



BRITISH  
COLUMBIA  
**PUBLIC  
SCHOOL  
EMPLOYERS'  
ASSOCIATION**

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**STRATEGIC PLAN**  
2023 - 2025

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# VISION & MISSION

## **Vision:**

An inclusive and thriving BC public education sector with a workforce that fosters student success.

## **Mission:**

BCPSEA provides trusted sectoral leadership in labour relations and human resources by working together with school districts, partners and stakeholders to ensure the success of the public education system.

# CORE VALUES

## **Accountability:**

We set high standards for ourselves in the conduct of our work and we lead by example in promoting respect, inclusion and integrity.

## **Service Excellence:**

We are school district-focused, working to enhance the efficiency, effectiveness, credibility, and success of the public education system.

## **Collaborative Leadership:**

We lead collaboratively and collegially with school districts, government, partners, stakeholders, and rightsholders to provide high-quality, comprehensive support for BC's boards of education.

## **Trusted Expertise:**

We are the leading voice and trusted advisor in providing valuable, reliable, and timely advice on challenges and opportunities in labour relations and human resources.

## **Adaptability:**

We are committed to continuous improvement for the current and future human resources needs of school districts. We use best practices and listen to our stakeholders to adapt quickly to evolving circumstances across the sector.

# MANDATE

As the employers' association for the BC public education sector, BCPSEA is the accredited labour relations bargaining agent, and provides a wide range of human resources and labour relations services to public boards of education.

## **Our statutory mandate, as outlined in the Public Sector Employers Act is to:**

- A.** coordinate compensation for employees not subject to collective agreements;
- B.** coordinate benefit administration;
- C.** coordinate human resources practices;
- D.** coordinate collective bargaining objectives;
- E.** foster consultation between BCPSEA and representatives of employees;
- F.** assist the Public Sector Employers' Council (PSEC) Secretariat in carrying out any objectives and strategic directions established by the council for the employers' association.

# RESPONSIBILITY

As the employers' association, we hold responsibility in the following four key areas:

## 1. Labour Relations:

Providing timely and effective labour relations advice and services to boards of education, including:

- Day-to-day labour relations advice;
- Collective agreements interpretation;
- Grievance/arbitration case management; and
- Specialized education and training.

## 2. Collective Bargaining:

- Determining and promoting collective bargaining objectives for the public education sector;
- Negotiating with the British Columbia Teachers' Federation for a provincial teachers' collective agreement covering the 60 public boards of education;
- Negotiating with the CUPE K-12 Presidents' Council and Support Staff Unions for a provincial framework agreement for support staff collective bargaining;
- Providing guidance, assistance, resources and coordination to bargaining between boards of education and unions for 62 teacher and 69 support staff local tables;
- Coordinating with the PSEC Secretariat, the Ministry of Education and Child Care, and other key partners to ensure alignment with the public sector bargaining mandate; and
- Supporting implementation of newly negotiated collective agreement language.

# RESPONSIBILITY

## 3. Human Resources:

- Promoting effective human resources policies, programs and practices that contribute to more efficient administration and delivery of the public education system;
- Leading and coordinating the exempt compensation system for employees not subject to collective agreements (management and exempt staff); and
- Coordinating employee benefits at the sector-level to provide relevant, effective, and cost-effective coverage options for school districts.

## 4. Sectoral Leadership:

- Leading the public education sector to address labour market trends and demands for the maintenance of a sustainable, qualified and productive workforce;
- Facilitating the development and implementation of public policy through advice to government and services to school districts, and providing insight and advice on the labour relations and human resources implications of legislative and policy initiatives; and
- Identifying sector-level issues of concern, and developing and executing solutions in partnership with stakeholders.

# GOALS & OBJECTIVES

GOAL 1

Sectoral Leadership & Service Excellence

GOAL 2

Stakeholder & Partner Relations

GOAL 3

Effective Resource Management & Sustainable Operations

GOAL 4

Equity, Diversity & Inclusion

GOAL 5

Reconciliation



# GOAL 1:

## Sectoral Leadership & Service Excellence

Be the leading voice in the sector by providing key support, advice, and professional learning to school districts on labour relations and human resources services.

### Objectives:

1A) Effectively lead provincial collective bargaining for the public education sector.

1B) Support local collective bargaining for the public education sector.

1C) Increase our connection to school districts by enhancing transparent and accessible services and engagement opportunities.

1D) Anticipate and be proactive in addressing emerging employer and workforce changes, challenges and needs.

1E) Develop a targeted plan to help address challenges of recruitment and retention across the province that accounts for evolving sector needs.

1F) Provide leadership on Labour Relations and Human Resources professional development for the public education sector, including EDI, Reconciliation, and anti-racism.

1G) Build BCPSEA's profile through sharing successes and providing clear messaging on BCPSEA's core services and activities.

# GOAL 2:

## Stakeholder & Partner Relations

Collaborate meaningfully with key stakeholders and partners to support BC's public school system and workforce.

### Objectives:

**2A)** Develop a shared understanding of BCPSEA's stakeholders, rightsholders, partners and relationships. Clarify roles, responsibilities, accountabilities, and authorities, and identify areas of opportunity to deepen relationships and support stakeholder goals.

**2B)** Regularly conduct meaningful member consultations to understand core needs and ensure stakeholders are heard and centered as part of BCPSEA's work.

**2C)** Build robust, trusting, and engaged two-way information sharing and collaboration with school districts and boards.

**2D)** Build robust, trusting, and engaged two-way information sharing and collaboration with government.

**2E)** Build robust, trusting, and engaged two-way information sharing and collaboration with partners and stakeholders, including unions and employee associations in the public education sector.

# GOAL 3:

## Effective Resource Management & Sustainable Operations

Maximize efficiency through accountable resource management and sustainable internal systems.

### Objectives:

3A) Implement a planned approach to train, onboard and support BCPSEA staff and board members.

3B) Develop effective internal systems and processes and invest in in-house resources, including IT systems.

3C) Collaborate with government ministries and other partners to increase resources for support to school districts.

3D) Engage in sound fiscal management to strategically target and allocate resources to maximize benefits to school districts.

3E) Provide professional development to support excellence among BCPSEA staff and board members.

# GOAL 4:

## Equity, Diversity & Inclusion

Embed EDI throughout BCPSEA and champion EDI initiatives across school districts.

### Objectives:

4A) Ensure diverse sector involvement in BCPSEA EDI priorities and actions.

4B) Develop transparent and clear internal EDI processes for BCPSEA board members and staff.

4C) Better understand the EDI landscape in BC's school districts.

4D) Engage in training opportunities for BCPSEA staff, and support training at school districts, around key topics of anti-racism, anti-oppression, and more.

4E) Engage in deep learning and listening with other external and internal organizations that are experts in championing this work and that have implemented best practices.

# GOAL 5:

## Reconciliation

Embed Reconciliation considerations throughout BCPSEA.

### Objectives:

5A) Understand and act upon our obligations to the Truth and Reconciliation process.

5B) Develop internal processes around Reconciliation and ensure their successful implementation.

5C) Engage in training opportunities for BCPSEA staff around key topics of truth, decolonization and Reconciliation.

5D) Develop strong relationships with Indigenous partners to advance Reconciliation efforts across the sector.



We would like to recognize and share gratitude for the support of Roots & Rivers Consulting who stewarded the development and refinement of our strategic plan.