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18.6 – Ontario Public Service (OPS) Bargaining Procedures

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1 Bargaining Better Contracts:

OPSEU's OPS bargaining procedures

- 1.1. OPSEU's fundamental goal in collective bargaining is to improve the wages and working conditions of its members.
- 1.2. Collective bargaining is a continuous cycle with three main (and overlapping) phases. The enforcement phase is continuous. The demand-setting phase occurs in the year prior to negotiations. The negotiations phase extends from the election of the bargaining teams to the final signing of the ratified collective agreement. The purpose of these Ontario Public Service (OPS) bargaining procedures is to guide members by providing clear goals, roles, and rules for each phase of the cycle.
- 1.3. These procedures apply to all members in all bargaining categories in the OPS.

2. Roles and Structures

2.1. The members

The power to set the union's overall bargaining agenda rests with the members at the local level. All members are expected to participate actively, through their local, in all phases of the bargaining cycle.

2.2 The locals

Locals with members in the OPS are responsible for ensuring that all members participate in each phase of the bargaining cycle. This includes members in all bargaining units in the local regardless of job status¹.

2.3 The Bargaining Teams

- 2.3.1. OPSEU members in the OPS are represented in the negotiations phase by two elected bargaining teams: the Central/Unified team, and the Corrections team.
- 2.3.2. The Central/Unified team bargains central issues for all members of all OPS bargaining categories. These include, but are not limited to, pensions, classification systems, employment equity, and pay equity.
- 2.3.3. The Central/Unified team bargains category issues, such as wages, for these categories: Administrative; Institutional and Health Care; Office Administration; and Technical/Operational and Maintenance. The Corrections team bargains category issues for the Corrections category.
- 2.3.4. To be elected to an OPS bargaining team, a member must have been an OPSEU steward for at least six months prior to his or her election.
- 2.3.5. The Central/Unified team shall consist of 15 OPS members, elected as follows:

¹ The five bargaining units (commonly referred to as "categories") are Administrative, Correctional, Institutional and Health Care, Office Administration, and Technical/Operational and Maintenance. "Job status" means members' status as full time classified, regular part time classified, full time unclassified, part time unclassified, seasonal or student workers.

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- one member elected to represent each OPSEU region;
 - one member elected to represent each of these categories: Administrative; Corrections; Institutional and Health Care; and Technical/Operational and Maintenance;
 - two members elected to represent the Office Administration category;
 - one member elected to represent unclassified members; and
 - one member elected by and from the Central Enforcement and Renewal Committee.
- 2.3.6. The Corrections team shall consist of seven members, with one member elected to represent each OPSEU region.
- 2.3.7. The president of OPSEU or his or her designee is recognized as a member of all bargaining teams and shall participate in bargaining when necessary.
- 2.3.8. The Central/Unified team will elect, from among its members, a chair and a vice-chair. The Corrections team will elect, from among its members, a chair and a vice-chair.
- 2.3.9. The Central/Unified team chair and the Corrections team chair shall:
- chair all meetings of the team;
 - authorize (along with the president of OPSEU) all reports on negotiations from the team to the members; and
 - be responsible for the orderly conduct and discipline of the team.
- 2.3.10 To assist the unclassified representative(s) on the Central/Unified team, a working group of unclassified members shall be formed. The group shall include elected regional unclassified representatives, who shall foster communication between unclassified members and the bargaining team and help mobilize unclassified members in support of the team. The OPS negotiations budget shall provide adequate funds for the effective mobilization of unclassified members.
- 2.3.11 Elected alternates only sit on bargaining teams if the regular member is permanently unable to continue or (in the case of a Corrections team member) is elected to the Central/Unified bargaining team. The same rule applies to the replacement of the first alternate by the second and the second by the third. If the member being replaced was the chair or vice-chair of a team, the alternate does not automatically assume that position.
- 2.4. The Area Co-ordinating Groups (ACGs)**
- 2.4.1. During the negotiations phase, locals within a geographical area shall work together to support each other and the bargaining teams throughout the bargaining process. Locals shall form “Area Coordinating Groups” (also known as “clusters”) to do this work.

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- 2.4.2. Each ACG shall consist of bargaining team alternates and OPS local presidents (or their designees) from the area, and the Executive Board Members from the region.
- 2.4.3. Assigned staff and Executive Board Members from the region shall provide help, support, and direction to the ACGs as needed.
- 2.4.4. ACGs will work with the Provincial Coordinating Group to ensure fast, accurate, two-way communication between local mobilizing committees and the bargaining teams.
- 2.4.5. During the enforcement phase, ACGs may also be called on to assist with enforcement campaigns led by the Central Enforcement and Renewal Committee.

