2015 Collective Agreement: **FFRS**
Report Date: 13/03/2023 Collective Agreement Year: 2020

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	0	6	0	4	1	0	0	0	11
Clause 9.82	0	16	2	0	5	18	4	36	62	143
Other Abeyance	0	0	1	1	0	0	1	0	0	3
Total Abeyance	0	16	9	1	9	19	5	36	162	157
Percentage Grievances in Abeyance	0%	9%	3%	5%	3%	7%	5%	14%	26%	9%
Other Active	6	154	69	18	68	109	72	132	127	756
Total Active Grievances	6	170	78	19	77	128	77	169	189	913
Percentage of Active Grievances	100	92%	23%	90%	29%	46%	70%	66%	78%	53%

Decision	0	2	4	0	0	1	2	0	0	9
Withdrawn	0	2	145	1	58	33	10	1	5	255
Settled	0	10	116	1	133	119	21	86	48	534
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	0	14	265	2	191	153	33	87	53	798
Percentage of Grievances Closed	0%	8%	77%	10%	71%	54%	30%	34%	22%	47%

Total for Report	6	184	343	21	268	281	110	256	242	1711
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GRIEVANCE STATUS / RESOLUTION REPORT

Date Referred: 01-01-1990 - 13-03-2023 Collective Agreement: **RSMC**
Report Date: 13/03/2023 Collective Agreement Year: 2022

STATUS	NAT	ATL	QUE	MTL	CEN	ONT	TOR	PRA	PAC	TOTAL
Clause 9.106	0	9	18	2	12	13	1	9	6	70
Clause 9.82	0	36	4	1	2	6	0	15	2	66
Other Abeyance	0	0	0	0	0	0	0	4	0	4
Total Abeyance	0	45	22	3	14	19	1	28	8	140
Percentage Grievances in Abeyance	0%	27%	14%	7%	6%	10%	4%	16%	5%	12%
Other Active	6	121	116	35	19	139	21	129	155	921
Total Active Grievances	6	166	138	38	213	158	22	157	163	1061
Percentage of Active Grievances	100%	100%	90%	83%	92%	86%	88%	92%	94%	92%

Decision	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	9	5	2	4	0	0	0	20
Settled	0	0	6	3	16	21	3	13	10	72
Other Closed	0	0	0	0	0	0	0	0	0	0
Total Closed Grievances	0	0	15	8	18	25	3	13	10	92
Percentage Closed Grievances	0%	0%	10%	17%	8%	14%	12%	8%	6%	8%

Total for Report	6	166	153	46	231	183	25	170	173	1153
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APPENDIX C

JULY 1, 2019 TO JUNE 30, 2020

CUPW-STTP										
SUMMARY OF COST- ARBITRATION (110) / SOMMAIRE DES COÛTS - ARBITRAGE (110)										
From July 01, 2019 to June 30, 2020/ Du 01 juillet 2019 au 30 juin 2020										
		4400-110	4401-110	5300-5310-110	6350-110	7200-110	7210-110	7220-110		
		arbitres / Arbitrators	Arbitrage annulé / Cancellation fees	frais juridiques / Legal Fees	frais professionnels / Professional Fees	témoins / Witness	plaideurs / Workers Advocate	révisions médicales FFRS/ Medical review RSMC	autres / Other	Total / Total
10	National / National	39,068.50	2,273.00	24,413.76					17,547.53	83,302.79
20	Atlantique/ Atlantic	277,276.43	13,937.99	26,553.53		2,739.37	2,172.67		13,269.87	335,949.86
30	Québec/ Québec	4,001.14	58,354.99	63,198.44					568.33	126,122.90
40	Montréal métropolitain/ Metro-Montréal	43,479.47	81,928.37	128,555.99					1,713.69	255,677.52
50	Centre/ Central	50,149.34	15,882.94	23,583.95					3,685.97	93,302.20
60	Ontario/ Ontario	99,663.32	53,279.50	84,760.81					10,530.01	248,233.64
70	Toronto métropolitain/ Metro-Toronto	102,272.12	48,561.75	122,432.61		551.80	499.20	2,099.05	7,358.01	283,774.54
80	Prairies/ Prairie	163,986.83	54,216.43			145.89	5,231.29	5,500.00	29,658.26	258,738.70
90	Pacifique/ Pacific	131,914.49	65,812.72	55,087.39		1,020.28	16,771.56		18,920.91	289,527.35
		911,811.64	394,247.69	528,586.48	-	4,457.34	24,674.72	7,599.05	103,252.58	1,974,629.50

JULY 1, 2020 TO JUNE 30, 2021

CUPW-STTP										
SUMMARY OF COST- ARBITRATION (110) / SOMMAIRE DES COÛTS - ARBITRAGE (110)										
From July 01, 2020 to June 30, 2021/ Du 01 juillet 2020 au 30 juin 2021										
		4400-110	4401-110	5300-5310-110	6350-110	7200-110	7210-110	7220-110		
		arbitres / Arbitrators	Arbitrage annulé / Cancellation fees	frais juridiques / Legal Fees	frais professionnels / Professional Fees	témoins / Witness	plaideurs / Workers Advocate	révisions médicales FFRS/ Medical review RSMC	autres / Other	Total / Total
10	National / National	27,439.41	4,976.83	216,091.92		750.00			4,879.53	254,137.69
20	Atlantique/ Atlantic	163,787.75	18,344.48	3,189.34					2,814.56	188,136.13
30	Québec/ Québec	52,311.41	62,995.20	96,926.04					1,579.46	213,812.11
40	Montréal métropolitain/ Metro-Montréal	16,109.56	102,693.16	201,188.19			699.44	2,874.38	6,005.76	329,570.49
50	Centre/ Central	26,724.50	23,475.75	10,378.15						60,578.40
60	Ontario/ Ontario	146,150.54	61,196.31	291,217.94			3,849.73	412.86	2,830.34	505,657.72
70	Toronto métropolitain/ Metro-Toronto	134,395.01	61,909.88	117,287.00					899.09	314,490.98
80	Prairies/ Prairie	140,434.14	76,847.07	1,631.00	3,159.00	186.96	782.44	2,880.00	27,990.88	253,911.49
90	Pacifique/ Pacific	117,548.63	102,860.33	78,787.17			9,302.86		4,733.03	313,232.02
		824,900.95	515,299.01	1,016,696.75	3,159.00	936.96	14,634.47	6,167.24	51,732.65	2,433,527.03

JULY 1, 2021 TO JUNE 30, 2022

CUPW-STTP										
SUMMARY OF COST- ARBITRATION (110) / SOMMAIRE DES COÛTS - ARBITRAGE (110)										
From July 01, 2021 to June 30, 2022 / Du 01 juillet 2021 au 30 juin 2022										
		4400-110	4401-110	5300-5310-110	6350-110	7200-110	7210-110	7220-110		
			Arbitrage annulé		frais professionnels /		plaideurs /	révisions		
		arbitres /	/ Cancellation	frais juridiques /	Professional	témoins / Witness	Workers	FFRS/		
		Arbitrators	fees	Legal Fees	Fees		Advocate	Medical	autres / Other	Total / Total
								review		
								RSMC		
10	National / National	86,351.72	16,138.29	353,725.20		24,165.05			34,757.66	515,137.92
20	Atlantique/ Atlantic	125,530.90	26,726.00	650.12		1,062.11	1,005.90		1,215.02	156,190.05
30	Québec/ Québec	17,341.54	50,862.05	41,695.47					613.39	110,512.45
40	Montréal métropolitain/ Metro-Montréal	72,317.08	75,535.67	127,187.55					835.46	275,875.76
50	Centre/ Central	41,569.33	12,924.38	53,904.91					118.08	108,516.70
60	Ontario/ Ontario	197,257.87	76,228.10	316,832.56			2,337.94		4,935.50	597,591.97
70	Toronto métropolitain/ Metro-Toronto	178,847.60	61,748.34	179,572.04					153.94	420,321.92
80	Prairies/ Prairie	172,030.66	85,199.61		75.00		971.60	5,200.00	27,216.64	290,693.51
90	Pacifique/ Pacific	17,409.28	100,076.16	188,619.07			7,623.26		55.02	313,782.79
		908,655.98	505,438.60	1,262,186.92	75.00	25,227.16	11,938.70	5,200.00	69,900.71	2,788,623.07

JULY 1, 2022 TO JANUARY 31, 2023

CUPW-STTP										
SUMMARY OF COST- ARBITRATION (110) / SOMMAIRE DES COÛTS - ARBITRAGE (110)										
From July 01, 2022 to January 31, 2023/ Du 01 juillet 2022 au 31 janvier 2023										
		4400-110	4401-110	5300-5310-110	6350-110	7200-110	7210-110	7220-110		
		arbitres / Arbitrators	Arbitrage annulé / Cancellation fees	frais juridiques / Legal Fees	frais professionnels / Professional Fees	témoins / Witness	plaideurs / Workers Advocate	révisions médicales FFRS/ Medical review RSMC	autres / Other	Total / Total
10	National / National	2,697.72	5,785.85	44,782.51	1,130.00				4,872.58	59,268.66
20	Atlantique/ Atlantic	26,767.63	2,300.00				402.99		4,552.63	34,023.25
30	Québec/ Québec	-	16,491.26	17,427.42					193.60	34,112.28
40	Montréal métropolitain/ Metro-Montréal	20,948.86	17,709.04	14,212.35					108.48	52,978.73
50	Centre/ Central	11,668.38	5,537.00	35,164.05					103.36	52,472.79
60	Ontario/ Ontario	17,922.78	23,503.98	110,470.99				1,103.32	796.52	153,797.59
70	Toronto métropolitain/ Metro-Toronto	50,406.48	30,116.74	66,536.91					245.14	147,305.27
80	Prairies/ Prairie	50,039.20	31,435.00		150.00			737.10	21,108.01	103,469.31
90	Pacifique/ Pacific	15,172.50	25,097.07	85,243.34					653.35	126,166.26
		195,623.55	157,975.94	373,837.57	1,280.00	-	402.99	1,840.42	32,633.67	763,594.14

REPORT OF THE 2nd NATIONAL VICE-PRESIDENT

Dear Sisters,
Dear Brothers,
Dear Comrades,

UNION CHALLENGES: INGREDIENTS FOR SUCCESS

Our union faces big challenges ahead. I worry. I reflect on this term with mixed feelings and regrets after starting with high hopes and expectations. CUPW has some paralyzing practices which decrease our effectiveness and alter our orientation and create vulnerability. Still, I remain hopeful for the future and that the members will direct our organization to a better place. Unfortunately, due to an unforeseen illness, I was unable to complete my duties.

A great union must create space for trust, vision and creativity, for and between members. It should model maturity and overcome personal insecurities to provide cooperative space. As an educator I have always tried to instill confidence, class consciousness, and the social movement unionism that made CUPW respected by so many, here at home and abroad.

I ask that delegates focus less on my findings and focus on the recommendations to improve thing.

It is important to note that leadership is often a thankless, and even abusive task. All the time and effort it takes to serve the membership often means sacrificing families, friends, and personal well-being. I am grateful to all NEC members for hanging in this term despite a good many challenges. They work hard for the membership and are often spread very thin. Comments in this report reflect organizational and systemic practices that deflate our potential for success.

I experienced and have been part of practices that are immature and where friction and conflict flourish, with little attempt to effectively deal with it. Strategic development and creating a process to deal with conflict maturely were my two big objectives this term. I felt there was an endorsement from the membership. But it was not to be. Strategy and conflict resolution were avoided for the most part. In this, I regret to report failure and accept my own place in that.

Organizational dysfunction and the slow drift in orientation were major impediments to achieving goals set at the 2019 convention. We could have aimed to create space to reduce conflict maturely, and to engage the union in regular strategic planning. These strategic initiatives did not pan out. CUPW likes to play in the weeds. We spend too much time embroiled in triviality and banal insignificance and miss out on important opportunities and a dynamic agile approach that promotes our interests. We focus on miniscule details of little consequence, at risk of overarching strategy and aims.

Do we want to create a horizontal movement involving many hands, hearts and minds or are we seeking a vertical structure with “dear leaders” making key decisions while assuming what is best for the members, without their inclusion while the leadership squabbles over detail. We miss the forest for the trees.

Noting that institutional union struggle is often like a mirror; when we are not careful it reflects the oppressor in style and practice. Employers and capital frame the struggle and we react. This is surely a reflection of insecurity and a disconnection from our history. While on the defensive we react to liberal trends and reproduce the language of our bosses. When we call supervisors “team leaders” we are adopting the soft liberalized language that weakens unions and changes our relationship. We erase our own history compliantly and blur the lines willingly. Taking this further we can see that what were once called scabs became “strike-breakers”, and are now labelled as “replacement workers”. Over time, bosses marketed new messaging tools to gain the upper hand in our imaginations. Preserving working class language and perspective preserves history and maintains hope that things really can be different.

This slow drift affects our spirit. I observed unprecedented numbers of union activists and reps this term, including elected ones, getting hired on with the boss, or leaving for another union, as if CUPW is merely a career path or a place to escape from. One can understand there are many barriers to serving the union in Ottawa and some do what they think is best for them and their families.

“No organization is perfect, and CUPW is no exception. In my years we went through some difficult times. We had to make difficult decisions and they were not always unanimous. We had our share of difference among ourselves. We had tough struggles during conventions. Still, we maintained our unity as postal workers when it came time to unite for progress. In CUPW we have always believed we can change things and we have done so, both inside and outside.” Jean-Claude Parrot

RECOMMENDATIONS:

- **That officers attend UEP as an equal participant if desired.**
- **That human rights training for officers be conducted in the first few months of taking office.**

COHERANCE OR DYSFUNCTION?

It should be qualified here that we rise and fall together as a board. The frustrations I share are directed at no one in particular, but rather, at CUPW as a system, which at times, is a rather toxic and unforgiving place. The working class are full of unresolved traumas with few skills or desire to resolve them. It saddens me to watch them unfold again and again robbing the union of valuable time and struggle. Gossip, hearsay, projection of the motives of another, and gaslighting are poor uses of time. A lack of trust, camps and alliances are the order of the day, reducing the chances of good strong strategic decision-making practices.

I regret this very much that my goals set in 2019 did not work out. I thought we could get there. Instead, I found a preponderance of legal interpretations, consultations with lawyers and endless appeals to the employer. Little or no attention was given to influencing other levers of power and influence. We think everything will be settled by an arbitrator on an “equal playing field” that does not exist. Relying on systems that have served employers for decades and continues to this day to perpetuate the boss-servant relationship. It may allow for occasional incremental gains at great cost – sometimes - but provides no long- or short-term road map to achieving our objectives.

It was encouraging when a strategic workshop was held early in the mandate. Unfortunately, it only happened once. That is tragic. Routinely, convention action plans have been less a “plan” than a hopeful “wish list” with no road map. Incoming boards have a duty to take the action plan seriously. Wish lists are easy. They are meaningless without action. Effective plans require strategy, tactics, and other measures that we develop, focus on, review, and adapt as required. My hope had been that we would check in on strategy regularly, but we had the one session only and that was it. No further work was done in that area. What a lost opportunity!

Meetings were short on analysis and critical thinking that is required to adjust to attacks and potential rollbacks. We play defence but are weak on the offence. Good offence requires creativity and taking chances. This is something special teams could have produced had we followed up on our initial strategy session. Defence may mean trying to keep the puck out of our net, but without offence there is no scoring!

RECOMMENDATIONS:

- **Develop a practice of regular and ongoing strategic planning and review.**
- **Develop supportive non-violent direct-action strategies and tactics.**
- **Deliver shorter courses on specific topics.**
- **Find facilitators wanting to be trained in online delivery to augment in person training.**

SOCIAL MOVEMENT UNIONISM OR BUSINESS UNION?

