

# Community Social Services Employers' Association of BC

Building the  
Path Forward

ANNUAL REPORT  
**2016**





Cover and this page photo: Rachel A. Photography for Okanagan Boys and Girls Clubs

## OUR VISION

To be a leader in human resources and labour relations, and a trusted advisor to our membership and government for the community social services sector of British Columbia.

## OUR GUIDING PRINCIPLES

- We value the work of our member agencies and recognize the contribution members make to their communities and to the people they serve.
- We deliver quality services in a professional manner with honesty and respect.
- We facilitate a positive and productive labour relations environment within the social services sector.
- We work collaboratively with our members and government, value member input and support, and promote open and honest communication.
- We are committed to best practices and seek to develop innovative solutions to labour relations and human resources issues.
- We are a multi-employer association, accountable to balance the interests of member agencies and government to achieve our mandate.
- We believe employees are our most important resource and support them to be the best they can be.



# About the Community Social Services Employers' Association of BC

## **The Community Social Services Employers' Association of BC**

(CSSEA) provides human resources, labour relations, collective bargaining and research and knowledge management, to 196 members and 80 associate agencies throughout the province ranging in size from under 10 employees to more than 700 and collectively employing more than 21,000 people.

Created in 1994 and based in Vancouver, CSSEA is the accredited bargaining agent for members and negotiates three sectoral collective agreements for its membership.

CSSEA members deliver a wide array of services to the people they support across BC in three service divisions:

- Aboriginal Services (AS)
- Community Living Services (CLS)
- General Services (GS)

Government and members rely on CSSEA to be a leader in human resources and labour relations in the community social services sector. Through stakeholder consultation and collective bargaining, CSSEA endeavours to build constructive and collaborative relationships with members, government, employees and unions, while continuing to attend to evolving membership needs.

CSSEA comprises three departments:

- Human Resources and Labour Relations (HRLR) Services
- Finance, Research and Knowledge Management
- Communications and Events



Staff of Vancouver Aboriginal Child and Family Services Society take part in cultural training camp.

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HRLR Services delivers consistent, reliable and trusted advice on human resources and labour relations issues. The team provides collective agreement negotiation and administration services, third-party representation (mediation, arbitration, human rights, WorkSafeBC and Labour Relations Board), disability management, and training and skills development.

Research and Knowledge Management collects and analyzes sectoral compensation and workforce data, conducts research on external compensation and benefits, manages the sector's job classification system, provides costing services during collective bargaining and oversees information technology infrastructure, systems and website maintenance.

Communications and Events informs both internal and external stakeholders on the latest operations-related news; the department also produces various publications and executes events including the AGM and conference.

# Board Chair Message

There is a lot that community social services members can be proud of this year. My past 10 months as Board Chair have been defined by strengthening CSSEA initiatives with the membership and funders. In addition, the Board and Panels have focused on developing new partnerships and raising the profile of the social services sector and I am delighted to report on this year's key highlights.

Foremost among CSSEA's accomplishments was the successful launch of its inaugural BC Community Social Services Awards of Excellence and the continuation of this important program into its second year. The awards pay tribute to outstanding individuals who are so deserving of celebration and exposure. Like many of their colleagues working in the field, our recipients are passionate, effective and tireless advocates who care deeply about making a difference in the lives of those they support. It is rejuvenating not only to see and hear the stories of our nominees and recipients but also, to acknowledge the efforts of our nominators, who spend their own time to complete nominations in order to ensure their colleagues are recognized. I am excited to see the initiative continue to grow and congratulate all of this year's nominees and winners. On behalf of the membership, I also thank committee members, judges and Telus for their continued support and sponsorship of the awards.

Over the past year, CSSEA's various committees have also been particularly active. The Joint Union and Management Committees have been outcome-driven and subcommittees have been collaborative in following up on issues from the last round of collective bargaining that are pertinent to both employers and union. Among the highlights:

- The **Precarious Work Committee** met multiple times to review and recommend ways to regularize work for regular employees and casual employees.
- The **Classification (JJEP) Committee** completed a JJEP review of 63 existing benchmarks and created a handful of new benchmarks. It also collected 99% of all CSSEA members' job descriptions and completed the distribution of the 2015/16 comparability and anomaly money. It is now working on the allocations for 2016/17 and 2017/18.

- New committees were created, including the **Benefits While on Leave Committee**, which reviews and makes recommendations on employees who are required to pay for benefits because they are on a leave longer than 20 days; the **Joint Training Committee**, which recommends joint training for union stewards and supervisors; and the **Labour Adjustment and Education Fund Committee**, which provides stewardship for the government fund that addresses the retraining needs of displaced employees, as well as providing employers with opportunities to upgrade skills in their current job, a related job or other job classification.



We also continue to see positive feedback from the membership on the CSS WorkSafeBC Pilot Project, which recently wrapped up Year 1 initiatives and issued an interim report on activities to date. The project, which involves CSSEA, the Federation of Community Social Services of BC, WorkSafeBC and sponsored by the Innovation and Sustainability Initiative, is a wonderful example of multi-stakeholder collaboration to obtain the goals of employee injury prevention, improvements on return-to-work practices and employer cost reduction.

