

Action Plan 2008

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INTRODUCTION

Rarely has the union faced so many changes and challenges as it does now:

Canada Post's modernization plan: The Corporation has announced that it will modernize our post office by investing \$1.9 billion in capital expenditures. This will involve mechanized sequencing of letters to the line of letter carrier delivery, new plants and sorting equipment, and motorization of most letter carrier positions. This investment will transform the work of postal workers for many years to come. Canada Post President Moya Greene says the changes will make the corporation more efficient, safe and environmentally-friendly. She has also indicated she intends to use modernization to eliminate jobs as thousands of people retire and prepare for competition in a deregulated postal market.

The reports of the C.D Howe Institute and Conference Board of Canada: The CD Howe Institute released a report called "Rerouting the Mail: Why Canada Post is Due for Reform" in February 2007 and the Conference Board of Canada produced a report called *Canada Post in the 21st Century Reconciling the Public Good and the Bottom Line* in August 2007. Both reports lay the groundwork for deregulation and privatization. Canada Post is a member of both the CD Howe Institute and the Conference Board of Canada.

The bill to partially deregulate Canada Post: Canada Post has an exclusive privilege, under law, to collect, transmit and deliver letters - including international letters to finance the corporation's universal service obligation. The federal government has proposed legislation (Bill C-14) that would, if passed, give private companies the right to handle international letters. In other words, the bill would erode the very mechanism that funds universal service - the exclusive privilege. It might also set the stage for further deregulation, which would threaten revenues, services and jobs at Canada Post and ultimately its ability to provide universal postal service and a uniform basic rate. Bill C-14 may have passed by the time you read this document. If it hasn't, it is a huge victory for all of us in the struggle to maintain universal public postal service.

Canada Post's regional forums and other quality of work life (QWL) measures:

Management has intensified its efforts to convince postal workers that employees benefit when the employer benefits, as if it were that simple. Between January and May, Canada Post is talking to about 700 randomly selected CUPW members and over 3,000 supervisors and managers about the "benefits" of modernization.

Canada Posts forums with business groups: In the fall of 2007, the corporation went on a speaking tour to publicize its \$1.9 billion plan to modernize Canada Post so that it is safer, leaner and ready to compete in a deregulated market.

Organizing workers in the postal sector: Organizing is key to our continued strength in the postal sector. There is little doubt that Canada Post will contract out and grind down our wages and working conditions if the union does not ensure that all workers in the postal sector receive better pay, benefits and rights.

The union launched a national campaign to organize transport service drivers at Canada Post. We have plans to continue organizing non-union workers who work for the corporation as well as workers who collect, process, transmit and deliver mail for private sector companies.

Ensuring all members are included: This is key work. We must ensure that all members, including those in private sector bargaining units, feel welcome, included and encouraged to take part in the union and to participate in union campaigns and actions.

The 2008 Action Plan is designed to provide the union with a plan that addresses these changes and challenges. The NEB has identified the following areas as priorities:

- ◆ Negotiations with Canada Post
- ◆ Canada Post's Modernization Plan

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- ◆ Preserving Public Services and Democracy – Resisting Globalization
 - ◆ Shop Steward Recruitment and Revitalization
 - ◆ Organization and Participation of Private Sector Bargaining Units
 - ◆ Human Rights and Equality
 - ◆ Workplace Violence and Harassment
 - ◆ Communications
 - ◆ Labour and Social Movements

Please note that the appendices attached to this year's plan outline some of the actions CUPW took to meet its objectives in some of the areas the union identified as priorities in 2005: Negotiations with Canada Post, Shop Steward Recruitment and Revitalization, Resisting Globalization – Preserving Democracy and Public Services, Communications, Organization and Participation of Private Sector Bargaining Units.

The NEB would like you to look at the 2008 plan and appendices and let us know what you think. We are fully committed to ensuring that the Action Plan reflects the priorities of the membership because, at the end of the day, it is the members who must bring this plan to life.

NEGOTIATIONS WITH CANADA POST

Negotiations with Canada Post on behalf of both rural and urban workers will continue to present difficult choices and challenges. We are entering into a period of great uncertainty for postal workers and workers in the postal sector. Developments in communications technology and political and economic pressures are dramatically changing the postal sector.

In recent years addressed letter mail volumes have been flat while addressed and unaddressed admail have increased. The changing composition of mail and the price cap on the monopoly product (standard addressed letters) are putting financial pressure on our public post office.

As well, Canada Post has initiated an enormous program of technological changes which will redefine the nature of work for thousands of postal workers. Right wing think tanks and corporate media outlets are publicly calling for the elimination of the exclusive privilege of Canada Post Corporation. Internationally, postal administrations in many countries are being deregulated and privatized.

In this context, our 2011 and 2012 negotiations will indeed be challenging, as will our current arbitration in connection with the reopener covering Rural and Suburban Mail Carriers (RSMC).

Objectives

- ◆ To negotiate an urban operations collective agreement that meets the needs of post office workers before the expiry of the current collective agreement if possible.
 - ◆ To mobilize the membership in preparation for industrial action to achieve a just collective agreement especially given the context of attacks on the jobs and working conditions of the membership through the employer's automation programs and threats of deregulation and privatization.
 - ◆ To get to arbitration in the current RSMC reopener as quickly as possible so that we are able to make the case for improving the wages and working conditions of rural operations members.
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- ◆ To take whatever actions are necessary to support the interest arbitration for the RSMC collective agreement.
- ◆ To obtain a RSMC collective agreement that improves the wages and working conditions of rural operations members.
- ◆ To make further improvements to the RSMC collective agreement in the last reopener beginning in October of 2009. (Note: The RSMC collective agreement does not expire in this mandate.)
- ◆ To lay the groundwork for good public postal service and jobs by organizing a public campaign that highlights the importance of universal, public postal service.

Actions

CUPW's mobilization campaign will involve local initiatives supported by the national and regional levels of the union through our education program, our work with allies and the public and our communications on the impact of CPC's processing and delivery automation program on the working conditions of the membership.

