



GOVERNANCE MANUAL

A Guide for Board and Panel Members

January 2016

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TABLE OF CONTENTS

THE ASSOCIATION

Our History	1
Our Vision	2
Our Guiding Principles	2
Our Members and Associates.....	2
Our Services	3

THE BOARD OF DIRECTORS AND COMMITTEES

How Board Members Are Elected	4
Role of Board Members.....	6
Expectations of Board Members	6
Constitutional Responsibilities of Board Members	6
Confidentiality/Conflict of Interest.....	10
Meetings of the Board.....	10
Board Member Expenses.....	10

THE PANELS

Election of New Panel Members	10
Role of Panel Members	11
Expectations of Panel Members.....	11
Constitutional Responsibilities of Panel Members.....	12
Confidentiality/Conflict of Interest.....	14
Meetings of the Joint Panels	14
Panel Member Expenses	14

APPENDICES

Appendix 1 - Contact Lists (Board of Directors and Panels)	
Appendix 2 - Constitution and Bylaws – December 2010	
Appendix 3 - Board Policies – April 2017	
Appendix 4 - Non-Employee Travel Expense Claim Form	
Appendix 5 - Hotel Government Rate Letter	
Appendix 6 - Strategic Plan – 2015-2018	

THE ASSOCIATION

Our History

In 1992, the *Commission of Inquiry into the Public Service and the Public Sector* embarked on a review of human resource practices in British Columbia. Spearheaded by Commissioner Judi Korbin, the inquiry examined practices in the health, education, public service, colleges and universities, crown corporations and community social services sectors.

Government approved Korbin's recommendations and adopted the *Public Sector Employers Act* (Bill 78), which legislated the formation of the Public Sector Employers' Council (PSEC) and a number of employers' associations in the public sector, including the Community Social Services Employers' Association of BC (CSSEA). PSEC's role would be to streamline human resource services with a focus on accountability, coordination, effective management and the balancing of union/management and employer/employee relations.

CSSEA was legally established on January 13, 1994, as a non-profit society under the Society of Registrars to fulfill the following four key functions:

- Act as a bargaining agent for members designated under the Labour Relations Code or Section 11 of the *Public Sector Employers Act*
- Coordinate compensation services for employees not subject to collective agreements, as well as benefits administration and human resource practices
- Foster consultation between CSSEA and employers in the community social services sector
- Assist PSEC to meet the objectives and strategic directions established by the Council

An interim board of directors governed until September 1994, when the association held its first annual general meeting (AGM) and the membership held its first election of a board.

In October 2002, CSSEA was placed under the guidance of a public administrator whose recommendations were approved by government in February 2003, resulting in a decrease in the number of members, a new governance model, a new structure for collective bargaining, an alignment of CSSEA's operations to reflect the major changes occurring within the social services sector and an increase in CSSEA's commonality with other employers' associations in the public sector.

Members of CSSEA are defined as agencies that meet the following criteria:

- be unionized
- receive at least 50 percent of its total agency revenue from provincial ministries and/or authorities through ongoing, direct service contracts, including provincial fee-for-service contracts
- receive at least 50 percent of its provincial contract revenue from non-health ministries or authorities
- not be a standalone alcohol and drug service provider
- have a community of interest with the community social services sector
- have its unionized component including related management/administration receive at least \$250,000 from provincial ministries and/or authorities through ongoing, direct service contracts, including provincial fee-for-service contracts, excluding:

- revenue for parent/provincial government shared-cost daycare programs
- revenue from a federal/provincial funding transfer agreement where service contracts continue to be directly with the federal government. This revenue will be included when the service contracts are converted to the Province; and
- grants, bequests, interest or other revenues generated by the agency; or
- be eligible under Information Appendix D - Continuity of Service and Employment Memorandum in the sectoral collective agreements.

Upon joining CSSEA, organizations are assigned to one of the three membership divisions that encompass their community of interest:

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

CSSEA also provides services on a fee-for-service basis to Associate agencies that do not meet the criteria for membership in CSSEA.