It has been a great experience to act as your Board Chair and to work with a dedicated group of Board and Panel members. I believe CSSEA is well positioned to become the data repository for the social services sector and to have its profile raised with government, funders and the public. I would like to thank CSSEA's staff for contributing to the betterment of the sector and particularly, to all who work in the field providing unwavering care to the citizens of BC.

A stylized handwritten signature in blue ink.

**Janice Barr**, CSSEA Board Chair

# CEO Message

2016 was a year in which we continued to work with funders and the union bargaining association on the implementation of the terms of our five-year collective agreements, including 2.5% wage increases per year over three years in comparability money. I am pleased to report on the highlights of the past year to achieve the goals of our Strategic Plan. This was the first year of our new three-year strategic plan and already, considerable progress was made.

## **Goal One: Continue to enhance our status as a trusted advisor to members and government on HR & LR issues in the sector**

A key objective of achieving this goal is continuing to strengthen CSSEA's position as the data repository for the sector. We have made incredible strides this year, particularly with increased participation in our data collection efforts, which strengthen the validity of the reports we produce. CSSEA has rolled out a number of new reports, including the HR Agency-Specific Metrics Report and Employee Turnover Report by region, and are adding value to members who invest time and effort into reporting. Our data also continues to inform government, and given our involvement with non-union data collection on PSEC's behalf, CSSEA is making strides to become the data repository for the social services sector at large, both union and non-union.

## **Goal Two: Continue to explore new added-value services**

With continued labour peace achieved through our historic five-year collective agreements, we have been in a position to direct our attention to initiatives that can meaningfully impact a member's organizational capacity. We continue to actively promote our executive coaching program, a partnership forged with the Vancouver Chapter of the International Coaching Federation, which provides quality and affordable executive coaching to excluded staff working for not-for-profit agencies in our sector. To date, 63 employees from member agencies have participated and we expect that number to increase with our upcoming fall



intake. We also continue to make a positive impact with our Computer Assistance Program, which supports members by providing refurbished hardware donated by our partners, including Pacific Blue Cross, Health Match BC, HEABC and the BC Public School Employers' Association. The program redistributed approximately 200 computers and laptops since its inception, allowing members to operate in a more

streamlined and efficient manner. On the benefits front, CSSEA is also undertaking two key initiatives: Express Scripts for CSBT

members and Preferred Pharmacy Networks (PPN) for Federation Plan and HBT members. Both pharmacy services dispense and deliver regular prescription medications, resulting in lower-cost drugs, greater convenience and the ability for employers to control extended health costs. Finally, our second BC Community Social Services Awards of Excellence is a testament to our strong continuing partnership with event sponsor Telus. This alliance is a wonderful example of the possibilities provided by private sector partnerships and is a model we are currently exploring with other organizations.

## **Goal Three: Continue to provide excellent core services**

A notable addition to the strength of our human resources and labour relations team is the recent appointment of Mark Slobin as HRLR Director. Mark worked for over two decades at a large employers' association in a variety of senior roles that encompass bargaining, consulting, labour relations, health and safety and legal services. His focus at CSSEA will be to understand the service needs of members and under his leadership, we will continue to hold HR Practitioners Meetings, which bring together human resources and labour relations practitioners on a quarterly basis. Mark is also actively engaging his team to determine resource requirements that will support capacity building within agencies.

## **Goal Four: Maintain excellent member relations**

As we look towards our 2018 strategic goals of increasing member engagement, I have taken some early steps. I made a number of agency visits around the province in the past year and also actively participated at the Federation and BC CEO Network provincial meetings. The fulfilling of our communications goals will also be greatly enhanced with the recent hire of our new Communications Manager, Doris Sun, who will lead our communications initiatives, as well as leverage our communications channels to foster higher member engagement. To that end, I would like to extend a word of thanks to all members who took the time and effort to send us the wonderful photos contained throughout this publication. This is the first year we invited your participation and the response has been overwhelmingly positive. I am encouraged by this collaboration and look forward to bolstering it further in the years ahead.

A stylized, handwritten signature in blue ink, representing Gentil Mateus.

**Gentil Mateus, CEO**

# Members Snapshot



Photo: Rachel A. Photography for Okanagan Boys and Girls Clubs

CSSEA members are social services employers contracted and funded by the provincial government to provide a range of community social services. Primarily not-for-profit agencies, member organizations range in size from under 10 to more than 700 employees and collectively employ approximately 21,000 people throughout British Columbia.

