

BERMUDA PUBLIC SERVICES UNION

STRATEGIC PLAN

2022 – 2026



RE-SETTING THE DIAL:

Reputation / Reach / Relevance / Revenue



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1. BPSU MISSION AND VALUES

1.1. MISSION STATEMENT:

To promote effective labour and community relations.

The BPSU will achieve this by:

- encouraging fair workplace practices
- safeguarding the conditions of service through consultation, negotiation, education, and collective agreements, and
- encouraging Members to be proactive in maximizing their potential through continuous education to meet the changing trends in the workplace.

1.2. BPSU VISION STATEMENT:

The BPSU is committed to being a proactive and respected union which promotes the active involvement and development of its Members, maximizing its resources to foster a culture that embraces bottom-up decisions, facilitates open communication channels and embraces collaboration with stakeholders for the betterment of its Members and the community.



2. BACKGROUND

2.1. HISTORIC FOUNDATION:

The Bermuda Public Services Union (BPSU) was established in 1952 as the Civil Service Association (CSA). The need for such an organization was advocated by Senior Civil Servants seeking to improve their conditions of employment within the Public Service. The Association's intent was focused on assisting the Government with the upgrade the professional standards within the Civil Service.

The objectives of the CSA were:

- *to secure the greatest measure of co-operation between the Government in its capacity as employer and the general body of Civil Servants in matters affecting the Civil Service,*
- *to provide ways and means from the general principles governing conditions of service; that is its recruitment, tenure, hours of duty, conduct, promotion, remuneration and superannuation,*
- *to enhance efficiency in the public service by bringing together the experience and different points of view of Members of the service*

2.2. CURRENT INFLUENCES:

There have been two critically important events that have had a significant impact on the functioning and focus of the BPSU over the past twenty-four (24) months.

The first occurred in March 2019 with the Premier's announcement that the Government had finalized a strategic plan for Government reform with implementation scheduled to commence later in the 2019-2020 fiscal year.

The second major event happened on March 11, 2020 when Dr. Tedros Adhanom Ghebreyesus, Director-General of the World Health Organization (WHO) declared the novel coronavirus (Covid-19) outbreak a global pandemic. What followed has been an extremely difficult period for much of the world throughout. The subsequent ebb tide of historic proportions laid bare the many vulnerabilities and inequities that in normal times would have gone unnoticed.

In the local context, all sectors of Bermudian society have been negatively impacted by the pandemic, including the Government, businesses, citizens, workers and by

extension, the BPSU.

We find ourselves having to take a critical look at all our operations, service provisions, finances, Membership growth and satisfaction, etc. This, however, does not change the tenets that were identified as the primary objects in 1952; these driving forces remain true today. We continue to be committed, poised, and equipped to assist the Government in their efforts to enhance the efficiency in public service by bringing together the different perspectives and skillsets of Members of the Service.

The Island’s business landscape remains in turmoil with much uncertainty and volatility. To ensure that the BPSU remains mission-relevant in this precarious, ever-changing business environment, the 2022-2026 BPSU Strategic Plan was purposed to include a re-structuring and re-alignment strategy.



3. PRESIDENT'S STATEMENT

"By safeguarding worker's rights, the BPSU promotes courage, confidence, and commitment... The BPSU is your union!"

As we continue to work through the realities of providing services during the Covid-19 pandemic, I summarize the ABCs of our experiences over the last twenty-four months as being arduous, burdensome, and challenging.



Arduous: The initial issues that we had to work through during the first twelve months of the pandemic have been constantly evolving and manifesting into new sets of challenges.

Burdensome: The workload for the BPSU's Executive Committee, Secretariat Staff, and Shop Stewards increased significantly as a result of the pandemic. This burden was exasperated by the fact that the workload also varied in complexity and had to be actioned over compressed timelines.

Challenging: Faced with this once-in-a-lifetime event, the Island was forced to address Covid-related issues with limited resources. Some Members had to adapt to working remotely while others remained on the frontline at personal risk to their own health. These conditions, coupled with staff shortages and severe financial constraints, made this time very challenging for workers.

A quote that has had a significant impact on my personal and professional life was one by Dr. Martin Luther King. He said:

"If you lose hope, somehow you lose the vitality that keeps moving, you lose that courage to be, that quality that helps you go on in spite of it all. And so today I still have a dream."

I can state, without any hesitation or reservation, that all persons associated with the BPSU exemplify Dr. King's tenet of hope and are committed to the original dream and objectives noted by the CSA.

Despite the **arduous**, **burdensome**, and **challenging** issues resulting from the pandemic, the normal work of the Union had to continue. This included collective bargaining agreements (CBA) negotiations, mediations, training and development, dispute resolutions, financial management, information preparation and dissemination, etc. I am proud to report that despite the challenges of the pandemic, these outputs were delivered at the same high standards that the BPSU is known for.

We stand courageous, committed, and confident that the services we provide to our Members, business associates, and our community will continue to be quality services that are second to none. We are constantly translating our DREAM into our collective reality.

