

# 2026/2027 Strategic Plan

Fiscal year July 1, 2026 – June 30, 2027

The Professional Institute of the Public Service of Canada

**Greater focus, alignment, and accountability for the  
year ahead.**



The Professional Institute of  
the Public Service of Canada

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## APPROVAL AND DEVELOPMENT

Adopted by the PIPSC Board of Directors, June 2026

Developed by the Board Strategic Planning Sub-Committee: **Katie Francis**, Vice President · **Morgan Cranny**, Director, BC–Yukon · **Matt Vanner**, Director, National Capital Region · with **Stan MacLellan**, Chief Operating Officer.

# Statement of Acknowledgement & Solidarity

The Professional Institute of the Public Service of Canada (PIPSC) acknowledges that we gather, work, and build our communities across the lands and waters of many Indigenous peoples. Here in Ottawa, we give thanks to the Omàmiwinini, the Algonquin people, whose relationship with these lands and waters continues to this day. We also recognize that Algonquin territory is now home to First Nations, Inuit, and Métis people who live, work, raise families, and contribute to the communities around us and the land under us.

As a union representing workers across Canada, we recognize that our presence and our work take place within a much longer history of Indigenous peoples, their laws, governance, cultures, languages, and relationships to their lands and waters. We acknowledge that colonization has had and continues to have profound impacts on Indigenous peoples, communities, and Nations.

We do not offer this acknowledgement as an endpoint, but as a commitment to continued learning and action.

## Our Commitment to Education and Relationship

The Truth and Reconciliation Commission's Call to Action #57 calls upon governments to educate public servants on the history and legacy of residential schools, Treaties and Aboriginal rights, and Indigenous peoples' historical and contemporary contributions to Canada.

PIPSC recognizes the importance of this call and the responsibility that comes with representing public-sector workers across Canada.

We commit to using Call to Action #57 as a framework to strengthen our own education and understanding. This means creating ongoing opportunities for our staff, leadership, and members to learn about Indigenous histories, Treaties, rights, laws, cultures, and contemporary realities not as a single training or annual acknowledgement, but as continuing education and learning.

We also recognize that education must lead to action. We will continue to examine how PIPSC can apply this learning within our workplaces, our advocacy, our policies, and our relationships with Indigenous peoples. We will encourage our members to understand the lands and communities in which they live and work, and to consider what responsibility comes with being a worker, union member, and settler on Indigenous territory.

For us, solidarity means standing together in resistance for those who are oppressed, following Indigenous leadership rather than assuming our own, and using our collective strength as a union to advocate, in our workplaces, our policies, and our public voice — for the rights, sovereignty, and self-determination of all Indigenous peoples. As settlers on this territory, solidarity means ongoing learning, honest acknowledgment of harm, and being accountable partners in the work of reconciliation, not just once, but continuously.

We offer this acknowledgement with gratitude and humility. We recognize the privilege of being welcomed onto Indigenous lands and waters, and we accept the responsibility to learn, to listen, to build relationships, and to continue moving toward reconciliation through meaningful and sustained action.

# Message from the President



## Sean O'Reilly

President  
The Professional Institute of the  
Public Service of Canada

Over the past year, we have worked hard to strengthen our organization – improving transparency and accountability, stabilizing our foundation, and positioning PIPSC for long-term success.

That work has reinforced an important reality: strong organizations do not simply respond to challenges as they arise, they plan deliberately for the future.

| That is why this Strategic Plan matters.

This is intentionally a one-year bridge plan. It is designed to move PIPSC toward a more comprehensive long-term strategic planning cycle while creating greater focus, alignment, and accountability today. Most importantly, it signals a commitment to becoming a more strategic organization – one prepared to establish priorities, measure progress, and build transparently toward the future.

This is not simply a planning exercise. It is an investment in long-term sustainability and organizational strength.

Together, we can continue building a stronger future for PIPSC.

In solidarity,

**Sean O'Reilly**

President

# Message from the Chief Operating Officer



## Stan MacLellan

Chief Operating Officer  
The Professional Institute of the  
Public Service of Canada

Strong organizations are built through clear priorities, disciplined planning, and accountability. This Strategic Plan represents an important step toward strengthening these principles at PIPSC.

The result of considerable work by the Strategic Planning Sub-Committee, this one-year bridge plan is designed to transition the Institute toward a broader and more consultative three-year strategic planning cycle. It establishes a practical set of priorities and commitments, creates stronger alignment around organizational direction, and builds a framework for accountability and reporting that will strengthen how the Institute operates.

Strategic planning cannot exist solely as a document – it must become part of how an organization operates.