#### **CSSEA Members Must Meet the Following Criteria:**

- Have a unionized component
- Receive at least 50 per cent of total agency funding from provincial ministries and/or authorities through ongoing, direct service contracts
- Receive at least 50 per cent of provincial contract revenue from non-health ministries or authorities
- Receive at least \$250,000 from provincial ministries and/or authorities for the unionized component
- Have a community of interest within the community social services sector

#### **Services Provided by Members**

The contract services delivered by members focus on support and care programs for a wide variety of valued British Columbians. Services include:

- Residential and day support programs for persons with disabilities
- Crisis intervention programs
- Transition houses and residential transition care
- Counselling and life skills programs
- Emotional behaviour therapy
- Counselling for sexually abused persons and their families
- Respite care homes for persons with developmental disabilities
- Job readiness and community integration services
- Literacy and language skills programs
- Immigrant settlement support programs

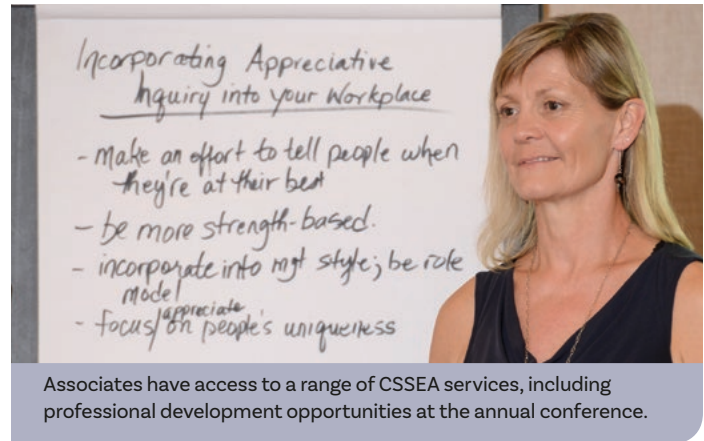


# Associates Snapshot

CSSEA associates are organizations that have a community of interest within the community social services sector but do not meet the criteria to be CSSEA members. Associates access CSSEA services and resources on a fee-for-service basis. Associate organizations are unionized and non-unionized employers from each of the three membership divisions.

## Services Provided to Associates

In an effort to provide flexible expertise that caters to the diverse needs of our associates, we offer three levels of service.\*



### Consulting Services and Collective Bargaining Package (\$10,000/year), which includes:

- Collective Bargaining
- Human Resources
- Labour Relations
- Job Classifications
- Compensation Analysis
- WorkSafeBC Appeals
- Other HRLR Services
- Sector Surveys and Reports
- One Regional HRLR Training Session
- Preferred Rates from Partner Service Providers
- Access to CSSEA's Annual Fall Conference
- Access to CSSEA's Members' Only Website for HRLR Templates, Resources and Best Practices Materials
- HRLR Email Alerts

### Consulting Services Package (\$5,000/year) which includes:

- Collective Bargaining at the rate of \$125/hour plus expenses and applicable taxes
- Human Resources
- Labour Relations
- Job Classifications
- Compensation Analysis
- WorkSafeBC Appeals
- Other HRLR Services
- Sector Surveys and Reports
- One Regional HRLR Training Session
- Preferred Rates from Partner Service Providers
- Access to CSSEA's Annual Fall Conference
- Access to CSSEA's Members' Only Website for HRLR Templates, Resources and Best Practices Materials
- HRLR Email Alerts

### Subscription Services Package (\$150/year), which includes:

- Access to CSSEA's Members' Only Website for Human Resource/Labour Relations (HRLR) Templates, Resources and Best Practices Materials
- HRLR Email Alerts
- Preferred Rates from Partner Service Providers
- Access to CSSEA's Annual Fall Conference
- Additional Services Offered at Competitive Rates:
  - Collective Bargaining at the rate of \$175/hour + GST
  - HRLR Services at the rate of \$150/hour + GST
  - Job Classifications and Compensation Analysis at the rate of \$100/hour + GST
  - WorkSafeBC Appeals at the rate of \$150/hour + GST

\* Full terms and exclusions of the various levels of service are available by contacting CSSEA.

# HRLR Services



Photo: Community Living Victoria

Individuals supported by Community Living Victoria enjoying a summer holiday in the Okanagan.

## Bargaining Services

After achieving new sectoral agreements contracts covering AS, CLS and GS, CSSEA continues to provide extensive collective bargaining services on behalf of both members and associates. Within the last year, we have re-negotiated four such agreements – of three to five year durations – with various unions. In addition, there are several sets of bargaining currently underway. For those associates who opted to keep their bargaining in-house, CSSEA will continue to provide those agencies with negotiation support. CSSEA's Bargaining Plan mandates that all these collective bargaining rounds will be actively monitored to ensure the best chance of success for expeditious and cost-effective contract renewal in the future.

## Local Issues Negotiations

With the conclusion of the sectoral collective agreements, CSSEA and CSSBA engaged in local issues bargaining in accordance with Memorandum of Agreement #1 re: Local Issues for 195 individual member employers. The purpose of local issues bargaining is to negotiate specific terms directly between the employer and their union on defined topics. The vast majority of employers, with assistance from CSSEA staff and unions, concluded local issues bargaining themselves. 16 local issues negotiations had outstanding matters that required a third party decision.

## Human Rights and Privacy

Human rights continues to be a dynamic and evolving area of the law. Overall, the trend has shown that the complexity of complaints brought forward against CSSEA members has increased. Notably, in the past year, human rights grounds most commonly cited were discrimination based on sex and disability.