BPSU Members stand shoulder-to-shoulder declaring:

“ONWARD AND UPWARD TOGETHER!”



4. GENERAL SECRETARY'S STATEMENT

As the Covid-19 pandemic continues to negatively impact the labour environment, unions will be challenged as they try to navigate this “new normal”, and the BPSU will not be immune to this worldwide challenge.

The 2020 – 2026 BPSU Strategic Plan will outline four (4) **Strategic Priorities** associated with this strategic plan.



4.1 STRATEGIC PRIORITIES

When implemented, we will focus our efforts to deliver established goals and objectives in alignment with these strategic priorities.

These priorities include:

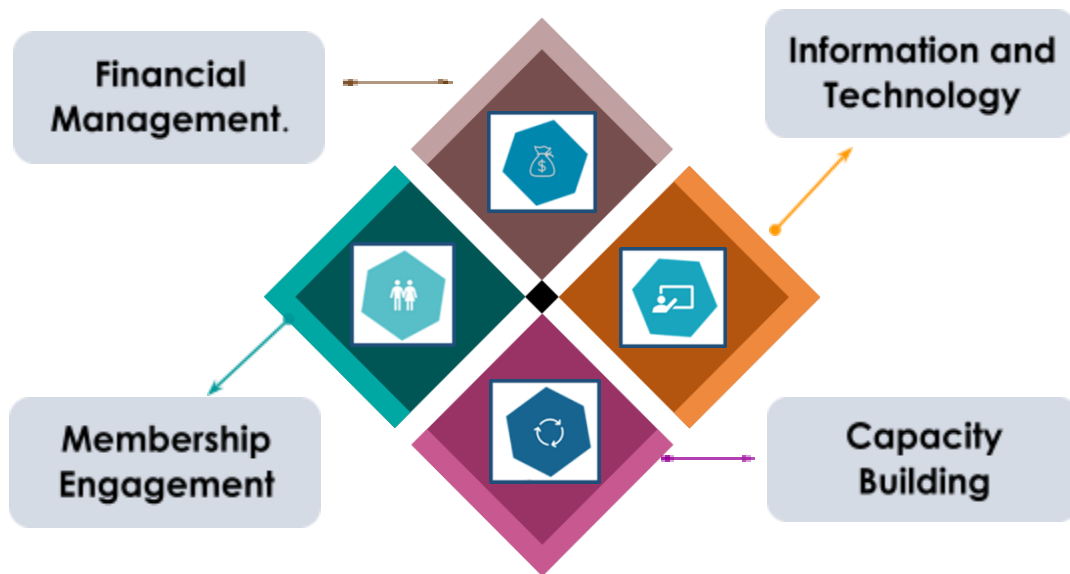


FIGURE 1: *Strategic Priorities 2022-2026*

It is through the implementation of these strategic priorities that the Union will endeavor to improve and enhance an effective and efficient service that supports the Membership.

i. Financial Management [*Finance*]



The Union's financial reporting has improved and should continue to improve as a result of hiring of a full-time Treasurer. It is imperative that the BPSU provides the full-time Treasurer with the necessary resources to continue efficient reporting of our finances.

Additionally, the Treasurer must be charged with developing a system of policies and procedures to ensure that the BPSU engages in best practices for our financial reporting.

The main source of revenue for the BPSU comes through Membership dues. In today's fast-changing labour environment, the BPSU needs to establish alternative revenue streams and will charge the Finance Committee with exploring additional revenue opportunities.

ii. Membership Engagement [*Client Satisfaction*]



Members have shown apathy with the BPSU, and although this is somewhat of a worldwide phenomenon for Unions, it needs to be addressed. Recent events and meetings have shown a lack of membership interest. Attendance at the annual Labour Day march, May Day, General Membership meetings, and numerous events have been poorly attended.

Membership engagement is critical for the BPSU and must be addressed as a matter of concern.

iii. Capacity Building [*Training and Development*]



As a learning organization, the BPSU must encourage the continuous development of its Members and put emphasis on transforming itself to provide an effective service.

Capacity building within the BPSU is critical and can be achieved by targeting educational and development programs for the Secretariat Staff and Members. These programs must be aligned with the Mission and Vision of the BPSU that incorporates a plan for the future and succession planning.

iv. Information and Technology *[Management Systems]*



Ensuring that the information technology systems are up-to-date is critical to the day-to-day operations of the BPSU Secretariat. Unions can no longer turn a blind eye to the advantages of technology and how it impacts our ability to serve our Members effectively and efficiently.

Consultation should be sought to review compatibility of current communication outlets to determine if the BPSU is meeting the needs of the Membership with recommendations put forward for any suggested improvements.

The Constitutional objective and purpose of the BPSU is enshrined in the Mission and Vision of the organization. It is imperative that a strategic plan is designed and executed in a manner that supports the BPSU fulfilling this obligation.