We should be very concerned about the future of our union. I see two paths before us. One, the historical and adaptive social union, that was unique and rooted in an understanding of class struggle and oppression. Two, an institutional organization mirrored after the other top-down outfits that we see in labour aristocracy in general. They are far removed from our communities and the shop floor and are leadership driven with corporate hierarchical norms and practices. They aim to achieve justice within a narrow framework, bookended between collective agreements and the world of arbitrators. It builds careers. It results in very capable grievance arbitration “experts” with banked knowledge about the system. It is generally not a very empowering place for a worker though, especially for those who have grievances that have never been resolved, and likely never will. To be clear, this is a systemic, ongoing, and practical problem, and not a reflection of the grievance officer who I found to be very skilled, knowledgeable and passionate.

If we are to be just another business union or a union motivated in large part by labour relations and laws - and we all know the limitations on labour rights in this country - our vision for a just and better world as per our constitution will be lost or undermined.

Whether by fear, insecurity, or a lack of grounding in social movement unionism, we have been lacking in a way that is deeply alarming. This has been affirmed by our elders. In one of our education projects this term we interviewed several elders and builders of the union. We will store these interviews in our archives and be able to draw on them in the future. It is important to capture that knowledge before it is gone. I would recommend current and future leaders and members of CUPW see some of these interviews.

One theme that was prevalent throughout the interviews was the appearance of the current union as more sedate and less focused on struggle and social alliances. This struggle for real justice does not only arise though a strike, especially where again and again we are ordered back to work, and then subject to appeals to arbitrators who mostly grew up on the other side of the tracks. It leaves out the importance of vital alliances with social allies and building political and public power if we are to achieve the aims of our constitution.

Lacking social creativity and resistance, we become unwitting accessories in managing shop floor activism set within the narrow framework of a colonial government and whatever modest victories we manage to achieve there. We are hemmed in. Let us recall, it is employers who wanted the RAND formula because they could no longer manage their workplaces as workers unified. This is not to say that this advocacy work is not important and valuable. On the contrary.

The danger is when we fetishize this approach as the only road worth taking and spend enormous time and resources. It sets us up as a paternal organization that drains activist power under labour-management systems where the playing field is never equal.

In keeping with historical memory, the education department produced an award-winning film about the RSMC struggle. The film, *Justice and Dignity for All* details the 40-year struggle of RSMCs to gain working rights and pay. It also has important lessons to teach us about seemingly insurmountable odds.

RECOMMENDATIONS:

- **Build a place for elders of the union. We have generations of rich institutional and activist knowledge that gets closed. We can look to Indigenous peoples about the value of respecting and drawing from elders when facing a task or problem.**
- **Improve NEB orientation around policies and history, the constitution should be a living document.**

STAFFING: AGILE UNION IN STRUGGLE OR BOSS?

CUPW needs to decide if it wants to be part of a social movement for change or a top-down corporate union. I recall working at national office when our staff felt like part of the struggle. There was a sense we were in it together, that we were playing different roles that fed the whole. Staff would come to our demonstrations and picket lines. This sense of camaraderie has been sacrificed in recent years with suspicion and assumptions about the motivations of dedicated staff. Many chose our union for its principles, history and orientation. Unfortunately, there has been huge staff turnover at CUPW both from elected members and staff. There is a notion that staff “need to know their place” and CUPW asserts itself as a boss employer replicating in CUPW the kind of relationship our members have in Canada Post. It is understandable that none of us are immune to the corporate structures we live under, but we do not have to emulate them. We are building a struggle, not an industrial workplace.

Years ago, no one locked their office doors, when we left for the weekend, everyone left an open door. Even though we disagreed on some things, we did not let it poison our trust and faith in one another and our departments. Today we see a different workplace.

In the last term all bargaining units worked on a process to reduce conflict and address it before it becomes toxic. Often a conflict is only a misunderstanding. Various consultants have worked with CUPW, identified toxic behaviours and made recommendations that we develop an internal process involving all groups.

Despite experts advising us, we continued in the same old fashion. The process was about to be workshopped to all three unions for feedback when it was stopped. There is no process but the kind we see at Canada Post. We are better than this. If we choose, we can be a movement.

RECOMMENDATIONS:

- **Invest the time and heavy lifting in developing conflict resolution and authenticity early on.**
- **Finish tri-union development of and apply an internal national office process for resolving conflict.**
- **Hold an anti-bullying working for all staff, officers and URs at least once every two years.**

LEADERSHIP CHALLENGES: STRATEGY OR VICTIM?

No doubt, the leadership of CUPW represents different tendencies and we all share in our victories and failures. We are not monolithic. We are at our strongest when those tendencies are nurtured and empowered. It falls apart when we lose vision of our historical strength and our role in society. I live with embarrassment about the current direction of our union and missed opportunities.

Unions, in general, do mostly reaction. The other side controls the game, and we easily become trained seals, diligently processing complaint after complaint in a constant state of organizational stress. We will never come close to resolving all the grievances and violations. It is part of a management system. They knowingly violate contracts with a cost-benefit analysis, paying out a few, with the rest forgotten.

We tell stories about what the boss is doing to us. Every labour convention and federation of labour has thus. Hours and hours of talking about what is being done to us, as if being a victim makes us righteous. Strategy means organizing for change, not just having a union card signed. Citing lists of complaints without a process of action is defeatist.

Education happens on picket lines, in workplaces, in demonstrations and classrooms, as we try to push the limits imposed on us through labour law. The membership taught me more than I could ever give back. So many of you have skills that would serve this Union well but are unable to move to Ottawa, or even a regional office. There are unresolved barriers. Yet, the members of CUPW are not sheep, to be led, but rather a force to be encouraged and supported to claim their power and dignity in increasingly challenging times. Do we want a horizontal or vertical organization?

RECOMMENDATION:

- **Develop special teams to take on different projects, break silos and increase cooperation.**

COMMUNICATION OR CONTROL?

We use different mediums and approaches while communicating. In the past I never felt discouraged from writing bulletins, even as a UR. I felt encouraged. I frequently represented the union on topics I was familiar with. We shared loads while trying to expand our ally base and footprint. It was different this term. It seemed things had to pass through a filter that. Instead of moving parts complementing each other in harmony cooperation often ground to a halt. Encouragement and trust were in short supply.

The second day on the job in 1996 I was sent to Parliament to attend a press conference and meet MPs on a subject I knew something about. I was encouraged and thanked. I did not feel that level of trust or support this term. I do not feel my skills and abilities were valued as they had been in the past.

A vibrant social union has many moving parts and must trust and rely on one another. It is not the domain of one person, or one leader. It is a collective effort that must be based on trust, letting go and allowing individuals to run their departments based on their experience and the support and direction of the membership. I felt I was in two unions. One, the traditional one infused with class analysis and the struggles of the shop floor for rights and dignity. This is represented by the rank and file and those activists who sacrifice daily to defend others in the workplace while building alliances in the community and some great worker educators and campaigners. I am honored to know you and be inspired by you.

The other union was an institutional union paralyzed with fear and petty personal conflict, that could be easily resolved with some faith and effort were there the will.

I am very happy, however, that CUPW is finally using Nationbuilder, and coherently building a data base. This is long overdue. Good things have developed with our messaging. Our staff have some great ideas when we allow ourselves to be open to them. They should be encouraged and respected enough to feel safe when offering an opinion.

RECOMMENDATION:

- **Continue to improve on data collection and targeting various constituencies with messaging.**

INTERNATIONAL SOLIDARITY

Over time I watched our union become something I had not expected. These liberal tendencies have always been there, but they have gained ascendancy now. When you see an internal report go by, for example, about UNI appealing to billionaires in Davos for gig workers, without comment, this becomes apparent. CUPW were on the front lines in Seattle, fought many battles against corporate globalization, and stood with those protesting Davos. We were the first Canadian Union to openly condemn the illegal occupation of Palestine, stood with Cuban and Colombian workers who were isolated, and struggled against imperialism.

Now we issue appeals to the richest men in the world as they drink champagne and laugh at us. I think we can be assured that justice won't come for gig workers from their billionaire exploiters. Such appeals are humiliating and never served the working class, and instead operate to make us perhaps compliantly hopeful and manageable. That has always been the game, to *regulate* workers and *divide* them. We become confused as to our identity in all the noise. We were a direct-action union shutting down summits and agitating for justice to being uncritical accessories of them and amplifying the stale messages of appeals to power.

Gig work is a global phenomenon. It was very exciting when the former third vice president said gig workers were interested in forming coops. Contacts of academic experts from around the world, from Spain to Germany to Japan and beyond, were collected for their potential expertise. This could have been potentially ground-breaking and historic. These cutting-edge worker cooperatives have much to teach us about worker-controlled workplaces. This could be a real threat to those corporations exploiting gig workers and provided a new model for struggle in the modern era. It is not too late for this. Think about the ORRMC, when we supported rural route mail Carriers without insisting, they join CUPW. We supported them to find their own path. Worker coops in the gig economy could be a game change in a way that reproducing appeals to billionaires can not.

I became excited for nothing, however. I had not realized that CUPW was not really interested in worker coops at all. No one contacted these folks. I note in our constitution it says, in the white pages, no less: “Article 1 (g) to encourage among its members the development and participation of consumer co-operatives and credit unions.” One could argue it is not entirely clear why we should support “consumer” coops and not just worker coops in general but does indicate this union support coops. We did not, to my knowledge, follow up with the workers who suggested it. We had the opportunity to support something new, fresh and innovative. This was an opportunity lost but still not too late to explore. The old organizing model does not work well in the gig economy.

I have heard an international rep disparaged, their motives, and direction given by the members obscured. Our members directed us to take on certain solidarity actions. The employer gives us money for that. If we don’t spend it, we lose it. For the first time in my memory, we did not come close to sending those funds that could help front-line struggles. This catastrophe must be reversed. This is a collective challenge.

RECOMMENDATIONS:

- **Spend the funds as much as possible on front line projects for the marginalized, not large delegation “trips” that frequently result in little.**
- **Explore supporting a gig cooperative movement.**

BOARD MEETINGS OR BORED MEETING?

There is not a Union in the land that spends a full week in board meetings. I found this frequently unproductive and certainly not strategic. I witnessed a wasteful use of time spent on personal grievances, personality conflicts, gaslighting, and hearsay. We are not alone in this. Bosses have consistently manoeuvred to have us play on their playing field of conflict, suspicion and distrust. The danger is when we replicate this in our meetings and on one another. We can find ourselves there and not realize it. This is a tragedy of leadership for which we must share responsibility. Divided we fall!

I reflect on our constitution, a rare treasure among unions, in that it names the system of relations we operate in and reflects a working class understanding of the world. In practice, however, I found the constitution was frequently cited to prevent something from happening and legal handstands would take place while ignoring the policies or just placing too little importance on them. Interpretation, upon interpretation. As a result, CUPW lives in the weeds and squanders key strategic and creative development time. Again and again, we spend too much time in conflict over the trivial instead of larger questions, strategies and tactics.

It felt like emergency after emergency board meetings took place. The employer plays us well. We handled their offers like a hot potato rather than strategizing how to regain the drivers' seat while, generating a long list of gripes and grievances about one another. Sometimes passively. Sometimes aggressively.

RECOMMENDATIONS:

- **More focused meetings with reports and questions.**
- **Smaller group work to tackle a problem and report back.**
- **Equal status at meetings, support our elected roles.**

CAMPAIGNS FOR THE FUTURE OR STATUS QUO?

It was astonishing, even infuriating, that in the first year of our mandate, there was no support by the board for the delivering community power campaign. This, after showing the government we could make a difference on the ground. We demonstrated very practically that postal service connects with the public, and that we have a climate emergency we could get in front of while building many allies. Instead, we shut the campaign down for a year! We had momentum in the first year of our mandate but provided no infrastructure or drive to sustain the campaign when it was needed most. Some suggested that "the local would take care of it". The boss keeps locals busy because they out-strategize us. After assurances that "the locals would deal with it" when asked for a report a year later from board members there was silence. Locals had not done a whole lot.

Though the union holds tens of millions of dollars in assets, and we never spare an expense for a lawyer or arbitration, it felt like some were insisting we had no money. The world today is not like the 1800's. We don't collect our pennies in a jar and make a purchase when we have "saved up". Our wealth is invested in funds, mutuals, property. Corporations use this collateral to borrow and expand. Yet, we decided to shut down the campaign. It makes no sense if we aim to establish a postal service that is permanent and not open to destruction by future governments. This is how we expand our footprint in communication with students, green activists, anti-colonialists and gig workers working along side us to become actively engaged to meet the times. Confining ourselves to lawyers and announcements to the tent of labour for this struggle is a very limiting one.

Sadly, many union leaders, have taken in this neoliberal approach that being a good leader is being a fiscal conservative and showing you have a surplus, compared to unions of the past where you are doing well when you fight (and this costs money).

It can easily be argued that Delivering Community Power and spending on expanding services is a good call. We become less a dynamic union we can be and a programmed outfit of rules with dimmed expectations. The justice we seek, whether in the workplace or in society and our communities is beyond anything we will achieve in negotiations detached from social power.

It is achieved through movement and community justice, as we saw with saving door to door mail delivery. I believe the Union aims too low. Even the “Save Canada Post” slogan from the past sounded like a rather defeatist in message, like we are trying to “hold on”. Delivering Community Power was created to provide a hopeful, positive, and creative vision that connects us to the community instead of individual isolated workers making requests. IT aims to create a sustainable long term post office.

Building momentum of this campaign should have been a priority, not about saving a few pennies.

RECOMMENDATIONS:

- **Improve campaigns to be about public engagement, canvassing and building relationships, not just lobbying. Build communities who will act on our behalf. Provide education in this area.**
- **Commit to long term multi-phase multi years campaigns. Not one campaign or struggle, it does not happen in a vacuum.**
- **Be creative, positive and expansive.**

UNION EDUCATION PROGRAM

As an educator I have tried to ensure education developed over time to reflect upon some of these larger questions about our purpose and direction. I fear the lack of preparedness to deal with a potential Tory government. Our constitution is more than a cold measurement of “sizes and measurements”. It directs the operations and structure of the Union. But it is more than that. It requires us to do a deeper dive. It is a rich tapestry weaved by decades of hardship and struggle, both in the workplace and society. It was my aim to ensure that education represented and was grounded with that understanding, reflecting the understanding of our elders, the builders of this union and that historical directive, that democratic social union vision that made us moderately unique in Canadian society and looked up to by so many.

Our policies that confirm our aim to “actively transform the present and social economic order” are a rich tapestry not only reflecting the operations of the Union but also, it’s work, objectives, purpose, ambition and intent. I have tried to develop an education program that represented that understanding, the understanding of our elders, the builders of our Union and address questions of racialization, ableism, class, colonialism, patriarchy, and sexual and identity repression.

I was blessed by having forward thinking leaders in education precede me: Huguette Leblanc, Denis Lemelin, Lynn Bue, and the late beloved Cindi Foreman, who ensured and maintained the UEP as central to that vision of social unionism. They ran their departments with support without micromanaging and interference from others. They were left to do their jobs.

New activists were grounded in that rich history and our place in society. Many of our current leaders have never had this experience and our union suffers for it. The UEP is one of the few places where national education has direct control and influence over education delivery. It is not a place for officers to “show off” and take space, but for very talented worker educators to work with the membership to develop grounded, knowledgeable and educated leaders, in asocial unionism for today and tomorrow. Many have reported it changed their life. Not having that kind of knowledge in our boardroom affects our capacity and level of conversation.

I believe the Union has a bigger question. Do the members want to continue with this understanding, that we are a social union, connected to the peoples whose communities we connect? Do we stand with the oppressed in a colonialist capitalist world or do we adapt to the liberal technocratic, bureaucratic, and vacuous employer designed models of EDI? We must remember that “Equity, Diversity and Inclusion” were crafted by business academics and leaders. This is not a labour rooted, class-based analysis of the links between oppression and exploitation. Are employers really going to give us the framework and tools to challenge oppression? Instead, we should draw from our own rich worker, anti-colonial and anti-capitalist frameworks to challenge oppression rather than trust the employer’s liberal approach is well-intentioned. Inclusion is a colonial trap, a modern face of the residential school. Included into what? Equity is little more than a feel-good celebration if not decoupled from capitalism and colonialism. It is little more than window dressing. Labour must avoid this slippery slope. Beware feel good language that does little but obscure our relations to the benefit of bosses.

