

# Terms of Reference Option A – Version 1

Prepared as a Reference Document for the 2023.01.05 CUPE 3912 Special Membership Meeting

## 1. Purpose

The Strike Operations and Planning (SOAP) Committee, or “Strike Committee” is delegated the lead responsibility for the mobilization, operations, planning, execution, and logistics in support of both Strike Avert campaign activities, and those of a strike if called and if necessary, resulting from a December 2022 Mandate to Strike vote by members. Committee performance goals include:

- Planning, preparing, and organizing a strike
- Preparing and implementing an effective strike strategy
- Mobilize the general membership
- Coordinate collective action (picketing campaigns, media coordination, events, etc.)
- Concluding its term and mandate when members vote in support of a Tentative Agreement.

The Strike Committee shall cooperate with the Executive Board and Negotiating Committee, as represented by the President and applicable Vice-President for the bargaining unit. The timing and calling of a strike would include:

- Strike Committee declaration of capacity to start strike activities on or after a specific date
- Strike Committee declaration of support for calling a strike starting on a specific date
- Negotiating Committee declaration of support for calling a strike starting on a specific date
- CUPE 3912 Executive declaration of support for calling a strike starting on a specific date.

## 2. Composition

The Strike Committee is a committee of the general membership formed pursuant to Section 17 of the Bylaws, and whose voting members shall consist of:

- CUPE 3912 President, Treasurer, and applicable bargaining unit Vice-President
- The members from the bargaining unit’s Negotiating Committee
- Up to 12 other voting members, who are each to serve on one or two of the four sub-committees, from among those nominated by the applicable CUPE 3912 Vice-President, and appointed by the CUPE 3912 President, as a process authorized by members through a Special Membership Meeting.

### 3. Subcommittees

- The Strike Committee shall have four subcommittees:
  - Administration
  - Communications
  - Finance
  - Picketing
- Each voting member of the Strike Committee shall be a member of at least one but at most two subcommittees.
- Voting members of each subcommittee shall elect a coordinator, who will chair the subcommittee and be responsible for ensuring full and complete sharing of information among the subcommittees and be charged with ensuring the completion of the subcommittee's responsibilities. A sub-coordinator will also be elected, to perform the same duties in the coordinator's absence.

### 4. General Responsibilities and Powers

**4.1. General responsibility:** The Strike Committee shall be responsible for recruiting members for strike-related activities, aims, and events, including but not limited to strike avert activities.

**4.2. Duty to Consult:** No strike shall be called unless the Executive Board, the Negotiating Committee, and the Strike Committee have independently met and voted to support the start of a strike, for on or after a specific date. The timing and calling of a strike would include:

- Strike Committee declaration of capacity to start strike activities on or after a specific date
- Strike Committee declaration of support to start a strike on or after a specific date
- Negotiating Committee declaration of support to start a strike on or after a specific date
- CUPE 3912 Executive declaration of support to start a strike on or after a specific date.

**4.3. Deciding to Strike:** The Strike Committee will meet and vote on whether and when to support the start of a strike where one or more of the following have happened:

- a bargaining impasse;
- a failed tentative agreement vote;
- direction from members at a Special Membership Meeting; or
- Negotiating Committee declaration of support to start a strike on or after a specific date

**4.4. Access to Information:** The Strike Committee’s voting members shall have access to documents, information, records, mailing lists, membership lists, communication channels, bargaining proposals with the Employer, and other materials to conduct their duties.

- Access shall be provided to individual voting Strike Committee members promptly and as soon as practical after the making of a request for access.
- Strike Committee members shall respect privacy of CUPE 3912 and its members in the handling of information to which they are provided access, and shall not divulge that information, especially complete or partial lists of the membership to anyone who is not a member of the Strike Committee

#### **4.5. Communication with Membership:**

- The Strike Committee, through the communications sub-committee will support the communication of bargaining update information provided by the Negotiating Committee.
- The Strike Committee, through the communications sub-committee will support the communication of regular updates (e.g. weekly) on strike avert activities and if a strike is called, on strike activities.
- The bargaining unit Vice-President will provide individual Strike Committee members with appropriate access to relevant portions of applicable bargaining unit emailing or contact lists
- Financial Commitments: Where Strike Committee proposals involving CUPE 3912 financial resource are supported by the CUPE 3912 Treasurer and President, the Strike Committee shall be responsible to follow appropriate processes and to order and purchase strike-related materials and services. Where Strike Committee proposals involving CUPE National financial resources are supported by and coordinated with CUPE National, and are coordinated with the CUPE 3912 Treasurer and President, the Strike Committee shall be responsible to follow appropriate processes and to order and purchase strike-related materials and services.

