



**Committee:** Collective Bargaining Caucus  
**Committee Sponsor:** Mount Royal Faculty Association  
**Date last Revised:** April 2026

### **Overview and Mandate**

The Association is committed to ensuring its committee tasked with engaging in collective bargaining is representative of the membership and brings the appropriate resources and expertise to the collective bargaining process.

Notwithstanding that the Bargaining Team has delegated authority from the Executive Board to bargain collectively on behalf of the academic staff, the Collective Bargaining Caucus (CBC) supports collective bargaining structures that incorporate principles of the engagement model by

- Extending member involvement in collective bargaining in preparation for and during negotiations;
- Ensuring representation from both contract and full-time members;
- Incorporating the principle of “nothing about us without us” when discussing issues related to equity, diversity, and inclusion;
- Bringing relevant experience and expertise to the bargaining table when required; and
- Developing member experience at the table for future bargaining.

The CBC tasked with operationalizing the Association’s actions related to collective bargaining.

### **Membership**

The Collective Bargaining Caucus shall include the following

- Negotiations Officer, Chair of Collective Bargaining Caucus (Membership elects to the Executive Board in even-numbered years)
- MRFA Contract Member Officer (Membership elects to Executive in even-numbered years)
- President,
- MRFA Labour Relations Officer, non-voting
- Up to ten (10) additional members, five elected annually for staggered two-year terms. All Faculties must be represented by a maximum of two elected members and efforts shall be made to ensure that applicable expertise necessary for effective bargaining is covered by the elected members. According to identified long-term bargaining priorities, expertise and/or experience that may be sought/encouraged to seek appointment include, but are not limited to
  - diversity of appointment categories and roles within the University (e.g. Chairs, Educational Developers, Lab Instructors, Senior Lecturers)
  - an economist and/or individual with expertise in economics
  - members with expertise in specific interests in any round
  - members who wish to gain experience in collective bargaining

Annually, in August, the CBC shall appoint a Vice Chair from the members listed above.

By December 1 of the year preceding a bargaining year, the CBC shall submit recommended appointments to fill the Bargaining Team and all Committee roles (see Appendix 1)

### **Expected Activities of the Collective Bargaining Caucus**

- 1) Undertake the necessary preparations prior to the commencement of collective bargaining, as outlined in the collective bargaining policy.
- 2) The CBC develops a proposed Statement of Interests for the membership to comment at a meeting called no later than November 30, prior to providing notice to commence collective bargaining as outlined in Article 21.

- 3) During collective bargaining, the Bargaining Team shall work collaboratively with the CBC. . The work of the CBC may include, but is not limited to, communication preparation, analysis, research, gathering member input, and proposal creation. Research may be conducted via Research Groups to be struck at the discretion of the CBC (see appended template for Research Groups)
- 4) The CBC and the Bargaining Team work collaboratively and in mutual support to advance issues at the bargaining table. Consensus is preferable, but, where votes are held, all such votes shall be non-binding and advisory only to the Bargaining Team. The Bargaining Team is empowered to come to agreement on terms within the acceptable range of agreement approved by the Executive Board.
- 5) Make the following appointments:
  - a. No later than December 1 of the academic year preceding a bargaining year the CBC shall recommend to the Executive Board the appointment of members from the CBC to serve on the Bargaining Team and to fill the roles specified in [Appendix 1](#). The Bargaining Team must have
    - i. At least one contract Member,
    - ii. At least one Member with expertise in economics, statistics, or data analysisOnce appointed by the Executive Board, the Bargaining Team composition shall be ratified by the membership at the January Membership Meeting.
  - b. In bargaining years he CBC shall call for, consider, and recommend to the Executive Board appointment of a list of eligible Members to serve as rotating observers throughout the bargaining period.

### **Meetings**

In addition to the initial meeting, which shall be held during the Spring Committee Transition Meetings, the CBC shall normally meet twice monthly during the academic year. Additional meetings may be called as necessary by the Chair.

Quorum shall 50% of current committee membership + 1, including either the Chair.

Minutes shall be taken for all committee meetings and approved minutes shall be submitted to the Executive Board for information.