5. SWOT ANALYSIS

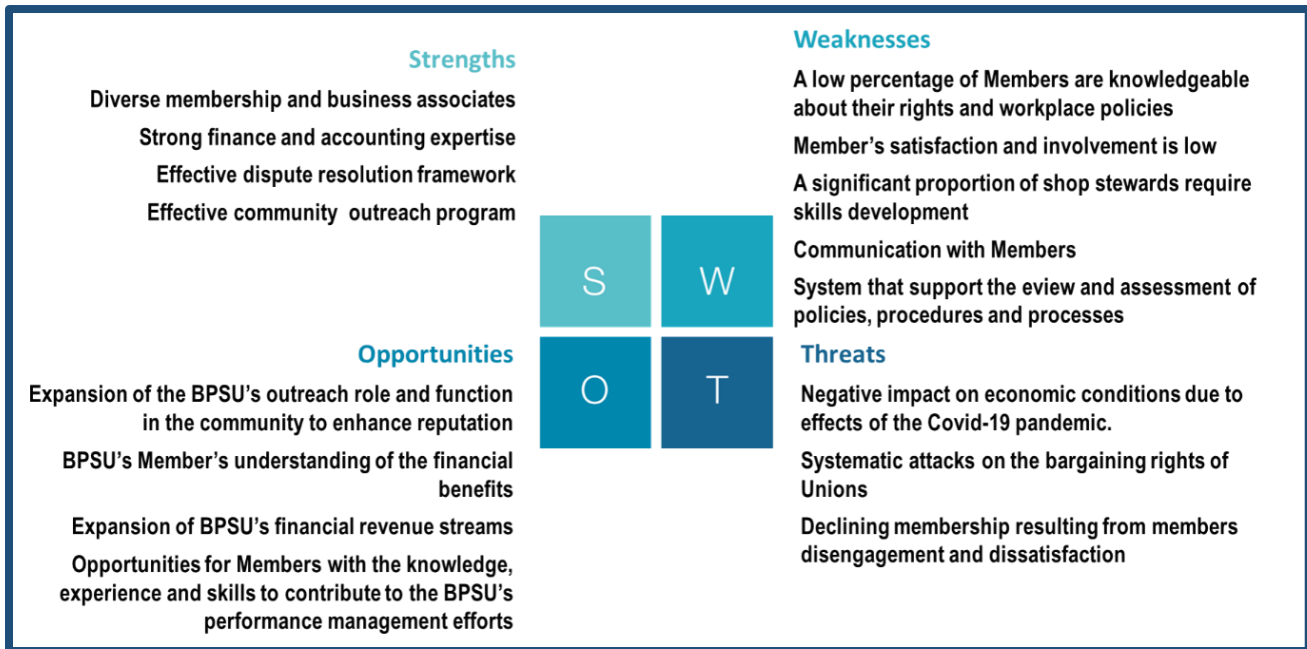


FIGURE 2: BPSU SWOT Analysis

5.2 BACKGROUND

The BPSU Executive Committee reviewed results from three consecutive membership surveys that were conducted in 2018, 2019 and 2020. On reviewing these results, it was evident that since the emergence of the global pandemic, Members' response to the survey had increased. This provided an avenue to re-assess Member satisfaction. Furthermore, the global pandemic changed the way in which the Union responded to workplace challenges, and we observed a clear shift in Member's needs.

Within the organization, demand increased at the same time the organization prepared for the end of tenure of Union stalwart, Bro. Edward Ball Jr., General Secretary from 1997 to 2019. His departure brought about the need to evaluate the internal structure of the organization. Over the last three (3) years, we have re-introduced the role of Assistant General Secretary, revised the role of Labour Relations Advisor (now Officer) as well as on-boarded new Executive Officers, Division Councils, and Standing Committee Chairs.

It was apparent that the SWOT analysis used in the Union's previous strategic plan was no longer viable in determining the current climate of the organization. Matters that were previously weaknesses, transferred to current opportunities; matters that were once considered strengths, transferred to threats, and ongoing, intertwining revelations. With that said, the Executive re-evaluated the current state and outcomes are listed below.



5.3 STRENGTHS

1. The BPSU continues to maintain a diverse Membership with bargaining units spanning both the public and private sectors and across a variety of industries.
2. The BPSU has strengthened the finance management and accounting expertise to ensure the timely completion of audits and related financial matters supporting the Union's strong financial position.
3. The Union has ensured that workplace disputes are commenced within the BPSU's prescribed timeline framework.
4. Activities, programmes, and outreach initiatives managed by Community Outreach Committee consistently scored high in levels of satisfaction by attendees.
5. The BPSU's reputation is as a fair broker and mediator of worker's rights as outlined in the relevant legislation, regulations, CBAs and governing policies and procedures.



5.4 WEAKNESSES

1. Members lack knowledgeable of their rights, workplace policies, understand budgeting, etc.
2. Membership involvement in the Union and Union-related activities is low.
3. A significant number of Shop Stewards are not performing their roles and responsibilities with the knowledge and passion reflective of the BPSU's values and commitment.
4. Communicating effectively with all Members remains a significant challenge, resulting in a barrier to get information from the Executive Committee to the Membership.
5. There is a dire need for a system that supports the review, assessment and modernization of policies, procedures, and processes to be developed and implemented within the BPSU.