### **5. Subcommittee Responsibilities and Powers**

All Subcommittees are subject to the same responsibilities and powers as the Strike Committee as a whole.

All subcommittee’s shall submit progress reports and meeting minutes to the Strike Committee, following all meetings. If major changes to the subcommittee responsibilities are to be made, they must be approved by a majority vote at a general membership meeting.

Specific responsibilities include:

#### **5.1. Administration**

- Developing strike policy and objectives

- Lead in securing space and schedule staff rotations for a designated strike headquarters (e.g. a re-purposed version of the current CUPE 3912 office)
- Ensure adequate accommodations and confidentiality for striking and non-striking members (including developing confidentiality protocols)
- Approval of the CUPE Form F: Daily Report
- Handling of Incident Report Forms and related documentation
- Prepare and maintain services (utilities, phones, email addresses, video cameras, printers and extra forms, contact lists/phone trees, etc.)
- Secure and prepare physical goods for strike purposes (traffic cones, tents/kiosks, first aid kits, COVID tests, garbage bags/cans, loudspeakers, picketing gear, etc.) in coordination with the Picketing Sub-Committee

## 5.2. Finance

- Elaboration and oversight of the various strike avert and strike activity budgets
- Support CUPE 3912 Treasurer with the opening and administration of a new designated CUPE 3912 strike pay bank account for the applicable bargaining unit members, including:
  - President, Treasurer, and appropriate Vice-President as signatories for strike pay cheques
  - Ordering of cheques and preparing them for signatures with appropriate paper trails
  - Coordinating with CUPE National on making deposits, ○ withdrawals, and oversight.
  - Coordinating with others to provide information for member questions concerning strike pay
  - Management of strike pay and related documentation
- Support CUPE 3912 Treasurer with the existing CUPE 3912 bank account for the applicable bargaining unit members, including:
  - Preparing committee proposals involving the potential use of CUPE 3912 financial resources. Proposals are to include descriptions of proposed activities, materials and services; responsible coordinator; timeline; intended financial resource(s) to be used; and proposed budget. Where proposals are supported by the CUPE 3912 Treasurer and President, the Committee shall be responsible to follow appropriate processes and to order and purchase strike-related materials and services.
  - Work with strike committee members, volunteers, vendors and suppliers such that the appropriate CUPE 3912 expense report information and format is being used

- Support CUPE National representative(s) with respect to CUPE National approved and supported Strike Avert and Strike Support activities, materials, supplies and services, that are a) being directly invoiced to CUPE National, and b) are being expensed or invoiced to CUPE 3912 in expectation of reimbursement to CUPE 3912 by CUPE National.
- Completion of regular audits of strike finance and resources
- Completion and approval of Daily Report Form F
- Be responsible to have financial records in sufficient detail and accessible for the purposes of an audit by CUPE 3912 Trustees and similar other persons.

### 5.3. Communications

- Preparation of regular (e.g. weekly) bulletins on strike avert activity and strike activities to update a) bargaining unit members , and b) the broader CUPE 3912 membership
- Development of strike slogans, posters, signage, and related media (overlap with picketing subcommittee)
- Coordination with the bargaining unit Vice-President on communications with bargaining unit members, and with the President on communications with CUPE 3912 members in general, media personnel, CUPE National inquiries (with the help of the CUPE National Representative), and other academic union locals and groups.
- Development of specific pre-approved statements to be distributed to members of the local, their immediate family, community (such as students), the public, and the media, which are available upon request.
- Ensure the consistency of messaging on picketing materials (buttons, signs, other swag), on the CUPE 3912 webpage (in conjunction with the Webmaster), and in interviews and statements to the media.
- Development of social media guidelines for members concerning the strike and related activities.

### 5.4. Picketing

- Select and appoint Picket Captains
- Complete the Picket Line Planning Tool
- Assemble picket captain kits and provide physical materials to picketers
- Organize and administer picket captain training

- Generate and circulate a picket schedule
- Develop specific media relations packets and protocols in conjunction with the Communications Subcommittee
- Develop law enforcement relations and scab relations packets and protocols
- Develop member-to-member and member-to-public conflict resolution protocols
- Develop protocols for dealing with scenarios where a member is in distress, requires first aid, and is undergoing an emergency. Ensure first-aid/CPR certified picketers are deployed on each rotation/shift.
- Harvest contact information for picketing phone trees and email chains. Update mailing lists accordingly.