This campaign will also be supported through our steward recruitment program, the fight against deregulation and privatization and our work at the international level.

The union will prepare to present the best available evidence and argument to the arbitrator that is appointed in the interest arbitration in connection with the RSMC 2007 reopener.

In the run up to the 2012 RSMC negotiations, the union will prepare our RSMC members for having the right to strike and we will ensure that Canada Post understands that it not acceptable to treat RSMCs as second class workers with less pay, fewer benefits and worse working conditions.

The union will prepare to standardize the urban and rural collective agreements.

CUPW will develop a negotiations strategy for the 2011 and 2012 negotiations much earlier in the process than in the past, in part to deal with the changes to the Canada Labour Code and in part to increase the mobilization of the membership.

The union will also attempt to create a more favourable political climate by educating the public and organizing our members and allies to fight privatization and deregulation and support universal, public postal service.

CANADA POST'S MODERNIZATION PLAN

Canada Post's modernization program will have a huge impact on postal workers in every local and every classification. Its major elements include mechanized sequencing of letters, motorization of many letter carrier routes, the introduction of a new generation of mail processing equipment and the opening of new plants and major renovation of others. Each of these initiatives has the potential to have significant negative implications on postal workers.

Sequencing of letters will eliminate a huge number of urban and rural positions and could cause serious health and safety problems. Introducing new mail processing equipment and building new facilities is designed to reduce internal positions.

Objectives

- ◆ Ensure that Canada Post lives up to its obligations under the urban operations contract to eliminate "all adverse effects" of technological change.
- ◆ Develop our demands and negotiate benefits from the introduction of new technology and work methods.
- ◆ Adopt a proactive agenda to minimize job loss and contract in work.
- ◆ Ensure that the benefits of technological change are shared by postal workers and the public in the form of improved service, job security, working conditions, health and safety and reduced work time.
- ◆ Ensure our vision of public postal services is part of the discussion for the future.

Actions

CUPW will use the national consultation process provided for under the urban collective agreement and negotiations to ensure that technological changes are dealt with in a uniform manner.

The union will work with members and local activists who are dealing with technological changes in their work and workplace.

The union has established special internal structures to ensure that our representatives are able to coordinate the union's response to the corporation's modernization program at the national, regional and local levels. As modernization proceeds, we will review and potentially revise the processes that have been put in place to deal with these changes.

CUPW will also consult at all levels of the union to develop a plan of action that advances a *truly* modern post office for everyone, not just big corporations.

As well, we will develop an internal process that allows the union to expand and implement our vision of the post office.

PRESERVING PUBLIC SERVICE AND DEMOCRACY - RESISTING UNJUST TRADE AGREEMENTS

Public services play a vital role in society. Our public post office plays a key role in supporting economic development by providing the stable infrastructure that communities need to thrive and businesses need to grow. It links communities and unites regions and territories. It also ensures that all people, regardless of geographical location, have access to an affordable means of communication and delivery. In short, our public post office is, at its core, a democratic institution operating in the public interest.

There are corporations within society which would prefer to put corporate interests first. Some corporations see the post office as a potential source of profit, not as an important public service. In recent years, multinational courier companies and international mailers have been lobbying, both nationally and internationally in a bid to obtain postal reforms that would allow them to increase their share of the postal-courier market by undermining our public post office. Some are simply lobbying federal members of Parliament. Others are attempting to win postal reforms that have been rejected by public and Parliament through the backdoor of international trade agreements.

CUPW is committed to preserving public services such as the post office and strengthening democratic decision-making, especially in regard to public services and trade agreements. We understand that we cannot do this alone and that we must build local, regional, national and global solidarity networks that help us preserve democratic institutions like the post office and ensure that there are other programs, policies and measures in society that put the basic rights of people before the rights of corporations.

Through our work with Union Network International (UNI), affiliated postal and public sector unions, CUPW plays an ongoing role in promoting the importance of public services in society. As a member of the Canadian Labour Congress's Labour International Development Committee (LIDC) we have participated in joint projects such as Frontlines with the Columbian Public Sector unions and specific ongoing projects with unions in South Africa and Nicaragua.

With this in mind, the union has set out the following objectives:

Objectives

- ◆ To educate CUPW members about the important role that public services play in putting the public interest before corporate interests.
- ◆ To educate the public about what's at stake, with a focus on the threat to public services in general and postal services in particular.
- ◆ To preserve and expand universal public postal services and maintain the exclusive privilege.
- ◆ To influence the political climate by working with our allies in Canada, Quebec, the Americas and elsewhere to organize opposition to trade agreements and other measures that undermine our ability to democratically decide what kind of society we want to live in.
- ◆ To destabilize the political and corporate momentum behind international trade agreements.
- ◆ To develop alternatives to unjust trade agreements through work with our allies at both the local, regional, national and international level.

Actions

There is a summary of some of the union's efforts to meet similar objectives (from Action Plan 2005) in the appendices.

CUPW was fairly successful at meeting many of our 2005 objectives but there is still a great deal of work to do and an increasing number of threats:

- ◆ Corporations like international mailers are putting pressure on the federal government to open Canada Post to competition (i.e. deregulate).
 - ◆ The federal government is responding to this pressure and recently introduced a bill (Bill C-14) which would, if passed, partially deregulate Canada Post (Note: This bill had not been passed at press time).
 - ◆ Canada Post is preparing for competition in a deregulated market with modernization plans that include eliminating thousands of jobs.
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- ◆ Canada Post and corporate think tanks are promoting their vision of postal service, which includes greater commercialization, deregulation, privatization and other measures that favour corporate interests.
- ◆ Business interests continue to lobby for trade agreements with provisions that would promote greater commercialization, deregulation and privatization of postal services.

What can the union do? There is no “one solution” to winning this high-stake battle to preserve public postal services and jobs, but there are a number of actions that are key to winning.