Beware of attempts to use equity as a “feel good” thing without much depth.

RECOMMENDATIONS:

- **Develop the archives so we can pull out some of the interviews done with elders and discuss in groups.**

ACTION OR STATUS QUO?

I'm more worried about sustaining union education as we had considered cutting class sizes. The urban workers had not seen an increase to the education fund for decades. Imagine paying your bills with a 1994 salary. Subsequent negotiations did not consider education a priority while we bled education dollars. With inflation, this is happening again. We must not let it.

The UEP, the incubator of future leadership was held less and less (it shows). In our recent arbitration we were successful in increasing the fund modestly but that is already being wiped out by current inflation. I strongly urge that future negotiators seek an increase indexed to inflation (not the COLA formula). Delivery of union education is at risk.

The previous board authorized for us to start looking at property to create our own centre. The last one did not seem all that interested. I heard arguments like “we don’t know how to run hotels” or be a boss in the hospitality industry. I heard similar naysaying that “we are not landlords” when we purchased condos. Those condos have saved the union an enormous amount of dues and are a union asset as well as being a more comfortable place for our members. Too bad. Ottawa is short on facilities and we could have easily filled it with ourselves and other unions.

Instead, our funds drip away and we show little interest in allowing the education department to pursue the recommendation of the previous board and the National Secretary-Treasurer find and prepare a suitable facility. Instead, we go to hotels that downsize and outsource at significant cost. This is short-term thinking, not a strategic long-term solution and creates further pressure on a education program for the long-term. It is tragic and not particularly forward thinking to have passed up this opportunity, particularly before COVID and before the rates rose.

The UEP is respected inside and outside Canada. Many universities will offer credits for those that have attended. It is a vital piece of building leadership that can rejuvenate and keep their eye on the ball in both the short and long term. It allows members across the country equal voice. I have always operated from that premise and not the banking model of education which produces trained seals playing on a field controlled by bosses and centuries of oppression colonialism and capitalism. These are not separate entities from our daily struggle. They’re connected.

We challenged some of the worst initiatives of modern capitalism from the multilateral agreement on investment and now something I'm most proud of, the creation of delivering community power. Delivering community power is a vision of what the post office could be. It is a positive and creative vision not a victim vision to save Canada post. Instead of pleading to hang onto something, it has always been my belief that we should have been expanding growing and we saw the results after the ousting of Harper. We pressured all the parties in as many ridings as we could. We made inroads around service expansion financial services in other areas coming out of the 2019 convention. I fully expected that work to continue.

It was astounding to me that for the first year of our term we did not continue building the delivering community power campaign. I'm at loss to understand how unions are to grow if they don't prioritize that growth to carve out a greater space in society. I dread the future Tory government where this is understood. Steps aren't being put in place now to ensure our place in society.

This is more than collective bargaining; this is about the hearts and minds of society and the people that we deliver services to.

I slowly saw the union take taking shape is business union type practices and micromanaging of work that we know very well. It is very clear how the absence of UEP these past years has affected us. From a program where we put through that we ran twice a year; we have been lucky to run it once a term this is had a serious impact on the union, I would implore the union to reinvigorate this.

In worker education you seek a well rounded and critical class analysis, building confidence and depth by drawing on our collective power and experience. It is easier said than done and challenges traditional classroom norms, but it is well worth it. Unfortunately, there are very few areas where the national education program has direct impact on the members. One of these few occasions is the UEP.

Diversity remains the key to our success, and the UEP devotes time and depth to deconstructing the oppression that is the result of our capitalist system, in order to find true unity among all workers. Going deeper into the dis-connections among ourselves, each other, and the planet, the Union Education Program aims to create new ways of thinking and acting that are likely to entrust CUPW with a future that is founded on an open and tolerant solidarity and a new analysis of problems and solutions.

As in the past, education devoted considerable time and effort to revising and improving the UEP. Change is always controversial and there has always been a movement against UEP in the shadows thinking the regions would put it to better use.

This would take away one of the only places where the skills of national office education can be directly delivered to members. Many have said it changed their life. In these times, speed up, more sophisticated employer programs, neoliberalism have all undermined solidarity work. For these times – and where the survival of our very species is now at risk – we chose to provide a holistic framework.

We drew inspiration from radical ecopsychologist Andy Fisher, author of *Radical Ecopsychology: Psychology in the Service of Life*, to provide the connecting thread among society, climate and activists' approach to union work. Drawing on Gabor Maté's work on trauma, we developed a segment on how to use a trauma-informed approach to our activism, with a view to developing keener communication skills with members, rethink the labour movement and explore new tools that will enable us to confront important problems and setbacks, and to allow us to continue the struggle with an open-minded determination, and to craft new tools for the fight.

Change is controversial. I recall the opposition in the past to direct-action training. This union has a history of going outside to cutting edge experts that excel in their field. From Saul Alinsky in the 1970s to George Lakey in the 90s, David Suzuki and others, we reach out.

Education looks around us, researches and reaches out. We don't share the cult-like view that CUPW can do everything. Social movements require different skills and no doubt, we have many. And some we don't. You don't use plumbers for an electrical job. We will assess and measure this work.

In addition, we applied self-care measures to our learning with our members to seek cohesion among our varied roles in the Union and consolidate this solidarity. This new UEP has taken all the wisdom that is found in 30+ years of CUPW's flagship educational program and modernized it so that it can better address the plethora of problems which face workers.

The six core principles of trauma-informed care/analysis: safety, trustworthiness and transparency, collaboration, empowerment, choice, and intersectionality. This framework conveys a politicized understanding of trauma, reflecting the reality that trauma and its effects are not equally distributed. Is it the antidote to mistrust, suspicion, secrecy, fear, gaslighting, all of which I reported on here.

Capitalism and its many forms of oppression inflict trauma on millions of workers everyday and has done for centuries. We ignore this trauma at our peril.

Let's move past poor practice and create our future rather than just stop pucks.

RECOMMENDATIONS:

- **Run UEP more often.**
- **Develop a mini UEP on orientation that could run in the regions – an introduction to some of the concepts they will deepen at the UEP like social unionism and economic.**
- **Purchase and develop our own learning centre.**

STUDENTS AND ACADAMIA

For many years we have presented a labour vision to high school, college and university students. This are verry rich sessions with great questions. We have had the York University Labour studies visit us on occasion. It is another way to build cross solidarity and sign build support. We have had undergrad, masters and PHD students visit CUPW to discuss the struggle along with various actors from the labour movement including CUPE, PSAC and the CLC.



LIFE UNDER COVID

Our schools were cancelled beginning the spring of 2020. The board took a wait and see approach at that point. We did not know when things would open, and we were shying away from online education as the employer had been trying to encourage this for workplace learning. We opposed this in the past. Classes scheduled again in the fall of 2020 were cancelled.

This created new challenges for us. It was clear there would have to be some online education, given the circumstances, that would augment – not replace – face to face. Conditions would not allow for it. By fall we had arranged for some training in online both through the CLC and Training for Change. We had little interest or take-up on that, and in one case heard “our facilitators do not want to deliver online facilitation”. There was little interest, at that time.

After consulting with experienced online educators, we learned that online course should be limited. A three-day online course is not particularly useful or a good use of time. Shorter modules are more effective and create a hybrid approach.

There are very few occasions where the national union delivers education directly, unfortunately. UEP, facilitator training (in the past), social stewards, etc. The grievance department also delivers collective agreement training.

We started receiving complaints in the fall of 2021 that online courses were needed. We created some. We were not prepared to deliver three-day online courses. It is more effective to break them up into smaller pieces.

The department offered to help some regions run some courses or to do the back end to prepare slides and other info that could be used online.

We also note that the use of webinars on given topics can be very useful. We supported the organization department on delivering community power.

RECOMMENDATIONS:

- **Canvas for some facilitators with capacity for delivering national online education effectively (as we learned, online is not for everyone).**
- **Develop a presentation on orientation and history for online delivery.**

THANKS

I would like to express gratitude to the department and all those who carried on in my absence and apologize for not being able to deliver the results intended, especially on these latter two issues. I am blessed and honoured to have comrades like Claire Delisle, Todd Jarema, Yves Henault, Shellie Bird, Gail Clément, Beatrice Thébault and Lynda Morin in our department. I never saw anyone as just “staff”, but all has conscientious people playing a role for the good of the whole.

I would like to thank the members of the NEC and national office who work hard and are often overwhelmed with work and gaslighting from those who choose anger and accusation as their way of communicating.

Most of all I thank the membership for their support through the years and the commitment you bring.

I will leave with another quote by the brilliant inspirational Jean-Claude Parrot: *“I feel strongly that CUPW has to be there to support other workers fighting for dignity and justice. We have to be there for the unemployed and the under-employed, who are so often abandoned by our society...I feel strongly that CUPW has to be there to denounce the fact that a million Canadian children live in poverty. We have to be there to speak out on environmental issues. We have to be there to promote peace. We have to be there to ensure a better future for our children and grandchildren”.*

In solidarity,



Dave Bleakney
2nd National Vice-President

EDUCATION REPORT

2019

When this term started, the Education department planned to review the Union Education Program (UEP), undertake research and update documents. We were preparing for a UEP to be held in 2020, but it was cancelled due to the pandemic. Nonetheless, this research was useful because the content of the UEP had not been revised and updated much over the years. We were keen to find an overarching approach that would tie together all the issues that are raised in the UEP (mobilization, organizing, climate, human rights, etc.). When the pandemic struck, we worked on renewing the UEP. Concurrently, we also shopped for a venue to purchase that could be used for educational training (in lieu of, and similar to, Port Elgin). In addition, on the heels of the climate workshop at Hollyhock in the Spring of 2019, Claire worked with the David Suzuki Foundation on a video message about Delivering Community Power featuring David Suzuki and on a CUPW/DSF op-ed, which was never published. We created courses on climate, transformative mediation, and social stewards.

2020

When the pandemic was declared in March 2020, the Education department became very busy organizing a number of webinars for CUPW, including:

- COVID Webinar (March 2020)
- LJSH Webinar (December 2020)
- Delivering Community Power Webinar (June – September 2020)
- Virtual launch of Justice and Dignity for All film (RSMC video) (2020)
- Building the Power to Win (February 2021)

We also participated in meetings for the Stock Q&A relating to COVID in 2020 and helped with the preparation of the Article 8 course for Marion Pollack.

From March 2020 until April 2021, Claire began taking part in the Communications department work, writing a number of communication pieces including bulletins, statements, and briefs.

Bulletins: Indigenous matters, South Asian Heritage Month, Earth Day, Fighting Back, Cyberbullying, various Solstice bulletins, National Indigenous Day and Truth and Reconciliation bulletins, Global Day of Climate Action, You Can't Mask Disrespect, and Delivering Community Power, among others.

Briefs: Brief for Standing Committee on Industry, Science and Technology on Pandemic Recovery and Just Transition (June 2020); Brief submitted to Ontario's Workforce Recovery Advisory Committee (OWRAC) on gig workers (June 2021).

Statements: Capitol Hill Siege, Delivery Hero Open Letter, Defund the Police, Grève de la coalition *Black Lives Matter*, (July 20, 2020), and others.

Claire also organized a strategic planning session for the Communications department.

Over the course of the mandate, the Education department worked closely with Organizing (3rd Vice-President) and took part in the following campaigns: Delivering Community Power Relaunch, Building to Win Expanded Services, Building the Power to Win, and Building Worker Power.

During this part of the pandemic, Claire also participated regularly for a number of weeks in the CUNY School of Labor and Urban Studies.

In 2020 and 2021, we worked with Cornelia Berger of UNI on a climate paper and CUPW's Delivering Community Power campaign. In addition, we played a central role in the Oral History Project committee, a role which lasted from 2020 to the present, involving Claire and Dave Bleakney.

In terms of educationals, the courses "Welcome to CUPW" and "Shop Steward" were transferred to an online format, and we also developed a virtual "Mental Health" and "Racial Micro-Aggression" modules for online delivery.

A booklet for RSMC workers was created and sent to the grievance department for review.

2021

We helped the revamp the Human Rights Training for Leaders and worked with Johanne Labine and Carol Wall over a number of months. We also overhauled the Labour History course, and it now contains PowerPoint presentations and can more easily be adapted for online or hybrid learning. In addition, we took part in the revisions of the Benefits Booklets.

The Education department sent Claire for some CLC training on how to deliver education online, and hybrid course design. We held an online training for facilitators, in order to become familiarized with online facilitation of courses.

In October 2021, Claire helped organize parts of the National Women's Committee meeting, in particular, the Julie Lalonde segment on unconscious bias. We delivered an Online Facilitation Session for the REOOs in October 2021 and for the Toronto Local in December 2021. Claire and Todd also participated in the Building the Power to Win campaign for a few weeks (2021 – 2022).

2022

From the Fall of 2021 until January 2022, we coordinated the production of a one-day online climate course which was launched in January 2022. We helped organize the National Human Rights Committee meeting in April, which involved bringing in speakers to discuss the convoy, as well as Leticia Nieto, to present her model of anti-oppression. We also helped organize the NEC REC that took place in March 2022. We brought in Susan Nosov and Cathy Remus to facilitate a part of the meeting. We revised the Observer LCRMS course. We delivered a “train the trainer” course for social stewards and for participants. We updated the RSMC Know your Rights and Health & Safety under 20 courses, and we created and integrated the Facilitator Training and Building Worker Power courses. Todd Jarema prepared a Health & Safety Under 20 online course. Yves Hénault worked on the Observers’ course for Route Measurement and is currently organizing a National Social Steward Conference.

2019 – 2023

Throughout this mandate, we coordinated the work related to CUPW members taking part in the Labour College, writing bulletins about the application process, communicating with CLC, and facilitating invoicing and payment. Claire continues to participate in the Carleton University Work and Labour program of the Institute for Political Economy’s Advisory Board, since its inception in 2019. We were active in the 2019 and 2022 climate strikes. We continued to do research, revise, and create content for the UEP, and introduced a number of new initiatives (ecopsychology, art, movement, and theater). We produced a new reformatted facilitator guide with updated participant hand-outs. We included new material such as “A trauma-informed approach to union advocacy”, a piece on witches and patriarchy, a new module on racism, on LGBTQ+, and on disability.

CUPW CHILD CARE FUND

CHILD CARE

Following our 2019 Convention, Brother Dave Bleakney, 2nd National Vice-President, held responsibility for the union's work on child care. This mandate has been a busy one with a number of important initiatives that got underway to better support members with child care and work life balance.

Our child care projects are financed through the Child Care Fund (Appendix L of the Urban Postal Operations Collective Agreement) and for RSMC members under (Appendix J of the RSMC Collective Agreement). The union also coordinates the UPCE-PSAC child care project under Appendix "H" of the UPCE-PSAC Collective Agreement.

REVIEW OF CHILD CARE FUND PROJECTS

We currently have nine child care projects with the following locals: British Columbia (Vancouver, Royal City, Fraser Valley West); Alberta – Calgary, Rocky Mountain House - Red Deer; Manitoba - Winnipeg; Ontario - Windsor/Amherstburg; New Brunswick – Fredericton; Newfoundland and Labrador - St. John's and Corner Brook; and in Quebec with the Québec School-Age Association l'Association québécoise de la garde scolaire (AQGS) which provides support for Quebec and Montreal Regions by working with community partners to provide school-age summer day camps and free week/spring break camp in Mirabel and Mascouche; and our nationally-based Special Needs and Moving On projects.



A FEW HIGHLIGHTS:

Fastforwardchildcare.com serves three locals in the BC Lower Mainland has been in operation for two-years. Up-take has been slow, in part because this project was launched just ahead of COVID-19 pandemic. However, with the federal/provincial bilateral child care agreements and the BC NDP Government pushing ahead to bring in \$10 a day child care by 2026, will make this an important online information tool for members from these locals as child care becomes more available and affordable for families.

