



# Labour Unrest and Contingency Planning



November 2025



# Agenda

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- Current Status:
  - Collective Bargaining
  - “Worth Fighting For” Campaign
- Contingency Planning: Preparing for a Strike
- Sample Service Continuity Work Plan
- Picket Protocol
- Data Collection
  - Financial Data
- Maintaining Strong Relationships
- Resources





**Current Status:  
Collective Bargaining**

# Key Demands

- CUPE and OPSEU unions representing Developmental Services, other workers
- Primary Demand:
  - 6.5% retroactive applied to grid
  - Plus roughly 2% annually going forward
- No acceptance of stipends
- Unions are coordinated



 **Current Status:  
'Worth Fighting For'**

# Campaign Updates

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- Many applications for conciliation
- Once conciliation held:
  - Either party can request a “No Board Report”
  - Significant step in collective bargaining
- Once “No Board Report” issued:
  - Strike or lockout **may** occur 17 days later





# **Contingency Planning: Preparing for a Strike**



# Best Practices

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- Develop communication plans
- Identify essential services
  - Ensure these remain operational
- Train staff on strike protocols, roles
- Engage union representatives
  - Understand demands, concerns
- Consider briefing unionized staff on bargaining issues

# Contingency Plan Ideas

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- Safety, safety, safety ...
- Cross-train non-striking staff
- Prepare staffing, resource allocation strategies
- Coordinate with union representatives:
  - Understand strike timelines, effects
- Try to negotiate:
  - Picket protocols, strike notice periods, essential workers





# **Sample Service Continuity Work Plan**



# Sample Work Plan: Plan in Advance

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- Identify:
  - Essential supports
  - Program, location closures
- Communication to board throughout
- Consider a communications firm
- Communication to striking staff:
  - Benefits, personal property, etc.
- Communication to people, families supported
- Consider a security company

# Sample Work Plan: Strike Imminent

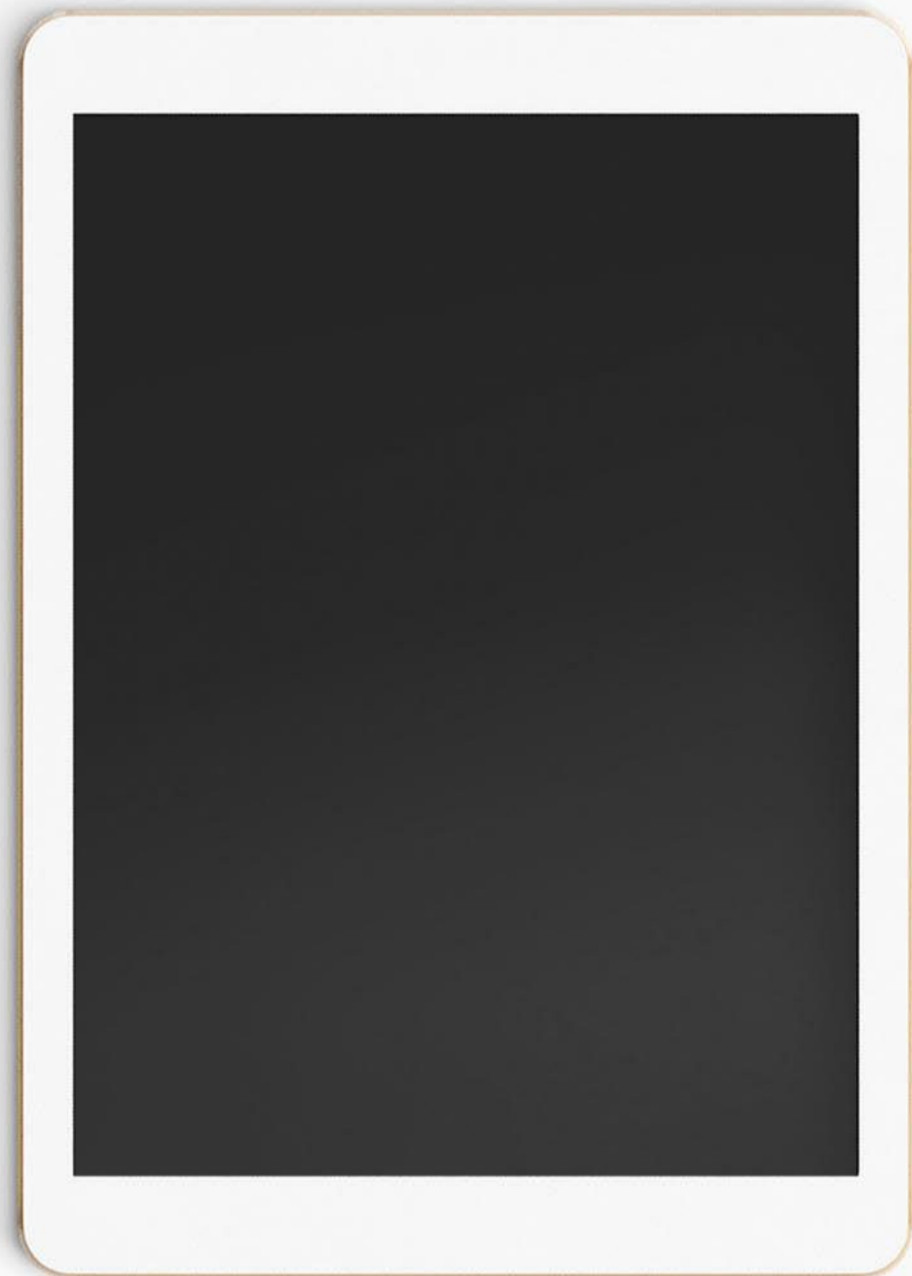
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- Notify benefits carrier, EI
- Bomb threat procedure
- Contact suppliers, customers
- Contact police, fire, ministry, MPP, MP
- Communicate with people, families supported
- Get utility meters read
- Arrange for garbage pickup