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 in British Columbia.

Our Guiding Principles

- We value the work of our member agencies and recognize the contribution members make to their communities and 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.

Our Members and Associates

CSSEA currently serves 202 members and 85 associates throughout the province ranging in size from under 10 employees to more than 600 and collectively employing more than 17,000 people.

The tables below illustrate the number of members and associates by membership division and region as of March 2014.

Members and Associates by Division

Divisions	Members	Associates
Aboriginal Services	6	6
Community Living Services	101	12
General Services	95	67
Total	202	85

Members and Associates by Region

Regions	Members	Associates
Kootenays	18	7
Lower Mainland	72	33
North	25	9
Thompson Okanagan	30	12
Vancouver Island	57	24

Members by Union

Union	Members	Union	Members
BCGEU	124	HSA	17
BCNU	2	SEIU	1
CLAC	3	UFCW	2
CSWU	1	USW	2
CUPE	35	Total	208*
HEU	21		

* Some members have more than one certification.

Our Services

CSSEA coordinates human resources and labour relations services for members and associates and assumes the role of sole and exclusive bargaining agent for our members. Associates purchase services from CSSEA based on their requirements for human resources and labour relations service.

The services we offer include:

Human Resources

CSSEA offers advice and assistance with employee issues, such as:

- Interpretation of employment standards, human rights and WorkSafeBC.
- Discipline and dismissal.
- Conducting a workplace investigation.
- Performance management.

- Recruitment and selection.
- Privacy.

Labour Relations

As the sole and exclusive bargaining agent for our members, CSSEA provides advice on:

- Certification, decertification and other proceedings at the Labour Relations Board.
- Dispute resolution through the Labour Relations Board.
- Group collective bargaining.
- Collective agreement interpretation and administration.
- Other services
- Health and welfare issues.
- Management training.
- Best practices.

Research and Knowledge

- Data collection from the community social services sector to generate reports on employee turnover, compensation, benefits, and other human resources metrics.
- Job classification analysis.
- Monetary proposal costing for bargaining teams.

THE BOARD OF DIRECTORS AND COMMITTEES

The association is governed by a board of directors comprising seven elected member representatives, three government appointees and one representative from Community Living BC. Elected board members serve a two-year term and may serve consecutive terms.

At the first meeting following each annual general meeting, the board elects an executive comprising a chair, vice-chair and treasurer, as well as a finance committee. In general, each membership division is represented on the executive. The chair position alternates between membership divisions. The election of officers is either by nomination or secret ballot.

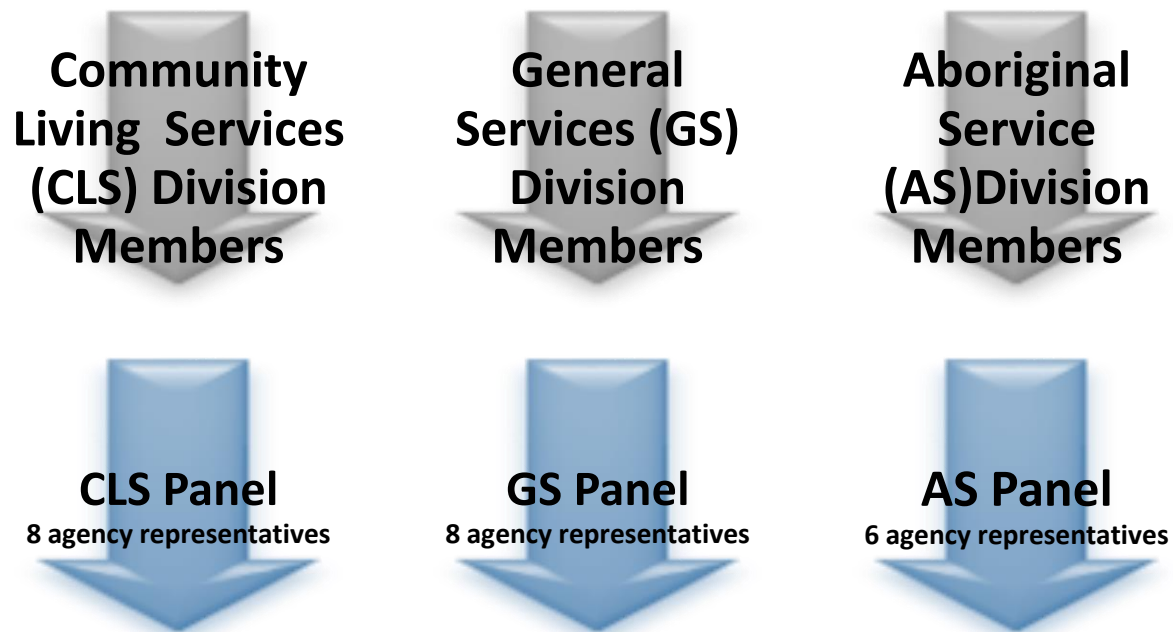
The board has the ability to strike ad hoc committees. In the past, ad hoc committees have been struck to address the CEO search and to review the Constitution and Bylaws.