5.5 OPPORTUNITIES

1. Promotion of the Union’s role, function, and community outreach through knowledgeable and committed Executive Officers and Secretariat Staff can demonstrate the BPSU’s relevance and reach, resulting in the bolstering of the Union’s reputation.
2. Through increased advocacy, Member’s understanding of the financial benefits could be enhanced significantly.
3. Through diversification of the BPSU’s financial portfolio, revenue streams for the Union can be expanded.
4. To support the Union’s capacity–building efforts, expand opportunities to utilize our Members’ knowledge, experience, and skills to contribute to the BPSU’s performance management efforts.



5.6 THREATS

1. The negative impact on economic conditions continue to erode as Governments across the globe response to effects of the global pandemic.
2. As economic conditions continue to impact employers both internationally and locally, the likelihood the systematic attacks on the bargaining rights of unions for their Members will intensify.
3. Declining Membership resulting from Members disengagement and dissatisfaction with the Union may amplify.



6. GENERAL COUNCIL (as at June 2022)



Back Row: Sis. Loumeeka Orgill-Bell, Bro. B. Hadley Furbert, Bo. Laurie Harris, Sis. Roydelle Chinapoo, Bro. Basil Carey, Bro. Damon Walker

Middle Row: Sis. Shanika Hayward, Sis. Julie Farnsworth, Sis. Dr. Dena Phipps, Sis. Julie Smith, Sis. Vernelle Harvey, Sis. Sharon Symonds

Front Row: Sis. Ashley Smith, Sis. Shakia Smith, President Bro. Armell Thomas, Sis. Lalisha Simmons, Sis. Jacqueline Robinson and Bro. Kevin Grant

Missing from photo: Sis. Nadine Henry, Bro. Julian Johnson, Sis. Safiyyah Smith, Sis. Taylor Eve, Sis. Dr. Michelle Evans, Sis. Jamekia Braithwaite, Sis. Holly Richardson, Sis. Joann Dill, Sis. Kewanna Swan, Bro. Chad Townsell, Bro. Juwan Hayward, Sis. Lisa Christopher, Bro. Damon Walker, Sis. Cheree Lambert and Sis. Irene Richter

7. EXECUTIVE COMMITTEE (as at June 2022)



Assistant Secretary, Sis. Shakia Smith, Recording Secretary Sis. Ashley Smith, President Bro. Armell Thomas, 1st Vice President Sis. Lalisha Simmons, 2nd Vice President Sis. Jacqueline Robinson and General Secretary Bro. Kevin Grant