Over the year, there has been a consistent and effective use of preliminary dispute resolution measures, including the Tribunal's settlement services, with success. A review of recent decisions reveals that CSSEA has been successful in advocating early dismissal of complaints prior to hearing. The cases from the past year reflect that not every adverse effect can be meaningfully tied to a protected ground and there are reasonable limits to the duty to accommodate.

## HR Practitioners Meetings

CSSEA continues to host quarterly meetings of HRLR practitioners from member agencies for the fifth year. Each meeting is facilitated by the HRLR practitioners and provides an opportunity for them to participate in relevant educational workshops and liaise with colleagues. This year we held three meetings in Vancouver involving 112 participants. In partnership with WorksafeBC we were also able to hold a meeting in Kelowna



involving 35 participants. Key topics covered were:

1. **Early Intervention Program:** Working with an employer's early intervention program provider and understanding how the claim process works;
2. **Health and Wellness:** Understanding stress, resilience and the importance of fun;
3. **Aging Workforce:** How employers can work with a shifting workplace demographic; and
4. **WorksafeBC:** Handling acts of violence in the workplace and claims management and return to work strategies.

Given the success of these meetings, CSSEA continues to explore ways to broaden access, including the possibility of real-time broadcasting in order to permit participation from around the province and to provide a cost-effective alternative to hosting meetings outside of Vancouver.

### Top 5 Grievance Issues

<b>51%</b> Cases on Discipline: Dismissal, Suspension, Demotion/ Transfer and Abuse	<b>10%</b> Cases on Jobs: Posting and Selection	<b>8%</b> Cases on Harassment	<b>7%</b> Cases on Discrimination	<b>6%</b> Cases on Hours of Work
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### Case Information

<b>122</b> Total files opened	<b>97</b> Arbitration files (59 expedited arbitrations)	<b>7</b> Labour Relations Board files	<b>7</b> WorkSafeBC claim appeal files
<b>4</b> Statutory breach files	<b>1</b> Certification file	<b>4</b> Grievances dealt with at regional expedited arbitration hearings	<b>6</b> Harassment files

### Cases of Interest

**Hours of Work – Article 14 and Overtime – Article 16.** This grievance affected Articles 14 (Hours of Work) and 16 (Overtime) of the Collective Agreements and is an important sectoral case, given it found that an employer has a right to use excluded staff to work overtime relief shifts as a budgetary matter to avoid overtime costs, even if a regular bargaining unit staff was available to work. In his decision, the arbitrator acknowledged the general test was whether the assignment of work to someone outside the bargaining unit threatened or undermined the integrity of the bargaining unit as a whole. Moving forward, this interpretation is expected to have a positive impact on the sector, given it determined Articles 14 and 16 do not impose an obligation for employers to assign overtime work to bargaining unit members in relief work situations and potentially, other overtime work as well.

**Selection Process – Article 24.3.** The unions have grieved the way some employers around the province have administered the selection clause. One common claim made under the grievances is that employers place too little weight on seniority when they assess applicants for supervisory positions. The weight that should be accorded to seniority in selection decisions for supervisory positions, along with potentially other related interpretive issues, has been referred to arbitration for resolution. In the meantime, CSSEA and the bargaining associations have retained John McConchie, a noted arbitrator in British Columbia, to assist in finding a resolution to outstanding selection disputes. The first hearing date will occur in October 2016.

Mr. McConchie has also been retained by CSSEA to explore the development of an electronic selection intelligence system. This system would enable employers to input pertinent information about all job posting candidates for specific postings into an electronic platform, which would then apply collective agreement criteria and arrive at a recommendation for the ranking of candidates, with supporting reasons. Updates about this exciting first-of-its-kind initiative will be shared as soon as they are available.

# WorkSafeBC Pilot Project

## CSS WorkSafeBC Pilot Project Year 1

The Community Social Services WorkSafeBC Pilot Project is an innovative partnership between CSSEA, the Federation of Community Social Services of BC (the Federation), WorkSafeBC and the provincial Community Social Services Sector Innovation & Sustainability Roundtable. The Pilot's vision is to reduce the number of workplace injuries, overall claim duration and the associated financial and human costs of workplace incidents by cultivating safe and healthy workplaces in collaboration with the sector and stakeholders, including unions.

Launched in April 2015, the two year project is dedicated to reducing the high number of workplace injuries, claim duration and costs that the community social services sector has historically been plagued with. The project was tasked with understanding and improving high injury rates and time loss claims. To illustrate, the sector typically contributes \$10 million per year to WorkSafeBC in insurance premiums, resulting in an average 20% increase in rates for most of the Classification Units in our sector.

To address the increasingly unsustainable rates that employers are faced with, the pilot project engaged 26 employers, 13 with positive experience ratings and 13 in high surcharge situations, and interviewed all to identify cost drivers, types of claims, cost of claims, types of injuries and employee injury time loss.

Individual work was completed with the 13 employers in surcharge situations, including individualized action plans based on the agency's unique challenges and opportunities. Meetings were also held with the sector's three benefit providers to ensure consistency in claims management administration.