2.5. The Provincial Coordinating Group (PCG)

- 2.5.1. During the negotiations phase, the president shall establish a Provincial Coordinating Group to coordinate member mobilization in support of the bargaining teams. The PCG will be established after the teams have been elected but no later than after one negotiating session between the union and the employer.
- 2.5.2. The PCG is responsible for providing overall strategic direction and making decisions around member activities during the negotiations phase. The PCG will be made up of:
 - a) The President and First Vice-President/Treasurer of OPSEU;
 - b) The chairs and vice-chairs of the bargaining teams;
 - c) Staff and additional members as assigned; and
 - d) Executive Board Members as assigned.
- 2.5.3. The PCG shall be chaired by the president of OPSEU or his or her designee.
- 2.5.4. The chairs of the Central/Unified team or the Corrections team will have the authority to call a meeting of the PCG at any time during the negotiations phase. Neither chair shall have the authority to veto a meeting once called.

2.6. The Enforcement and Renewal Committees

- 2.6.1. Improving the wages and working conditions of members is not limited to the negotiation of new collective agreements. Contract enforcement is a vital part of the union's work. In addition, issues may arise that are not covered by the collective agreement, e.g., shift schedules, local details of compressed work week arrangements, and so on. It is the job of OPSEU's Enforcement and Renewal Committees to enforce the collective agreement, help identify needed improvements, and negotiate with the employer on issues outside the scope of the existing contract.
- 2.6.2. In negotiations with the employer, Enforcement and Renewal Committees may not propose or agree to any measures that conflict with the collective agreement.
- 2.6.3. The CERC is recognized as the central leadership group for members in the OPS bargaining unit. Notwithstanding this, the CERC shall take direction from the bargaining teams on issues relating to contract negotiations during the negotiations phase.

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- 2.6.4. The role of ERCs is further discussed in Article 16 of the OPS collective agreement, where they are referred to as “Employee Relations Committees.”

3. The Bargaining Timeline

3.1. Introduction

- 3.1.1. As a general goal, OPSEU bargaining teams shall work to achieve a new collective agreement prior to the expiry of the existing one.
- 3.1.2. During demand setting and negotiations, OPSEU members and staff shall follow the steps outlined in the OPS bargaining timeline (Appendix 1). Where employer actions affect this timeline, staff and bargaining teams shall use their discretion to achieve the goals set out in these procedures.
- 3.1.3. Enforcement of the collective agreement is an ongoing union activity. It happens prior to, during, and after the demand-setting and negotiations phases of the bargaining cycle.
- 3.1.4. Prior to the start of demand setting, all OPS locals shall conduct a canvass of all worksites to record the number of members in each, the type of service provided to the public, the job status of members, the number of new members, the number of grievances filed in the worksite, and other information that may aid in the negotiation of the new contract.

3.2. Preparation for demand setting

- 3.2.1. At least twelve months before the contract expires, OPSEU provincial committees and staff shall provide their written input, to the Research unit, on issues needing resolution in the upcoming round of bargaining.
- 3.2.2. At least nine months before the contract expires, OPSEU Research and Communications staff shall prepare a report on the bargaining climate and key contract enforcement issues, as well as a demand setting survey for use by the locals.
- 3.2.3. The purpose of demand setting is to enable members to set the union’s priorities for the new collective agreement. No later than seven months before the contract expires, the chair of the Central Enforcement and Renewal Committee and the president of OPSEU shall write to OPS locals to instruct them to conduct a survey of their membership and hold a demand setting meeting. The report on the bargaining climate and key contract enforcement issues (Article 3.2.2.) and the demand setting survey (Article 3.2.3.) shall accompany the letter.
- 3.2.4. Where required, OPSEU Local Servicing Representatives shall provide demand setting training to locals.

3.3. The Demand Setting Survey and the Local Demand Setting Meeting

- 3.3.1. Six to eight months before the contract expires, locals shall distribute the demand setting survey to every member, accompanied by official notice of the local demand setting meeting. Local stewards, supported by their Local Servicing Representative (LSR), shall meet with members to discuss bargaining issues and help members complete the survey. Completed surveys shall be returned to the local and tabulated prior to the demand setting meeting.