Family and Child Care Connections CUPW Child Care Resource Centre (Family and Child Care Connections) is one of the Fund's oldest projects. In 1996, CUPW worked with community child care partners and the provincial government of Newfoundland to develop guidelines and regulations for licensed home child care to establish the first licensed/regulated home child care centre, Family and Child Care Connections in St John's.

In March 2021 as part of the federal/provincial bi-lateral child care agreements, Family and Child Care Connections was approved for funding to become the province-wide licenced family home child care agency. Offices and services through Family and Child Care Connections will be established in areas of Newfoundland and Labrador where regulated home child care is not yet available. This opens the door to provide postal workers with greater access to licensed home child care across the province. CUPW has much to be proud of in leading the way in NL.

Churchill Park Family Care Society CUPW partnered with Churchill Park Family Care Society and Child Enrichment Centre in Calgary Alberta in 1997 to provide group and licensed home child care to members in Calgary. In 2017, because of declining participation, we ended our partnership with Child Enrichment and now work exclusively with Churchill Park to provide licensed home child care and access to five Churchill Park group child care centres across the city of Calgary.

The COVID-19 pandemic created a lot of uncertainty and strain for our members with young children, and for our community child care partners. During the spring of 2020 and the first wave of COVID-19, a majority of provinces and territories closed licensed child care services. This meant that many postal workers lost access to their regular child care arrangement, but were still required to work. Provinces and territories set up “emergency child care” for designated workers. These lists of designated workers were different from province to province and changed almost daily. Some provinces/territories listed postal workers as eligible, while others did not. The CUPW Child Care Fund worked closely with our national child care partners to gather and provide information about the changing state of child care during this period.

In addition to these direct child care projects, the Fund also supports several important websites to assist members and the broader public with practical information related to their child care needs:

- **Finding Quality Child Care** - <https://findingqualitychildcare.ca>) a partnership between CUPW and the Child Care Resource and Research Unit (CCRU) was launched in 2013. This website provides practical information to parents looking for child care. It is meant to inform parents about child care quality, what to look for and the right questions to ask when looking for good quality child care.
- **Special Needs Project** - <https://specialneedsproject.ca> is a website dedicated to our Special Needs and Moving On projects. It offers practical information to members about disability issues, posts relevant articles and information on various disability topics and helps inform the broader CUPW membership about the projects and their benefits to postal workers.
- **CUPW Resource Guide: Special Education Navigation Tool.** This resource guide is meant to support parents and guardians of children with disabilities to navigate the school system in their province or territory. The purpose is to help members better understand their legal rights and to provide advocacy tips for parents to get the things their children need from the education system. This Guide is available on the specialneedsproject.ca website.

SPECIAL NEEDS AND MOVING ON PROJECTS



These projects help postal workers by providing advisor support, resources and information, and funding for supports related to their child's disability; educational tools to raise worker's understanding about the issues member face when working and raising children with disabilities or special needs.

The Special Needs Project was put in place in 1996, followed in 2005 by the Moving On Project which supports postal workers who have adult children with disabilities who rely on them for care and support. Since they began, the projects have provided support to 1,917 members with 2,173 children, respectively.

Currently there are 320 members with 386 children participating on the Special Needs Project (Urban Operations – 270 members with 328 children; Rural Suburban Mail Carriers 42 members with 48 children and UPCE-PSAC 8 members with 10 children). There are currently 139 members with 151 children participating on the Moving On Project (Urban Operations 111 members with 121 children; 25 RSMC's with 27 children and 3 UPCE-PSAC members with 3 children). These members represent approximately 57 locals in eight Regions.

A FEW HIGHLIGHTS:

- In April of 2020 the Special Needs and Moving On projects were moved from Cape Breton Family Resource Centre to Breton Ability Centre. The partnership with Breton Ability was seen to better ground our work within the disability sector. Breton Ability Centre is considered a leader in the disability sector in Nova Scotia. They are committed to supporting individuals with varying abilities to achieve their greatest potential.
- We continue to actively engage CUPW Social Stewards in helping to get the word out to members in their regions about the Special Needs Project. We developed and ran one-hour webinars with social stewards in different regions throughout the fall of 2022. We also developed practical tools and information to assist them in this work. In addition, we created a 5-minute online presentation that Social Stewards can use at different union functions to promote the projects.
- Disability-supports.ca - The largest initiative of the CUPW Child Care Fund over the past number of years has been the development of an innovative online disability information portal. After hearing from countless members about their frustration with trying to find online information about supports they need for their children, we undertook an exploratory project in 2017 to find out if there was a national disability database of programs and services across the range of disabilities and across the lifespan (infant to adulthood).

We learned that there are several databases that are specific to a particular disability, client group or program/resource area, but there was no one national database of disability supports and services that is national in scope, available in both official languages and that is regularly maintained and updated.

We did learn however, that there is a network of provincial/territorial 211 community health and social service organizations across the country with applied data standards (common taxonomy for indexing program records, regular records maintenance with an open data philosophy). In 2018-19 we partnered with 211ON, 211NS and 211BC to begin our work to develop a national disability database that would access 211 data and display this information on the CUPW disability-supports.ca information portal.

We also partnered with the Canadian Centre on Disability Studies (Eviance) to provide vital insight and a developmental evaluation as we worked in this uncharted terrain. We wanted to ensure the portal would reflect the principles of the United Nations Convention on the Rights of Persons with Disabilities and be sensitive and inclusive of the diverse range of disabilities. This has been ground-breaking work for the CUPW and for our 211 partners. This national disability portal will be a first of its kind in the country.

- In recognition of the 25th Anniversary of our Special Needs Project we reached out to postal worker women who had been active in the early 1980's to make child care an issue for CUPW and for Canada Post Corporation. We invited several postal workers to take part in a "Fireside Chat" to talk about these early days. This fireside chat was written up for an article in CUPW's Perspective magazine.

ONE-TIME PROJECTS

In addition to our on-going child care projects the Fund can also be used to conduct analyses and research to assess child care needs of members and the methods used to meet those needs. We also fund one-time research projects to better understand and contribute to public policy debates related to child care and work-family balance.

Building Blocks for Child Care (B2C2)

In April 2021, the federal budget committed to a significant, long-term investment of \$30 billion dollars to create a Canada-wide child care system through expansion in the public and non-profit child care sector. However, there was concern that without practical supports; knowledge, tools, and expertise to assist the non-profit sector to expand, this government initiative will fail in Ontario.

The CUPW partnered with Building Blocks for Child Care (B2C2) which is a newly formed provincial service organization with a mandate to provide the non-profit child care sector with the expertise and knowledge they need to expand services. This is seen as critical for ensuring that the non-profit sector has what it needs to expand. If the non-profit sector does not have the knowledge and expertise it needs, large corporate, for-profit child care chains, will step in to make profits at the expense of high quality affordable and accessible child care.

With support from CUPW, B2C2 has met with local governments to build working relationships and to seek funding for this work. It conducted a survey of the non-profit child care sector in Ontario to identify barriers that impede their expansion. In November 2022, the findings from the survey were released and highlight significant barriers that will need to be addressed if the non-profit child care sector is to rise to the challenge and expand as set out through the federal and provincial bilateral child care agreements.

Coalition of Child Care Advocates of British Columbia – “Supporting Postal Worker Parents to Make Their Child Care Needs Known”

CUPW has been partnered with the Coalition of Child Care Advocates of British Columbia since 2016 to engage postal workers in local child care planning tables to ensure their need for affordable, flexible, part-time, extended hours, rural and remote child care are included as the BC Government moves forward on service expansion and \$10 a day child care.

The BC Advocates met with postal workers and attended different events of the CUPW Pacific Region to engage members and to ensure that the child care needs of postal workers are included in the expansion of child care in BC’s \$10 a day child care program.

What is the Best Policy Mix for Diverse Families with Young Children? Reimagining Childcare, Parental Leave and Workplace Policies

CUPW is a partner on this multi-year research project funded through the Social Sciences and Humanities Research Council. It brings together a multi-disciplinary and cross-generational group of more than thirty researchers, community partners, advocates, and policy experts from universities, non-profit organizations, trade unions, and the private and public sectors.

The purpose is to collaborate to re-think and re-imagine policy and program approaches to child care, parental leave, workplace policies and a range of related policies with the aim of closing the widening chasms between families who have access to critical policies and supports, and those families who do not.

Canadian Centre on Policy Alternatives – National Child Care Fee Survey

CUPW has supported the Canadian Centre on Policy Alternatives (CCPA) since 2014 to conduct an annual child care fee survey to track the costs of child care fees in Canada. The purpose is to better understand what parents are paying for child care, how much those fees are changing, and how fees affect family budgets.

This survey and public reports have established a baseline of child care fees across the country. This is the only empirical data on licensed child care fees in Canada and is used by child care academics, advocates and organizations like Statistics Canada and the International Monetary Fund as the authoritative source of child care fees in Canada.

Over the period of 2019 to 2021 CCPA produced **three national reports**:

- In Progress: Child Care Fees in Canada in 2019
- Game Changer: Will Provinces and Territories Meet the New Federal Child Care Fee Targets – Canadian Child Care Fees in 2021.
- Sounding the Alarm: COVID-19’s Impact on Canada’s Precarious Child Care Sector (2021)

Disability and Work in Canada – National Conference

This national conference is an initiative of the Canadian Council on Rehabilitation and Work. It brings together stakeholders from government, business, and disability communities to discuss the state and progress of employment and disability in Canada and Quebec.

CUPW Child Care Fund – Special Needs Project was asked to present to the conference about the Special Needs and Moving On projects in November 2022. We had a panel of speakers that included Jennifer Hutcheson, CUPW member Victoria BC, Gail Holder, Special Needs Project coordinator, Donna Michal Special Needs Advisor and Shellie Bird, CUPW Child Care coordinator. The presentation was well received with recognition by conference participants about the important work CUPW has undertaken to support postal worker parents who have children with special needs or disabilities.

Important Note about Canada Post Profits

It is important to note at this historical juncture that over the past four years the Child Care Fund has not received profits from Canada Post Corporation. Appendix “L” of the urban operations collective agreement sets out that once a year after CPC profits are announced in Parliament (usually between March to June); the Fund receives 5/10th of 1 % of the profits directly from operations at CPC. The funds come in a lump sum and the amount is limited by the fund maximum balance.

Canadian Union Of Postal Workers

Urban & UPCE

CHILD CARE FUND – Canada Post/CUPW Agreement, Appendix L.9

Annual payment of: Five tenths (5/10) of one percent (1%) of the Income from Operations
 (in millions)

	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Profits from operations								
	-\$518	-\$798	\$-187	-\$292	\$82	\$62	\$92	\$203
% increase/decrease								
	35.1%	-326.7%	36.0%	-454.6%	32.0%	-32.2%	-54.8%	---
CUPW Portion								
Profits Operations x 5/10 x 1%								
	\$0	\$0	\$0	\$0	\$452,900	\$343,091	\$505,934	\$1,118,997

The impact of this on the work of the Child Care Fund is that one-time research projects and member child care needs assessments to develop new projects will be severely curtailed.

CHILD CARE ON THE NATIONAL STAGE

Decades of tireless advocacy by unions and child care advocates are finally paying off. At least that is the hope - but the devil will be in the detail.

In April 2021, the federal government committed \$30 billion in federal funding to provinces and territories to build systems of early learning and child care across the country. This includes \$4.1 billion in 2021-22 and goes up until it reaches \$9.2 billion annually by 2025-26. This multi-year funding commitment will make early learning and child care accessible, affordable and inclusive across the country by reducing parent fees to \$10 a day within five years. The Federal Government also committed to the creation of 200,000 new child care space to be built in the public and non-profit sector over this same period.

In December of 2022, the Federal Government tabled Bill-35 “Canada Early Learning and Child Care Act”, which if passed will enshrine the principles of a Canada-wide early learning and child care system into federal law. This Bill will ensure families across the country will have enduring access to affordable, inclusive child care – no matter where they live. These achievements are historical and came about because of the relentless advocacy efforts by unions and child care advocates.

CUPW and its Child Care Fund have been important in these efforts. CUPW has supported important policy research that informed and added to public policy debates. CUPW has worked alongside other unions and our national and community child care partners in campaigns and lobbying efforts that brought us to where we are today. But we can’t stop now. We will need to continue to lobby and fight to ensure the spirit of the federal commitment and possible legislation become reality and improve the lives of working parents and their children.

REPORT OF THE 3RD NATIONAL VICE-PRESIDENT

The framing of my report will be based on my experiences as an officer elected to a position already three years into this term with one year remaining. In addition to my general impressions of CUPW operations, I will describe the state of the department I inherited from my predecessor, and what I tried to initiate in the eight months between my arrival in Ottawa in June 2022 and finishing this report in February 2023. Any developments happening between this report's submission and our National Convention, especially those with the *Building Worker Power (BWP)* campaign, will not be reflected.

It is not widely known, but running for this position was a last resort for me. The grounding aspects of my life – my partner, my community, my few remaining family members – are deeply rooted in Edmonton and cannot be relocated to Ottawa. I tried to find, or support, other candidates to run for the role but, in the end, my choice to stand for election mirrored how I became Local President years ago: I believe our Union needs to fully commit to a workforce organizing strategy to flourish, and being unable to find someone who feels the same that was willing to run for the position, I reluctantly offered. I am proud of what I have accomplished to help our union in this role in such a short time, and, although it was a very taxing year, it was valuable to experience the inner workings of CUPW for myself.

Almost every National Officer has expressed concerns to me about the current state of our Union and its future. I am unsure to what degree they will publicly admit those sentiments or qualify them in their own reports, but I intend to use my platform to speak honestly and constructively about our challenges. It's a very uncomfortable process but only by acknowledging the problems can we position our union to maybe, with a lot of deliberate work, solve them, so that we are then better positioned to confront all the hostile forces aligned against us.

COMING TO NATIONAL OFFICE – ADMINISTRATIVE FOUNDATIONS

The 3rd National Vice-President has many responsibilities, the most important of which is developing national strategy and campaigns for internal & external organizing, as well as public outreach. Based on CUPW's level of activity over the past couple terms in the fields of internal and external organizing, and the mixed results we've had with our campaigns, I knew following through on my intentions to make big changes would be tremendously difficult. As I settled into the role, I would learn that the enormity of what needed to be done was well beyond what I imagined.

Every workplace has a culture that influences the morale and productivity of the people working there. Do they like coming to work? Do they feel supported in their work? Is there a sense of cooperation and common purpose? Our National Office (physical or virtual) is no different and these kinds of questions become especially applicable for the leaders of organizations that exist to create better conditions for, and enrich the lives of, workers. If the conditions we expect for our members are not extended to our leaders, what systemic impact does this have on our organization's behaviour? If I had not been elected as a National Officer, I would never have gained this insight into the different processes impacting CUPW's ability or inability to represent and organize our members.

Common advice I received from other officers and representatives upon my arrival was that it takes a full term to settle into a new position and get a handle on the portfolio. While intended as helpful, the underlying sentiment is worrisome. It may be that CUPW has normalised a 'sink or swim' attitude, but it is not a healthy or sustainable model for the day-to-day operations of an organization. The push for section 4.03 of the constitution to specifically include a training program for new officers was to address this serious problem. This training hasn't been uniformly on offer for at least a couple of terms.

For context as to what happens without this process, please consider my circumstance: the office I inherited had no organized physical filing system (everything was in random boxes scattered throughout the entire building floor) and no access to any of the emails or other digital correspondence related to the work done over the previous three years, or prior. Not being given automatic access to the emails of outgoing officers is especially problematic because modern offices run more on email and cloud filing systems than printed physical folders. Proper on-boarding needs to go hand-in-hand with a standardized digital filing practice and, ideally, a shared transition period with the out-going officer to allow for other important knowledge transfer. To not have this training or continuity means that everyone new to the role does not inherit all the contacts, correspondence, or process documentation developed over the previous years.

We count on our members to elect competent leaders to these roles, but the skills we campaign and get elected on as union activists are worlds-apart from knowing the operations of a 50+ office, managing those staff, properly and uniformly utilising the various programs in our office software suite, as well as where and what resources can be accessed to support our work. Implementing a comprehensive onboarding process (as well as other team-building initiatives I will raise later) for anyone new to their roles within two months of their election can only benefit our organization.