## Three Pilot Project Work Streams

- 1) **Best Practices:** Agencies with positive WorkSafeBC experience ratings were analyzed in order to develop a set of best practices intended to improve outcomes in Occupational Safety and Health and Disability Management programs.
- 2) **Classification Units Review:** A review was conducted on six of the most common Classification Units and rate-making structure of the sector to determine possible cost savings.
- 3) **Review of Accreditation and the WorkSafeBC Certificate of Recognition (COR) Program:** A comparison was conducted between WorkSafeBC's COR program and the Commission on Accreditation of Rehabilitation Facilities (CARF) and Council on Accreditation (COA) programs to determine whether equivalency with WorkSafeBC requirements exists.

## Year 1 Accomplishments

- Data and gap analysis of the current classification units of 26 pilot employers.
- Comprehensive review of CARF and COA accreditation standards and comparison with the WorkSafeBC COR program to determine equivalency by WorkSafeBC; it was concluded the programs are not equivalent.
- Review and development of best practices on Occupational Health and Safety, Disability Management and Return to Work practices for the sector.
- Ongoing review of the placement of certain employers within the correct WorkSafeBC Classification Unit, with a goal of forming a community social services sector majority Classification Unit.
- Continued identification of opportunities, best practices and obstacles to implement a sector-wide approach to positively impact injury management and return-to-work program.
- Completion of Interim Pilot Project Report.

## Year 2 (2016-17) Goals

- Development and distribution of a best practices toolkit and resources.
- Continued support of pilot project participants.
- Development and distribution of sector-wide resources.
- Determination of strategies to improve access to WorkSafeBC COR Program.
- Continued analysis of classification unit migration and rate making for the sector.



Participants of Abbotsford Community Services' ESL for Newcomers program are hard at work.

Thank you to CSSEA's partners, the Community Social Services Bargaining Association and the following pilot employers:

Abbotsford Community Services,

AIMHi Prince George Association for Community Living,

AXIS Family Resources Ltd.

Bethesda Christian Association,

Community Integration Services Society,

Community Living Society,

Creston and District Society for Community Living,

Inclusion Powell River Society,

J. Garnons Williams Ltd.,

Milieu Family Services Inc.,

Nanaimo Association for Community Living,

North Okanagan Youth & Family Services Society,

Okanagan Boys & Girls Clubs,

Options Community Services,

posAbilities Association of British Columbia,

Richmond Society for Community Living,

Sea to Sky Community Services Society,

Semiahmoo House Society,

Spectrum Society for Community Living,

Starbright Children's Development Centre,

Sunshine Coast Community Services Society,

Immigrant Services Society of BC,

The John Howard Society Lower Mainland of BC,

Touchstone Family Association,

Vancouver Aboriginal Child & Family Services,

Victoria Cool Aid Society

Photo: Okanagan Boys and Girls Clubs

Findings of the CSSEA WorkSafeBC Pilot Project aim to allow agencies to function more smoothly, with fewer time loss claims and lower employer insurance premium rates.



# Finance, Research and Knowledge Management

## Compensation Comparability and Classification Anomaly

Wages for equivalent positions in the community social services sector have been historically low compared with those of our counterparts in the health sector. With the support of our data, we were able to make a quantitative case at the bargaining table that discrepancy in wages presented significant recruitment and retention challenges for our members.

As a result, we were able to secure 7.5% comparability and classification anomaly adjustments over three years to address the wage discrepancy as part of the 2014-2019 Collective Agreements, five-year deals that included 11.5% total wage increases and potential Economic Stability Dividends. Closing the wage gap with comparable jobs in the health sector signals a significant advancement for our sector and is an outcome all members can be proud of.

## Compensation and Employee Turnover Survey (C&ETS)

Data collection continues to be the cornerstone of our operations. In 2015, 81% of our members – including 100% of our largest agencies – participated in the Compensation and Employee Turnover Survey. We estimate that the information collected captured 93% of the total full-time equivalents (FTE).

In 2016, we held data orientation sessions in nine cities, adding two new locations – Cranbrook and Smithers – to the original seven locations: Kamloops, Kelowna, Nanaimo, Prince George, Surrey, Vancouver and Victoria. Two online sessions were held for agencies unable to attend in person.

This year, we received surveys from 82% of our members (as of September 28, 2016), thereby representing our best response rate ever for this time of the year. At our current rate, we are poised to break past records for participation rate as well as FTEs captured. These numbers can be attributed to our team diligently connecting with individual members, offering assistance in completing surveys and actively following up.

## Non-Union / Non-CSSEA Data Collection

In 2016, approximately 150 of the largest non-union social services agencies funded by the province of BC have been invited to complete the Compensation and Employee Turnover Survey. CSSEA is collecting the survey data on behalf of government, leveraging the capacity and cost-effectiveness of our existing data collection process. The ability to obtain both member and non-member data is beneficial for the sector at

large, as it paints a balanced picture of social services as a whole in our province.

## Joint Job Evaluation Plan (JJEP)

CSSEA has now collected job descriptions from 99.5% of our agencies. As we look ahead, the department will consider how best to share our wealth of job descriptions data in a manner that is both strategic and universally beneficial. We have completed 125 job classification reviews from 57 agencies.