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- 3.3.2. In the first two weeks of the fourth month before the contract expires, each local with OPS members shall hold an OPS demand setting meeting. The union will provide locals with a copy of the OPS bargaining procedures, meeting facilitation notes, report-back forms, Special Case Wage Adjustment forms, instructions on how to elect delegates to the Regional Bargaining Conference, and local mobilizing committee information. LSRs shall assist locals to ensure the demand setting meetings are well attended and effectively run.
- 3.3.3. Quorum for local demand setting meetings shall be as specified in Article 29.8.2. of the OPSEU Constitution, based on the number of OPS members in the local. No quorum is required for the category meetings described in Article 3.3.5.
- 3.3.4. At the local demand setting meeting, the local shall first meet as a whole for a general discussion of the bargaining environment and union issues for bargaining. The local shall present a summary report of the results of the local demand setting survey.
- 3.3.5. The meeting shall then break into bargaining categories, each of which shall:
- a) Discuss category issues, including wages and special case wage adjustments;
 - b) Set bargaining priorities; and
 - c) Elect delegates and alternates to represent the category at the regional bargaining conference, according to the convention formula, except that the local president is not an automatic delegate from his or her category.
- 3.3.6. Members wishing to stand for election who are unable to attend the meeting must provide a signed letter confirming their willingness to stand. A copy of such letter must be included with the local minutes.
- 3.3.7. All delegates must be elected by a majority (more than 50 per cent of those voting), with runoff ballots if necessary.
- 3.3.8. Alternates must be elected separately from delegates. Alternates may be elected by plurality in a single ballot. Where a category is entitled to more than one alternate, they shall be ranked according to the number of votes received.
- 3.3.9. Classified and unclassified members have equal rights to run for election as delegates and alternates.
- 3.3.10. Following the category meetings, the local shall reconvene as a whole to:
- a) Present prioritized category demands, special cases, and election results; and
 - b) Identify central issue demands and set priorities.
- 3.3.11. In addition to the local's regular entitlement, the unclassified members in every local shall elect one of their number as a delegate to attend the Regional Bargaining Conference. They shall also elect one alternate.
- 3.3.12. Normally, demands for consideration at the demand setting meeting shall be presented in person by the members. However, proposals may be submitted in writing, in advance, by members unable to attend.

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- 3.3.13. Within two working days after the local demand setting meeting, locals shall forward their demands, including special case wage adjustment demands, to their OPSEU regional office. Demands will only be considered official if they are adopted by the local, signed by two officers of the local, and accompanied by the minutes of the demand setting meeting. Minutes must be signed by two officers of the local to be official.
- 3.3.14. Regional office staff will vet local and special case demands to ensure that they meet these conditions. Regional office staff will date-stamp the special case wage adjustment proposals and forward them immediately to the Research unit.
- 3.3.15. Locals shall record the name, Social Insurance Number or OPSEU ID number, mailing address, telephone numbers, e-mail address, fax number, and category of each elected delegate and alternate. This information shall be forwarded immediately to the OPSEU regional office along with the local demands.
- 3.3.16. Regional office staff shall be responsible for entering and organizing the demands into an electronic format provided by the Research unit. No later than two weeks after the last local demand setting meeting, all materials (electronic and original paper copies of demands from the locals) shall then be sent to the Research unit. The Research unit will then tabulate the regional demand information and present it to the bargaining teams, along with a priority summary, within the following two weeks.

3.4. Regional Bargaining Conferences

- 3.4.1. Regional Bargaining Conferences shall be held in each OPSEU region on the Saturday immediately after the last local demand setting meeting.
- 3.4.2. Delegates to the regional bargaining conferences are elected at the local demand setting meetings as per Article 3.3. Elected alternates may attend with voice but no vote, at the expense of the local. The alternate may only replace a voting delegate if replacing the delegate permanently.
- 3.4.3. The highest-ranking OPS member in the region shall chair the regional bargaining conference.
- 3.4.4. The agenda of each Regional Bargaining Conference shall include:
- Election of a regional representative and alternates to the Central/Unified bargaining team;
 - Election of a regional representative for the Corrections bargaining team (who is also a delegate to the Central Bargaining Conference) and alternates to the Corrections bargaining team;
 - Election of a delegate to the Central Bargaining Conference, and alternates, for each Unified bargaining category;
 - Election of an unclassified delegate and alternate to the Central Bargaining Conference; and
 - Training to support the bargaining teams.
- 3.4.5. Regional Bargaining Conferences do not have a mandate to set demands or establish bargaining priorities.
- 3.4.6. Elections at the regional bargaining conferences follow the same rules as elections at local demand setting meetings (Article 3.3.), except that alternates must be elected by majority vote (more than 50 per cent of those voting), with separate elections held for each position and runoff ballots as necessary.