Is CUPW obligated to create a supportive work environment or working conditions that prime our officers or representatives to be more organized, supported and successful in their roles? Beyond what is briefly and vaguely prescribed in section 4.03, no. Would CUPW as an organization benefit from having an automatic process to help acclimatize officers and reps to their new roles? As a union advocating for better treatment and work-life balance for our members, it would be consistent for us to extend these considerations to our officers and reps so they can be happier, more energized, and therefore more effective, in their roles strengthening our Union and supporting our members.

As stated previously, the administrative functionality of our workplace greatly impacts the morale and productivity of the people working here. The quality of my work is impacted by the foundation I am given to work with. We have lost over 20 officers or representatives at various levels throughout just this past term, including the previous 3rd VP and External Organizing Union Representative (UR). In some cases, there was nothing CUPW could've done to prevent these losses, but between the lack of secondary leadership being developed in CUPW and the attrition of our current overburdened leadership group, it would be perilous to not consider the systemic reasons that contribute to our leading members suffering burnout or losing confidence in the organization. Fortunately, the office administrative challenges could be fixed as early as the beginning of the new leadership mandate; provided the new National Executive Board (NEB) also sees the value in making it happen.

Compounding these challenges of holding a leading role is the requirement to relocate to be able to even participate. I am fortunate to have a partner willing to support my involvement in CUPW, even though it meant giving up our home, leaving my partner behind in Edmonton, and introducing personal and financial hardship into our lives. Moving to Ottawa only to find out just how completely unnecessary our sacrifices were has been disheartening for both of us. The work required for my role could have been done remotely while keeping our home. To salt the wound, even though all the Executive Committee Officers are in the building, we've conducted every one of our meetings virtually.

No one forced me to choose CUPW over my life outside of CUPW, but I'm discouraged that a progressive organization like ours is even asking that of me. This barrier to involvement disproportionality disadvantages the majority of members across our vast geography that do not live within comfortable driving distance of the National Office. Further, as other unions, Public Service Alliance of Canada (PSAC) and Union of Taxation Employees (UTE), are conducting strike votes (January 31 – April 7) to enforce demands for remote work, our Union has struggled with hiring staff willing to physically work at the office. The world has left CUPW behind on the question of remote work, and if we don't adapt this will be another factor magnifying our struggles to recruit and retain CUPW leadership as well as staff.

My report shares all this because it would be impossible for me to measure my efforts in this role without factoring in how my working conditions and being needlessly separated from my support network has negatively impacted my life, and by extension, my capacity to perform at my best. When so many members are avoiding or leaving leadership roles in CUPW, we can either blame those members for not being able to overcome the barriers to participate, or we can reflect on the systemic ways we can make CUPW more accessible and welcoming.

JOINING THE LEADERSHIP GROUP – POLITICAL FOUNDATIONS

If the National Office is the administrative (i.e. functional) foundation for National Executive Officers, then the NEB is the political (i.e. how we govern ourselves) foundation. It is widely understood that our Union is struggling in this regard. Locals in trusteeship, General Membership Meetings (GMMs) without quorum, uncontested or vacant elections at every level, diminished steward numbers, increased leadership resignations, low ratification voter participation, empty or sparse picket lines, open hostility from our members, and on and on. Again, it may be difficult to accept these realities, but only by acknowledging them can we collectively try to address them. My report highlights these concerns because I believe they can all, in some way, be traced back to our challenges to engage our membership and get them involved; both of which are goals of the *Building Worker Power* (BWP) campaign.

Before becoming a National Officer, I was convinced the reason CUPW did not have a plan to engage our membership and empower our workfloors was because our leadership were gatekeepers ideologically opposed to doing so. I believed this because times when workfloors in my Local had considerable success mobilizing our members over the last decade, our efforts felt ignored and unsupported by the Regional or National levels of the Union. Why wouldn't a union with a militant history like ours want to support or expand successful large-scale job actions? Why were capable, young, committed activists like myself and others ostracized by our own union, especially as we struggled to get anyone involved? I couldn't understand it. After participating in my first few NEB meetings, I began to realize that the truth was far more complicated.

My first impression of NEB meetings was that the relationships between the officers were very strained and there was no standard of respectful communication being upheld. I don't know how long it was like this, or if I just had arrived at a bad time, but these early meetings were some of the most difficult CUPW functions I've ever sat in. By my third or fourth meeting I intervened to say that as a newcomer I was horrified by how we communicated with one another. I suggested that we read the harassment policy going forward if only to establish a baseline of respectful conduct to keep us focused on the agenda. This never happened, though I feel most are making more of an effort to behave respectfully since I raised my concerns.

I am specifically not naming any names because this problem runs deeper than individuals. You could replace every single member of the NEB and we would still eventually end up in the same place because we haven't developed the political maturity of an organization to communicate constructively. When leading members of our Union speak to each other with levels of aggression and hostility that we would not tolerate for our members on their own workfloors, we signal to the entire organization that this is an acceptable way for our members to behave toward one another. The atmosphere of any meetings, at any level of the Union, cannot be dominated by this kind of negative behaviour because it will deter involvement and distract us from the struggle against our common enemy.

Solidarity doesn't mean that we all agree, or even like one another, but it should mean that we understand our shared goal of fighting the boss enough to at least communicate constructively. Like it or not, all we have is each other; no one is coming to save us. We either hold ourselves to respectful rules of engagement or we keep self-sabotaging and undermining the social cohesion necessary to even have a chance to defeat our class enemies. Societal power structures (i.e. state authority, corporate hierarchies, etc.) condition us to dominate and belittle others to establish our own prominence as individuals. The historical role of labour unions is to question and dismantle those very structures, not reinforce them.

Although this problem is more complex than those I detailed about the operations of the National Office, I believe establishing clear boundaries of proper conduct can be a first step in developing some much-needed political maturity for our organization. Solidarity skills is a wonderful program developed by CUPW perfectly suited to doing just that. A portion of this program that's especially relevant is the non-violent communication training; meaning, communicating in a way that allows people to feel heard rather than attacked or ignored, to constructively navigate difficult conversations. I've been told this training was actually developed due to concerns raised many years ago about how poorly CUPW leadership communicates with, and treats, one another. Somehow, instead of this becoming a mandatory training for all incoming officers and representatives, it became an optional course for general members.

While I am glad this wonderful material is periodically available to our members, we should make this mandatory for all NEB Officers at the beginning of each term, regardless if they've taken it before. At worst, it reinforces clear rules of conduct expected of everyone taking on these roles; at best, it creates a genuinely more respectful and welcoming environment that helps the whole group legitimately bond.

All of CUPW benefits if our leadership adheres to a set of behavioural standards that is modelled for, and expected of, the rest of the organization. When a member comes to their first GMM, conference, or convention, we want to be sure their impression is that our organization is welcoming, competent, and has the maturity to navigate difficult political conversations.

A UNIFYING GOAL – BUILDING WORKER POWER (BWP)

Earlier in this section I said I missed the mark by previously attributing ideological gatekeeping as the reason why our Union was not doing more to empower our workfloors. Behaviour I mistakenly interpreted as hostility to workforce organizing could be more accurately described as apprehension rooted in unfamiliarity with (internal) organizing, amplified by suspicion of 'outsiders'. Once other officers had more of an opportunity to hear my explanations of how effective job actions are not flashes of reckless spontaneity but products of careful, collective planning, they seemed less threatened by these ideas. That said, I feel that workforce organizing is still not considered a priority in our Union.

In promoting a grassroots strategy, I've often talked about the union as being a bird, with our two wings being represented by proceduralism (e.g., grievances, arbitrations, consultations, etc.) and organizing. For us to fly high and far, each of our wings must be equally strong and healthy. It doesn't matter how much more familiar and comfortable we are with relying on just one wing, we needlessly disadvantage ourselves by neglecting the other. To get an idea of just how unbalanced our priorities are, pay close attention to the Trustees report you receive in your convention package and how much we spend on our combined costs for fighting the boss on the procedural level versus what we spend on organizing our members to fight the boss directly on the workforce. If every disenfranchised, uninvolved member could be represented by a file sitting in one of our offices, this disparity would be impossible to ignore or justify.

It can't be stated enough: Unions are only as strong as their members are unified around a goal and organized on their workfloors to achieve that goal. Our goal of winning better working conditions seems simple enough at face value, but we've been unsuccessful in making substantial gains through collective bargaining for many rounds due to government interference. The reality is that our goal cannot be achieved unless we confront the inevitability of government interference. We must build our capacity accordingly or continue losing. The *Building Worker Power* (BWP) campaign is our first comprehensive attempt at a National internal organizing strategy since 1987.

The central promise I made running for this position was to implement a solid plan as soon as I could to try to get CUPW caught up with all the internal organizing work needed to put our members into a position to collectively assert their power. I arrived in Ottawa in June and spent the rest of the month drafting the proposal, and most of July scheduling separate meetings with NEB members and Regional Education and Organization Officers (REOOs) to explain why the plan was built as it was as well as try to implement any constructive feedback received. The plan weathered a difficult debate at an emergency NEB meeting on August 4 to unexpectedly receive unanimous approval. From there, a pre-prepared application call out was made within hours for the eight Organizers that would be leading the campaign in their respective Regions. The eight Regional Organizers (ROs) were approved by the NEB later that month.

The role of the ROs is very demanding; they are expected to go to workfloors they've never been, to muster mass workfloor meetings for members that mostly haven't ever participated in something like it, to then try to recruit them to be trained to meaningfully challenge authority for maybe the first time in their lives. The ROs do this facing persistent negativity from members for the perceived failings of the Union all the while being unrelentingly positive about the potential for CUPW solidarity to overcome any obstacle Canada Post Corporation (CPC) throws at us. Then, they do it all over again every day they are invited by Locals to do so until every Local is built up enough to support this work on their own.

To be clear, the ROs are just conduits of the campaign, not the engine – that prominence belongs to the Local. The ROs exist to go to each Local to help them establish their own cadre of campaign leads and volunteers (we call them workfloor captains) to help with doing outreach and signing members up to the campaign. The campaign is designed this way for two reasons:

- a. CPC has thousands of facilities staffing CUPW members. It is unreasonable to expect eight ROs to visit every shift in every facility in a timely manner.
- b. We do not want to reinforce a culture of dependence on specialists that do activism on our behalf. Instead, we want to give Locals the training and the tools to collectively organize themselves. We win by creating horizontal power, not enabling vertical reliance.

Between starting their Local visits in October and the writing of this report in February, the ROs have done over 160 workfloor visits, signed up more than 3,600 supporters and recruited 62 captains (with an additional 159 awaiting Local approval).

Our first BWP milestone is recruiting 200 Local-approved, and trained, captains (roughly one for every 300 members or facility) to help with coordinating the BWP campaign in their Locals. With that many helping hands, it won't take long to reach our next milestone of 15,000 signed supporters (~25% of our membership). From there the campaign should have enough recognition among members to launch its first 'structure test'; this will likely take the form of a 'hands off our bargaining' petition.

As explained in a detailed article about BWP in our latest issue of our National magazine, *Perspective*, a petition isn't expected to create meaningful change on its own. The point of a petition like this is to see the reach of the BWP campaign among our members. By mass coordinating this small ask across the country, we will get an accurate picture of how many members are even willing to listen to what the Union has to say. It is important to understand that there is no wrong answer in a structure test. If only 50% of our members bother to sign a petition with such an obviously necessary demand, that tells us exactly where we are lacking engagement and where we need to put more resources to keep building capacity. Conversely, if 80% of our members sign, we clearly have the support to discuss escalating our efforts to put more pressure on CPC as we move deeper into negotiations. You can't mobilize successfully without first organizing effectively.

I believe BWP to be the single most important project that CUPW can commit to at this moment. I say this because the problems I listed at the beginning of this section can be tied back to how uninvolved our members are in our Union. At a fundamental level, the power of a union relies on our ability to leverage our numbers against authority. No numbers means no leverage to create pressure for change. That's it. If we can't even get our members to believe in the Union enough to volunteer a couple hours a month to come to a GMM or support a campaign like this, how can we expect them to collectively stand up to their supervisors, or make even bigger sacrifices on the picket line?

The Ontario School Board Council of Unions (OSBCU) showed us what was possible this past November, when through deliberate, long-term, internal organizing they faced down back-to-work legislation from the Ford/Ontario government. BWP could accomplish the same thing for CUPW but only if the campaign is sustained and our Locals keep buying-on. At this stage, not enough Locals have scheduled visits with their ROs or agreed to use their finances to train members on how to organize their own workfloors.

The overwhelming majority of our members do not see the relevance of the union. They are not on CUPW social media groups, receive our emails or bother reading our bulletins. If we want our members to see themselves in CUPW, we must go to their workfloors, as many times as necessary, to directly appeal for their help, and encourage them to let us give them the skills necessary to collectively improve their working lives. The ROs can help deliver this message as long as they are given the access and opportunity to do so.

Having seen the finances, I know that most Locals were able to save considerable amounts of money due to the pandemic. For this campaign to succeed in helping our Union, it is vital that some of that money be invested in this first-time-in-35-years-National-conscription to mass organize our workfloors to fight for a better tomorrow. At our current rate of active commitment to BWP, we won't have adequate capacity to effectively fight for our 2027/28 contract, let alone this round. CUPW finally has a plan and the resources to succeed; we just need to do more to support our ROs in getting into more Locals as soon as possible, to recruit captains (i.e. secondary leadership), and train organizers. More hands make lighter work, and we have a tremendous amount of work to do!

Delivering Community Power (DCP)

Our plan to strengthen our Union by engaging our members directly on our workfloors will not only revitalise our Locals but will have the added benefit of inspiring a new wave of volunteers to help us with our other important projects. We all understand the necessity of creating leverage to make unrestricted bargaining the path of least resistance for CPC, but our horizons to demand more are expanded by how effective we are at rallying the public to our causes. *Delivering Community Power* (DCP) remains one of our most inspiring and powerful ideas on offer that makes a popular case to expand the services of the post office and establish it as a leading example for a green transition.

Even though DCP has been running on-and-off since 2016, many of our members are still not familiar with how this campaign will directly benefit them. Briefly put, letter mail is the only service that CPC has a mandated monopoly over. Pair that with our ever-diminishing market share of parcel delivery, it's clear that CPC must transform into more than just a logistics company to survive. Given CUPW's history of fighting for progressive societal change, we are uniquely positioned to intervene on what role CPC can play to expand public services while also addressing climate change. Governments and corporations will not take on this challenge unless organizations like ours pressure them to.

The latest version of the DCP campaign started early in 2020 using a model of in-person work being done by eight (one in each Region) coordinators that CUPW has used on several previous campaigns. COVID hit and that plan was thrown off track for a time. Not being able to do in-person engagement with our members, the coordinator team pivoted to a more virtual-based community-facing plan with opportunities to present at virtual conferences of environmental and social justice ally groups. Round tables were also attempted with Locals but turn-out was sparse due to the general lack of engagement between members and the union.

Parallel to this, CUPW expanded its digital campaigning capacity. A little over three hundred thousand Canadians learned about the campaign and interacted with our content for a relatively low cost. Supporter engagement was light and not long-lasting, but over four thousand people provided contact information. If we had activists in the field, it would have been possible to convert some of these leads into active supporters, building a more permanent connection to the campaign. As effective as online tools can be in broadcasting our message, they cannot grow the campaign on their own.

As detailed in section 12.15 of the National Constitution, all appointed positions are reviewed by the NEB every six months, with the option for the NEB to extend those appointments. I inherited a campaign that, just like every other organization in the world, was unsure how to adjust to COVID. Given time, I felt I could help DCP regain focus. Unfortunately, the NEB did not agree. At the June 2022 meeting, my first since leaving Edmonton, my request to extend the coordinators for another six months was denied. This was rejected based on concerns that the coordinators had not been maximizing their book-off time to promote the campaign throughout the pandemic.

