

CUPE Local 3906 – Secretary-Treasurer’s Annual Report to the AGM

Service Term: May 2025 – March 2026

Prepared: March, 2026

Submitted by: Saba Khorasani, Secretary-Treasurer

Serving as Secretary-Treasurer over the past terms involved managing a high volume of financial and administrative responsibilities within a time-sensitive environment. The focus throughout the term was on maintaining accurate, timely, and compliant financial operations while supporting the broader needs of the Local.

With an academic background in finance and prior professional experience, the approach to this role emphasized accuracy, consistency, and adherence to CUPE’s financial policies and statutory requirements. Core financial duties were completed on schedule, with no outstanding compliance issues or reporting delays attributable to the Treasurer’s office.

Key responsibilities during this term included:

- Conducting monthly union dues reconciliations and processing required remittances
- Managing expense processing and reimbursements
- Supporting budget preparation and review processes, with attention to transparent allocation of funds and ongoing monitoring of expenditures against approved budgets
- Administering payroll, including staff payments and monthly honoraria
- Handling statutory deductions, employer remittances, and coordination with external accounting support
- Preparing and submitting financial reports to CUPE National, Trustees, and the Local
- Supporting audit processes, including preparation of financial records and coordination with auditors and Trustees

These responsibilities required coordination across multiple teams, careful prioritization, and consistent attention to detail.

Several adjustments were made to improve consistency and reduce administrative delays:

- Strengthened year-end financial coordination, including budgeting support, T4 preparation, audit readiness, and alignment with external accounting timelines
- Improved tracking and follow-up mechanisms for pending requests
- Introduced clearer prioritization practices to manage urgent versus routine tasks
- Enhanced communication around financial processes, timelines, and requirements
- Increased coordination with executive members to support timely approvals
- Refined handling of high-volume reimbursement and claim periods

While the term was operationally stable, several structural challenges remain:

- The volume and unpredictability of requests during peak periods

- Dependence on centralized knowledge, highlighting the need for stronger documentation and redundancy
- Administrative workload during key periods (e.g., year-end, T4 preparation, audit processes), requiring improved advance planning

Addressing these areas would support more sustainable operations and reduce pressure during high-demand periods.

Future improvements may include:

- Strengthening backup systems and documentation to ensure continuity
- Establishing clearer internal prioritization frameworks
- Creating accessible training materials to support committees and reduce bottlenecks

Continued attention should also be given to improving strike-readiness processes, streamlining reimbursements, and enhancing financial transparency.

Gratitude is extended to the Local's experienced staff and to those executive members who provided consistent support throughout the term. The role extends beyond administrative responsibilities, requiring ongoing coordination, responsiveness, and attention to detail. Efforts this term were directed toward maintaining operational consistency while identifying areas for further improvement.

In solidarity,

Saba Khorasani
Secretary-Treasurer