How Board Members Are Elected

At the AGM, each panel meets to select panel member representatives to fill available spaces allocated to their division on the board of directors.

Elected member representatives serve a two-year term – a term being the period between annual general meetings – and may serve consecutive terms.

The number of directors is set out in the *Constitution and Bylaws* (see Appendix 2) and elected as follows:



Board of Directors

3 government appointees and 1 government authority representative with 3 CLS panel members, 2 GS panel members and 2 AS panel members

Role of Board Members

The board exists to ensure, on behalf of its constituents (government and member agencies), that the employers' association is effective and efficient in providing human resources and labour relations advice and services necessary to enable the constituents to fulfill their mandates.

In conjunction with other members of the board, the board will:

- Supervise the management of the association.
- Exercise all the powers of the association.
- Set the strategic direction of the association, including determining the association's mission and purpose and long-range goals.
- Recruit, empower, monitor and advise the Chief Executive Officer.
- Shepherd and safeguard the association's resources including approving major financial decisions.
- Communicate with all members, specifically with divisional and/or geographical constituents, both informally and formally.
- Represent and communicate the substance and intent of the association's initiatives, policies and decisions in other social services members' forums.
- Enhance the association's public image.
- Act in accordance with the Society Act and Regulations.

Expectations of Board Members

- Be available to attend meetings of the board, serve on a committee of the board and attend the annual general meeting.
- Act honestly, in good faith and in the best interest of the association.
- Be well informed on issues and agenda items in advance of the meeting.
- Contribute skills, knowledge and experience when appropriate.
- Listen respectfully to other points of view.
- Participate in decision-making.
- Educate themselves about the needs of the members.
- Exercise the care, diligence and skill of a reasonably prudent person.

Constitutional Responsibilities of Board Members

The responsibilities of the board are outlined in the *Constitution and Bylaws* as follows:

- 7.01 Between general meetings, the board may exercise the powers and must perform the duties of the association and administer the governance and affairs of the association consistent with the Public Sector Employers Act, and subject to the constitution, bylaws and rules of the association.
- 7.02 Without limiting the generality of section 7.01, the board may:
- (a) identify the human resource and labour relations interests and associated issues that are common to the sector, or which affect more than one division, or which are of sectoral significance;
 - (b) establish the human resource and labour relations objectives and strategies pertaining to those issues, including (without limitation) objectives and strategies for collective bargaining and the administration of collective agreements, in accordance with mandates and strategic directives of the Public Sector Employers' Council;
 - (c) advance those objectives and strategies in the best interests of the members in the sector and other public sector employers;
 - (d) coordinate compensation for employees in the sector who are not subject to collective agreements;
 - (e) ensure that divisional bargaining objectives and outcomes do not conflict with sectoral objectives or those of other divisions;
 - (f) communicate the human resource and labour relations interests of the sector to the Public Sector Employers' Council and to the provincial government;
 - (g) participate in the development of the Public Sector Employers' Council's strategies and mandates through the association's presence on the Council; and
 - (h) develop policies as required and otherwise advance the purposes of the association as set out in the constitution.
- 7.03 The board must assist the Public Sector Employers' Council in carrying out its strategies and mandates.
- 7.04 (1) No rule or motion adopted by the association in a general meeting invalidates a prior act of the board that would have been valid if that rule or motion were not adopted.
- (2) No act or proceeding of the board is invalid by reason only of there being in office less than the total number of directors permitted by section 7.05.
- 7.05 The composition of the board of directors of the association is determined at an AGM as follows:
- (a) the community living members panel may elect up to three directors;
 - (b) the aboriginal members panel may elect up to two directors;
 - (c) the general members panel may elect up to two directors;