### **Resources**

The Collective Bargaining Caucus shall be allocated a budget to facilitate the work of all related committees with the majority of it being earmarked to pay for IFB Training and mediation expenses in bargaining years. The amount allocated shall be reviewed annually by the Audit and Finance Committee

## Appendix 1 - Bargaining Role Descriptions

This section outlines the distinct roles and responsibilities within the Association's collective bargaining framework. The clear definition of these positions is essential for several strategic reasons:

- **Ensuring Capacity and Distributing Workload:** distributing tasks (such as chairing meetings, leading negotiations, and communications) across different roles ensures the demanding process of collective bargaining is managed effectively, prevents the overburdening of any single individual, and allows all critical aspects to be advanced simultaneously and efficiently.
- **Clear Expectations:** Each role comes with clearly delineated authority, expected activities, and defined relationships to other roles. This clarity minimizes ambiguity, prevents duplication of effort, and ensures that every participant understands their specific contribution to the overall goal.
- **Procedural Integrity and Transparency:** Specific roles, such as the Collective Bargaining Caucus Chair, are dedicated to maintaining the procedurally compliant operation of internal decision-making. Simultaneously, the Lead Communicator role ensures transparency and regular reporting back to the Membership, upholding democratic principles.

These established roles are designed to build a robust, skilled, and accountable structure to effectively represent the interests of the Membership throughout the collective bargaining process.

<b>Negotiations Officer - Collective Bargaining Caucus Chair</b>	
This role serves as the <i>Chair</i> of Collective Bargaining Caucus meetings.	
<p><u>Authority</u></p> <p>The individual in this position is authorized to lead, moderate, and ensure the efficient and procedurally compliant operation of CBC meetings. While the chair represents the body and guides it toward its objectives, the ultimate authority resides with the group's majority, and the chair cannot impede the will of the group.</p>	<p><u>Relation to Other Roles</u></p> <p>The Chair shall work closely with the Labour Relations Officer and is authorized to lead, moderate, and ensure the efficient and procedurally compliant operation of meetings.</p> <p><i>The CBC Chair may or may not be on the Bargaining Team and may, with consideration of workload and expertise, be appointed to also fill either the Chief Bargainer or Lead Communicator role.</i></p>
<p><u>Expected Activities</u></p> <ul style="list-style-type: none"> <li>● Work collaboratively to set CBC agendas.</li> <li>● Chair the meetings of the CBC.</li> <li>● Manage the participants in a room or meeting and maintain order.</li> <li>● Ensure that the Community Guidelines are respected and followed.</li> <li>● Address conflict and tension if/when it develops.</li> <li>● Make procedural rulings with respect to meeting functions.</li> <li>● Recognize speakers.</li> <li>● Manage motions and votes, and declare the results.</li> <li>● Attend Executive Board meetings to report on negotiations.</li> </ul>	

## Chief Bargainer (Chair of the Bargaining Team)

This role serves as the primary liaison with the Board of Governors' representatives for collective bargaining and leads negotiations at the bargaining table.

### Authority

The person in this role shall have the authority to negotiate and enter into agreements on behalf of the Association with the Board of Governor's representatives, at the direction of and in agreement with the Collective Bargaining Caucus.

### Relation to Other Roles

The Chief Bargainer shall work closely with the Labour Relations Officer and serves as the primary liaison with the Board of Governors' representatives for collective bargaining. They chair the Bargaining Team, lead negotiations at the bargaining table and are a member of the Collective Bargaining Caucus (CBC). The Chief Bargainer has the authority to negotiate and enter into agreements on behalf of the Association, but only at the direction of and in agreement with the Collective Bargaining Caucus. The Chief Bargainer has an equal vote as other members of the Bargaining Team and the CBC, but has added responsibility. The Chief Bargainer shall provide regular, detailed, reporting to the MRFA President except where this role is delegated to the Lead Communicator.

*The Chair of the Collective Bargaining Caucus may serve as Chief Bargainer where deemed appropriate based on workload and experience.*

### Expected Activities

- Act as the liaison between the Association and Board of Governors' representatives for bargaining meetings, arranging schedules/meetings, agendas and other administrative tasks to facilitate bargaining including those tasks outlined in Article 21.
- Take primary responsibility for advancing the Association's *Bargaining Mandate* during collective bargaining. This includes actively participating in discussions, presenting arguments, addressing employer statements, and strategically directing speaking opportunities.
- Delegate and share the workload and ultimately ensure all tasks are completed.
- Chair Bargaining Team meetings.
- Upon request, call caucuses of the Bargaining Team.
- Act as a central point of contact with respect to activities at the bargaining table, sharing information, resources, and expertise with other relevant roles.

