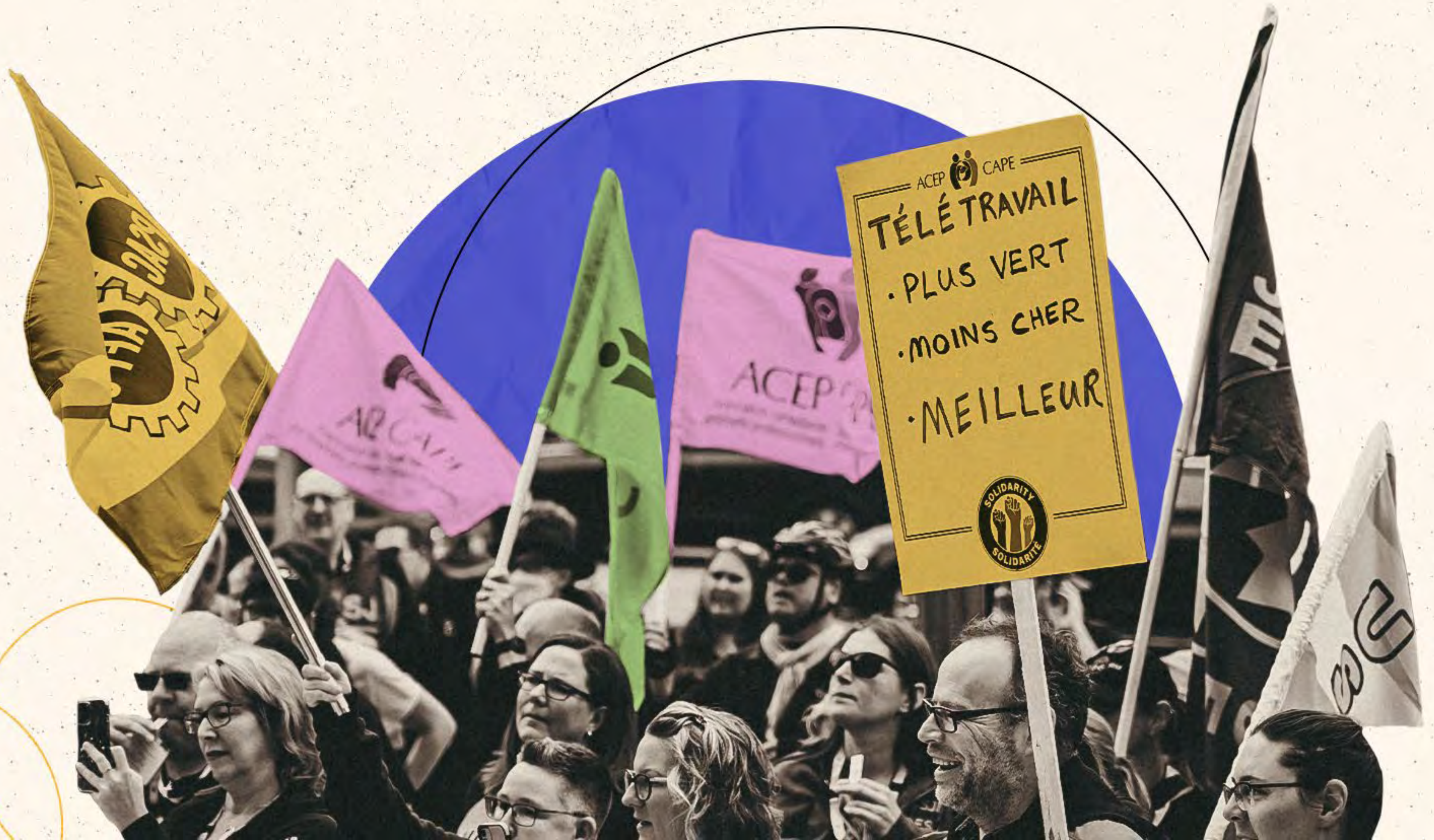


STRATEGIC PLAN 2024-26





Vision

CAPE members will exercise our collective power to win on the issues that matter to us.



Mission

To win a more just, safe, and healthy workplace, and to assert ourselves in the face of our employer, through member empowerment and organizing in an inclusive, transparent, and accountable union.



Values

We aim to build a union based on common values of:

- **Member empowerment**
- **Collective action**
- **Participatory democracy**
- **Integrity & transparency**
- **Equity, inclusivity, and accessibility**
- **Solidarity & social justice**

Goals

1

To provide CAPE members and federal public service workers with the knowledge, tools, and confidence they need to advocate, organize, and resist on issues that matter. To help CAPE members and federal public service workers identify and work on those issues, and to integrate CAPE into the broader labour movement.

2

To run supermajority, effective campaigns through a common front approach.

3

To build trust in our union and show leadership in the broader labour movement.

4

To win telework rights and other material improvements in our lives through member engagement and empowerment.

Priority Areas

Our long-term vision for CAPE is that of a union that equips and empowers members to self-organize, run strong campaigns, and win meaningful changes on key issues – for CAPE members, for the federal public service, and for the broader labour movement. We envision a union built on confidence and hope – in ourselves as a collective, in our union, and in the possibility of change.