## 6. Composition and Operation of Subcommittees

Unless otherwise stated, the following applies to every subcommittee:

### 6.1. Subcommittee Composition

- Each subcommittee will be led by a designated coordinator and a sub-coordinators. Members of each subcommittee will appoint one Coordinator and one Sub coordinator at the first meeting of each subcommittee. When vacancies occur, sub-committee members can vote to appoint new persons to the roles of Coordinator and Sub-coordinator.
- Members may service on more than one subcommittee, however no person shall hold more than one sub-committee coordinator position at the same time.
- Each subcommittee shall consist of a Coordinator, a Sub coordinator, and at least two additional voting members.
- The CUPE 3912 President and bargaining unit Vice-President may choose to be full voting members of any or all each subcommittee. They have a right to be at any committee meeting.
- The CUPE 3912 Treasurer is a full voting member of the financial sub-committee.
- Committee members shall be from among those nominated by the applicable CUPE 3912 Vice-President, and a) appointed or elected at the Special Membership Meeting, or at a General Meeting; or b) with the support of the full Strike Committee, appointed by the CUPE 3912 President, as a process authorized by members through a Special Membership Meeting.

## 6.2. Establishing Subcommittee Membership

- Committee members shall be from among those nominated by the applicable CUPE 3912 Vice-President, and appointed by the CUPE 3912 President, as a process authorized by members through a Special Membership Meeting. Some may be appointed at the Special Membership Meeting, and some may be appointed afterwards.
- An appointed or elected member of a specific Strike Subcommittee is considered to be a voting member of the larger Strike Committee as well as the specific Strike Subcommittee.
- To be nominated, potentially interested candidates must communicate to the bargaining unit Vice President, their preferred Strike Subcommittee positions, a short statement, and contact information.
  - To be nominated, members for the strike committee at a given institution must have held a valid contract as a part-time faculty, TA, marker, or demonstrator at that institution in the last 36 months.
  - There may be questions for the candidates asked via email. These may also be ahead of a Special Membership Meeting or General Meeting, if nominations are being made at such a meeting. There may not be time to have formal question periods during the elections.
  - The bargaining unit Vice President may consult with existing members of a sub-committee when considering to nominate a potential member.
- The bargaining unit Vice President may have a group of nominations to present at a Special Membership Meeting or a General Meeting. In that case, the bargaining unit Vice President can choose to have committee appointments made either individually or as a group, by a vote of members at that same meeting.
- The bargaining unit Vice President may have an individual or group of nominations outside of a Special Membership Meeting or a General Meeting. In that case, the CUPE 3912 President will consider each nomination, and may choose to make an appointment.

## 6.3. Subcommittee Operation

- Quorum: A majority of voting members are required to conduct business. Meetings cannot be held if less than half of the members are present.
- Meetings of subcommittees will follow Bourinot's Rules of Order.
- During votes and decision-making, the quorum rule will be followed.

- The chair of each meeting is the subcommittee coordinator. In their absence, the sub coordinator is responsible for chairing the meeting. No meetings will be held without either or both the coordinator or sub coordinator.
- Members of a subcommittee can be suspended or recalled at a Special Membership Meeting or General Meeting. On the recommendation of the sub-committee Coordinator and bargaining unit Vice President, the CUPE 3912 President can choose to suspend or recall a committee member.
- Voting subcommittee members who do not attend meetings and/or do not reply to communications for over a ten day period may be considered negligent in their duties. On the recommendation of the sub-committee Coordinator and bargaining unit Vice President, the CUPE 3912 President can choose to suspend or recall a committee member.
  - Replacements for these vacancies will occur via appointment as per section 6.2.

#### 6.4. Information Sharing and Transparency

- Inter-subcommittee communication is considered unrestricted.
  - Specific requested information should be made available within 2 business days.
- Subcommittees are to have reasonable timely access (e.g. within 2 business days) to documents, mailing lists, communication channels, bargaining proposals with the Employer, and any other material considered useful to fulfill their responsibilities.
- There shall be communication sub-committee coordination with the bargaining unit Vice-President on communications with bargaining unit members, and with the President on communications with CUPE 3912 members in general, media personnel, CUPE National inquiries (with the help of the CUPE National Representative), and other academic union locals and groups.
- Following a track record of coordination, there is an expectation that there will be some Subcommittee communications being directly made to the bargaining unit membership (e.g. social media responses, Twitter), without direct oversight or authorization by others.
- In 2023, subcommittee members from similar organizations representing CUPE 3912 members at Saint Mary’s University and at Mount St. Vincent University are encouraged to cooperate and be useful to each other.

### 7. Amendment or Revision of Document

Amendment or revision of this document may be made and adopted where the revised version is supported by a) a majority of the full Strike Committee; and the CUPE 3912 Executive on a motion moved by the bargaining unit Vice President and seconded by the CUPE 3912 President.