Missing from photo: 3rd Vice President, Sis. Nadine B. Henry

8. ORGANIZATIONAL STRUCTURE

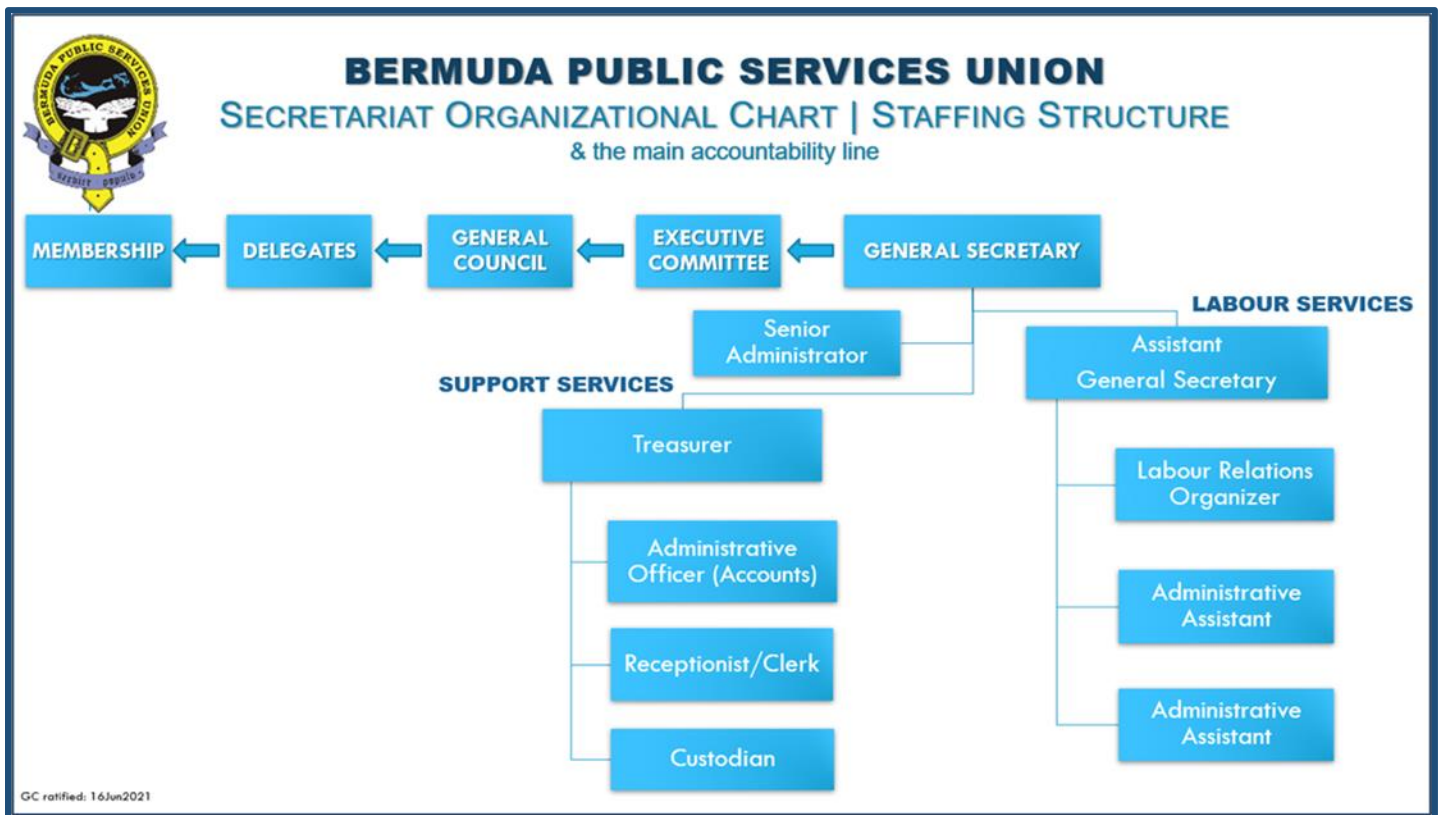


FIGURE 3: BPSU Secretariat Organizational Chart/Staff Structure

9. STRATEGIC PRIORITIES

9.1. OVERVIEW

Like any organization currently responding to the pandemic, the BPSU finds itself in a constant state of flux. The Union has been focused on effectively responding to the ever-changing business environment that is negatively impacting our Members, their families, our community partners and the country as a whole.

The BPSU is committed to fulfilling its purpose as articulated in its Mission Statement even whilst we acknowledge that we will encounter significant operational and service delivery challenges over the next three (3) years. In order for the BPSU to support the financial health of the Union, the financial and psychological wellbeing of its Members and our community partners, we wholly commit to the 2022-2026 BPSU Strategic Plan for the benefit of current and future generations of Bermuda,

As we transition through the trauma associated with the pandemic, the BPSU will be recognized as the union that consistently exceeds the expressed and unexpressed desires and expectations of its Members, employers, Secretariat Staff and community partners.

We will support the financial and psychological health and well-being of our Members by providing both in-person and virtual (online) offerings. In addition, we commit to strengthening our policies, procedures, and processes to ensure that the Union's internal functioning across all our various units is sustained with excellence.

Finally, the BPSU's Executive Committee is committed to ensuring that the Union is positioned to comply with all statutory requirements as we continually enhance the delivery of our services in alignment with our commitment to our Members.

9.2. STRATEGIC CATEGORIES: *Summary, Goals & Outputs*

We have narrowed our strategy into four (4) categories that seek to move the organization forward in a positive direction.

These categories include:



FIGURE 4: *The Four (4) Strategic Categories*

9.3. STRATEGIC PRIORITY 1: *Fiscal Management & Revenue*



The BPSU'S fiscal management is facilitated through the Finance Team which comprises of the Secretariat's Accounts Team, the Finance Committee, and the Trustees Committee.

The Finance Team is committed to providing the Union with requisite expertise, support, and direction relating to any financial matters necessary to allow the Labour Team to focus on the provision of core services to our Members.

The Finance Team oversees the efficient and effective operations related to the Union's finances and is achieved by:

- developing budget recommendations,
- delivering reliable financial information,
- advocating for the responsible use of the Members funds,
- maintaining and supporting the Union's financial systems, and,
- managing the human resources function.

In accordance with *the Bermuda Trade Union and Labour Relations (Consolidation) Act 2021*, every trade union registered under the Act must submit audited financial statements to the Government's Registry General. Due to a variety of extenuating circumstances, the BPSU has fallen behind in its audits. To address this backlog, the Union hired a qualified accountant to assist external auditors (*Moore, Stephens & Butterfield*). These efforts have resulted in the successful completion of seven (7) years of audited financial statements.

The Union takes great pride in the Finance Team's efforts and achievements facilitating the fiscal management and financial responsibly of the Union. The Accounts Team pledge to continue to serve the Union to the best of our abilities.

The Role of Finance Manager & Finance Team

The Finance Team is fundamentally responsible for supporting the Union's financial planning process. A crucial part of this responsibility is ensuring that the Union has the best advice and information it needs to make sound decisions.