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- 3.4.7. As per Article 2.3.4, to be elected to an OPS bargaining team, a member must have been an OPSEU steward for at least six months prior to his or her election.
- 3.4.8. Each Regional Bargaining Conference shall elect one bargaining team member and three alternates to represent the region on the Central/Unified Team.
- 3.4.9. Following the election of the regional bargaining team member and alternates, delegates shall meet by category. Each category shall elect one delegate and three alternates to the central bargaining conference. In the case of the Corrections category, these people are, respectively, the team member and the alternates on the Corrections bargaining team.
- 3.4.10. Following the category meetings, unclassified delegates shall meet to elect one delegate and three alternates to the Central bargaining conference.
- 3.4.11. All delegates to the Regional Bargaining Conferences shall receive training in the steps to be taken to support the bargaining teams.

3.5. Essential and Emergency Services

- 3.5.1. As per the OPSEU strike policy, the union will only bargain essential and emergency service (EES) levels where required by law. The union's bargaining goal will be, in all cases, to minimize the number of EES workers. The union will, in all cases, look for ways to enhance the participation of EES workers in any strike to help put pressure on the employer. Bargaining teams are responsible for bargaining essential and emergency service agreements based on these rules.
- 3.5.2. Eight months before the contract expires, Local Servicing Representatives (LSRs) shall provide local presidents and unit stewards with copies of the EES agreements used in their locals during the last round of bargaining.
- 3.5.3. All locals with OPS members shall canvass each worksite in the local to record workplace contact information, the minimum number of staff needed to provide essential and emergency services, and the minimum number of essential and emergency tasks. LSRs shall provide advice and assistance to the locals.
- 3.5.4. No later than four weeks after the Regional Bargaining Conference, each local shall submit an EES report to its OPSEU regional office. LSRs shall review all reports and provide additional comments or notes for the bargaining teams.
- 3.5.5. No later than one week following the deadline in 3.5.4, regional office staff shall forward all EES reports to the Collective Bargaining unit at OPSEU head office.
- 3.5.6. Within two weeks following the deadline in 3.5.5, the bargaining teams shall review the EES reports from the locals and, in consultation with the locals, make such changes as the teams deem necessary.
- 3.5.7. Within the following week, the bargaining teams shall present the union's EES proposals to the employer.
- 3.5.8. All members selected to perform essential and emergency services shall receive specific training on how ES/EM workers can support their bargaining teams during a work stoppage.

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3.6. The Central Bargaining Conference

- 3.6.1. The Central Bargaining Conference shall be held in Toronto on a Saturday two weeks after the Regional Bargaining Conference.
- 3.6.2. Delegates to the Central Bargaining Conference are those elected at the regional bargaining conferences. This includes regional representatives on the Central/Unified team, category representatives from each region, and unclassified representatives from each region.
- 3.6.3. The chair of the Central Enforcement and Renewal Committee shall chair the Central Bargaining Conference.
- 3.6.4. The agenda for the Central Bargaining Conference shall include:
 - Election of category and unclassified representatives to the Central/Unified bargaining team; and
 - Mobilization training in preparation for bargaining.
- 3.6.5. Elections at the Central Bargaining Conference follow the same rules as elections at the Regional Bargaining Conferences (Article 3.4.6.).
- 3.6.6. Unclassified and category delegates shall meet in their respective groups to elect bargaining team members, as follows:
 - The Administrative, Institutional and Health Care, and Technical/Operational and Maintenance categories shall each elect one member and three alternates to the Central/Unified team.
 - The Office Administration category shall elect two members and three alternates to the Central/Unified team.
 - Unclassified delegates shall elect one member and three alternates to the Central/Unified team.
 - The Corrections team shall elect one member to the Central/Unified Team.
- 3.6.7. Following the election of the Corrections team member to the Central/Unified team, that member's first alternate, elected regionally, shall become a member of the Corrections category team.

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3.6.8. Following the elections, all delegates shall receive mobilization training in preparation for bargaining.

4. Member Support for the Bargaining Teams

4.1. Mobilization

4.1.1. Each local shall form a Mobilizing Committee. The job of the committee is to assist and support the bargaining teams with member mobilization through the demand setting and negotiations phases.