## Vice-Chair of the Bargaining Team

This role supports the procedural and operational work of the Chief Bargainer, may serve as designate for the Chief Bargainer when needed, and shall serve as a member of the Bargaining Team.

Authority, Relation to Other Roles, and Expected Activities:

The Vice-Chair shall work closely with the Labour Relations Officer and have the role of a Member of the Bargaining Team (see chart below) and may fill in for the Chief Bargainer if needed (see chart above).

## Lead Communicator

This role serves as the person who speaks and communicates with respect to collective bargaining at Membership meetings and in updates.

### Authority

The individual in this position is authorized to speak, with respect to collective bargaining, and provide updates to the union Membership.

### Relation to Other Roles

The Lead Communicator shall work closely with the Labour Relations Officer and is the person who speaks and communicates with respect to collective bargaining at meetings and in updates. They are authorized to provide updates to the union membership. The Lead Communicator is responsible for reporting regularly and in detail to the Membership regarding bargaining table progress. They receive reports back from Members of the Collective Bargaining Caucus. They are designated from within the CBC, have an equal vote as other members of the CBC, but have added responsibility. They may or may not be on the Bargaining Team and they may take on the additional responsibility of consistent detailed communication with the MRFA President where this is beyond the capacity of the Chief Bargainer.

*The individual in this position may also serve as CBC Chair or Chief Bargainer if deemed appropriate by the CBC.*

### Expected Activities

- Provide speaking notes and/or slides to the CBC to review in advance of presentation at a Membership Meeting. Where practicable, the Lead Communicator may invite other members of the Bargaining Team to co-present information to the Membership.
- Report regularly and in detail to the Membership at Regular Meetings regarding bargaining table progress.
- Create and write informational documents in coordination with the Communications Officer or designated leads

## Member of the Collective Bargaining Caucus

These roles serve as a contributor to the development and execution of the bargaining strategy, representing the interests of the Membership during negotiations with Board of Governors' representatives.

### Authority

These individuals shall all have an equal vote and participate in the strategic direction of collective bargaining and the responsibility for advancing the Association's Bargaining Mandate, and shall give direction and input to other roles within the collective bargaining framework.

### Relation to Other Roles:

Members of the Collective Bargaining Caucus (CBC) are directed by the Executive Board (which delegates the collective bargaining activities to the CBC). The CBC is responsible for giving direction and input to other roles within the framework. CBC members have an equal vote and say in the strategic direction of collective bargaining, and are responsible for advancing the Association's Bargaining Mandate. They collectively review issues, decide which issues go to bargaining, and report back to members through the Lead Communicator. The CBC selects and recommends members from within its membership to the Executive for appointment to the Bargaining Team (including the Chief Bargainer). All members of the Bargaining Team are also members of the CBC. *There shall be at least one contract Member on the Bargaining Team and at least two on the CBC.*

Expected Activities

- Collectively review issues from the Association's Membership.
- Create the mandate for a specific round of bargaining.
- Decide which issues would be brought to bargaining.
- Report back to members, through the Lead Communicator.
- Use their diverse backgrounds to contribute and represent specific demographics.
- Attend CBC meetings
- Research, write, and draft proposals.
- Decide on issues when the Bargaining Team is divided.
- Refer major changes in a Mandate to the Membership for discussion and direction.

**Member of the Bargaining Team**

These roles serve as a contributor to the execution of the Bargaining Mandate, and are directly involved in the bargaining with Board of Governors' representatives.

Authority

These individuals shall all have an equal input into the bargaining with the Board of Governor's representatives, at the direction of and in agreement with the Collective Bargaining Caucus.

Relation to Other Roles:

Members of the Bargaining Team serve as a contributor to the execution of the Bargaining Mandate and are directly involved in negotiations with the Board of Governors' representatives. They have equal input into the bargaining but must operate at the direction of and in agreement with the Collective Bargaining Caucus. All members of the Bargaining Team are also members of the Collective Bargaining Caucus and are appointed by the Executive Board based on the CBC's recommendation. The Chief Bargainer is one of these members. Members may work collaboratively with the Labour Relations Officer.