While I understand the concerns raised, the lack of direction of the DCP campaign was not the fault of the coordinators, especially after the 3rd National Vice-President's position became vacant. They performed well under difficult circumstances and should have been afforded the same patience that the rest of the Union was given to adjust to the pandemic. As a result of the coordinators being cut off when they were, CUPW unintentionally signaled to our supporters that we didn't have a clear plan for the campaign. It didn't have to be this way. I thank the coordinators for their belief in the campaign and for their efforts in championing it, and wish we had been given a reasonable opportunity to re-center it together.

Disappointed, but hoping to still salvage the team and the work they performed, I tried to redraft the DCP campaign over June and July to placate NEB concerns by giving it more structure and clearer reporting guidelines, as well as broadening its scope to better justify the resources. Instead of coordinators for specific campaigns, we created Community Organizers (CO); their main function would be to work on showcased campaigns of the Union (like DCP) and then pivot when time-sensitive issues arose such as a government mandate review of CPC or supporting a call for a general strike (like the CUPE-OSBCU fight against Ford's back-to-work order in November 2022).

This new proposal was not able to generate enough support to warrant bringing it to the August 2022 NEB. While NEB feedback spoke approvingly of the new scheduling and reporting structure, the main objection remaining was that the COs should be booked-off ad hoc instead of on a full-time basis to make sure that every moment of the book-off was accounted for.

I then ran a workshop for our REOOs at our September 2022 National Executive Committee & Regional Executive Committee (NEC-REC) conference in Ottawa to brainstorm what would be needed in a proposal for it to win support. The agreement established with the REOOs by the end of the conference was that I would redraft the proposal around a month-to-month book-off based on submitted event calendars like what was adopted for the BWP campaign, get it to them for feedback and approval by November 2022 before making another proposal to the NEB in December.

The third version of the DCP/CO proposal contained two options: one with three COs, the other with eight. After contentious debate, the three-CO option was supported by a majority of the NEB at our December 2022 meeting. An application call was sent out on December 16, with a deadline of January 9, 2023. Out of the 42 completed applications received, only two were approved by their respective Regions and met our criteria based on diversity, geography, language and experience. As of writing this a candidate is still needed for Western Canada (Pacific and Prairie). It is important that this process isn't rushed, and that the right people are found for these demanding roles, especially if the campaign is to receive ongoing support from the next NEB. When or if we find the final candidate will determine if this project is launched before convention or left as a recommendation for the newly elected incoming NEB.

In the meantime, we've launched a new video (www.deliveringcommunitypower.ca) promoting the campaign and restarted our advertising and lead collection efforts. It is vitally important that CUPW approve a strategy regarding public-facing campaigns and outreach to our allies. For example, DCP utilised social media and email to great effect, but those outcomes were stunted by not having personnel appointed to it. A CO could play the invaluable role of building our profile in the community by attending and speaking at events, deepening relationships with ally groups, and coordinating volunteer interest into actions.

External Organizing

In theory, article B-9 of our constitution is quite clear: CUPW adheres to the principle that unorganized workers need to be organized into unions. In practice, we still don't understand our own level of commitment toward this goal. Is this something we casually do on the side, or is it a serious project intended to help us substantially grow our membership? If CUPW is serious about this work, we need to dedicate the resources necessary to take on large-scale organizing efforts. This will mean millions of dollars spent on campaigns that will take years to resolve. In order to do this, however, we need members who believe in this work enough to volunteer as Worker Organizers (WO).

Similar to public-facing campaigns (like DCP), our ability to actually organize new bargaining units relies on increasing membership involvement; specifically, via the appointment and deployment of WOs (as detailed in article 10.17 of the Constitution). This model was at the peak of its success in the 1990s when it had over 60 WOs appointed across the country to bring the Rural and Suburban Mail Carriers (RSMCs) into CUPW. Since then, our number of WOs has dwindled to around five, greatly deteriorating our capacity to organize new bargaining units and service existing non-postal worker bargaining units. If BWP does what it is supposed to, the EO department will be able to draw from hundreds of new activists to recruit, train and help us with our drives or servicing existing Private Sector Bargaining Units (PSBUs).

In his report, our National UR for External Organizing, Brother Ryan Lum, outlines how we can rebuild our external organizing capacity, how the organizing climate has changed, and what options we have going forward. Please take the time to read it, if only to learn about how our struggles as CUPW members are connected to those outside of our existing bargaining units.

CLOSING THOUGHTS

If we want CUPW to rise to the challenge of effectively taking on CPC and the government, we would do well to first repair our foundations. Fortunately, doing so is well within our current capabilities. Nothing is stopping the new NEB from committing to onboarding and solidarity skills training for all incoming officers and representatives during the slower summer months following convention. By establishing better operational standards, we improve the working conditions for our officers and representatives to better position them to thrive in their roles serving our members. By asserting more respectful communication standards, our leaders can model the behaviour required at all levels of our Union to build the solidarity necessary to fight the boss and win.

My biggest criticism of CUPW over the years was that we always talked a big game about fighting the good fight but never developed a concrete strategy toward those ends. Now, with BWP, we have a roadmap that charts exactly what we should be doing at each stage of our development, from our members actively ignoring our Union, to empowering their own workfloors. Our plan is solid but will not amount to anything without the commitment and cooperation of all levels of the Union. Our success will be proportional to our efforts, and we only stand to benefit as an organization by nurturing a culture of grassroots workfloor activism.

ACKNOWLEDGEMENTS

This past year brought many challenges but none of them were because of the staff. I did not get a chance to meet everyone at National Office but those I did meet were welcoming, professional, and tried to help where possible. A big thank you and congratulations to Dani who was my administrative assistant until her retirement a few months after I arrived. Dani was with CUPW for many, many years and did what she could to help me adjust to National Office. Thank you to Marty, Angèle, Chantale, Jim, the Comms, Education and Translation teams, and the Print Shop for answering my many questions and taking on any of the extra work I generated, trying to re-stabilise this department. A special thanks to Elaine, my new administrative assistant, who has shown tremendous resilience learning her duties while also being thrown into the middle of some pretty big projects, and Ethan, our campaign specialist hired shortly before I was elected, who has been essential in helping me re-engineer and modernise our campaigns.

On the CUPW side: as challenging as our NEB meetings often were, I recognize the passion and commitment each of you brings to the table; thanks to those of you that gave me a chance to show how I could help our Union. Brother Don Foreman, the National Union Representative (UR) assigned to the Executive Committee has provided invaluable wisdom, and perspective on how/why CUPW has changed over the years and been my much-needed hockey-talk buddy to complain about the Maple Leafs. Brother Ryan Lum, External Organizing UR and comrade in daily philosophical investigations into the state of the left, has been a relentless force of enthusiasm and optimism that kept me smiling through some pretty bleak months. Finally, my deepest gratitude goes to our eight Regional Organizers: George, Richard, Théa, Cristina, Mary, Asim, James and Ellen. You are my lifeline to the realities of our workfloors and living examples of what it means to actually build workers power. Thank you.

In solidarity,



Roland Schmidt
3rd National Vice-President

REPORT OF THE 4th NATIONAL VICE-PRESIDENT

Dear Brothers, Sisters, and Friends,

I respectfully submit this report to the delegates of the National Convention as per section 3.04 of our National Constitution.

STAFFING

The 2019–2023 Term and Covid-19

In March 2020, health measures were announced across Canada. Provincial restrictions prevented elected representatives and staff from working in person. We all had to learn to work remotely. What follows is my personal experience. Others may have experienced telework differently. At first I was reluctant to leave the office, but when I realized that I was a high-risk person, I accepted telework and adapted to the new circumstances.

Although we had plenty of internal department meetings, I missed hallway discussions with people from other departments. These impromptu meetings where people join in the discussion give everyone a more global understanding.

On the upside, meetings could be scheduled closer together, because there was no travel time before and after meetings.

REPORTS UNDER 14.28

Below is a summary of the reports on hours paid to employees by group, as provided by the Corporation.

HOURS PAID – COMPARISON BETWEEN GROUPS – 2019-2022					
GROUP		2019	2020	2021	2022
GROUP 1	FT	21,319,068.75	22,476,746.07	22,627,858.09	20,952,511.20
	PT	5,383,980.86	5,795,334.46	5,929,329.71	5,344,729.46
	TEMP	2,600,293.52	3,994,579.08	4,517,103.34	3,360,892.92
	TOTAL	29,303,343.13	32,266,659.61	33,076,312.14	29,658,133.58
GROUP 2	FT	34,796,795.14	35,580,873.17	35,163,460.72	34,860,848.24
	PT	2,566,491.34	2,652,681.74	2,551,189.48	2,317,342.87
	TEMP	4,216,788.28	4,584,269.78	4,767,841.35	4,372,251.48
	TOTAL	41,580,074.76	42,817,824.69	42,482,491.55	41,550,442.59
GROUPS 3 AND 4	FT	1,408,493.21	1,449,082.73	1,451,706.43	1,398,133.43
	PT	0	280.00	0.00	0.00
	TEMP	6,915.02	9,129.87	25,630.35	10,998.83
	TOTAL	1,415,408.23	1,458,492.60	1,477,336.78	1,409,132.26

Notice the increase in the number of hours paid for the years 2020 and 2021 due to the COVID pandemic.

It will be interesting to see the impact of the new sick leave provisions implemented in 2023 under the *Canada Labour Code*.

GROUP 1 – APPENDIX “P” RATIO

Appendix "P" - 2019-2022 Comparison				
	2019	2020	2021	2022
Full Time Regular Paid Hrs (A) (HR)	20,053,388	19,624,630	20,665,426	19,744,433
Part Time Regular Paid Hrs (B) (HR)	5,192,946	5,284,869	5,539,229	5,169,674
Total Regular Paid Hrs (C=A+B) (HR)	25,246,334	24,909,500	26,204,655	24,914,107
Term/temp Regular Paid Hrs (D) (HR)	2,461,566	3,654,072	4,211,919	3,205,180
Grand Total Regular Paid Hrs (C+D) (HR)	27,707,900	28,563,572	30,416,573	28,119,286
Casual Sick (HR)				
Certified Sick (HR)				
Personal Day Planned	161,108	121,428	143,898	150,999
Personal Day Urgent	514,663	424,171	511,581	566,361
STDP	1,021,000	895,792	1,078,494	1,117,826
Injury on Duty	196,278	204,147	212,710	223,675
Special Leave (HR)	15,813	2,666,072	2,197,889	590,706
Early Departure (HR)	459	265	278	306
LWOP - Sick (HR)	339,657	339,447	409,137	420,819
LWOP - Other (HR)	349,773	278,913	419,554	465,635
LOA > 30 Days	2,061,006	2,429,550	2,636,657	3,198,785
Total Absenteeism (E) (HR)	4,659,759	7,359,785	7,610,198	6,735,111
Unadjusted Ratio	72.37%	68.71%	67.94%	70.22%
Adjustment Rate (F=E/C)	0.1846	0.2955	0.2904	0.2703
Adjustment Rate %	18.46	29.55	29.04	27.03
Alpha (Adjustment Rate - 0.0857)	0.0989	0.2098	0.2047	0.1846
Full Time Adjusted Ratio %	79.54%	84.09%	82.49%	83.95%
Full Time Positions to Create	0	0	0	0

The adjusted ratio used to determine the number of positions created is directly linked to the absence rate. The higher the absence rate, the less the employer has to use full-time employees. In the table you can see the impact of the increased absenteeism due to the pandemic. In future years, we will see the lesser effect of the new leave under the *Canada Labour Code*.

At the beginning of the mandate, we gained improvements to clause 39.06 of the Urban collective agreement, notably the possibility to combine the work done by temporary workers to create regular positions. Then, when the collective agreement was extended in 2022, we gained access to information on the hours worked by Group 1 workers. We are currently working with the IT Director and other levels of the Union to convert the hours worked into permanent full- or part-time positions.

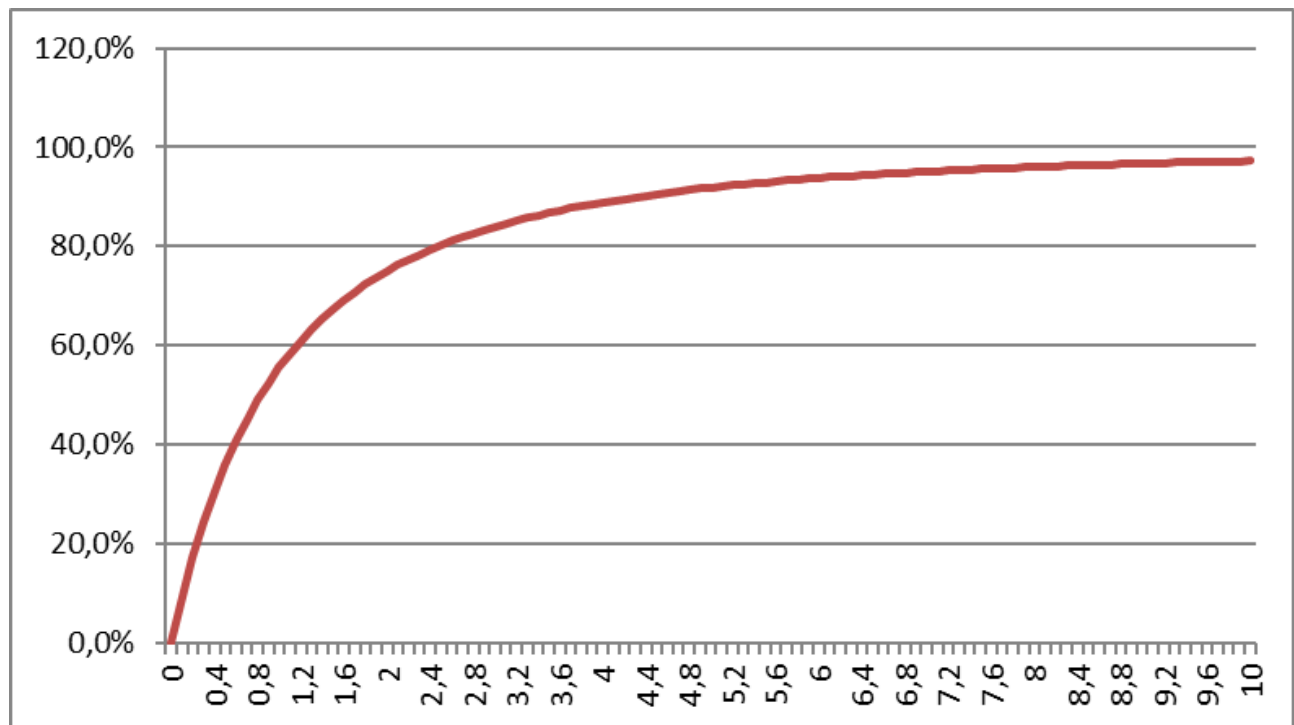
We will now need to work on Appendix “P” in conjunction with clause 39.06 to optimize the number of permanent and full-time positions.

GROUP 2 – FORM 075

National Totals - 075					
		Dec-19	Dec-20	Dec-21	Dec-22
Full-time routes	Foot	3,157	3,102	2,838	2,620
	Motorized	9,067	9,383	9,796	9,923
	Total FT	12,224	12,485	12,634	12,543
Part-time routes	Foot	170	162	140	123
	Motorized	773	782	800	769
	Total PT	943	944	940	892
	Total	13,167	13,429	13,574	13,435
Total variable at 100%		2,629,429.00	2,671,013.00	2,683,094.00	2,678,612.97
Total variable at route coverage		1,474,862.00	1,476,352.00	1,455,873.00	1,410,311.02
Percentage of coverage		56.09%	55.27%	55.27%	52.65%
Total of possible POC		9,807,771	9,987,240	10,072,650	10,102,603
Average POC per route		744.88	743.71	742.05	751.96
Total Workload		6,143,891.00	6,210,557.00	6,289,155.00	6,245,785.14
Neighbourhood Mail Allowances		210,494.00	147,051.00	150,052.00	173,645.59
Source: 075 provided quarterly by CPC as per clause 47.24 of the collective agreement					

Since 2020, we have had contract language in Appendix “QQ” that is intended to update the volumes of urban letter carriers’ routes. While this principle is commendable, the effects are greatly diminished and even negated depending on the route, due to the decline in lettermail volumes and the calculation of the percentage of coverage that is no longer representative.