The Team is dedicated to the effective and efficient execution of the Union's fiscal responsibilities, and is committed to serving the BPSU Members and our staff by:

1. Establishing an effective internal control environment. Organizations flourish when they establish control environments that foster the efficient execution of operations. When done properly, good internal controls help organizations deliver value to their stakeholders and achieve their strategic objectives while aligning with industry best practices, laws, and regulations to manage risks facing them.
2. Establishing and maintaining centralized accounting functions that incorporate appropriate internal controls and generate reliable financial information in accordance with established accounting principles.
3. Developing, maintaining, and advocating for fiscally responsible and sustainable budgets and related General Council recommendations.
4. Develop financial policies and procedures that are geared toward the timely, accurate and complete reporting of financial information.
5. Explore ways of developing other revenue streams by establishing an investment policy for the Union.
6. Establish human resource policies and procedures which will be targeted at building capacity within the Secretariat through Staff training in the relevant fields.

STRATEGIC PRIORITY 1 – GOALS:

1. Delivery of qualitative financial information in a timely manner to ensure compliance with legislation.
2. To diversify the Union's financial portfolio and improve revenue streams.
3. To increase financial benefits for Members.

STRATEGIC PRIORITY 1 – OUTPUTS:

1. Consistent and prudent fiscal management.
2. Unqualified audits.
3. Making effective investments and embracing innovation and alternative options
4. Increasing the number of Membership discounts.
5. Investment with Bermuda Credit Union.

9.4. STRATEGIC PRIORITY 2: *Members Satisfaction & Communication*



The BPSU has in excess of 3,000 Members. In 2018, we conducted a membership satisfaction survey as a means to obtain direct feedback from the membership and to quantify whether Members' needs were being met. While the surveys were completed by a statistically sound sample size, the 2018 survey saw a mere 11% participation rate while a 2019 survey garnered 16% participation. In 2020, a survey focused specifically on Member's ideas and concerns related to the global pandemic, saw 33% participation.

Whilst the participation rate has grown each successive year, hearing from less than half of our membership significantly disadvantages the Union from ensuring that our diverse membership all feel valued and that their needs are being met. The aforementioned survey results saw growth in satisfaction rates. In 2018, 76% of Members felt either satisfied or very satisfied with their representation, compared to 68% in 2019. In 2020, there was an 87% satisfaction rate. This uptick in satisfaction was directly related to the Union's Covid-19 responsiveness.

It is alarming that more Members are not participating in these surveys.

Notwithstanding this, the Union has an obligation to act upon concerns raised by the Members who have participated in the surveys. The assumption can be made that those who have participated represent the thoughts and feelings of the entire body. Although more participation is needed to appropriately and definitively gauge Members' satisfaction, the bigger component of ensuring satisfaction is through effective communication.

STRATEGIC PRIORITY 2 – GOALS:

1. Increase frequency of interaction with Members.
2. Regularly provide information on trade unionism and the importance the Union plays in the workplace.
3. To engage and collaborate with key stakeholders to provide sufficient and effective outreach to our Members on issues that matter most to them.
4. Improve and increase direct communication methods with Membership through social media
5. Establish and monitor Membership satisfaction rate.

STRATEGIC PRIORITY 2 – OUTPUTS:

1. Engaged and educated Membership.
2. Member awareness and preparedness.
3. Implement necessary improvements to website, social media, and Membership database
4. Increase and encourage survey participation

9.5. STRATEGIC PRIORITY 3: *Training & Development*



The Union is committed to building capacity within our organization through succession planning, and formalized training initiatives. At present, we have a deficit in knowledgeable and committed Division Councils. The Union is undergoing organizational restructure as we recognize the need to enhance the core of the organization for the ultimate benefit of its Members. This will be accomplished through succession planning and formalized training initiatives that promote upward mobility.

The importance of strengthening the capacity of the Union is rooted in ensuring efficient and effective representation at all levels. The BPSU's footprint is well known in international trade union organizations. Our Shop Stewards must be equipped and ready to engage in critical dialogue around employee's rights with our comrades across the Caribbean Public Services Union (CPSA), UNI Global (UNI), International Labour Organization (ILO), Canadian Labour Congress (CLC), and more.

It is this Executive's strategic goal to place our Staff, elected Officers, Standing Committees and all other representatives in position with requisite training, development, and capacity-building to remain a respected organization amongst our international affiliates.

STRATEGIC PRIORITY 3 – GOALS:

1. To strengthen the Union's Division Councils, Standing Committees, General Council Officers, Executive Officers, and Shop Stewards through targeted and specialized training.
2. To establish formal training and succession planning for employees.

STRATEGIC PRIORITY 3 – OUTPUTS:

1. Education Committee will establish plan to target Division Councils, Standing Committees, General Council Officers, Executive officers, and Shop Stewards.
2. Senior Management Team will establish training and succession plan for Staff.