By Region	Agencies	Jobs Reviewed
Kootenays	4	9
Lower Mainland	28	49
North	9	18
Thompson Okanagan	7	30
Vancouver Island	9	19

The department is also working with the Employer and Union Classification and Job Evaluation Committee on the review and update of the Joint Job Evaluation Plan (JJEP) and the distribution of the compensation comparability and classification anomaly wage increases.

## Social Services Workforce Information System (WFIS)

The strength of our data collection systems has made it possible for the Research and Knowledge Management department to offer more to members by way of reports.



Staff at Richmond Society for Community Living assists an individual with his handy work.

#### WFIS ONLINE REPORTS

1. Agency Pyramid (**New**)
2. Funding Profile
3. Benefits Participation and Family Status
4. Paid Sick Leave Days per FTE
5. Paid Sick Leave Days Per Employee
6. Total Compensation Comparison
7. Total Compensation Cost
8. Total Compensation Cost Annual Trend (**New**)

#### CSSEA PUBLICATIONS

1. Executive Director Salary Report
2. Management & Excluded Salary Report
3. Non-Union Salary Report
4. Employee Turnover Report
5. Employee Turnover Report by Region (**New**)
6. Agency Specific Employee Turnover Report
7. HR Metrics Report
8. Agency Specific HR Metrics Report (**New**)
9. CSSEA Fact Book (**New**)

#### Health Sector Compensation Information System (HSCIS)

CSSEA has worked with the Ministry of Health (MoH), Health Authorities (HAs) and the Public Sector Employers Council (PSEC) to eliminate duplication of reporting in our sector for our members that receive more than \$250,000 in annual funding from health. Starting now, CSSEA's Compensation and Employee Turnover Survey will replace mandatory semi-annual or quarterly HSCIS reporting. With member agency signed authorizations, CSSEA will report to MoH and HAs on their behalf, reducing one of the many administrative requirements members are faced with.

#### Computer Assistance Program

Now in its third year, CSSEA's Computer Assistance Program continues to support eligible CSSEA members in need of updated technology by providing computers donated by our partners. The computers are refurbished by CSSEA's in-house IT department according to members' needs to ensure they function optimally, right 'out of the box.' To date, CSSEA has distributed nearly 200 computers and laptops to non-profit agencies across the province.

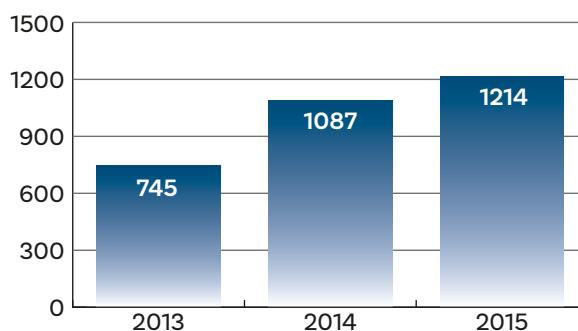
The demand for computers continues to exceed quantities we are able to supply. CSSEA is exploring partnerships with new potential organizations, with the hope of expanding the program in 2017. In the meantime, we thank our partners, the BC Public School Employers' Association, Health Employers

Association of BC and Health Match BC for their generosity.

#### Early Intervention Program

The sector has been seeing some promising developments as a result of the Early Intervention Program (EIP) being made mandatory in the 2012-2014 collective agreements and again, in the 2014-2019 agreements. The EIP, a collaborative effort between CSSEA, the Community Social Services Bargaining Association (CSSBA) and the sector's three disability management providers (Great-West Life, Acclaim Ability Management Inc. and the Disability Management Institute), is intended to manage long-term disability (LTD) claims and to reduce or minimize the number of LTD claims. The trend towards increased EIP cases shows that the program is being utilized as intended and is expected to result in less LTD claims in the future.

#### Number of Early Intervention Program cases handled:



#### Centralized Maintenance Drug Dispensing (PostScripts)

The past year also saw the introduction of PostScripts, a cost-saving initiative and improvement to health and welfare benefits in the sector. This centralized drug dispensing service for members requiring ongoing maintenance medications is the first of its kind, allowing us to reduce dispensing fees and arrange for drugs to be delivered directly to employees' homes.

#### Benefit Providers

We remain the only sector to offer a choice of three benefit providers – Community Services Benefits Trust, the Federation Association Benefit Plan and Healthcare Benefit Trust – and therefore allow members the flexibility to select their benefit provider of choice. Our three benefit providers have also started to participate in our data collection initiatives, providing twice-yearly LTD and EIP statistics.

# BC Community Social Services Awards of Excellence



As a Rising Star, Alyssa Cress represents promising young leaders in the community social services sector.



Nolda Ware expresses happiness at receiving her Leader award.