The union needs:

- ◆ To build greater solidarity. We need to find new and better ways of working together, both with members and allies such as the Canadian Centre for Policy Alternatives (CCPA), Common Frontiers (CF) and the Trade and Investment Research Project (TIRP) to increase our influence and power within the workplace and society at large. This needs to happen on a local, regional, national and international level.
 - ◆ To continue to build a democratic and active union by encouraging members to use their democratic right to fully participate in the union and to also play an active role, both locally and globally. This includes participating in union meetings, union votes and as union stewards. It also includes playing a role in petitions, letter writing campaigns, protests against unjust trade agreements, actions in connection with the Security and Prosperity Partnership, as well as the union’s Campaign to Stop Closures, Privatization and Deregulation.
 - ◆ To build the participation of members and locals in our campaigns through reports on actions and follow up contacts with local officers.
 - ◆ To show members what solidarity can do, CUPW needs to demonstrate to the membership that the union is united in its efforts to make positive changes in the workplace and at the bargaining table. This includes working together to ensure that members benefit from modernization.
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- ◆ To publicize and develop our vision of a universal public post office operating in the public interest.
 - ◆ To continue to participate in various forms of international protest.
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SHOP STEWARD RECRUITMENT AND REVITALIZATION

Stewards play a key role in the union. They are our direct link to members and we need to support them and increase their numbers if we are to adequately deal with an increasing number of issues at work and elsewhere. Our ability to negotiate collective agreements, solve members' problems, fight harassment, defend public services, resist unjust trade agreements and take other measures depends on a strong network of stewards who can reach and mobilize members.

Objectives

- ◆ To revitalize and strengthen the steward and social steward networks.
- ◆ To increase the number of stewards.
- ◆ To ensure that we have stewards in all our workplaces.
- ◆ To strengthen the links between the union and its stewards.
- ◆ To equip stewards with skills to represent members and resolve problems in the workplace.
- ◆ To ensure that stewards get the kind of ongoing training they need to organize around a variety of issues, both in the workplace and community.
- ◆ To ensure that locals have regular stewards meetings.

Actions

While the union met some of its objectives from the 2005 Action Plan, there is still much to do in many areas.

Following from the stewards' survey (Urban Postal Operations and Rural and Suburban Mail Carrier units) conducted in 2004, the union decided to focus on education and recruitment. The union's basic and advanced steward courses have been updated and work continues on the delivery of these courses to our steward network. Some plans were delayed due to an extraordinary level of campaign work.

In the coming mandate, the union intends to proceed with plans to develop:

- A recruitment leaflet.
- A fact sheet on stewards' rights and protections.
- A recruitment campaign kit for locals which includes the above material and suggestions for ensuring that new recruits reflect the face of the membership.

In keeping with the National Convention resolution from 2005 that instructs the National Education Department to develop and deliver short, local or workplace courses, CUPW will continue to develop a series of one to two hour education courses for stewards.

ORGANIZATION AND PARTICIPATION OF PRIVATE SECTOR BARGAINING UNITS

Organizing in the communications, transportation and postal sector is an integral part of defending the working conditions of the membership and improving the working conditions of non-union workers. Organizing workers in companies contracted by and owned or controlled by Canada Post reduces the incentive to contract out. Organizing in the courier and parcel sector raises the overall industry standards, which helps CUPW members maintain and improve work conditions.

In this mandate, the union launched a country-wide campaign to organize transport service drivers as well as ongoing campaigns to organize cleaners, same-day couriers, mail sorting equipment technicians and international parcel processing workers. The union is pushing forward with an ambitious attempt to unite all postal sector workers into a single union: CUPW.

Increasing the membership base through the addition of new bargaining units will strengthen the union in the future. The participation of new bargaining unit members in the functions and structure of the union will build solidarity and assist in future struggles.

Objectives

- ◆ To increase our membership base and bargaining strength by organizing new bargaining units, primarily in the postal sector.
 - ◆ To focus our organizing efforts on transport service drivers (Combined Urban Service, Highway Service, Priority Courier and Shuttle Service), courier companies, Canada Post contractors and companies owned by Canada Post and those in which Canada Post has a financial interest.
 - ◆ To improve the wages and working conditions of workers we organize.
 - ◆ To ensure that every worker who processes or delivers mail on behalf of Canada Post is a member of CUPW.
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- ◆ To build and expand on our common interests with workers and their representatives in other unions at Canada Post.
- ◆ To ensure that all CUPW members enjoy equality of service, representation and participation regardless of where they work.
- ◆ To ensure that all levels of the union and all departments of the union take responsibility for this work.
- ◆ To regularly review, evaluate and update the union's education courses and programs to ensure that issues relevant to members of private sector bargaining units are addressed.
- ◆ To ensure that all CUPW members understand and support our organizing work.
- ◆ To ensure that new members of CUPW understand the union's history and support the union's orientation.

Actions

The union will carry out organizing campaigns with an emphasis on Combined Urban Services and other Canada Post related contractors and companies and postal related industries. Campaigns will also be conducted in the broader postal sector and in sectors where we currently have bargaining certificates. The *Organizing for the Next Decade* document adopted by the NEB will act as guide to our overall direction for the future.

In future negotiations we will continue to improve the working conditions of the membership. The union will also continue to improve the representation, education, integration and participation of workers who join CUPW.

HUMAN RIGHTS AND EQUALITY

We have made progress in this work but it must remain a priority if we want a strong union. All members must see themselves in our work. The increasing diversity in our membership can build the strength of this union but any alienation because of racism, sexism, homophobia, transphobia, ableism, etc. may diminish a sense of ownership of this union. That will weaken us. Our members recognize this and many have shown they are willing to do the work to bring down barriers between us.

Objectives

- ◆ To build human rights and equity issues into all the work of the union.
- ◆ To increase the participation of CUPW members who are women, youth and members of equity seeking groups in all levels of the union.
- ◆ To increase the number of local human rights committees and women's committees and to ensure that they are active and effective.
- ◆ To ensure equality of representation and participation for all CUPW members.
- ◆ To build awareness about the impact of globalization and anti-terrorism on members of equity-seeking groups.
- ◆ To ensure the diversity of the membership is reflected in the leadership of the union.