Long-term sustainability requires organizations to establish priorities, measure progress, and report transparently.

Approval of this plan is the first step of that work. Regular progress reporting to the Board, membership and staff will maintain momentum and ensure implementation stays on track.

In solidarity,

**Stan MacLellan**

Chief Operating Officer

# The Five Priorities

PIPSC's published direction for 2026/2027, expressed as five priorities.

**1**

## **Our Members First**

Services, representation, and member experience that match what the membership needs in an evolving environment, across every employer PIPSC represents.

**2**

## **Building Our Influence**

PIPSC visible and credible on the issues that matter most. Return-to-workplace, workforce cuts, outsourcing, and AI.

**3**

## **Our People, Our Strength**

Giving the staff, stewards, and activists who power PIPSC the clarity, support, and tools to serve members and deliver this plan.

**4**

## **TREDIA**

Truth & Reconciliation, Equity, Diversity, Inclusion & Accessibility. Moving from principle to measurable action.

**5**

## **Excellence in Service**

Published targets, clear reporting, and continued improvement. Board-level visibility against measurable commitments.

# About PIPSC

The Professional Institute of the Public Service of Canada is Canada's largest union representing professionals in the public service. A certified union recognized by the Labour Relations Board, PIPSC represents more than 80,000 scientists and professionals employed at the federal and some provincial and territorial levels of government.

PIPSC advocates for fair workplaces, protects members' rights, and strengthens the value of public service through collective action, expertise, and leadership. For more than a century it has led progress on the issues that define the public service. Equal pay and human rights, whistleblower protection, strong pensions, scientific integrity, and tax fairness among them.

Today PIPSC negotiates collective agreements with 26 employers across six jurisdictions, and represents members in the laboratories, agencies, and offices across the country where expert, independent public-service work gets done.

## PIPSC AT A GLANCE

|                     |                                                                                                           |
|---------------------|-----------------------------------------------------------------------------------------------------------|
| <b>Founded 1920</b> | More than a century representing public-service professionals.                                            |
| <b>80,000+</b>      | Scientists and professionals. Canada's largest union of professional public servants.                     |
| <b>40+ groups</b>   | Occupational groups, from IT and scientific research to engineering, health, and legal services.          |
| <b>26 employers</b> | Across six jurisdictions: federal, provincial and territorial.                                            |
| <b>Six regions</b>  | Atlantic · BC/Yukon · National Capital Region · Ontario/Nunavut · Prairie/Northwest Territories · Quebec. |

# PIPSC in Action



Members at the CFIA dining-table installation, Ottawa, February 2026 – exposing the cost of cutting food safety experts. Photo: Andrew Meade



SP Group members rally to Stand up for Science in March 2026

Members bring the fight for science to Parliament Hill, March 2026



Members warn of the cost of federal climate-science cuts, August 2026



Rong (Sunny) Wang, Regional Engineer with the Department of National Defence

# Vision, Mandate and Values

## OUR VISION

**A thriving, empowered membership delivering world-class public services with fairness, equity, and excellence.**

## Our Mandate

To provide the highest quality representation to members, collectively and individually, by:

- effective bargaining, labour relations and member services
- actively promoting and defending the rights and interests of our members
- vigorously safeguarding and promoting professional standards

## Our Values

### RESPECT

Being sensitive and responsive to the rights of our members.

### INTEGRITY

Acting with honesty and fairness.

### CO-OPERATION

Building partnerships and working together toward common goals.

### ACCOUNTABILITY

Being accountable to our members and transparent about our actions.

# Operating Environment

The forces shaping the year ahead, across every employer PIPSC represents.

## Workforce Reductions

6,000+ members affected by Workforce Adjustment, as the federal government plans to cut 40,000 positions.

## Workplace Pressures

Four-day office mandates and back-to-work legislation reshaping conditions.

## Outsourcing at Record Highs

~\$26B federal. A structural pressure on the public service.

## Workplace Technology

Rapid AI and systems change; members need a credible voice.

## Employee Systems

Ongoing federal pay and HR failures. A daily member issue.

## Cost-of-Living and Climate

Rising costs and a tougher climate for unions raise the bar.

## Earning Support

Member support is what sustains our union. PIPSC earns it through the work it delivers.

## Growing Engagement

PIPSC will open more ways for members to take part this year.

## Trust and Accountability

Through this plan, PIPSC will report progress openly to the Board, to staff, and to members.

## A New Way Forward

How members work is changing, and how their union works must change with it. PIPSC is reimagining its structures and processes to fit how members work now.