Over the next three years, we will work to realize this vision by:

- Organizing to get substantive wins at the bargaining table on key issues for our membership.
- Building a new union structure and culture.

To become a union that is capable of winning, we must change CAPE’s structure and culture. To change CAPE’s structure and culture, we must organize, fight, and win on the specific issues that matter to our members. The two must take place in parallel and in conversation, with member activity

informing structural change, and structural change meeting the evolving needs of member activity.

With reference to **building a new union structure and culture**, CAPE will systematically and strategically prioritize its activities under two headers:

- 1. Member engagement:** increasing the breadth, depth, and diversity of avenues for members to take action through and ownership of their union.
- 2. Structural change:** reforming existing structures or instituting new structures to promote, facilitate, and institutionalize member organizing.

These priority areas will guide CAPE’s transition from a top-down service organization based on representation, into a democratic and active vehicle for member organizing that will increasingly result in effective campaigns and meaningful wins.

This prioritization reflects an organization in a process of change:

- In the short term, CAPE will focus its resources on establishing and strengthening avenues of and vehicles for drastically increased member involvement.
- In the medium term, CAPE will permanently institutionalize participatory structures and a culture of member ownership over the union, democracy, and transparency.

In the long term, as set out above, our vision is to become a union where priorities at the bargaining table and elsewhere are democratically determined by its membership, and where resources are at the disposal of self-organizing members who work in cooperation with other public service unions for major wins.



Priority 1:

Member Engagement

CAPE's leadership and head office is committed to the following operational and short-term changes, to expand member engagement while supporting CAPE in winning on key issues and building member confidence for structural change:

- Initiate and support rank and file organizing around specific issues or campaigns such as Phoenix and telework.
- Facilitate the formation of equity caucuses to support the organizing of members from equity-seeking groups.
- Provide regular organizer training for stewards, local leaders, and rank and file members on caucuses, working groups, and inter-union committees.
- Provide direction, guidance, and structural support on inter-union collaboration, to empower members to build relationships and engage in initiatives with other unions.
- Implement empowered stewards and locals model, equipping leaders on the shop floor to define effective and strategic solutions to workplace issues.

The implementation of these priority actions will inform the specifics of structural changes, to ensure that CAPE's longer-term institutionalization of member participation reflects member activity and evolving workplace realities.



Priority 2:

Structural Changes

Structural changes will enable CAPE to work member participation and activity into the organization's DNA. These changes will support the vision of a union of and for the membership – one that operates on a democratic basis, rather than on an arm's-length service and representation model – and they will also ensure long-term accountability of the union and of elected leadership to union rank and file.

In the medium and long term, CAPE's leadership and head office is committed to the following categories of structural change that will support our vision:



Democratic Union

Institutionalize structures of member-driven decision-making and priority-setting for the union:

- General membership meetings with binding resolutions
- A delegated convention model to enable greater influence from local leaders
- Open bargaining
- Participatory budgeting
- Constitutional role of rank and file from equity-seeking groups in setting bargaining priorities

Empowered Locals

Permanently institutionalize a model of empowered locals and stewards.

- Put resources permanently at the disposal of locals, including training, infrastructure, administrative support, points of liaison, assignment of staff to support on shop floors
- Create permanent structures to ensure locals are self-sufficient, essential to members, and credible organizing vehicles

A Common Front

Co-develop permanent structures of cooperation and solidarity with the other federal public service unions.

- Institutionalize vehicles for joint campaigns and inter-union organizing
- Define and enact a common front bargaining approach
- Set out strategic approach to removing major barriers to inter-union cooperation in the federal public service context, including legislation

Effective Leadership

Restructure the National Executive Committee (NEC) to better reflect the roles and responsibilities of an elected political leadership of an organizing union:

- Ensure staff accountability and responsiveness to member needs and initiatives via the NEC, reducing the concentration of power in the President's Office
- Define structures for divisions of responsibility and booked-off roles for elected leaders



CAPE will enact these priorities by means of:

- Setting clear, transparent direction for operational branches of the organization and ensuring accountability to members.
- Introducing new bylaws and policies and modifying existing ones.
- Passing necessary constitutional changes at CAPE's yearly Annual General Meetings.

Key Issues

CAPE's organizational changes will be implemented in conversation with the development and rollout of campaigns and organizing on key issues that are impacting our members. Campaigns will be developed on an inter-union basis that is conscious of our collective power as federal public service workers with shared challenges and issues.

Key campaigns and initial goals include:

- **Phoenix:** Win a new damages agreement and ensure all future pay simplification processes are included in bargaining to ensure oversight and accountability.
- **Telework and Return-to-Office (RTO):** Win telework rights in collective bargaining and transparency on all RTO processes and criteria.
- **Accessibility, Health and Safety:** Win safe, healthy, accessible workspaces across the contexts of work-from-home, Workplace 2.0, and aging GC physical workplaces, both inside and out of the NCR.

- **Interpreters' Campaign:** Defending interpreters' right to work safely at all times in a hybrid environment.
- **Austerity and Workforce Adjustment:** Protect members against workforce adjustments and other attacks on our interests fueled by austerity, including attacks on pensions and benefits.
- **Equity Crises in the Workplace:** Ensure employer accountability to members in living up to equity obligations and commitments.

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