- (d) Community Living British Columbia may designate one director; and
 - (e) the government may appoint up to three directors.
- 7.06 (1) A panel may at any time appoint a panel member as a director to fill a vacancy on the board where the vacant position was formerly occupied by a director designated by that panel.
- (2) The term of the appointment of the replacement director shall be to the end of the term of the appointment of the director who vacated the position.
- 7.07 (1) The term of office for directors, other than the directors appointed under subsection 7.05 (d), commences at the time of their election.
- (2) All directors shall be appointed for a two-year term, excluding directors appointed under section 7.06.
- (3) Directors are eligible to serve consecutive terms.
- 7.08 The association must not require a director appointed by government under subsection 7.05 (d) to give security under section 30 of the *Society Act*.
- 7.09 (1) The board must suspend any director charged with a criminal offence pending the outcome of the criminal charges where, in the board's sole discretion, the charges or the alleged offence interfere with the performance of the director's duties and thereafter may declare the position vacant depending on the disposition of the case.
- (2) The board may establish a policy on director attendance and the policy may set out a number or percentage of meetings (consecutive or otherwise) which, if missed by a director, must result in that director's position being deemed vacant.
- 7.10 The association must not remunerate a director for being or acting as a director but may compensate directors for all expenses necessarily and reasonably incurred while engaged in the affairs of the association.
- 7.11 The board must elect a chair, vice chair and a treasurer from amongst the directors.
- 7.12 (1) The chair must preside at all meetings of the association and of the board, unless otherwise specified in the bylaws.
- (2) The chair of the board is the association's representative to the Public Sector Employers' Council.
- 7.13 The vice-chair must carry out the duties of the chair during the chair's absence.
- 7.14 The treasurer must:
- (a) oversee the financial affairs of the association; and
 - (b) report to the board and executive regarding the financial affairs of the association and other financial matters as required.

- 7.15 (1) The board must employ a person as the chief executive officer of the association, and determine his/her terms and conditions of employment.
- (2) Subject to board policy and directives, the chief executive officer must:
- (a) manage the association's general operation and administration;
 - (b) employ and retain such persons as are necessary for the proper administration and operation of the association and may delegate to them such of his or her duties and functions as he or she sees fit;
 - (c) attend panel meetings;
 - (d) negotiate service agreements with non-members, including appropriate charges for services;
 - (e) determine the appropriate allocation of staff support and assign staff to support the work of the board, panels and committees; and
 - (f) assign chief spokespersons for collective bargaining, execute collective agreements approved by the members and settle issues arising from those agreements.
- (3) The chief executive officer must perform the function of secretary to the board including, without limitation:
- (a) issuing notices of meetings of the association and board;
 - (b) keeping minutes of all meetings of the association, panels and the board;
 - (c) maintaining custody of all records and documents of the association;
 - (d) maintaining the register of members.

Confidentiality/Conflict of Interest

At the beginning of each term, board members must sign an *Acknowledgement of Confidentiality* as outlined in the board policy (A2-1) *Governance – General – Confidentiality* and adhere to the conflict of interest policy and guidelines as outlined in the board policy (A1-1) *Governance – General – Conflict of Interest* (see Appendix 3).