Actions

The union will continue to encourage locals to form active, vibrant local human rights and local women's committees. We will reach out to youth, women and members of equity seeking groups to ensure that all our functions are diverse and inclusive.

We will continue to support and strengthen the work of the National Human Rights Committee and the National Women's Committee and build stronger links between those committees and local committees.

We will address human rights and equality issues in the union's publications and education programs.

We will continue our coalition work in resistance to the so-called war on terror and its attacks on human rights.

YOUTH AND RETIREES

The work of the union requires the involvement of younger members in the workplace. These future CUPW activists and leaders must be encouraged and supported in their participation in the union, labour movement and communities. Their input in collective bargaining demands, policy reviews and communications methods will strengthen the union in its future challenges.

Likewise we must encourage retirees to share their experiences and knowledge and continue to contribute to the struggles of working people. Their contributions will assist our efforts to build a stronger union.

Objectives

- ◆ To include youth in the activities of the union.
- ◆ To ensure our education program responds to the needs of younger members.
- ◆ To involve younger members in labour outreach programs in our school systems.
- ◆ To encourage retirees to contribute to the struggles of the union.
- ◆ To support the Congress of Union Retirees of Canada (CURC) and the regroupement des syndicalistes à la retraite (RSR).
- ◆ To encourage retirees to participate in the RSR and the CURC.

Actions

The union will work with locals and regions to encourage the participation of youth in the various education programs within CUPW and the labour movement in general.

We will encourage locals to assist in the organization of Lifetime and Retired Member groups and encourage their participation in the union's struggles.

The union will encourage the participation of youth and retirees in the labour movement, with our coalition partners and in the public education system.

We will address the work of retirees and youth in the union's publications.

WORKPLACE VIOLENCE AND HARASSMENT

Members and stewards all too often face workplace violence and harassment in the workplace and at times at union functions or the union's internal workplaces. We need to provide them with the knowledge and support they require to perform their work effectively.

Objectives

- ◆ To ensure that our workplaces and union functions are free of violence, harassment and discrimination.
- ◆ To implement a process for dealing with complaints of harassment.
- ◆ To equip stewards, local executive committee members and activists with the skills to handle issues of workplace harassment.
- ◆ To enforce collective agreement protections against agents of the employer such as Manulife.
- ◆ To educate the membership and build awareness about workplace violence, harassment, bullying and discrimination.

Actions

Force management to conduct the investigations provided for in the collective agreements.

Continue our efforts and finalize our intervention strategies for cases of workplace harassment.

Continue to implement strategies to deal with employer harassment through its agents such as Manulife.

Train those who will be conducting investigations when complaints are made.

Continue to offer courses directly aimed at improving our ability to deal with harassment cases.

Communicate regularly with the membership regarding issues of harassment, discrimination and workplace violence.

Establish processes within the union to deal with incidents of harassment and violence at union events and in the union's internal workplaces.

COMMUNICATIONS

Our communications help the union get its message out. Our primary objective in communicating is to reach our members and union representatives on the shop floor and in local and regional offices throughout the country. Additionally, communicating with our allies and the public in general is an important component of our ongoing work. It's a big job and one that constantly evolves with technology.

However, even today, the most effective way of communicating with members and the public is by talking to them. We have stewards and local representatives in workplaces that do the talking both at work and in their communities. It is the job of CUPW National Office to produce material that stewards and union representatives can use to communicate: bulletins, fact sheets, booklets, speaker's notes, buttons, regular publications and other documents.

The flow of communications between the union and its members is absolutely essential to carrying out the work of the union. Of course, there are many challenges.

For examples, CUPW faces challenges in ensuring that union information reaches members regardless of where they work or live, especially with the Rural and Suburban Mail Carriers (RSMC) bargaining unit and our private sector bargaining units. Likewise, the union faces challenges in increasing its capacity to reach allies, the public, governments and business groups during public campaigns and negotiations. As well, CUPW faces hurdles in meeting the need of members who communicate electronically while at the same time meeting the needs of those that do not.

With this in mind, the union has set out the following objectives:

Objectives

- ◆ To streamline and improve the union's communications.
 - ◆ To improve the regularity of union communications.
 - ◆ To ensure that the union uses clear language in all its publications.
 - ◆ To improve communications generally and in particular with members in the RSMC and private sector bargaining units.
 - ◆ To examine new methods of communicating with members and the public.
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- ◆ To meet with members in the workplace more frequently.

Actions

The Communications department will meet monthly to develop, plan and coordinate its work in conjunction with other levels of the union.

The union will continue to produce publications such as *Perspective* (for members), the *Steward's Action Bulletin* (for stewards), *The Rose* (for women), *Our Health, Our Safety* (for health and safety activists, local executive members and stewards) and *Member-to-Member* (for parents of children with special needs).

As well, we will also continue to use direct mailings to members and stewards.

CUPW will increase its capacity to communicate quickly, raise important issues and organize actions with the new blog on CUPW's website: *Post This: CUPW National President's Blog*.

The union will also increase its use of electronic communications with locals and members and continue to expand and upgrade the CUPW website. At the same time, CUPW will ensure that those without access to the Internet are not excluded from union information.

Booklets regarding the union and various benefits plans under the collective agreements will be updated and updates will be sent to locals and posted on the union's website.

All levels of the union will work together to ensure that members of the private sector and RSMC bargaining units receive information and in some cases as direct mailings to their homes.

All levels of the union will strive to ensure that clear language is incorporated into the production of material. Training in clear language will continue.

LABOUR AND SOCIAL MOVEMENTS

CUPW members have a long and proud history of fighting for the rights of working people both in the workplace and in the community. We recognize that our goals of respect, dignity and security cannot be achieved in isolation from the broader social and economic conditions faced by workers in our society.