# Sample Work Plan: Strike Imminent

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- Deactivate striking staff from systems
- Collect keys, iPads, phones, laptops, etc.
- Consider changing entry codes/locks
- Have management team ready to cover
- Confirm staffing agency
- Contact families, move people supported, as required
- Educate on how to cross a picket line

# Sample Work Plan: Strike Imminent

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- Inspect locations for damage
- Consider using cameras
- Stock up on program supplies
- Determine how to handle:
  - Personal vehicle damage
  - Obscene and other calls
  - Acts of vandalism
- Decide who can work from home





# Picket Protocol

# Why Have a Protocol?

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- Establish clear boundaries
  - E.g., exclude group homes from picketing
- Protect administrative offices, operations
- Promote respectful labour relations
- Reduce disruption
- Enhance collaborative problem-solving

# Essential Protocol Topics

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- Picketing location
- Picket line conduct
- Worksite access
- Health, safety
- Communication, dispute resolution





# How to Cross a Picket Line

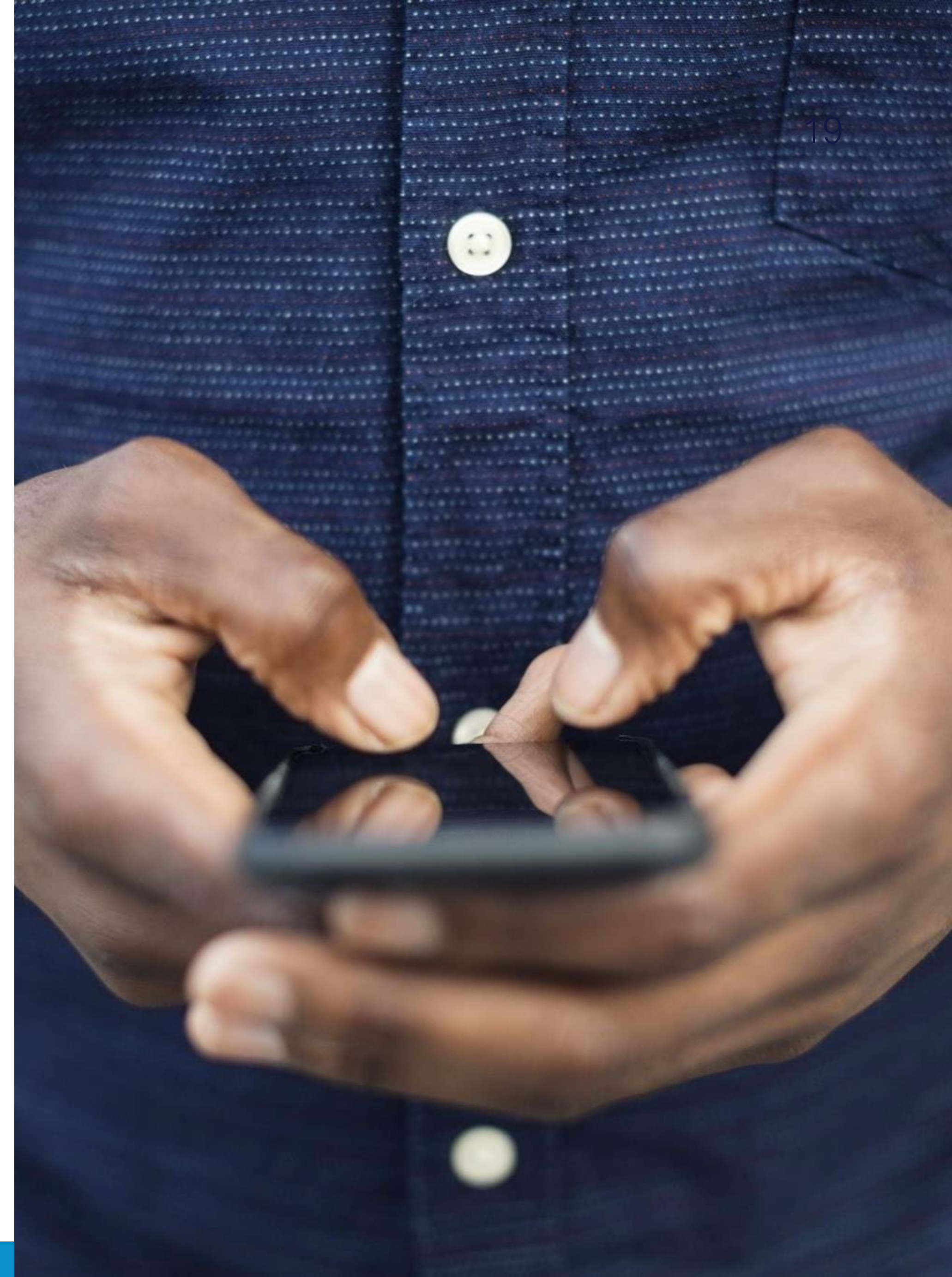
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- Plan your route
- Know alternative transportation, access points
- Walking through is preferred
- If driving, approach with caution
- Communicate calmly, avoid engaging in disputes
- Take literature offered