9.6. STRATEGIC PRIORITY 4: *Modernize Policy & Processes*



The BPSU recognizes that to ensure efficient and effective labour relations, the hub of the organization must evolve with modern day practices and technology. Moreover, to appropriately serve our Members, Officers must have clear, methodical, outlined processes and policies.

The BPSU holds a wealth of knowledge, precedent-setting cases and historic documentation that is invaluable to our Membership. We are currently undergoing a project to capture our history and another project to highlight our accomplishments. As times evolve, however, simply knowing our history and accomplishments will not be enough. The BPSU must be equipped to answer the call of our Members with urgency, merit, and accuracy, as employers seek to pinpoint on our weaknesses through outdated policies and processes.

Incoming Officers must be readily aware of the Union's expectations through easily accessible documentation that outline the BPSU's processes and policies. Such documentation must also be available through electronic channels and most importantly, in line with trade union legislation and supporting regulations, the BPSU Constitution and other related references.

To this end, we have established critical goals that will assist in achieving and successfully moving the Union into the next decade, promoting Union wealth through standardized documentation with clear guidelines.

STRATEGIC PRIORITY 4 – GOALS:

1. To regulate all processes and policies through clearly outlined documentation, flow charts and expectations.
2. To promote good governance and ensure consistent and effective internal controls in line with industry norms and audit recommendations and expectations.
3. To improve Membership database; implement grievance database that provides necessary statistics and information on grievances, and create modern resource repositories, accessible to Officers with limited user permissions to protect the identity of Members.

STRATEGIC PRIORITY 4 – OUTPUTS:

1. Review policies and procedures and establish clear, transparent, and efficient processes.
2. Create effective database through interaction and consultation with vendor for database (Union Impact).
3. Through sound research and investigation, establish BPSU repositories; with easily accessible material related to union history and accomplishments.

9.7. OTHER PRIORITIES:

The vision of this Executive expands beyond the aforementioned categories. To assure Members that their voices are heard, there is a need to address other concerns raised by our Members that include:

- the Union is not serving their interests and needs
- the Members are unaware of the Union's role
- the Union must seek ways to enhance and improve its communication strategies
- more must be done to protect the wages and benefits of Members, and,
- the Union must explore more ways to increase revenue.

This Executive aims to be an ear to its Members, engaged at all times in safeguarding their rights and carrying the Union forward based on Members' best interests and needs. The BPSU remains committed to our Members and have determined further strategic deliverables.

To this end, the Executive Committee has identified further goals to address.

OTHER STRATEGIC PRIORITIES – GOALS:

1. To promote and advocate Member's wellness: physical, mental, financial, and otherwise.
2. To strengthen the organization internal structure through competitive salaries and clear reporting lines.
3. To continue to convert Agency Shop Members to active Members through education and public relation initiatives.
4. To upgrade the Quinton B. Stovell Hall, kitchen and bar.
5. To actively utilize skillsets of Members in their fields of expertise.



