

MRSA 2022 – 2025

Strategic Plan:

Solidarity

Empowerment

Excellence in Leadership

MRSA[▶]

MRSA 2022 – 2025 Strategic Plan

On June 15 2022, the MRSA Executive Board and committee members met to review the current strategic plan and discuss our next strategic plan. Thank you to everyone who participated, whether it was through a survey or in person — your voice and participation matters!

The MRSA Executive Board determined that three major concepts will guide our strategic approach over the next three years. While these are conceptual goals, the MRSA Executive determined these goals by considering the aspirations of what we can do for our membership, and how we can grow as a Union and improve our community in the coming years.

Solidarity – this means building community, both by improving connections with our members, as well as within the university and broader union movement. This means building upon our understanding of equity, diversity and inclusion to create a welcoming environment for our members and between our members. This means building stronger connections within our membership so that our members are proud of our activities and efforts supporting their interests, and understanding that we are able to achieve more if we work together.

Desired outcome – that our members will have a stronger sense of community, pride and value in the MRSA. To increase MRSA engagement with union affiliates/stakeholders. To complete an assessment of the strength of MRSA for job action opportunity, with the goal to assess possible ways to increase the strength of the MRSA within MRU. That general meetings, and other engagement opportunities, attract a significant number of members.

Measurables – to conduct a follow-up survey that assesses our membership engagement, and determine potential interests and actions to pursue in order to increase bargaining unit strength. Attendance reporting.

Empowerment – this means ensuring our members are educated and empowered to self-advocate in their workplace for better terms and conditions of employment and daily aspects of their work lives. This means building our members' knowledge of their collective agreement, legislation and union awareness in order to feel confident and capable to self-advocate and make use of the resources available.

Desired outcome – more members taking educational programming both for personal development and employment knowledge. That more members are accessing processes to resolve issues, by utilizing LRO support, OHS support, complaints, and grievances. That the MRSA has improved the overall working conditions for its members.

Measurables – Number counts for attendees at educational activities. Contact counts for LRO access. Successful ratification of the next collective agreement(s), including meeting the mandate(s) set by members, wherever possible.

Excellence in Leadership – this means building our leaders' knowledge and experience to provide guidance, so that our MRSA leaders are not just sustainable and effective, but also able to enhance opportunities to support our members. This means providing strong governance, being transparent and accountable, and working with integrity for the best interests of our members. This means our leaders are able to express the MRSA's impact for the betterment of our members.

Desired outcome – improved participation within MRSA roles. Increased educational opportunities for board and committee members. Continued review and improvement of organizational documentation. Continued efforts by the board to ensure transparency and accountability for members.

Measurables – multiple expressions of interest/elections for available/vacant positions on both the MRSA Executive Board and committees. Formal MRSA board and committee onboarding orientation, and succession plans to support business continuity and Association sustainability, and additional resources created and made available to the membership. Impact analysis of dues 'investment' for members.

In addition to these three goals/objectives, we will continue to work on communication efforts to enhance and improve our member's experience with MRSA.

MRSA Committee participation in strategic planning:

Through the process of strategic planning we have also asked our committees to provide an action plan for how they can assist the MRSA to achieve and improve upon our strategic goals. We learned that many of the things that our committees are already doing align with, and continue to improve upon these conceptual goals. Here is a brief summary of the action plans of the work of our committees.

Audit and Finance Committee:

Strategic Focus – Excellence in Leadership

Goal – to improve and complete policy and procedure documents, to ensure continuity and sustainability and to ensure transparency

Activities:

- Policy Development and review
- Streamline financial reporting process
- Start long term budgeting process
- Clarify Reserve fund policies

Measurable outcomes:

These activities have varied timelines, generally to be completed within the 2022/23 fiscal year.

Governance Committee:

Strategic Focus – Solidarity, Empowerment and Excellence in Leadership

Goal – To have an up-to-date and relevant Constitution for our context and realities. To ensure that we have necessary and relevant policies and procedures, so that our members know how, when, and who to engage with, and that they can become more involved.

Activities:

Constitutional review – to ensure our constitution is not discriminatory, is clearly articulated, and supportive of our membership engagement, solidarity and empowerment

Review of policies and procedures for operational effectiveness.

Measurable outcome:

Constitutional amendments to be completed and approved by the membership by the General Meeting

Policy and Procedure review is ongoing, with several improvements made already and continuing through the 2022/23 year

Labour Relations Committee:

Strategic Focus – Empowerment and Solidarity

Goal – That members feel empowered to know and exercise their rights, and influence improvements in their workplace.

Activities:

Continued Educational opportunities for members — focusing on employee rights, entitlements and benefits

MRSA member orientation

Coffee chats for general updates and check-in with membership

Measurable outcomes:

Increased/new members attending educational sessions

Increased contacts for general and LRO support

Labour Relations Committee/Collective Bargaining Committee:

Strategic Focus – Empowerment and Solidarity

Goal – To ensure collective agreement changes have a positive impact on our members, and to prepare for ongoing improvements.

Activities:

Review of current collective agreement and comparative analysis of other collective agreements

Review of member access to compensation benefits of collective agreement

Measurable outcome:

Create a report that compares MRSA to other collective agreements, and create proposals to improve collective agreement provisions for the next round of negotiations

Education, Development and Training (EDT) Committee:

Strategic Focus – Empowerment and Excellence in Leadership

Goal – Increased member understanding of EDT application process so that members can realize this benefit fully. To increase interest in the EDT committee.

Activities:

Lunch n'learns offered

Corrections/improvements to EDT policy to ensure it is non discriminatory and in alignment with the collective agreement

Recruitment to EDT committee positions

Measurable outcomes:

Increased Members accessing EDT and using the full benefit of this and other educational funds available

Policies are made available and communicated to members in early 2023

New members joining the committee

Social Committee:

Strategic Focus – Solidarity

Goal – Improving connections with members, with each other and the MRSA Executive. Engaging with members who haven't previously participated in Social Committee events

Activity:

Creation of various events and activities that create diverse opportunities for engagement

Conducting a survey to determine participation

Measurable outcome:

Increased number of members attending events and survey respondents

Due to changes in committee composition, the Communications Committee and the Professional Development Committee were unable to prepare an action plan for this report. As they reformulate, they are working towards building their own action plans for the year(s) ahead.

The MRSA is grateful for the innumerable hours that the members of our committees have given to help support a better workplace for you and all of us!

Conclusion:

The MRSA's Strategic Plan is not static. We will continue to review the most important issues and interests that we hear from our members and to engage in ongoing strategic thinking, in alignment with these strategic concepts. Work has already begun on all of these activities and we look forward to presenting to you, our members, with more information on our progress.