CUPW activists participate in a wide variety of struggles for social justice. As a union we hope to reinforce the working class character of the struggles of the social movements in which we are involved.

We participate at every level of the labour movement. We recognize that a strong democratic labour movement is the best defence against privatization, deregulation and employer attacks at the bargaining table.

Objectives

- ◆ To participate actively at all levels of the labour and social justice movements.
- ◆ To improve communications between CUPW activists involved in the labour and social movements.
- ◆ To continue to push for progressive policies and greater emphasis on mobilization at all levels of the labour movement.

Actions

CUPW will work with our allies in the labour movement to develop strong, active labour councils and federations of labour. We will work to build a militant and active Canadian Labour Congress (CLC) capable of uniting the labour movement. We will work to ensure that the CLC does not disband labour councils and that those councils which have been disbanded are resurrected. We will support other unions in their collective bargaining struggles and their battles against privatization and deregulation. We will support the campaign of the UFCW to organize the workers of Wal Mart.

We will participate in coalitions with our political and community allies to fight against free trade, privatization and deregulation. We will participate in the peace movement to fight against the use of military power to settle international disputes. We will fight against poverty, both at home and abroad. We will support organizations and coalitions that fight for human rights and workers rights.

We will actively campaign for the labour movement to also work with coalitions and our political allies to fight for peace and social justice.

APPENDICES ON ACTIONS TAKEN TO MEET 2005 OBJECTIVES

NEGOTIATIONS WITH CANADA POST

Objective #1 – To achieve a collective agreement that meets the needs of post office workers.

The union worked towards this objective when we:

- ◆ Signed a four-year collective agreement for urban operations workers at Canada Post that addressed the membership's priorities:
 - To improve wages and protect our wages from increases in the cost of living.
 - To improve shift and weekend premiums.
 - To preserve job security with meaningful work
 - To improve the working conditions in regards to health and safety.
 - To expand public postal services.
 - To ensure we have a viable, universal public postal service for the future.
 - ◆ Signed a collective agreement in the first RSMC reopener that addressed the membership's priorities:
 - To establish relief employees.
 - To introduce a work measurement system.
 - To increase wages.
 - To improve benefits.
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Objective #2 – To negotiate a new collective agreement before the expiry of the current collective agreement.

The union worked towards this objective when we:

- ◆ Adopted a program at the National Executive Board, which provided a strategy for negotiations and time lines.
- ◆ The collective agreement expired on January 31, 2007. The union reached a tentative settlement on February 12, 2007. This settlement was ratified by 65.6% of members who came out to vote. Results were announced on April 23, 2007.

Objective #3 – To continue to improve the wages and working conditions of rural operations members in the upcoming contract re-openers.

The union worked towards this objective when we:

- ◆ Adopted a program of demands in October 2007 that addressed the priorities of the membership.
- ◆ Appointed a negotiations committee that attempted to reach a negotiated collective agreement under difficult conditions.
- ◆ Sent a letter to all members on the Modern Post and RSMC negotiations (June 2007).

Objective #4.- To involve all the locals in the process of negotiation.

The union worked towards this objective when we:

- ◆ Provided locals with bulletins, speakers notes, stickers, posters, fact sheets, backgrounders and tabloids so that local representatives were informed and had information to provide to members.
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Objective #5 – To mobilize the membership to take whatever actions are necessary to support their demand.

The union worked towards this objective when we:

- ◆ Organized workplace actions in numerous locals in support of negotiations.
- ◆ Published 60 negotiations bulletins, speakers notes, and the following tabloids, backgrounders fact sheets and posters:

Tabloids:

- Ratification Tabloid for the 2007 Urban Tentative Collective Agreement
- Negotiations 2007: Your contract — Your decision (Booklet)
- Membership to decide: NEB endorses agreement in principle
- Summary of agreement in principle

Backgrounders:

- Protecting public postal service and jobs - Backgrounder 1
- Equality for all: an end to harassment and discrimination - Backgrounder 2

Fact Sheets:

- Protecting public postal service and jobs - Fact sheet 1
- Equality for all: an end to harassment and discrimination - Fact sheet 2

Posters:

- Protecting public postal service and jobs
 - Equality for all: an end to harassment and discrimination
 - Lighten our load
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- ◆ Kept the membership informed by regularly updating the CUPW website.
- ◆ Updated internal fax lists and pres/sec email lists.

Objective #6 – To organize public campaigns to protect the public postal service.

The union worked towards this objective when we:

- ◆ Launched a general campaign *Your Public Post Office Delivers* and a specific Campaign against the Quebec City Plant Closure in support of universal public postal service and jobs and against closures, privatization and deregulation.
- ◆ Launched a campaign called *Operation Transparency*, which demanded Canada Post's plans for the network.
- ◆ Supported local campaigns against post office closures.

(For additional details, see information under objective #3 of Resisting Globalization – Preserving Democracy and Public Services)

RESISTING AND FIGHTING GLOBALIZATION – PRESERVING DEMOCRACY AND PUBLIC SERVICES

Objective #1 – To educate CUPW members about the threat to democracy and public services posed by international trade agreements.

The union worked towards this objective when we:

- ◆ Produced a fact sheet called *Postal Services and the General Agreement on Trade in Services*. Distributed to locals, Union Network International and others.
- ◆ Published a regular feature on trade in each issue of the union's newspaper *Perspective*.
- ◆ Issued bulletins on the Security and Prosperity Partnership (SPP), United Parcel Services (UPS's) complaint about Canada Post under the North American Free Trade Agreement (NAFTA) and CUPW's court challenge on the constitutionality of NAFTA rules.
- ◆ Issued a bulletin on an escalating campaign organized by Union Network International (UNI) to preserve universal postal services and stop the European Commission plan to remove the only remaining protections for mail under 50 grams by January 1, 2009 (May 2007).
- ◆ Sent locals four fact sheets on the SPP which had been produced by Common Frontiers (August 2007)

Objective #2 – To educate the public about what's at stake, with a focus on the threat to public services in general and postal services in particular.

