



Role of LUFA Executive During Collective Bargaining

Adapted with permission from UNBC Faculty Association with further input from OCUFA and the CAUT Strike Manual

Date Approved by LUFA Executive: September 16, 2020, April 24, 2026

Appendix 1: Role of LUFA Executive during Collective Bargaining (Based on: CAUT strike manual)

KEY TASKS

- Define all leadership roles and the overall authority structure;
- Develop clear lines of internal communication – within the Executive, between the Executive and the teams, between the teams, and with staff;
- Ensure work plan is complete and all tasks allocated;
- Establish a financial budget for campaign;
- Develop accountability mechanisms and report backs for keeping the teams on track;
- Problem solve and provide all necessary supports to ensure the teams can succeed within each area of responsibility;
- Secure assistance and resources from OCUFA and CAUT as needed;

IMPORTANCE OF PREPARATION

- Strike preparation begins at the commencement of Collective Bargaining and continues until the parties reach an agreement.

- Most negotiations conclude without a strike or strike vote.
- However, the union must be prepared to carry out successful strike votes and strikes if they become necessary.

GOAL OF PREPARATION

- The Association's primary objective should be for a negotiated settlement without resorting to strike action.
- Well organized strike preparation can be the best prevention of a strike.
- Employers are more likely to try for a settlement if they are convinced that the Association is prepared and determined to strike if necessary.

Legal Requirements for Strike Action

For Ontario: <https://www.ontario.ca/page/collective-bargaining#section-3>

Legal strike action is a union's ultimate expression of power in Collective Bargaining – the strongest legal measure it can take to obtain a Collective Agreement.

BARGAINING CALENDAR

- A bargaining calendar is a useful planning tool.
- The calendar starts by identifying at least one and no more than three possible dates for starting a strike and works backwards to the present.
- The cut-off date for settlement of negotiations should leave enough time to enforce the union's positions with a strike. The optimal strike date should then be decided, and bargaining should be geared towards that date.
- When completed, the calendar provides key information for planning all phases of bargaining.

The calendar should also account for the following:

- When the Executive must decide whether there is an impasse in negotiations;
- When the Association must apply for conciliation;
- When to inform the membership about the possibilities of strike;
- The time and location(s) for a legal strike vote;
- The optimum time to begin a strike

Once the Executive determines the optimal timing for a strike, it must ensure that members will be prepared to support the strike and that all the organizational requirements for a strike will be in place.

CRITICAL IMPORTANCE OF COMMUNICATIONS

- Communication is a two-way process.
- The Executive must communicate its plans to the membership and take into consideration member feedback.
- Before holding a strike vote, the association should have in place a structure and process prepared to carry out a strike should the membership approve the strike vote.
- **Never call for a strike vote unless the Executive is confident of a positive vote.**

Executive and Bargaining Team

- The Executive retains control of the union's everyday affairs throughout Collective Bargaining and has full authority over every committee.
- No member of the Executive may sit on a strike committee as a voting member.
- The Executive is responsible for overall strategy in negotiations.
- The Negotiating Team is responsible for negotiations at the table, including the strike protocol and a back-to-work protocol to end the strike.

- The Chief Negotiator and the Strike Coordinator/Action Committee Chair should report at all Executive meetings that deal with negotiations.
- The Strike Coordinator/Action Committee Chair is charged with planning and coordinating the strike, within the policies set by the Executive.

Role of the Action Committee

The Executive should appoint the LUFA Ad Hoc Action Committee when negotiations commence, to give the Committee sufficient planning time.

The Action Committee is charged with recommending the complete strike strategy and organization to the Executive and to carry out the plan that the Executive approves. This committee coordinates all strike-related activities, through its oversight of the strike committees.

Chairs of the strike committees should be members of the LUFA Ad Hoc Action Committee.

Term of Policy: To Expire on September 15, 2028