# Priorities and Their Commitments

Ten commitments, two under each priority, each carrying a measurable success indicator.

## P1 Our Members First

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### 1 Member Experience Measurement

Gather, publish and act on member voice. Turning existing survey work into a measured baseline.

### 2 Institute-wide Service Level Standards

Define and publish response and resolution standards, so members know what to expect.

## P2 Building Our Influence

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### 3 Coordinated 2026/2027 Advocacy Plan

Bring PIPSC's live campaigns under one plan, so they pull together and members hear one voice.

### 4 Influence & Engagement Measurement

Establish how PIPSC tracks influence and engagement. The methods, data and reporting that show what works.

## P3 Our People, Our Strength

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### 5 Performance & Development Framework Rollout

Roll out HR's 2026 framework: clear goals, regular feedback, manager training.

### 6 Steward Framework Enhancement

Pull PIPSC's separate steward programs into one structure, reported once a year.

# Priorities and Their Commitments

The final two priorities and their four commitments.

## P4 TREDIA

### 7 Staff Environment

Move from 2025 staff-survey findings to visible, accountable action, and measure the difference.

### 8 TREDIA Action Plan

Translate PIPSC's TREDIA commitments into measurable actions.

## P5 Excellence in Service

### 9 Quarterly Strategic Performance Report

A standing Board report on progress, as PIPSC builds toward indicator-led reporting.

### 10 Member Service Charter

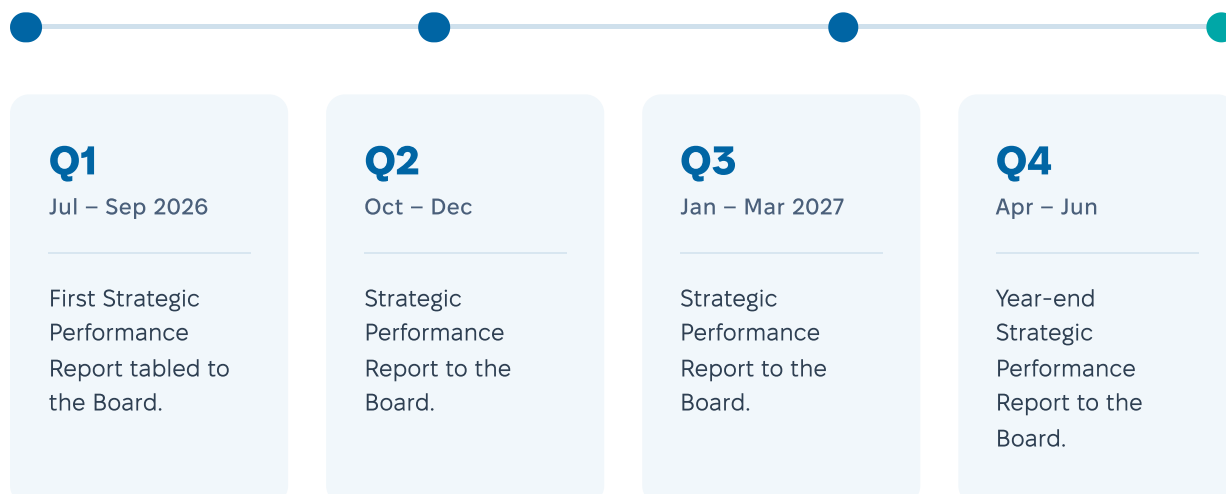
Publish what members can count on across representation, bargaining, advocacy and services, and measure it.

# How We'll Report Back

Accountability is built into this plan. Each quarter, the Office of the Chief Operating Officer tables a Strategic Performance Report to the Board: progress on every priority and commitment, with named owners. Open items are tracked with owners and due dates, so nothing falls between meetings.

Each commitment carries a success indicator. Progress against those indicators is reported through this cycle.

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Regular progress reporting to the Board, membership and staff will maintain momentum and ensure implementation stays on track.

# The Path Forward

1

## Deliver and measure

PIPSC establishes its first institute-wide measures across all five priorities. Turning commitments into progress the Board and members can see.

2

## Built to adapt

Workforce change, legislation, AI, and funding pressure make this a demanding year. The plan is designed to flex as conditions shift, without losing direction.

3

## Accountable throughout

Progress is reported to the Board every quarter, with named owners and a clear record of what has been delivered against each commitment.

This plan exists for one reason: the scientists, professionals, and specialists who deliver Canada's public services deserve a union as expert, accountable, and forward-looking as they are.

**Together, PIPSC will build the measurement, structure, and strength to defend and strengthen public service for the years ahead.**

## **The Professional Institute of the Public Service of Canada**

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