PERCENTAGE OF COVERAGE



Looking at the graph of the percentage of coverage formula by average mail volume per point of call, we can see that the average percentage of coverage across Canada is in a steeper portion of the curve. The formula using the current variables no longer reflects the work performed. We need conclusive results from Appendix “KK” to create a percentage of coverage formula that better reflects the workload.

SEPARATE SORT AND DELIVERY

Separate Sortation from Delivery		Routers	Full Time	Part time	Ratio Routes per Router
A006	CHARLOTTETOWN MAIN	3	19	3	6.8
B063	MONTREAL LASALLE	3	27	1	9.2
B118	QUÉBEC PDF BEAUPORT	4	46	1	11.6
B119	QUÉBEC PDF JOLY	3	24	2	8.3
B121	QUÉBEC CHARLESBOURG	5	48	1	9.7
B128	BOISBRIAND RIVE-NORD 2	4	32	2	8.3
B142	QUÉBEC LÉON-HARMEL	3	27	2	9.3
B154	LAVAL LCD LAVAL WEST	7	76	2	11.0
B179	BOISBRIAND RIVE-NORD 1	1	6	1	6.5
B202	QUÉBEC JEAN-PERRIN	3	28	2	9.7
C062	LONDON 4	5	25	3	9.7
C119	TORONTO LCD F	4	13	3	3.6
C123	TORONTO LCD K	6	33	4	5.8
C127	TORONTO LCD Q	7	47	2	6.9
C129	TORONTO STN S	8	44	6	5.9
C141	WILLOWDALE B	2	16	1	8.3
C147	TORONTO CHARLES ST	3	18	0	6.0
E003	NORTH FRASER 3		47	4	
E077	NORTH FRASER 1	9	22	2	9.6
E084	NORTH FRASER 2		13	2	

Although at the time of writing the parties are in dispute over the legitimacy of the employer's use of routers by removing almost all indoor duties, CPC continues to restructure letter carrier depots by imposing its separate sort and delivery (SSD) model. Our national grievance was finalized on January 31, 2023, and we are currently awaiting the arbitrator's decision.

During this period, the employer implemented the SSD model in 20 units in 13 facilities. This, CPC claims, is to avoid running out of space. This is only according to CPC, because the degree of collaboration to find a compromise to minimize the impact varied greatly depending on the employer's representatives at the local level. Depending on the location, it was possible to introduce a second wave or to rearrange the work areas, among other things. However, there were places where local management changed the reasons for their decisions at each meeting with local CUPW representatives. With such behaviour, one may question their willingness to collaborate.

SEPARATE SORT AND DELIVERY – DEERFOOT MODEL

Depot	Region	Urban MOA signed	Rural MOA signed
Calgary DeerFoot	PRA	2021-06-09	2021-06-09
Calgary Royal oak	PRA	2022-03-18	2022-03-18
Ste-Thérèse Rive-Nord	QUE		2022-11-24
Sherbrooke	QUE		2022-03-10
Calgary Airdrie	PRA		2022-02-08
Edmonton Spruce Grove	PRA		2022-07-27
Moncton LCD1	ATL		2022-06-03
Royal City Maple Ridge	PAC		2022-06-28
Winnipeg SW	PRA	022/08/02	2022-08-10
Scarborough Stouffville	ONT		2022-06-01
Scarborough Brodie	ONT	2022-06-01	2022-06-01
Ottawa Manotick	CEN		2022-07-20
Brantford	ONT		2022-07-06
Oshawa Durham east	ONT		2022-05-24
Oshawa Port Perry	ONT		2022-09-12

In 2021, the Calgary Local found an alternative to the SSD model, which CPC says was initially used to avoid a lack of space. We call this the Deerfoot model, as it is the first depot where it was implemented. For the Urban unit, the Deerfoot model aims to maximize the use of letter carriers' sortation cases by having two letter carriers using one case during each wave. The first letter carrier uses the case normally by sorting the mail at the beginning of the day, and at the end of the day, the second letter carrier sorts the mail to be delivered the next day. So, at the beginning of each shift, letter carriers just load the truck and leave the depot.

The Deerfoot facility also includes RSMCs. To maximize space saving, there have also been changes to their work day. RSMCs do not have specific start and end times. The employer testified in arbitration that they could also interrupt their work day and come back later to finish their workload. When applying the Deerfoot model to RSMCs, there is less flexibility to allow sortation cases to be shared by two RSMCs. The flipside is that pay is calculated on a daily basis using the scheduled hours of the route as a base and adding time worked in excess of the scheduled hours at single rate up to eight hours per day, and then at time and a half (1.5) for all hours worked in excess of eight hours daily.

FORMS 111

	MSC Staffing 2019				MSC Staffing 2020				MSC Staffing 2021				MSC Staffing 2022			
	Full time		Part time		Full time		Part time		Full time		Part time		Full time		Part time	
	Routes	Relief	Routes	Relief	Routes	Relief	Routes	Relief	Routes	Relief	Routes	Relief	Routes	Relief	Routes	Relief
Calgary Parcel Hub	52	13	26	4	51	13	23	4	21	13	13	4	20	4	12	2
Calgary Parcel Hub Heavy Vehicles	7	2	0	0	8	2	0	0	2	0	0	0	0	0	0	0
Calgary Shuttles									35	13	11	4	35	13	11	4
Calgary Shuttles - Heavy									12	2	0	0	12	2	0	0
Edmonton Hub	6	2	5	2	6	2	5	0	6	2	5	2	6	2	5	2
Edmonton Transportation Shuttles	35	5	11	2	34	5	11	2	33	5	11	2	33	5	11	2
Halifax Transport	9	2	13	2	8	2	13	2	9	2	13	2	9	2	13	2
Hamilton Transportation	5	5	4	0	5	5	4	0	5	5	4	0	5	5	4	0
Kitchener Transportation	25	5	9	0	25	5	9	0	14	5	7	0	11	5	2	0
London Transportation	11	4	10	1	14	2	10	1	15	2	9	0	15	2	11	0
Montreal Moyen-M	56	9	82	8	64	9	109	8	98	9	69	0	91	9	69	8
Montreal Moyen-M Heavy Vehicles	10	0	0	0	12	0	0	0	11	0	0	0	9	0	0	0
Montreal Bridge	27	4	8	0	27	4	8	0	27	4	9	0	27	4	8	0
Ottawa Shuttles	27	5	17	3	30	5	10	3	30	5	10	3	30	5	10	3
Québec - Hub Hugues-Randin	36	6	19	0	29	6	17	0	10	6	13	0	10	6	13	0
Regina UTS	20	5	5	1	4	0	3	0	4	0	3	0	4	0	3	0
Saskatoon MSC	18	6	4	0	18	6	4	0	19	6	9	0	19	6	8	0
Toronto - West Transportation - WPD	85	13	32	2	66	11	31	2	66	11	39	3	67	11	39	3
Toronto 600 Commissioners	0	0	14	3	0	0	14	3	0	0	14	3	0	0	14	3
Toronto East Transportation Shuttle	32	8	50	3	33	8	50	3	36	8	49	3	36	8	49	3
Toronto - West Transportation Shuttle	52	13	100	2	54	13	102	2	59	13	106	2	59	13	107	2
Toronto - West Heavy Vehicles	52	7	0	0	54	7	0	0	54	7	0	0	54	7	0	0
Richmond PPC	61	8	31	5	70	8	34	5	83	8	33	5	85	0	32	0
Richmond PPC Heavy Vehicles	22	4	0	0	27	4	0	0	29	4	0	0	29	0	0	0
Richmond PPC Hub	56	8	22	3	72	8	22	3	69	8	22	3	71	8	10	3
Victoria	2	2	5	2	2	2	6	2	2	2	6	2	5	0	3	0
Windsor Transportation AM	17	4	6	0	17	4	5	0	19	4	7	0	19	4	7	0
Windsor Transportation PM	10	0	2	0	10	0	2	0	10	0	2	0	10	0	2	0
Winnipeg UTS	12	4	15	2	12	4	14	2	15	4	13	2	16	4	13	2
Total	745	144	490	45	752	135	506	42	793	148	477	40	787	125	456	39
Difference	1	14	3	7	7	-9	16	-3	41	13	-29	-2	-6	-23	-21	-1

The table above shows the number of mail service couriers (MSC) for the four years of the mandate. The number of MSCs has remained stable during the mandate in terms of shuttles and heavy vehicles. There has been a reduction in the number of MSCs in some cities where the work related to Parcel Pickup and Delivery Hubs has been transferred to motorized letter carriers.

NATIONAL WORK MEASUREMENT COMMITTEE (NWMC)

Below is a list of the members of the NWMC:

Member	Region	Local
Arlene Hogan-Critch	Atlantic	St. John's
Craig Dyer	Atlantic	St. John's
Eveline Lagacé	Québec	Vaudreuil-Dorion
Vincent Voyer	Québec	Sherbrooke
Annie Vinet	Metro-Montreal	Montréal
Faruk Burney	Metro-Montreal	Montréal
Crystal DeLuca	Central	Newmarket
Tony Zaatar	Central	Ottawa
Liz Parry	Metro-Toronto	Toronto
Jasbir Singh	Metro-Torontoain	Toronto
Melissa Mitchell	Ontario	Scarborough
Randy Drees	Ontario	Hamilton
Kim Livingston	Prairies	Calgary
Clinton Loor	Prairies	Calgary
Debbie-Sue Attrill	Pacific	Penticton
Wesley McIntosh	Pacific	Fraser Valley
Nicolas Presne	National Union Representative	National office
Martin Champagne	4 th National Vice-President	National office

I would like to thank the members of the Committee and their alternates. We worked well together. We submitted recommendations to the National Executive Board. Members also prepared reports in preparation for the meetings of the Committee.

RURAL AND SUBURBAN MAIL CARRIERS (RSMC)

YEAR	Number of Routes SS	CORP VEHICLES	50 cu/ft	100 cu/ft	TOTAL POC	Average POC per route	Total Weekly Hours	Average Weekly Hours
2018	3496	133	823	2467	2,786,833	797	121,377.23	34.72
2019	3633	149	776	2683	2,903,725	799	126,933.07	34.94
2020	3870	171	792	2902	3,071,059	794	151,032.36	39.18
2021	4040	166	807	3054	3,176,685	786	157,754.57	39.20
2022	4355	174	907	3266	3,399,914	781	165,608.44	38.11
2023	4488	209	922	3355	3,516,794	784	163,579.09	36.49

YEAR	Number of Routes RR	CORP VEHICLES	50 cu/ft	100 cu/ft	TOTAL POC	Average POC per route	Total Weekly Hours	Average Weekly Hours
2018	4081	635	2913	519	2,034,179	498	120,926.06	29.63
2019	4037	659	2810	561	2,047,749	507	121,217.22	30.03
2020	3952	661	2698	593	2,000,165	506	126,961.48	32.30
2021	3924	672	2953	594	1,990,578	507	127,777.56	32.73
2022	3785	681	2502	600	1,899,161	502	123,330.31	32.71
2023	3768	674	2435	657	1,912,778	508	121,466.25	32.34

YEAR	Number of PRE	CORP VEHICLES	50 cu/ft	100 cu/ft
2018	616	0	0	0
2019	847	0	0	0
2020	920	0	261	659
2021	935	0	0	0
2022	928	0	0	0
2023	950	0	0	0

We can see that because of Arbitrator Flynn's decision and the values of personal contact items, there has been an increase in paid hours. This average number of hours per RSMC then decreased with the increase in the number of suburban routes.

We only received information in regards of PRE vehicles requirement for the year 2020.

GROUPS 3 AND 4

Groups 3 and 4 Job Class Count - 2003-2023														
Local	GLMAM11	GLMAM10	GLMAM08	ELINT05	GLEIM10	GLMST10	GLSMW08	GSSTS05	GLVHE08	GLVHE09	VHE10	GLELE03	GLMDO05	Total
Calgary	16	9	0	4	0	0	0	1	0	8	1	0	0	39
Edmonton	16	14	0	4	0	0	0	1	0	7	0	0	0	42
Fundy	4	0	0	1	0	0	0	0	0	1	0	0	0	6
Hamilton	19	2	0	2	1	0	0	0	0	2	2	0	0	28
Kitchener-Waterloo	2	1	0	0	0	0	0	0	0	0	2	0	0	5
London	7	3	0	2	0	0	0	1	0	2	1	0	0	16
Moncton	1	5	0	0	0	0	0	0	0	0	1	0	0	7
Montréal	53	70	0	6	0	0	0	5	0	26	0	0	0	160
Nova	4	1	0	3	0	0	0	1	0	3	0	0	0	12
Ottawa	9	8	0	2	0	0	0	3	0	6	1	2	0	31
Québec	0	2	0	0	0	0	0	0	0	4	0	0	0	6
Regina	5	2	0	2	0	0	0	1	0	1	0	0	0	11
Saskatoon	6	1	0	1	0	0	0	0	0	1	0	0	0	9
Scarborough	1	3	0	0	0	0	0	1	0	0	0	3	0	8
St. John's	6	0	0	1	0	0	0	0	0	1	1	0	0	9
Thunder Bay	2	0	0	1	0	0	0	0	0	0	0	0	0	3
Toronto	86	45	0	9	2	0	0	9	0	24	4	0	0	179
Vancouver	31	26	0	10	0	0	0	3	0	11	0	0	0	81
Victoria	2	3	0	0	0	0	0	0	0	4	0	0	0	9
Windsor	2	0	0	0	0	0	0	0	0	2	0	0	0	4
Winnipeg	13	13	0	1	0	0	0	1	0	5	1	1	0	35
TOTALS														
Total 2023	285	208	0	49	3	0	0	27	0	108	14	6	0	700
Total 2019	346	138	0	54	5	0	0	23	1	121		3	2	693
Total 2014	430	110	0	69	0	6	0	27	7	110		5	2	766
Total 2012	387	131	7	72	0	6	1	23		111		4	4	746
Total 2011	351	133	1	63	1	6	0	24		113		4	4	700
Total 2006	346	140	9	84	2	6	3	28		111		5	4	738
Total 2003	399	183	17	92	4	9	2	29		134		7	4	880

The table above shows the number of staff in Groups 3 and 4. It shows a decrease in MAM-11 positions and an increase in MAM-10 positions. In addition, the parties agreed in September 2018 to create the new position of Full Service Vehicle Mechanic (VHE-10).

PRIVATE SECTOR BARGAINING UNITS

Private Sector Bargaining Units						
Region	Local	Bargaining Unit	MIGS	Members	RAND	TOTAL
Atlantic	Annapolis Valley -006A	Pro-Ex Transportation Solutions, Atlantic	0	6	8	14
	Breton -117C	Nor-Pel Inc, Atlantic	0	22	35	57
	Charlottetown -030B	Medacom Atlantic Inc.	4	25	44	73
	Fundy -105A	Bee Clean, New Brunswick	4	5	9	18
	Moncton -078B	Bee Clean, New Brunswick	2	4	0	6
	Nova Scotia Medical Communications -015	Nova Scotia Medical Communications	22	53	33	108
	St. John's -126A	Bee Clean, Newfoundland	6	1	3	10
Central	Capital City Couriers -581D	T-Force Final Mile, Capital City Couriers	12	7	42	61
	Sudbury -612A	Nor-Pel Inc, Sudbury	8	0	0	8
Ontario	Hamilton -548C	Eazy Express Burlington, Hamilton	16	0	34	50
	Hamilton -548D	Bee Clean, Hamilton	6	13	6	25
	Kitchener-Waterloo -560B	Bee Clean, Kitchener-Waterloo	2	2	12	16
	Windsor -630B	Bee Clean, Windsor	5	3	0	8
Toronto	Toronto -626C	CUPE 1281	2	0	3	5
Prairies	Red Deer -818A	T-Force Final Mile, Red Deer	9	10	4	23
	Red River -819A	T-Force Final Mile, Red River	62	146	136	344
	Red River -819B	Medical Carriers Limited	3	5	2	10
	Saskatoon -824A	T-Force Final Mile, Saskatoon	12	43	68	123
	Winnipeg -856A	Open Door Press, Winnipeg	0	1	0	1
Pacific	Central Island East-786B	T-Force Final Mile, BC	4	7	4	15
	Kamloops -758A	T-Force Final Mile, BC	3	4	5	12
	Kelowna -760A	T-Force Final Mile, BC	7	3	0	10
	Prince George -812A	T-Force Final Mile, BC	1	7	8	16
	Victoria -850A	T-Force Final Mile, BC	13	7	4	24
Total			203	374	460	1,037

For members of the private sector bargaining units, the actual number of members may vary due to unreported terminations of employment. These are the most up-to-date numbers from the Staffing Department.