4.1.2. The committee is responsible for two-way communication between the members of the local and (through the ACGs and the PCG) the bargaining teams.

4.1.3. In the event that the bargaining teams call a strike vote, the committee shall hold a General Membership Meeting to inform all members of the issues in bargaining and the recommendations of the team.

4.1.4. The local is responsible for funding the work of the Mobilizing Committee.

4.1.5. An educational program will be delivered by qualified staff and/or member instructors to develop local and regional mobilizing strategies.

4.2. Communication

4.2.1. A strong bond of communication between the bargaining teams and the members is critical to successful negotiations. Throughout the bargaining process, the union will communicate directly with members through two negotiations bulletins, *Table Talk* and *FRONTlines*. Both publications shall be produced by Communications staff in consultation with team chairs and assigned staff negotiators. All publications shall be authorized for distribution by the team chairs, the assigned staff negotiators, and the president of OPSEU.

4.2.2. To ensure two-way communication between the teams and the members, team members shall communicate regularly with the Area Coordinating Groups and vice versa. ACGs shall communicate regularly with local Mobilizing Committees.

4.2.3. If, upon signing a tentative collective agreement, a team member dissents from his or her team's recommendation, the dissent will be noted in a negotiations bulletin.

4.2.4. Contact information for all team members will be published regularly.

4.3. OPS Local Presidents' Meeting

4.3.1. The OPSEU president and the elected bargaining teams, in co-operation with the Provincial Coordinating Group, shall call an OPS local presidents' meeting. The purpose of the meeting is to inform OPS local presidents about bargaining issues and strategy.

4.3.2. When called, this meeting shall be held in Toronto on a Saturday during the bargaining period and prior to a strike vote.

4.3.3. The agenda for the conference will be determined by the bargaining teams in consultation with the Provincial Coordinating Group. The meeting will be chaired by the OPSEU President, or, in his or her

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absence, the First Vice-President/Treasurer, with the chairs of the Central/Unified team and the Corrections team.

- 4.3.4. All bargaining team members and the highest ranking OPS officer from each local shall be entitled to attend the conference as delegates. Elected alternates may attend, if funded by their own local.

5. Contract Bargaining

- 5.1. All bargaining team members shall receive specific training on bargaining strategy.
- 5.2. To achieve the best possible collective agreement, the bargaining teams, working with assigned staff, shall analyze the forces working for and against the bargaining unit in the current round of bargaining. This analysis shall evaluate the strength of the OPS members and their allies, the employer and its allies, service users, the community, the news media, municipal and provincial politicians, current events, and so on. The team shall pay particular attention to the timing of strike votes and strike deadlines.
- 5.3. The Central/Unified and Corrections bargaining teams shall begin negotiations towards a new collective agreement at least six weeks before the contract expires and continue until an agreement or an impasse is reached.
- 5.4. The Central/Unified team shall negotiate with the employer to set out which issues are to be bargained at the Central table and which are to be bargained at the category tables, i.e., Unified and Corrections.
- 5.5. The Central/Unified and Corrections teams shall communicate regularly and shall coordinate their strategies to achieve the goals laid out in this policy.

6. Ratification/Strike Votes

- 6.1. Any collective agreement negotiated in the name of the union with the employer must be ratified by the members and signed by the members of the team and the president of OPSEU.
- 6.2. When a tentative collective agreement is reached, or a strike mandate is sought as a result of an impasse, each region shall hold information/vote meetings of the OPS members. The Regional Vice-President, in conjunction with the regional bargaining team members, is responsible for calling the meetings within the time requested by the teams. All locals shall receive at least three days' notice before the meeting date. The Regional Vice-President shall consult with the ACGs before setting meeting dates, times and locations.
- 6.3. In special circumstances such as remote locations or widely dispersed membership, the local president may ask permission to replace or supplement an information/vote meeting by a mail-in ballot or segregated ballot to cover all or part of the category or local. The president of OPSEU shall determine whether a mail-in or segregated ballot is to be allowed in any given situation.
- 6.4. OPS members shall receive a written summary of the proposed contract changes, or in the case of a bargaining impasse, a summary of the issues and/or offer to be voted on.
- 6.5. The purpose of information/vote meetings is to explain the proposed contract changes and their impact on members. The meetings shall be conducted by a knowledgeable person, e.g., a local president, a

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bargaining team member, an Executive Board Member, or an OPSEU staff member. Members shall be encouraged to ask questions and discuss the changes prior to the vote.