The union worked towards this objective when we:

- ◆ Posted the fact sheet called *Postal Services and the General Agreement on Trade in Services* on the union's website in French, English, Portuguese, Spanish and Cantonese (December 2006).
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- ◆ Issued a media release and bulletin on the union's appeal, before the Court of Appeal for Ontario, on the constitutionality of the NAFTA (June 2006).
- ◆ Issued a bulletin on the Court of Appeal's decision to dismiss our appeal (November 2006)
- ◆ Sought leave to appeal the case on the constitutionality of NAFTA investment rules to the Supreme Court of Canada. The Supreme Court denied leave to appeal (July 2007).
- ◆ Issued a media release called *Groups welcome NAFTA victory while decrying NAFTA rules* when UPS's complaint under NAFTA was rejected by the tribunal hearing the case (June 2007).
- ◆ Produced a memo, bulletin and *Perspective* article highlighting the findings of the NAFTA tribunal decision.

Objective #3 – To preserve and expand universal public postal services and maintain the exclusive privilege.

The union worked towards this objective when we:

- ◆ Launched a general campaign *Your Public Post Office Delivers* and a specific campaign against the Quebec City Plant Closure in support of universal public postal service and jobs and against closures, privatization and deregulation. Started the campaign with a focus on closures and plans to close down the mail processing plant in Quebec City (Summer 2005).
- ◆ Set up website and produced letters to locals, buttons, bumper stickers, op eds, fact sheets, resolutions and bulletins in connection with the *Your Public Post Office Delivers* campaign.

- ◆ Set up a micro website, held a rally at Canada Post headquarters and produced letters to locals, bulletins and postcards in connection with the campaign against the Quebec City Plant Closure.
 - ◆ CUPW launched a campaign called *Operation Transparency*, which demanded Canada Post's plans for the network (February to June 2006).
 - ◆ Set up a micro website, produced fact sheets, bulletins and stickers, organized local events and a major action at Canada Post headquarters in June of 2006 in connection with this campaign.
 - ◆ Organized opposition to Bill C-14, the federal government's proposed legislation to partially deregulate Canada Post by removing international letters from Canada Post's exclusive privilege to collect, transmit and deliver letters. Contacted and met with many members of Parliament, produced letters to locals, bulletins, letters to the editor, letters to members of Parliament, letters to allies, an opinion editorial, a resolution, a letter to the Standing Committee on Transport and a variety of information packages (ongoing at press time).
 - ◆ Produced a research paper called *Postal Deregulation: Its Impact on Postal Workers and the Response of a Postal Union* which provides information on existing experiences with postal deregulation and examines the possible impact of deregulation in Canada on employees, the postal service, customers and the public (June 2006).
 - ◆ Produced a document called *Our Vision of the Post Office* which explains why our post office is important and outlines proposals with a view to ensuring the future of public postal service and jobs (October 2006).
 - ◆ Produced a fact sheet called *Privatization and Deregulation – The global context – The Domestic context* which explains which countries have privatized and deregulated their national post office and what similar changes here at home could mean for wages, working conditions, job security and universal, public postal service (July 2007).
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- ◆ Produced a fact sheet called *What to expect from a review of our public post office: The good, the bad and the potentially dangerous* to help members understand what we may face should the government decide to proceed with an examination of our public post office (September 2007).
- ◆ Sent a letter to all members expressing the union's concern that Canada Post is promoting a vision of modernization that links modernization and deregulation. Also raised concerns about the corporations regional forums and other quality of worklife measures. Enclosed a DVDs with two short movies on "quality of work life" (QWL). Also enclosed a fact sheet contrasting Canada Post's vision of a Modern Post with the union's vision of universal public postal service.
- ◆ Sent a letter to locals to let them know that the union would be holding alternative forums to talk about our vision of public postal service in the following locations: Halifax, Calgary, Montreal, Winnipeg, Ottawa, Vancouver and Toronto (locations where management representatives talked about their vision of a Modern Post to about 700 randomly selected members and over 3,000 supervisors and managers) (January/February 2008)

Objective #4 – To influence the political climate by working with our allies to organize opposition to trade agreements that undermine our ability to democratically decide what kind of society we want to live in.

The union worked towards this objective when we:

- ◆ Sent a letter of support in May 2005 to the Korean Peoples Alliance (KOPA) in connection with their struggle against the GATS.
 - ◆ Signed a letter of solidarity circulated by the Canadian Council for International Co-operation to express our disapproval of the complete lack of transparency around the negotiations on the Canada-Central America Four Free Trade Agreement between Canada and Nicaragua, El Salvador, Honduras, and Guatemala (CA4FTA).
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- ◆ Signed an international sign-on letter called *Stop the GATS power play against citizens of the world!* that was circulated by the Polaris Institute (June 2005).
 - ◆ Held a session on the WTO negotiations and the UPS/NAFTA challenge and court case at a UNI Americas meeting (November 2005).
 - ◆ Worked with UNI to organize postal affiliates from around the globe to send a letter to government trade representatives expressing opposition to a variety of GATS measures. UNI collected copies of the letters and sent them to Pascal Lamy, Director General, and World Trade Organization.
 - ◆ Sent a delegation to the WTO ministerial in Hong Kong to monitor GATS negotiations, participate in educational forums, attend protests and make contact with postal workers and others. For example, met with Hong Kong Postal Employees Union (December 2005).
 - ◆ Sent message of support for South Koreans who had been arrested during protests in Hong Kong (December 2005).
 - ◆ Sent a letter of solidarity to Korean public service unions (July 2006) in their struggle against the proposed Free Trade Agreements (FTAs) between Canada and South Korea and the United States and South Korea.
 - ◆ Met with postal worker unions, including UNI and non-UNI affiliates, in Chennai, India (February 2006). Made presentation on the commercialization of Canada Post and the impact of trade agreements like the GATS and NAFTA.
 - ◆ Attended the Council of Canadian's teach-in on the Security and Prosperity Partnership (SPP), which is a plan to erode or eliminate regulations in areas like immigration, food and agriculture and set up a continent wide resource pact (March-April 2007).
 - ◆ Attended a rally on Parliament Hill and an action in Montebello, Quebec to protest the third summit on the SPP, which was being attended by George Bush, Stephen Harper and Felipe Caderon. (August 2007).
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- ◆ Issued a bulletin on the SPP and the protest on Parliament Hill and in Montebello, Quebec (August 2007).
- ◆ Sent Prime Minister Stephen Harper a letter to express our concern with the SPP and its implications for public services, democracy and human rights (August 2007).
- ◆ Attended meetings held by the Canadian Centre for Policy Alternative's Trade and Investment Research Project.
- ◆ Attended meetings of the Ad Hoc GATS coalition.