The BC Community Social Services Awards of Excellence was conceived by CSSEA as a way to recognize the tremendous work performed by employees in the sector and to honour those who have made significant contributions at different stages of their careers. The inaugural awards were presented in 2015 with sponsorship from Telus. In total, 39 nominations were received for awards in four categories:

- 1 **Rising Star:** This award recognizes an individual with less than five years' experience in the community social services sector who demonstrates great achievements, accomplishments, early success, commitment and promise as a future leader in the social services sector.
- 2 **Leader:** This award recognizes an individual who has more than five years' experience in the community social services sector and is an individual who leads and mentors a team in order to achieve a common goal.
- 3 **Hero:** This award recognizes someone who goes the extra mile to make a difference in community social services without looking for personal recognition.
- 4 **Legend:** This award recognizes an individual with 15 or more years of experience in the community social services sector who has demonstrated a sustained level of high performance, served as a mentor and an inspiration to colleagues, and has made extraordinary contributions to the community and the sector.

Nominees were shortlisted by a committee consisting of six members and two CSSEA staff, and further narrowed down to single winners by a group of four external judges from diverse fields. CSSEA congratulates the 2015 Awards of Excellence recipients: Alyssa Cress - *Rising Star*; Nolda Ware - *Leader*; Shelly Knuff - *Hero*; and Michael McCoy - *Legend* for representing the community social services sector so well.

CSSEA also acknowledges the great efforts of our committees.

## The Planning Committee:

- Diane Entwistle, Okanagan Boys & Girls Clubs
- Tammy Khanna, Independent Living Housing Society of Greater Victoria
- Vicki Kipps, Maple Ridge/Pitt Meadows Community Services
- Doris Sun, CSSEA
- Ellen Tarshis, Community Living Victoria
- Lilla Tipton, Inclusion Powell River Society
- David Wilkins, Telus
- Vanessa Wong, CSSEA

## The Judging Committee:

- Doug Campbell, Ernst & Young LLP
- Warren Carr, Telus
- Christian Codrington, Forum HCM
- Randi Mjolsness, retired former Assistant Deputy Minister, MCFD





Shelly Knuff accepts her Hero award.



Michael McCoy is honoured as the sector's first Legend recipient.

“Between my judging experience and a visit to one of the service providers, my knowledge of and appreciation for the work done by the dedicated people in the sector has grown by leaps and bounds. It is a true honour to provide some small support to this important awards program and I look forward to staying involved and learning more for many years to come.”

**Doug Campbell, Ernst and Young, Judge**

“These awards are an important milestone in the recognition of the incredible work that member agencies and their staff do on behalf of vulnerable British Columbians, and also a critical component of the support network that creates community inclusion opportunities. Recognizing and honouring excellence in the social service sector provides an opportunity to highlight those that go that extra mile on a daily basis and acknowledges the commitment and dedication exemplified by so many.”

**Randi Mjolsness, Judge**

“It is so important for a sector to celebrate greatness and contribution. Events like this help to make the community tighter. As a business professional, the opportunity to share best practices and have those accomplishments seen by colleagues helps to inspire and mentor greatness. As a judge, I greatly appreciate the work that has gone into both the nominations and most especially the work that has led to the nominations.”

**Christian Codrington, Forum HCM, Judge**

“I can't say enough about my experience on the Awards of Excellence Committee. Being on the committee gave me a front row seat in reading the incredible submissions of folks who go above and beyond — inspiring panel members and the sector. It's not every day that I use words such as inspirational, fun, innovative and pride when describing committee work. It seems the Awards of Excellence brings out the best in all of us, even us on the committee.”

**Vicki Kipps, Maple Ridge/Pitt Meadows  
Community Services, Planning Committee**

“I was extremely honoured for Communitas to nominate me for the Leader Award for the Awards of Excellence. I am very proud to work for an agency that provides opportunity for individuals to develop in their areas of strength, whether it be staff or supported individuals. CSSEA showcased a very well organized and enjoyable event and I am thankful to Telus for their commitment for sponsorship.”

**Shelly Knuff, 2015 Hero recipient**

# Financial Statements

The following are excerpted highlights from CSSEA's audited financial statements. The complete document is available by contacting CSSEA's office.

## Statement of Financial Position

March 31, 2016, with comparative information from 2015

	2016	2015
<b>FINANCIAL ASSETS</b>		
Cash	\$ 31,658	\$ 86,172
Term Deposits (note 3)	1,432,700	1,430,000
Accounts receivable	59,658	66,232
	\$ 1,524,016	\$ 1,582,404
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	255,395	124,291
Deferred revenue	135,328	188,483
Tenant inducements	-	45,602
Obligations under capital leases (note 4)	33,828	44,604
	\$ 424,551	\$ 402,980
Net financial assets	1,099,465	1,179,424
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (note 5)	65,077	79,808
Prepaid expenses	40,253	55,537
	\$ 105,330	\$ 135,345
Commitments (note 6)		
Accumulated surplus (note 8)	\$ 1,204,795	\$ 1,314,769

See accompanying notes to financial statements.