- 6.6. In the case of a vote to reject an employer offer, the union shall make it clear to members that a rejection also constitutes a strike mandate for the team.
- 6.7. All votes must be cast in person; there shall be no proxy votes. All votes must be by secret ballot. Appropriate voting materials must be provided in sufficient quantities. Materials include official ballots, ballot boxes, a reasonably private polling area, an up-to-date voters' list, an official tally sheet, and a supply of membership application forms.
- 6.8. Those conducting the vote shall ask each member for his or her name, check the name off the voters list, and hand the member a ballot. If the member's name is not on the list, an opportunity shall be given to sign a membership application.
- 6.9. Non-members are entitled to vote provided they are identified by a member in good standing before being given a ballot.
- 6.10. When voting is complete, the ballots shall be counted by a committee of not less than three people who may be drawn from the membership, OPSEU staff, other OPSEU bargaining units, sister unions, or labour federations. All local presidents (or their designee) are entitled to attend the counting session as scrutineers. Scrutineers are entitled to record the local results.
- 6.11. The official tally sheet on which the vote is recorded shall clearly show the number of the local, the name of the category (if applicable), the names of the scrutineers, the number of eligible voters, the number of those who actually voted, and the number of ballots for, against, and spoiled.
- 6.12. The official tally sheet shall be signed in ink by all those who took part in the ballot count, and shall be forwarded, along with the ballots, to the regional office, where the ballots shall be retained for at least 30 days.
- 6.13. The vote result shall first be telephoned to the regional office, and from there to the Collective Bargaining unit where a tally by local will be kept. No result will be accepted later than 10:00 P.M. on the vote date.
- 6.14. When all results have been tabulated, they shall be communicated first to the bargaining teams, then to the regional offices and thence to the local presidents, who will ensure that the results are communicated to their members.

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- 6.15. Where any member alleges that these procedures have not been followed, the president of OPSEU shall investigate the complaint and decide whether or not the vote shall be overturned. In making this decision, the president shall only order a new vote when, in his or her opinion, the failure to comply with the procedures has materially affected the outcome of the vote.

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Appendix 1: OPS bargaining timeline for the 2004 round

Ongoing work	<ul style="list-style-type: none"> Contract enforcement campaigns continue
Fall 2003	<ul style="list-style-type: none"> Workplace mapping in preparation for bargaining Provincial committees and staff provide input for demand setting
Early 2004	<ul style="list-style-type: none"> Preparation of educational materials for local demand setting Preparation of local demand setting survey OPS leadership development training, as needed
Early May 2004	<ul style="list-style-type: none"> Educational materials, demand setting survey delivered to locals Locals receive essential and emergency services (EES) agreements from previous round for comment/revision
May-June 2004	<ul style="list-style-type: none"> Local demand setting and EES training, as needed Local survey of members on issues for demand setting Commencement of local workplace canvass on essential and emergency services to record workplace contact information, minimum staff needed, EES tasks
Sept. 7-17, 2004	<ul style="list-style-type: none"> Local demand setting meetings
Sept. 18, 2004	<ul style="list-style-type: none"> Regional bargaining conferences Election of regional bargaining team members and regional delegates to central bargaining conference Training to support bargaining teams.
Sept. 21, 2004	<ul style="list-style-type: none"> Deadline for locals to submit demands to regional offices, including special cases Deadline for submitting delegate information for central bargaining conference to OPSEU head office
Oct. 2, 2004	<ul style="list-style-type: none"> Central bargaining conference Election of category delegates to Central/Unified team Mobilization training
Oct. 4, 2004	<ul style="list-style-type: none"> Deadline for regional office staff to submit tabulated local demands to OPSEU Research at head office
Oct. 15, 2004	<ul style="list-style-type: none"> Deadline for locals to submit EES reports to regional offices
Oct. 18-22, 2004	<ul style="list-style-type: none"> Team training; formulation of proposals and review of special cases
Oct. 22, 2004	<ul style="list-style-type: none"> Deadline for regional office staff to forward EES reports to OPSEU head office
Nov. 1-5, 2004	<ul style="list-style-type: none"> Team reviews EES proposals
Nov. 8-12, 2004	<ul style="list-style-type: none"> Team presents EES proposals to employer
Nov. 15, 2004	<ul style="list-style-type: none"> Issues bargaining starts
Dec. 31, 2004	<ul style="list-style-type: none"> Collective agreement expires