10. BPSU’s THEORY OF CHANGE MODEL:

10.1 OUTCOMES, ACTIVITIES & INPUTS

CURRENT SITUATION	OUTCOMES/ IMPACT	OUTPUTS/ACTIVITIES	INPUTS
<p>THE SITUATION BPSU WILL ADDRESS:</p> <p>Like many local and international entities, the BPSU, have been negatively impacted by the global pandemic over the past 24 months.</p> <p>The Bermuda Government and our business associates, have had to make adjustments to staff retirement, hiring and redundancies.</p> <p>These actions have had and are continuing to present major challenges to our Members generally and the Union specifically.</p> <p>Despite the challenges being posed by the Covid-19 pandemic, it is virtually important for the BPSU to:</p> <ol style="list-style-type: none"> demonstrate its RELEVANCE to Members and the community; increase its REACH; enhance REVENUE by increasing financial streams, and, protect & enhance its stellar REPUTATION. 	<p>WHAT BPSU WILL ACHIEVE (future state):</p> <ul style="list-style-type: none"> Membership satisfaction and engagement to be at 75% by the end of fiscal year 2024. Policies, Processes and Procedures will be reviewed every 3 years commencing April 1, 2023. Increase BPSU revenue streams by 31 March 2026. All BPSU Staff, Executive, General Council, and Shop Stewards will complete a minimum of 12 contact hours of Training and Personal Development commencing April 1, 2023. Increase community satisfaction through the efforts of the Community Outreach Committee commencing April 1, 2023. The REACH of the BPSU will be embraced by the Members & business associates. The REPUTATION of the Union will be enhanced as a result of its policies, procedures, and processes being organized. The BPSU’s REVENUE and overall finances is healthy and enhanced by having multiple revenue streams. The Union’s Executive, Staff and Shop Stewards knowledge, experience and skill will be in a constant state of renewal and readiness. 	<p>PARTICIPANTS & ACTIONS:</p> <div data-bbox="651 541 1177 762"> <p>FISCAL MANAGEMENT & REVENUE</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> Consistent & prudent fiscal management & unqualified audits Making effective investments & embracing innovation & alternative options Membership discounts <p>ACTIVITIES</p> <ul style="list-style-type: none"> Establish fiscal policies & procedures that ensures the necessary information is provided for audits & the production of quarterly financial statements Establish the Audit Committee as required by the Constitution to officially investigate the prospects of effective investments & alternative revenue </div> <div data-bbox="651 772 1177 1014"> <p>MEMBERS SATISFACTION & COMMUNICATION</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> Engaged and educated Members. Improvements to website, social media, & Membership database Increase survey participation. <p>ACTIVITIES</p> <ul style="list-style-type: none"> Establish fiscal policies & procedures that ensures the necessary information is provided for audits & the production of quarterly financial statements Establish the Audit Committee as required by the Constitution to officially investigate the prospects of effective investments & alternative revenue streams. </div> <div data-bbox="651 1024 1177 1224"> <p>TRAINING & DEVELOPMENT</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> Targeting General Council, Executive Officers, Shop Stewards & Membership. Establish Development and Training program for Secretariat Staff. <p>ACTIVITIES</p> <ul style="list-style-type: none"> Workshops, webinars, and seminars. Specialized training through affiliates. Special offers to members for adult learning opportunities. Identifying specific training for Secretariat staff. </div> <div data-bbox="651 1234 1177 1661"> <p>MODERNIZE POLICY & PROCESSES</p> <p>OUTPUTS</p> <ul style="list-style-type: none"> Establish Clear, transparent, and efficient policies and processes. Create efficient and effective database. Establish BPSU repositories with easily accessible material related to the Union’s history and accomplishments. <p>ACTIVITIES</p> <ul style="list-style-type: none"> Conduct detailed reviews of policies & procedures on a consistent basis, which will allow the Union’s administration & processes to be effective and efficient. Conduct necessary upgrades to database & IT infrastructure to maintain and provide effective & efficient service to the membership. Provide training for Secretariat staff that allows for the proper upkeep of the database. Consistent maintenance of IT, phones, and laptops for remote working, which will allow Secretariat to be flexible while maintaining service to the membership. Record and document the history of the Union, while establishing a proper system to continue and maintain the recorded history. </div>	<p>RESOURCES:</p> <div data-bbox="1198 541 1422 762"> <p>FISCAL MANAGEMENT & REVENUE</p> <ul style="list-style-type: none"> Accounts Team Finance Committee Appointed Audit Committee General Council </div> <div data-bbox="1198 772 1422 1014"> <p>MEMBERS SATISFACTION & COMMUNICATION</p> <p>Education Committee: Lunch & Learn PR Committee: Feedback Social Committee: Networking Events Secretariat: Seek resources Social Media: enhance Membership database: accurate contact information</p> </div> <div data-bbox="1198 1024 1422 1224"> <p>TRAINING & DEVELOPMENT</p> <ul style="list-style-type: none"> Education Committee General Council Queens University IRC Ciprani CCLS Bermuda College Senior Management Team: via Performance appraisals to identify career development </div> <div data-bbox="1198 1234 1422 1661"> <p>MODERNIZE POLICY & PROCESSES</p> <ul style="list-style-type: none"> Senior Management Team: monitor and identify review of policies and procedures </div>

FIGURE 5: Outcomes, Activities & Inputs

10.2 INTRODUCTION OF THE 4 R's: *Resetting the Dial Theme*

REPUTATION, REACH, RELEVANCE AND REVENUE

1. REPUTATION

The reputation of the BPSU will be centered around its Mission Statement. We will be at the forefront of change, and continue to build capacity ensuring that the Officers, Secretariat, and Shop Stewards constantly renew their knowledge, experience, and skill sets. The Union will continue to encourage meaningful dialogue, and consultation. BPSU must maintain our reputation of being resolution-oriented and steadfast in our commitment to the protection of workers' rights

2. REACH

The reach of the BPSU must be embraced by the membership and satisfy their expectations. Enhancing our reach and improving membership engagement will require specifically targeting groups within the membership (e.g., young workers, women, future leaders). This can be accomplished through education and collaboration with social partners.

3. RELEVANCE

The Union is vested in the protection of the rights of workers and our relevance will be enhanced as a result of its policies, procedures and processes being optimized. The BPSU must increase its the ability to adjust to technology and the fast-changing complexion of the workplace. Digitalization and PIPA legislation will have an impact on how the BPSU functions, and both will need to be addressed. There is an educational component that must be consistent among our membership as to why we are relevant.

4. REVENUE

Financial and Fiscal Management:

The BPSU's main revenue stream is through membership dues and investment returns on fixed deposits and dividends. The current state of the BPSU's financial position is stable, however, best practices would suggest that the organization cannot rely on a single revenue stream. The Finance Committee will continue to research other possibilities for additional revenue streams.

Possibilities

Immediate remedies for additional revenue:

- complete main hall, kitchen, and bar renovations, and,
- maximize the utilization of existing facilities:
 - carpark, and,
 - the Edward G. Ball Jr. Boardroom to be rented for events.





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"Onward and Upward Together"