Approved by CSSEA's Board of Directors

## Statement of Operations and Accumulated Surplus

Year ended March 31, 2016, with comparative information from 2015

	2016		2015
	(note 2(j))		
REVENUE	Budget	Actual	Actual
Provincial government funding	\$ 2,469,255	\$ 2,531,426	\$ 2,477,159
Fees	591,600	379,794	425,415
Interest	33,000	27,976	28,140
	3,093,855	2,939,196	2,930,714
EXPENSES (recovery) (note 7)			
Human Resources and Labour Relations	\$ 1,333,369	\$ 1,409,725	\$ 1,371,739
General	970,921	868,218	884,751
Research and Knowledge Management	638,079	534,309	539,397
Membership	129,449	218,986	189,628
Bargaining	22,037	17,932	(26,745)
	3,093,855	3,049,170	2,958,770
Annual deficit	-	(109,974)	(28,056)
Accumulated surplus, beginning of year	\$ 1,314,769	\$ 1,314,769	\$ 1,342,825
Accumulated surplus, end of year (note 8)	\$ 1,314,769	\$ 1,204,795	\$ 1,314,769

See accompanying notes to financial statements.



# Board and Panels

## BOARD

**Janice Barr, Chair**  
Richmond Society for  
Community Living

**Bernadette Spence**  
Vancouver Aboriginal Child and  
Family Services Society

**David Young**  
Sources Community Resources  
Society

**Chris Rathbone**  
Public Sector Employers'  
Council Secretariat

**Fernando Coelho, Treasurer**  
posAbilities Association of  
British Columbia

**Colleen Spier, Vice Chair**  
Island Métis Family and  
Community Services Society

**GOVERNMENT REPRESENTATIVES**  
**Reg Bawa**  
Ministry of Children and Family  
Development

**GOVERNMENT AUTHORITY  
REPRESENTATIVE**  
**Seonag Macrae**  
Community Living BC

**Rod Santiago**  
Abbotsford Community  
Services Society

**Lilla Tipton**  
Inclusion Powell River Society

**Michael Lord**  
Ministry of Social Development  
and Social Innovation

## PANELS

**ABORIGINAL SERVICES**  
**Bernadette Spence, Chair**  
Vancouver Aboriginal Child and  
Family Services Society

**COMMUNITY LIVING SERVICES**  
**Tammy Khanna , Chair**  
Independent Living Housing  
Society of Greater Victoria

**GENERAL SERVICES**  
**Lois Wynne , Chair**  
Sea to Sky Community Services  
Society

**Kathleen Bennett**  
Northwest Inter-Nation Family  
and Community Services  
Society

**Eileen Howells, Vice Chair**  
Vernon and District Association  
for Community Living

**Diane Entwistle, Vice Chair**  
Okanagan Boys and Girls Clubs

**Colleen Lucier**  
Lii Michif Otipemisiwak Family &  
Community Services Society

**Janice Barr**  
Richmond Society for  
Community Living

**Brenda Byberg**  
Haïda Gwaii Society for  
Community Peace

**Judy Smith**  
La Société de les Enfants Michif  
(Métis Family Services)

**Fernando Coelho**  
posAbilities Association of  
British Columbia

**Sanjay Gulati**  
Mission Community Services  
Society

**Colleen Spier**  
Island Métis Family &  
Community Services Society

**Tony Laing**  
Penticton & District Society for  
Community Living

**Vicki Kipps**  
Maple Ridge/Pitt Meadows  
Community Services

**Karen Wainwright**  
Haïda Child and Family Services  
Society

**Kevin Lusignan**  
Community Ventures Society

**Anne Nikon**  
W.J. Stelmaschuk and  
Associates Ltd.

**Ellen Tarshis**  
Victoria Association for  
Community Living

**Rod Santiago**  
Abbotsford Community Services

**Lilla Tipton**  
Inclusion Powell River Society

**David Young**  
Sources Community Resources  
Society



Photo: Communitas Supportive Care Society

A group home manager joins a client in a musical session.

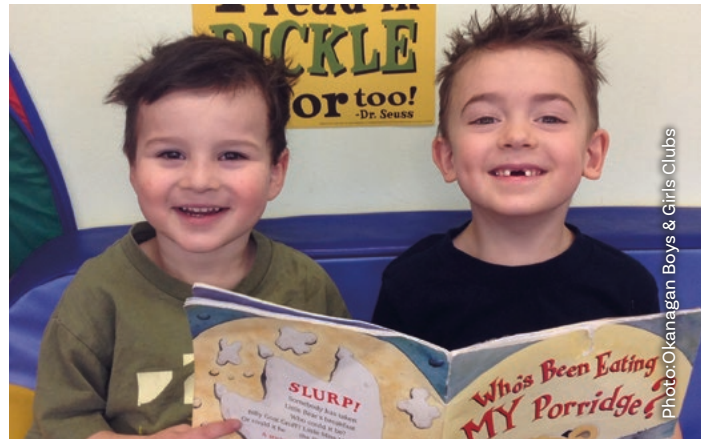


Photo: Okanagan Boys & Girls Clubs

Friendships are forged at the Rutland Club Daycare.



Photo: Wioletta Okwieka-Reduch, for RSCL

All smiles at a conference social gathering.



Photo: Abbotsford Community Services

A young teen catches up with his mentor.



Photo: Developmental Disabilities Association

Developmental Disabilities Association shows its support at the 2016 Vancouver Pride Parade.



Photo: Wioletta Okwieka-Reduch, for RSCL

Knitting skills are perfected one step at a time.





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Photo: Community Living Victoria