Expected Activities

- Attend all scheduled bargaining sessions, BT caucuses, CBC meetings, and prep sessions.
- Participate actively in developing proposals, responses, and bargaining strategy in alignment with the Bargaining Mandate.
- Contribute to discussions at the table, offering perspectives, data, and expertise.
- Support the Chief Bargainer in presenting, clarifying, and defending MRFA positions.
- Collaborate with other members of the Collective Bargaining Caucus to refine priorities, proposals, and tactical decisions.
- Review relevant data, contract language, comparators, and research in advance of meetings to ensure informed participation.
- Assist in drafting, revising, or analyzing contract language, proposals, counterproposals, and rationale documents.
- Support the Lead Communicator who shall coordinate with the Communications Officer or designated leads to ensure consistent and accurate updates are provided to the Membership (as appropriate and approved).
- Participate in debriefs after each bargaining session to assess progress, identify challenges, and plan next steps.
- Represent the MRFA professionally and respectfully at all times when interacting with the Board of Governors' team.

Identify issues requiring guidance from the Collective Bargaining Caucus and bring them forward when necessary.

## Observers

These roles support transparency and Member understanding by quietly attending bargaining meetings between the MRFA Bargaining Team and the Board of Governors' team. Observers learn about the collective bargaining process, witness discussions firsthand, and help strengthen communication back to the broader Membership.

### Authority

Observers have no decision-making authority and do not participate in bargaining. They do not speak at the table, are not involved in strategy, and do not influence the direction or content of bargaining. Their presence is solely to watch, learn, and report back through approved channels.

### Relation to Other Roles:

. Attendance of Observers shall be coordinated by the Labour Relations Officer. Observers may provide general reflections to the MRFA Communications Officer or the Bargaining Team outside the bargaining meeting room, but they do not participate in caucus discussions, internal decision-making, or table exchanges.

### Expected Activities

- Attend bargaining meetings, with the permission of the Association, following all confidentiality and decorum expectations: quietly and respectfully without participating.
- Take general notes on process, tone, themes, and member-relevant observations (not verbatim content).
  - Observe the dynamics, pacing, and structure of bargaining to build understanding of the process.
  - Provide high-level impressions or takeaways to the Lead Communicator or Chief Bargainer when requested.
  - Refrain from disrupting, commenting, or influencing bargaining in any way.
  - Model professionalism and neutrality while present at the table.

## President

The President serves as the chief representative and external spokesperson of the Association, and has particular responsibility for ensuring that the bargaining process reflects the Association's strategic goals, fiduciary responsibilities, and adherence to its constitutive documents as well as direction from the Membership.

### Authority

The President acts as the primary executive liaison.

The President is authorized to speak on behalf of the Association externally as the sole spokesperson of the Association..

### Relation to Other Roles

The President works closely with all Officers on the Executive Board to ensure alignment of committee and communication efforts throughout bargaining. As such, the President shall receive frequent comprehensive updates of emergent developments during bargaining.

### Expected Activities

- Participate in bargaining on the CBC as outlined above
- Meet frequently with the Caucus Chair, Chief Bargainer, and Lead Communicator throughout bargaining to receive detailed and timely updates
- In consultation with the Executive Board, direct committees to undertake specific work to support the work of the Collective Bargaining Caucus and Bargaining Team

## Appendix 2 - Bargaining Resource Groups



### Bargaining Resource Group - Template

**Committee Sponsor:** MRFA Collective Bargaining Caucus

**Research Focus:** \_\_\_\_\_

**Date Struck:** \_\_\_\_\_

#### Mandate

This Bargaining Resource Group has been struck by the Collective Bargaining Caucus (CBC) to conduct the following research and provide any appropriate and/or requested deliverables to the CBC:

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#### Authority

The Bargaining Resource Group shall report directly to the CBC in accordance with the timeline provided below. Should the Bargaining Resource Group not be able to meet the timeline, advance notice will be provided, where possible, to the CBC so that it can make adjustments as appropriate.

#### Membership

This Bargaining Resource Group shall consist of:

- [name of member appointed from and by the CBC] who shall be Chair (if applicable), and
- [names of additional member(s) to be determined by CBC] .

#### Meetings

In addition to the initial meeting, which shall be called for the Bargaining Resource Group to plan out the completion of the mandate, Bargaining Resource Groups are expected to meet as needed with additional meetings to be called as necessary by the Chair.

Quorum shall 50% of current committee membership + 1, including the Chair.

Minutes will be taken for all meetings and minutes shall be submitted to the CBC for information.

#### Timeline

- [To be listed here by the CBC]

#### Resources

The Labour Relations Officer shall serve as a resource to the Bargaining Resource Groups and shall develop a reference document to support the work of Bargaining Resource Groups which shall be linked here once it is available.