Objective #5 – To destabilize the political and corporate momentum behind the NAFTA, GATS and FTAA.

The union worked towards this objective when we:

- ◆ Sent representatives to protest bad trade agreements and demand social justice at WTO ministerial meeting in Hong Kong.
 - ◆ Wrote to David Emerson, Minister of International Trade (July 2006) and Peter Govindasamy, Chair of the Working Party on Domestic Regulation for the World Trade Organization to express our opposition to any GATS obligations that could undermine the ability of governments (local, regional or national) to regulate in the public interest (i.e. domestic regulation and the issue of a necessity test).
 - ◆ Wrote to Jim Peterson, Minister of International Trade (May 2005) to ask the government if it would maintain the commitment to keep the current classification for both postal and courier services during the course of the negotiations at the WTO.
 - ◆ Wrote to Robert Ready, Director, Services Trade Policy Division, International Trade Canada (February 2006) to raise concerns about plurilateral negotiations and to ask for new assurances that Canada will not bend to pressure from countries that want to change the classification system or make other changes which would undermine public postal service through the back door of the GATS.
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- ◆ Met with International Trade Canada officials regarding GATS negotiations (April 2006). Official indicated that the federal government supports the current classification system (re: postal services, courier services) and is not planning any changes to the classification system.
- ◆ Wrote to Vince Sacchetti, Deputy Director, Services Trade Policy, International Trade Department (October 2006) to request information about provisions in bilateral agreements that Canada is party to, which affect postal or courier services and to urge the government to resist making commitments to liberalize postal and courier services through bilateral agreements.

Objective #6 – To develop an alternative to the NAFTA, GATS and FTAA through our work with our allies at both a national and international level.

The union worked towards this objective when we:

- ◆ Distributed information on how governments and civil society movements in Latin America are experimenting with new approaches to economic sovereignty and trade.

SHOP STEWARD RECRUITMENT AND REVITALIZATION

Objective #1 – To revitalize and strengthen the steward and social steward networks.

The union worked towards this objective when we:

- ◆ Updated (twice) a booklet called “Guide to CUPW: Urban Postal Operations” to help members understand the important role that stewards play within the union.

Objective #2 – To increase the number of stewards.

The union worked towards this objective when we:

- ◆ Featured stewards and the important work they do in a section of *CUPW Perspective* called *Rights. Health. Safety. Social Justice*. Stewards make a difference in order to encourage more members to become steward.

Objective #3 – To ensure that we have stewards in all our workplaces.

- ◆ Ongoing

Objective #4 – To strengthen the links between the union and its stewards.

The union worked towards this objective when we:

- ◆ Produced the Stewards’ *Action Bulletin*.
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- ◆ Continued direct mailings to stewards' homes.
- ◆ Produced *Our Health, Our Safety* for health and safety activists and stewards.
- ◆ Produce a steward t-shirt so that stewards would be more visible as the union representatives.

Objective #5 – To equip stewards with skills to represent members and resolve problems in the workplace.

The union worked towards this objective when we:

- ◆ Published grievance and arbitration decisions and analysis in the *Stewards' Action Bulletin*

Objective #6 – To ensure that stewards get the kind of ongoing training they need to organize around a variety of issues, both in the workplace and community.

The union worked towards this objective when we:

- ◆ Updated advanced stewards course (twice).
 - ◆ Updated basic shop stewards course.
 - ◆ Updated other courses on leadership skills and quality of work life that are important to stewards.
 - ◆ Held short sessions on *Holding Employers responsible for Crimes against Workers and Work Place Safety (Bill C-45)* and *Arming Ourselves, A CUPW Guide to Health and Safety Inspections.*
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Objective #7 – To ensure that all locals have regular stewards meetings.

The union worked towards this objective when we:

- ◆ Ongoing
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ORGANIZING

Objective #1 - To increase our membership base and bargaining strength by organizing new bargaining units, primarily in the communications and transportation sectors.

The union worked towards this objective when we:

- ◆ Received bargaining certificates for 20 new bargaining units representing 539 new members since the 2005 convention.
- ◆ Filed 7 applications for bargaining unit certification with provincial and federal labour boards;
- ◆ Organized new workers in the postal sector including Combined Urban Service Drivers, Highway Service Drivers, Priority Courier Deliveries drivers, Shuttle Service drivers, international parcels processing, same-day car couriers and same-day bike couriers.

Objective # 2 - To focus our organizing efforts on Combined Urban Service workers, courier companies, Canada Post contractors and companies owned by Canada Post and those in which Canada Post has a financial interest.

The union worked towards this objective when we:

- ◆ Conducted an organizing campaign of Combined Urban Service Drivers, Highway Service Drivers, Priority Courier Deliveries drivers, Shuttle Service drivers.
 - ◆ Organized workers who process international parcels that are hired by Adecco under Mail Management Services. We also filed a single employer application with the Canada Industrial Relations Board.
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Objective #3 - To improve the wages and working conditions of workers we organize.

The union worked towards this objective when we:

- ◆ Negotiated first collective agreements for seven bargaining units representing 271 members.
- ◆ Negotiated four renewed collective agreements for bargaining units.