Meetings of the Board

The board of directors meets in Vancouver a minimum of four times per year including one meeting held at the Annual General Meeting. The schedule for the upcoming year is set at the first full meeting after the annual general meeting. The meetings are usually held on Mondays from 1:00 pm to 2:30 pm in the CSSEA boardroom.

The agenda for the meetings is developed jointly by the chair and the chief executive officer. One week before the meeting, a board package including the agenda and background information is forwarded to directors via e-mail. Senior management are available to provide clarification and back-up information to board members, as required.

The board chair chairs the meeting and Bournet's Rules of Order apply. CSSEA takes the minutes and distributes them to the board within two weeks following a meeting.

Each board member has one vote. Questions arising at the meeting are decided by a majority of votes. In the case of a tie, the chair does not have a second vote, therefore the question fails.

Board Member Expenses

Elected board members are reimbursed for all eligible expenses incurred while performing board responsibilities, based on the board policy (A4-1) *Governance – Financial – Board Member Expenses* (see Appendix 3). Board members are not reimbursed for their time on the board.

See Appendix 4 for a sample of the *Non-Employee Travel Expense Claim* form.

See Appendix 5 for a copy of the letter from PSEC authorizing board and panel members to receive government rates at hotels.

THE PANELS

Each membership division is represented by an elected body or *panel*. The panels serve as the fixed point of reference between the board of directors and the membership. Each panel elects up to eight member representatives.

Election of New Panel Members

The elections of member representatives to fill available spaces on each divisional panel are held during the divisional session at the AGM. Each division can elect up to eight panel members.

Elected panel members serve a two-year term – a term is defined as the period between annual general meetings – and may serve consecutive terms.

Weighted voting applies to the election of agency representatives. Vote entitlement is based on the weighted vote entitlement table as set out in Schedule 1 of CSSEA's *Constitution and Bylaws* (see Appendix 2). The number of bargaining unit FTEs that a member employs determines its voting weight.

The process of electing a panel member begins with a call for nominations from the membership, a form for which is included in the members' AGM package outlining meeting details. Agency representatives who wish to let their name stand for election may do so by completing a candidate form and returning it to CSSEA prior to the deadline or at the AGM divisional session during the call for nominations.

Role of Panel Members

Generally, as the elected body representing each membership division, the panel serves as a fixed point of reference between the board of directors and the members of the division it represents.

The specific roles and responsibilities of panel members are outlined in Article 9.06. In general, the panels will:

- Select divisional representatives to serve on the board of directors.
- Appoint divisional representatives to serve on the divisional bargaining team.
- Participate in the development of the association's operational plan.
- Support the strategic direction of the association.
- Provide direction to the association on all member initiatives and serve as reference group members, as required.
- Review all surveys and reports to members.
- Assist with conference and AGM planning.
- Serve as divisional leaders within their membership division.
- Communicate with their divisional members.
- Bring forward member issues to the board.
- Represent and communicate the substance and intent of the association's initiatives, policies and decisions in other social services members' forums.
- Enhance the association's public image.

Expectations of Panel Members

As representatives of the membership, panel members are expected to:

- Be available to attend panel meetings which take place in Vancouver up to four times per year.
- Chair regional meetings in your areas (some travel may be required).
- Attend the annual general meeting.
- Act honestly, in good faith and in the best interest of the association.
- Be well informed on issues and agenda items in advance of meetings.
- Contribute skills, knowledge and experience when appropriate.
- Listen respectfully to other points of view.
- Participate in decision-making.
- Educate themselves about the needs of the members.
- Exercise the care, diligence and skill of a reasonably prudent person.

- If appointed by the Panel serve as a member of the board of directors and/or as a member of the bargaining team.

Constitutional Responsibilities of Panel Members

The responsibilities of the panel are outlined in the Constitution and Bylaws (see Appendix 2) as follows:

9.01 At divisional sessions of the AGM, each division designates a panel as follows:

- (a) the division described in subsection 4.01(1)(a) designates the community living members' panel;
- (b) the division described in subsection 4.01(1)(b) designates the aboriginal members' panel; and
- (c) the division described in subsection 4.01(1)(c) designates the general members' panel.
- (d) the division described in subsection 4.01(1)(d) designates the Community Living British Columbia panel.