# Respectful Strategies

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- Avoid peak picketing times
- Once crossed, plan to remain in building all day
- Non-striking staff crossing picket lines should:
  - Notify supervisor when/where expect to cross
  - Any problems crossing





# Data Collection

# Staffing Data

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- Who is working each day
- Hours worked, overtime
- Absences
- Unexpected shortages
- Ratio of staff to supported individuals
- Temporary program closures
- Locations with staff shortages



# Health & Safety and Impact to Supports

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## Health and Safety

- Incidents, injuries, increase in behaviours
- Medication errors
- Property damage
- Environmental safety concerns

## Impact to Supports

- Changes in routines/behaviours
- Missed activities, trips, events, medical appointments, etc.
- Adverse outcomes
- High-risk situations

# Picketer Conduct

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- Blocked entrances
- Excessive vehicle delays
- Harassment of staff/people supported or families
- Photos/videos, if safe and appropriate
- Document time and location of issues

# Labour Relations & Communications

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## Labour Relations

- Union communications
- Management bargaining updates
- Management strike committee meeting notes
- Grievances, complaints
- Potential discipline issues

## Communications

- Messages sent to families
- Updates to staff
- Instructions related to picket protocols
- Complaints received



# Financial Data

# Labour Costs & Replacement Staffing

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## Staff

- Overtime for management/non-union
- Shift premiums/call-in costs
- Meals for staff who may be unable to leave
- Travel between locations for management

## Replacement Staffing

- Staffing agency invoices
- Short-term contracts
- Premiums/fees charged by staffing vendors
- Last-minute scheduling fees
- Orientation costs for replacement workers



# Additional Operational Costs

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- Meals provided to managers, redeployed staff
- Extra supplies, as needed
- Hotel costs, if applicable
- Emergency communication supplies
- Software tools





**Maintaining  
Strong Relationships**

# Communication and Trust

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- Open communication builds trust, transparency
- Focus on collaborative problem-solving
- Keep meeting:
  - EERC
  - Staffing or scheduling committees
  - Other committees
- Communicate clearly, often

# Remember the Day After

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- Maintain positive work environment
- Address concerns with open communication
  - Reduce misunderstandings
- Support staff wellbeing
- Acknowledge staff contributions
- Get ready to work together after dispute:
  - Help the team stay strong





# Resources



# Get Help (for Free!)

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- Pooran Law
  - Bi-Weekly Webinars
- Hicks Morley
  - Emailed Updates
- OASIS Labour Relations Committee Members
- Colleagues



**Questions?**

# COMMUNITY LIVING

## Huntsville

A graphic element consisting of several overlapping triangles in shades of blue and green, arranged in a fan-like shape pointing to the right.

*Inspiring Possibilities*

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