POSTAL TRANSFORMATION INTERIM TIME STANDARD VALIDATION

In September 2019, the Union and Canada Post agreed to final standards to Obtain Mail, Prepare for Sortation and S4/PCI Inside Preparation. The updated Table of Values was shared with Local Presidents on November 6, 2019.

The Parties continued working on the remaining standards to be validated, MM Stop and Prep for Dispatch, until the onset of the pandemic, which slowed the process. With the amount of workload required for Dynamic Routing, PT Validation was paused in January 2022.

The Parties extended the MOA until June 2023 and expect to extend it again and continue with validating the remaining interim PT Standards.

INDOOR PARCEL LOCKERS

In September 2019, the parties agreed on two new time values for parcel lockers. Under the same principle as the current S-4 values: a stop value that includes the work to be done, regardless of the number of parcels to be delivered to the locker, and an item value that only includes the work required to deliver an item. The stop value applies only once per parcel locker, as long as at least one item has been received, while the item value applies to each item received during the volume count. This new approach required a change in Chapter 3 of the LCRMS.

Note: This value only applies to parcel lockers in apartment buildings. It does not apply to parcel lockers at CMBs. For the latter, there are no time values, so items placed in parcel lockers installed next to CMBs should receive the PCI value as if they were delivered to the door.

The MOA, that covers the agreement to Interim Standards for Indoor Parcel Lockers installed at locations delivered by Urban Operations employees, contains a provision to validate these standards upon completion of the PT Standards Validation.

OUTDOOR PARCEL LOCKERS

In October 2020, Canada Post provided proposed Interim Standards for Outdoor Parcel Lockers to be installed at CMB sites delivered by Urban operations employees across the country. After more than two years consulting with Canada Post on the proposed Interim Standards, there is no agreement. Letter Carrier routes continue to be restructured with the time to deliver these items to the customer's door.

For RSMCs, the employer pretends that any item delivered to a parcel locker is not a personal contact item (PCI). Therefore, there is no assessed time to perform the extra work.

Canada Post continues to implement these Outdoor Parcel Lockers.

ACCESS TO INFORMATION

Canada Post shared with us 18 computers on which are installed Georoute, Address Inventory Management (AIM) and the Rural and Suburban Route Management System (RSRMS). These computers can be used for the verification of urban and RSMC unit routes restructured with Georoute. Obtaining these computers took time, and the employer neglects to resolve technical problems in a timely manner. In doing so, they are not respecting their contractual obligations by depriving CUPW members of access to information.

There was also the creation of two access to information committees, one urban and one RSMC. These committees were able to get more information needed for restructures, thanks to the input from CUPW regions and locals.

E-TRIKE

In response to the growing trend in some cities to close streets to car traffic during the summer months, CPC proposed to CUPW to test an electric tricycle for mail transport and delivery. It is an electric vehicle, but the user must still pedal to activate the electric motor, as electric vehicles without physical assistance are not allowed on bike paths and pedestrian streets under municipal regulations.

The trike was tested in Montreal in 2021 and in Vancouver in 2022. The results were mixed, but CPC would still like to continue the pilot project. The main issues that members have raised are:

- Underpowered engine
- Effort required to move the vehicle forward
- Insufficient battery life
- Lack of comfort and suspension
- Lack of adequate training

Since most of the negative points are not related to changes in the working method, CUPW considers that this project could be viable, provided that CPC significantly modifies or changes the model of the vehicle used during the pilot project.

SOFTWARE REPLACING THE 072 CARD AND THE POCKET COMPUTER TOOL

In the spring of 2022, CPC advised us that it had formally notified the Union of Postal Communications Employees (UPCE) of its intention to replace the physical 072 card with data capture software. The 072 card is used to record short and long (S/L) and oversize (O/S) mail volumes during volume counts for restructures.

The Corporation has advised us that it does not consider it necessary to consult CUPW on this matter, which they believe will not impact our members. However, CPC has advised us that they intended to pilot the new software in the spring and fall of 2022 at various letter carrier depots across the country. At that meeting, we advised CPC that if they intended to eliminate the 072 card, they would have to modify the Letter Carrier Route Measurement System (LCRMS) and agree with CUPW on the terms of the new system.

During the fall of 2022, many locals informed us that CPC intended to permanently discontinue the use of the 072 card. We therefore requested a consultation with the employer on the matter. At the consultation meeting of November 23, 2022, the Corporation confirmed its intention to discontinue the use of the 072 card starting in January 2023, which we opposed.

During the winter of 2023, we received numerous complaints from the locals where the new data capture tool was being used, not only about the problems with the 072 card, but with the data that is captured during the volume count stage. In addition, it was brought to our attention that the computer system used by the CPC was breaking down on a regular basis and that volume data was sometimes lost permanently.

We have asked the Corporation to consult on this issue, but at the time of writing, CPC still considers that this issue does not impact CUPW members, and we have not been able to get a meeting with them on the new Volume Count Mobile Application (VCMA) software.

In February 2023, at the joint committee on access to information, the parties discussed three main points related to the new software:

1. The possibility for each letter carrier to perform verifications on some or all of the POCs on their route by comparing the S/L and O/S mail volumes with the data in the application.
2. The possibility for union observers to access a read-only version of the VCMA on a PDT to make checks.
3. The creation of a new report for letter carriers to check their personal contact items (PCIs) before departure on the route.

The Corporation confirmed that points 1 and 2 were achievable in the short term and that they were already working on the national report proposed in point 3.

CPC also mentioned that it was actively working on improving the new system to correct the errors raised by CUPW.

PREPARATION OF S-4 ITEMS IN SEQUENCED DEPOTS

The time value for obtaining PCIs, which was fixed, is now calculated according to the number of items received during the volume measurement and indexed. This new approach required a change in Chapter 3 of the LCRMS. From now on, all items that are sorted in the small packets section should be counted. We have added the PQTSCB category to include items that are not captured in an existing category because they do not have a barcode and fit the customer's mail receptacle.

WEIGHT OF RELAY BUNDLES AND MAIL MOBILE STOPS

CUPW and CPC have agreed to change two practices without changing the LCRMS. First, in June 2019, there was a change to the way the weight of neighbourhood mail was calculated in Georoute. The software was using the daily average of neighbourhood mail weight and assigning it to each of the POCs on the route assuming that they were all delivered daily. Considering that the majority of neighbourhood mail has a 3-day delivery window, the new calculation now includes three times the average neighbourhood mail weight for each POC. This allows the average weight of the satchel to be determined when delivering one third of the neighbourhood mail. In addition, when creating routes, there is a maximum lettermail weight of 20 lbs before reloading, or a weight including neighbourhood mail of 28 lbs. This new agreement allows us to obtain more relay boxes and mail mobile stops.

MAIL VOLUME INDEX BY DEPOT

During the meetings of the Appendix “KK” Joint Committee, the parties discussed various problems with the current data collection method for calculating the mail volume index. One of these issues is that CPC sometimes combines certain depots in the calculation of the index, decreasing its accuracy. The Corporation has agreed to change this practice and produce a separate index for each depot. This new practice has been in place since January 2022 and its implementation is gradual.

NATIONAL GRIEVANCES

Article 29: Technological Changes Resulting from Postal Transformation – Group 2

Many of the corrective actions sought in this case were in line with our demands during the last round of bargaining, and we have made progress on many of them, including:

- Correcting problems with the percentage of coverage, including the formula and its application;
- Addressing workload issues resulting from parcel growth;
- Creating two separate volume indices for manually sorted mail and sequenced mail;
- Resolving overburdening issues.

For the other adverse effects raised by CUPW, our evidence and final arguments have been completed.

We await the decision of Arbitrator Keller.

N00-12-00022 – On-Demand Pickups

The Corporation is not abiding by the LCRMS and the MSCWSS when it structures on-demand pickups on letter carrier routes.

The most frequent violations are as follows:

- During restructurings, CPC inserts on-demand pickups on routes where no pickups are provided for;
- The Corporation does not create “daily pickup” windows, as defined in chapter 5 of the MSCWSS. It does not include any unscheduled working time, operational flexibility time or unused scheduled time.

The Corporation asks letter carriers on a daily basis to do on-demand pickups when there is no on-demand pickup in their route structure.

We have had several hearing dates on this issue in the last year. CUPW testified on how these tasks should be evaluated and structured in letter carriers’ routes. The employer argues that it can import only certain tasks from chapter 5 of the MSCWSS without having to follow all the principles described in the chapter.

Our evidence is complete and CPC’s evidence is nearing completion.

N00-12-00028 – Retroactive Payment for Loading/Unloading Times

When CPC validates loading/unloading times after implementing a letter carrier restructure, and this validation results in some routes becoming over-assessed, it must make an over-assessment payment to the letter carriers who have done the work from the date of implementation of the new routes. However, the Corporation decided that it would only pay from the 12th week after implementation.

There was a hearing in 2021, where CUPW started presenting its evidence. At the second hearing, Arbitrator Burkett asked the parties if there was a possibility to negotiate a settlement. The parties agreed to discuss the matter until March 30, 2023, to try to reach an agreement. If no agreement is reached, the next arbitration hearing is scheduled for May 2023.

N00-16-00002 – Use of Routers in Violation of LCRMS Provisions

In the fall of 2017, the Corporation implemented a new delivery model that totally excludes obtain, sort and preparation time from the letter carriers’ workload assessment. In postal facilities where the Corporation implements this new initiative, indoor tasks will be performed by routers.

We are very concerned about the impact this will have on the health and safety of our members and on workplace violence.

The LCRMS provides for routers to be used when there is excess sortation work on a route or when the daily workload on a route regularly requires the letter carrier to work overtime.

We contend that the LCRMS does not allow for sortation to be completely separated from delivery on a letter carrier route.

We are currently awaiting Arbitrator Bergeron's decision in this matter.

708-16-00016 – Brandon Local Grievance on How to Calculate Partial Absences in the Bar Chart Software

The grievance deals with the way partial absences are recorded for the purpose of determining the number of relief positions above the minimal criteria using the bar chart data capture software.

The software add the absences for the whole year and then divide the number of absences by the number of days worked. This method ignores that on any given day, even if the number of absences is not a full number, a full number of relief employees will be required.

For instance, if the software shows a total of 7.75 absences for a given day, it calculates a requirement of 7.75 relief positions, while in reality, 8 relief employees are required for that day.

The Corporation asked Arbitrator Joliffe that this file be heard under the formal arbitration procedure (9.64). We have won a number of regular arbitration decisions on the same subject in the past, but they do not set a precedent (9.70).

CUPW called Sister Carla Usher to testify and she explained how CPC should have calculated absences to comply with clause 52.04 of the collective agreement.

CPC called Tom Gollan to testify, who tried to explain why he never proceeded to formal arbitration on this file when he was a union representative and grievance officer for CUPW.

The arbitration is over and we are awaiting Arbitrator Swan's decision.

N00-20-00001 – Exclusion of Absences due to COVID-19 in the Bar Charts Calculations for 2019–2020

The Corporation has refused to include absences related to COVID-19 in bar chart calculations for the years 2019–2020:

- Quarantine leave
- High-risk leave
- Childcare leave
- Elder care leave

We claim that the Corporation acted in bad faith and should have reasonably expected these absences to recur.

The Corporation alleges that these absences did not occur during the last three years and thus should not be taken into account.

The arbitration is over and we are awaiting Arbitrator Swan's decision.

N00-20-00005 – PCI Volume Index

When restructuring letter carriers' routes, the Corporation must establish mail volume indices for PCIs, which include parcels and packages. These indices are used to assess the workload of the routes that will be restructured.

Each of the volume indices is to be established by taking into account all mail delivered from a facility during a 48-week period, including the two weeks of sampling, as set out in the LCRMS manual.

On or around April 27, 2021, the Corporation informed the Union that during future letter carrier route restructures, it will no longer count mail delivered on weekends, either Saturday or Sunday, for the purpose of mail volume indices.

This is not only a change in the parties' agreed practices, but it is also a violation of the LCRMS, since it states that indices should be calculated based on the weekly average of mail volumes.

There have been three arbitration hearings to date. CUPW called Brother Martin Champagne to testify and he explained how the indices were calculated until 2021. He also explained that the weekly averages must include volumes for all days of the week and that the LCRMS does not allow for the exclusion of weekend volumes. The evidence also shows that the employer's approach could create a snowball effect in the long term.

The Corporation called Jamie Steen, National Director of Route Optimization, as a witness. He argued that including these parcels in the route assessment in the past was a mistake, and that including them would distort route assessments.

The parties' evidence is complete and final arguments will take place in June.

N00-22-00002 – Restructures Performed Virtually

In June 2022, CPC advised us that it considered it had the right to carry out remote route restructures on Teams, without physically being in the facility affected by the restructure.

The Corporation is in violation of the collective agreement, the LCRMS and the MSCWSS when it performs work of the restructuring phase virtually from a location other than the postal facility where the restructure is being implemented, without allowing union observers to fully participate in the restructure in person.

The grievance was submitted in July 2022.

THE GEOROUTE DOT ISSUE

Following the arbitration of a grievance from the Winnipeg local, the parties agreed to resolve some issues related to the way Georoute places car delivery stops on the map. The software places stops at the intersection of two street segments, which is not realistic. In fact, most municipal bylaws prohibit parking within 3 meters of an intersection or pedestrian crossing.

To correct this situation, a time value of 0.59 minutes has been established to return to the vehicle to reload. Georoute will automatically credit this for all loop breaks for routes restructured before February 2022. In addition, the Memorandum of Agreement on Georoute dots states that:

1. The Georoute system will continue to assume parking at the intersection.
2. Mobile routes will be structured so that:
 - i. the vehicle is parked on the street and block where the Letter Carrier is to commence delivery and
 - ii. the vehicle will be parked in accordance with the line of travel.
3. If it is not possible to comply with paragraph (2)(i), then, appropriate pacing will be assigned from and to the vehicle in accordance with the distance from the alternate parking location to the commencement of delivery.
4. If it is not possible to comply with paragraph (2)(ii), then the appropriate driving distance will be assigned in accordance with the distance that is required to correct the direction of the vehicle.
5. Henceforth, a Union Observer selected by CUPW and paid by CPC shall accompany the Supervisor, Superintendent, Route Measurement Officer (“RMO”) or other party who drives the route as part of the restructure process to conduct on-street verification and identify problems for rectification. When a route is built it shall be verified (i.e. build a route drive a route) and any irregularities will be rectified prior to the end of the restructure phase.

In instances where routes are being built by an RMO at the same time as they are being driven under paragraph (6), the Parties acknowledge that an additional Union Observer selected by CUPW and paid by CPC will be required to ensure that it is possible to observe route creation and to participate in on-street verification.

CONCLUSION

Some of the projects started during this mandate should be concluded during the 2023–2027 mandate. These projects will provide us with the necessary information to choose between the status quo or possible changes on major issues. There should be joint reports on the RSMC hourly rate, a flexible and dynamic urban delivery model, and updates to the calculation of the percentage of coverage and the volume index.

Given these new issues and novel ways to communicate and collaborate, it is with pleasure and motivation that I am running once again for the position of national vice-president responsible for all staffing and route measurement issues.

In Solidarity,



Martin Champagne
4th National Vice-President, CUPW