



STRATEGIC PLAN

2026 - 2030



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GUIDING PRINCIPLES FOR OUR ACTIONS



Reconciliation

We are committed to advancing Reconciliation by upholding Indigenous rights, fostering respectful relationships, and embedding the principles of the Declaration on the Rights of Indigenous Peoples Act (DRIPA) and the United Nations Declaration on the Rights of Indigenous Peoples into our employment policies, practices, collective agreements, and governance frameworks. We recognize FNEESC as our partner in this work.



Diversity, Equity and Inclusion

We support boards of education in advancing diversity, equity and inclusion by providing guidance, resources and best practices that help build representative workforces, remove systemic barriers, and embed inclusive approaches in human resources and labour relations practices, ensuring schools reflect and care for the students they serve.

OUR MANDATE

Our statutory mandate, as outlined in the *Public Sector Employers Act*, is for BCPSEA:

A. to coordinate the following amongst its members:

- | | |
|--|--------------------------------------|
| i. compensation for employees who are not subject to collective agreements | ii. benefits administration |
| | iii. human resource practices |
| | iv. collective bargaining objectives |

B. to foster consultation between the association and representatives of employees in the sector

C. to assist the Public Sector Employers' Council, established under the *Public Sector Employers Act*, in carrying out any objectives and strategic directions established by the Public Sector Employers' Council

D. to act as the accredited bargaining agent for the Association's members, as prescribed by the *Public Education Labour Relations Act*

LEGISLATIVE FRAMEWORK

Budget Transparency and Accountability Act

Canadian Charter of Rights and Freedoms

Declaration on the Rights of Indigenous Peoples Act

Employment Standards Act

Freedom of Information and Protection of Privacy Act

Human Rights Code

Labour Relations Code

Personal Information Protection Act

Public Education Labour Relations Act

Public Sector Employers Act

School Act

Teachers Act

Workers Compensation Act



VISION

Public education in British Columbia is inclusive and thriving with a workforce that fosters success for each student.

MISSION

BCPSEA provides trusted leadership in labour relations and human resources to boards of education.

VALUES

Service

We enhance the effectiveness of labour relations and human resources practices by working with boards of education to proactively and promptly respond to their evolving needs.

Expertise

We provide reliable and strategic expertise that enables informed decision-making for boards of education, government and our partners.

Engagement

We continuously and purposefully collaborate with boards of education and partners to ensure their voices are reflected in our work.

Leadership

We act strategically in leading provincial labour relations and human resources. We set high standards for ourselves and uphold integrity and accountability in our work.



GOALS & OBJECTIVES

Strategic Collective Bargaining

Proactive Labour Relations

**Transparent Executive and
Exempt Staff Services**

**Progressive Human Resources
Services**

**Robust Relationships and Effective
Communication**



GOAL: Strategic Collective Bargaining

Develop strategic negotiation plans and take bargaining action to achieve collective agreements that align with government direction, boards of education operational priorities, and workforce needs.

Objectives

Establish robust consultation, collaboration and information sharing processes with boards of education, leadership staff and government – both prior to and during bargaining.

Create and implement long-term strategic plans for both provincial and local collective bargaining for teachers and support staff.

Align provincial bargaining strategies and processes with local bargaining strategies and operations.

Support the standardization of provincial and local collective agreements through common language and best practices.

Proactively plan, develop resources, and provide strategic advice for local bargaining.

Modernize information and data systems and incorporate enhanced information and data analysis for effective collective bargaining.



GOAL: Proactive Labour Relations

Build sector-wide labour relations expertise by equipping boards of education with trusted advice, practical guidance and adaptable training that reflects the evolving nature of public education.

Objectives

Provide highly responsive and technically proficient labour relations advice, expertise and services to boards of education.

Develop proactive labour relations strategies and actions that support local labour relations and collective bargaining.

Identify, monitor and strategically respond to emerging labour relations issues, new government policies and legislation, and labour relations challenges and opportunities.

Enhance respectful and productive relationships with provincial unions and support boards of education and leadership staff with local union relationships.

Improve information sharing and collaboration with boards of education and leadership staff on provincial and local labour relations issues.

Manage the Coordinated Labour Arbitration Support Services (CLASS) program effectively, ensuring cost-efficiency, positive impact, and long-term sustainability.

Provide effective job evaluation advice and expertise at the provincial level for unionized support staff positions across the sector.



GOAL: Transparent Executive & Exempt Staff Services

Establish and support boards of education with transparent and equitable executive and exempt staff compensation policies and practices.

Objectives

Lead and coordinate sector executive and exempt compensation policies and practices, ensuring alignment with PSEC Secretariat guidelines and human resources best practices.

Ensure clarity and consistency in exempt total compensation frameworks through comprehensive resources, training and effective communication.

Collaborate with boards of education, leadership staff, and partner associations to identify and address relevant and emerging executive and exempt compensation related issues.

Provide direct advice, resources and training to boards of education and leadership staff on job evaluation and terms and conditions of employment for executive and exempt positions.



GOAL: Progressive Human Resources Services

Provide proactive human resources support through practical tools, training, advice and centralized services that enable boards of education to attract and retain an engaged and productive workforce.

Objectives

Develop and deliver human resources, labour relations and collective bargaining training and resources for boards of education and their leadership and human resources staff.

Create networks of human resources staff across the sector to improve communication and collaboration.

Work with boards of education, leadership staff, government and partners on occupational health and safety issues of provincial significance and promote standardized local practices through training and resources.

Provide advice, resources and training on wellness, mental health, psychological safety, and trauma-informed wellness practices.

Improve the job board platform to enhance applicant tracking, data analysis, user experience, and the effective recruitment, selection and retention of employees.

Work with FNESE to improve the recruitment and retention of First Nations teachers and staff.

Develop recruitment and retention strategies in collaboration with the sector to support effective local recruitment, selection, representation and retention for all school districts.

Support the implementation of the Ministry of Education and Child Care's workforce planning initiatives.



GOAL: Robust Relationships & Effective Communication

Build resilient, trust-based relationships and deliver clear, timely and strategic communications that enhance provincial and local decision-making and strengthen sector-wide collaboration.

Objectives

Deepen the understanding of BCPSEA's role among boards of education, leadership staff, partner organizations, and government.

Expand and strengthen external connections with government, boards of education, leadership staff and partners such as BCSTA, BCSSA, BCASBO, and BCPVPA.

Increase BCPSEA's responsiveness to boards of education, leadership staff, partner organizations, and government by actively listening to concerns and feedback.

Conduct regular outreach and meaningful member consultations to understand core needs, ensure members are heard and centred in BCPSEA's work and gather insight to improve delivery of BCPSEA's mandate.

Strengthen our partnership with the First Nations Education Steering Committee (FNESC).

Strengthen our connection and dialogue with other Indigenous groups.

Engage in proactive and regular dialogue with government representatives to ensure public education collective bargaining, labour relations and human resources matters, including boards of education operational challenges, are addressed in new provincial government policies and initiatives.

Ensure regular, timely and clear communication with boards of education, leadership staff, partners, and government about BCPSEA's work.



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