Objective #4 - To ensure that every worker who processes or delivers mail on behalf of Canada Post is a member of CUPW.

The union worked towards this objective when we:

- ◆ This objective is repetitive – already covered under objective # 2 but in a broader sense.
- ◆ Adopted the *Organizing for the Next Decade* document.

Objective #5 - To ensure that all CUPW members enjoy equality of service, representation and participation regardless of where they work.

The union worked towards this objective when we:

- ◆ Held a Private Sector Bargaining Unit conference March 8 and 9, 2008.
 - ◆ Formed a separate local for same-day couriers in Montreal.
 - ◆ Launched a specific bulletin for PSBU workers.
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Objective # 6 - To ensure that all levels of the union and all departments of the union take responsibility for this work.

The union worked towards this objective when we:

- ◆ Held a health and safety education course during the Private Sector Bargaining Unit conference.

Objective # 7 - To regularly review, evaluate and update the union's education courses and programs to ensure that issues relevant to members of private sector bargaining units are addressed.

The union worked towards this objective when we:

- ◆ Updated existing education courses.

Objective # 8 - To ensure that all CUPW members understand and support our organizing work.

The union worked towards this objective when we:

- ◆ Held presentations for local executive committee members, participants at education seminars and delegates at area councils on organizing.
 - *Together for the Future*
 - *Now for Tomorrow*
 - ◆ Distributed bulletins to all members regarding organizing campaigns.
 - ◆ Included an article specifically related to private sector members in every issue of *Perspective*.
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Objective # 9 - To ensure that new members of CUPW understand the union's history and support the union's orientation.

The union worked towards this objective when we:

- ◆ Developed new member package to be sent to new private sector members including an introductory letter and the *Guide to CUPW*
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COMMUNICATIONS

Objective #1 - To streamline and improve the union's communications.

The union worked towards this objective when we:

- ◆ Developed and launched a “new look” for the union communications which make materials easier to identify and reproduce. Includes bulletins, memos, facsimilies, letter head, business cards, flags.
 - ◆ Produced and distributed a dental plan booklet for Rural and Suburban Mail Carriers who became eligible for the plan as of October 1, 2007.
 - ◆ Updated, reproduced and distributed the *Guide to CUPW – Urban Postal Operations* following the 2005 Convention
 - ◆ Updated the *Guide to CUPW – Urban Postal Operations* to reflect provisions in new collective agreement. Distributed updated pages to locals. Posted fully updated guide on website.
 - ◆ Updated the parental rights booklet by distributing a letter and bulletin outlining the new Quebec Parental Insurance Plan, which replaced the maternity, adoption and parental benefits paid by Employment Insurance for residents of Quebec.
 - ◆ Updated the vision and hearing guide for RSMC members.
 - ◆ Established a negotiations email distribution list for locals
 - ◆ Worked to ensure that the union had valid fax numbers for all locals, especially during negotiations. In progress.
 - ◆ Established the CUPW Edigest and sent it weekly to all electronic subscribers.
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Objective #2 - To improve the regularity of union communications.

The union worked towards this objective when we:

- ◆ Distributed *Our Health, Our Safety* and the *Steward's Action Bulletin* for health and safety activists and stewards.
- ◆ Distributed *The Rose* to women members.

Objective #3 - To ensure that the union uses clear language in all its publications.

The union worked towards this objective when we:

- ◆ Held a half day course on clear language open to everyone at national office.
- ◆ Held a two day clear language courses for officers, union representatives and staff people who write documents for the union.
- ◆ Held a two day clear language course for people who format documents for the union.

Objective #4 - To improve communications generally and in particular with members in the RSMC and private sector bargaining units.

The union worked towards this objective when we:

- ◆ CUPW hired an additional bilingual communications specialist to improve its capacity to deal with media and new members in the RSMC and private sector bargaining units.
 - ◆ Redesigned and launched the union's website. Encountered problems which are being addressed. In progress.
 - ◆ Added a micro-website called *Campaign against the Quebec City Plant Closure* (<http://qc.cupw.ca/>)
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- ◆ Added a micro-website called *Your Public Post Office Delivers* (<http://www.publicpostoffice.ca>) to highlight CUPW's efforts to preserve, improve and expand public postal service while opposing closures, privatization and deregulation.
 - ◆ Added *Post This : CUPW National President's Blog*
 - ◆ Added a section to the website during Operation Transparency.
 - ◆ Added a section on Rural Delivery and Safety.
 - ◆ Relunched our email communication in digest format.
 - ◆ Sent booklets (re: RSMC dental plan), letters (re: negotiations, the modern post, the union's vision of our post office and the corporation's vision) fact sheets (re: privatization and deregulation, mandate review, alternatives to Canada Post's vision of the modern post) and a DVD (quality of worklife) directly to the homes of members of the Rural and Suburban Mail Carriers bargaining unit and the Urban Operations unit.
 - ◆ Produced a number of posters, buttons, banners etc. to highlight the importance of various union objectives and activities.
 - National Day of Mourning (2 posters)
 - National Women's day, March 8 (1 poster)
 - National Aboriginal Day (3 posters)
 - Pride Day (1 poster, button, banner)
 - Button, bumper sticker, fact sheets (*Public Post Office Campaign*)
 - Organizing brochures (regionalized)
 - International Solidarity (1 brochure, 1 full page ad)
 - Ads in *Canadian Dimension, Workers' Voice, Rabble, Our Times, Briarpatch, Our Schools, Xtra, Pharmacare* (17 ads)
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- Banner and poster for *Operation Transparency*
- Right To Refuse cards (RSMC and Urban)
- T-shirt for shop stewards
- Golf style shirt for CUPW education facilitators
- Button and t-shirt for health and safety
- Banner for Labour Day
- Special Needs (New logo, newsletter and DVD)
- *No Private Vehicles* poster featured in Perspective and SAB
- *Our Vision* brochure and booklet

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