9.02 The composition of each panel is determined as follows:

- (a) the members of a division may elect no more than eight panel members;
- (b) all panel members shall be elected/designated for a two-year term, excluding panel members appointed under section 9.04; and
- (c) one position per each panel election shall be reserved for a candidate who has not served on a panel for a period of at least four years.

9.03 The board must suspend any panel member charged with a criminal offence ending the outcome of the criminal charges where, in the board's sole discretion, the charges or the alleged offence interfere with the performance of the panel member's duties and thereafter may declare the position vacant depending on the disposition of the case.

9.04 (1) A panel may appoint a replacement to fill a panel vacancy.

(2) Where a replacement member will be appointed, the panel will publicize the vacancy and will invite applications for the position.

(3) The panel will select a replacement member from the list of applicants.

(4) The term of the replacement member shall be until the date of the annual general meeting following the date of the replacement appointment.

(5) Where the term of the panel member who resigned and created the vacancy extends to the annual general meeting following the date of the annual general meeting noted in subsection (4) above, the term of the position to be filled by election shall be one year.

- (6) A panel may at any time determine that a panel member has become ineligible for the panel duties or is ineligible for a particular period of time. In such circumstances, a panel may with a 75% quorum of the panel remove/suspend a panel member. The impacted panel member will not be eligible to vote in these circumstances.

9.05 A person may be a panel member only if that person;

- (a) is not an employee in a bargaining unit of a member or a person otherwise directly affected by the results of the association's collective bargaining;
- (b) is willing to devote the time necessary to fully discharge the responsibilities of a panel member;
- (c) is a board member, owner or the senior management employee of a member in the division;
and
- (d) has been approved for election as a panel member by the member referred to in paragraph (c).

9.06 Subject to the constitution, bylaws, directives of the board and rules of the association, each panel is responsible for:

- (a) identifying the labour relations and human resource interests of the members of the division and acting to avoid or resolve conflicts with respect to those interests among members in the division;
- (b) determining the collective bargaining objectives and goals that apply to the division, within the parameters established by the board;
- (c) advising the board on the effectiveness of services provided by the association to members in the division, and reporting any conclusions or recommendations to the chief executive officer and the board;
- (d) establishing financial policies and operational policies for the panel;
- (e) maintaining financial and other records as may be required by board policy, and providing copies of those records to the board;
- (f) assisting the board to develop human resource analyses and strategies that affect the division;
and
- (g) assisting the board in carrying out its responsibilities and in promoting the decisions and policies of the board to the division.

9.07 If necessary in order to pay the reasonable expenses of a panel:

- (a) the panel may establish a fee or levy on members of the division, provided that no member is required to pay more than six dollars per FTE per year; or
- (b) the division's members may establish such fee or levy as they see fit, by resolution at the division's session during the AGM, and the Schedule applies to the vote.

9.08 Each panel must elect a chair, vice-chair and treasurer from amongst the panel members and may regulate its meetings as it sees fit.

Confidentiality/Conflict of Interest

Panel members must adhere to the conflict of interest policy and guidelines as outlined in the board policy *(A2-1) Governance – General – Conflict of Interest* (see Appendix 3).

Meetings of Joint Panels

The panels meet jointly in person in Vancouver, up to four times per year. In addition, meetings may be held via conference call on an as-needed basis. The schedule for the upcoming year is set by the board at their first meeting following the AGM. The meetings are typically held on Mondays from 10:00 am to 12:00 pm in the CSSEA boardroom in Vancouver. Members may participate via teleconference.

The agenda for the meetings is developed jointly by the chair and staff. One week before the meeting, a complete panel package that includes the agenda and pertinent background information is forwarded to panel members. Senior management are available to provide clarification and additional information, as well as are invited to attend the meeting as observers.

The divisional panels' chairs alternate chairing the joint panel meetings. A staff member takes the minutes, distributing them to panel members within two weeks following a meeting.

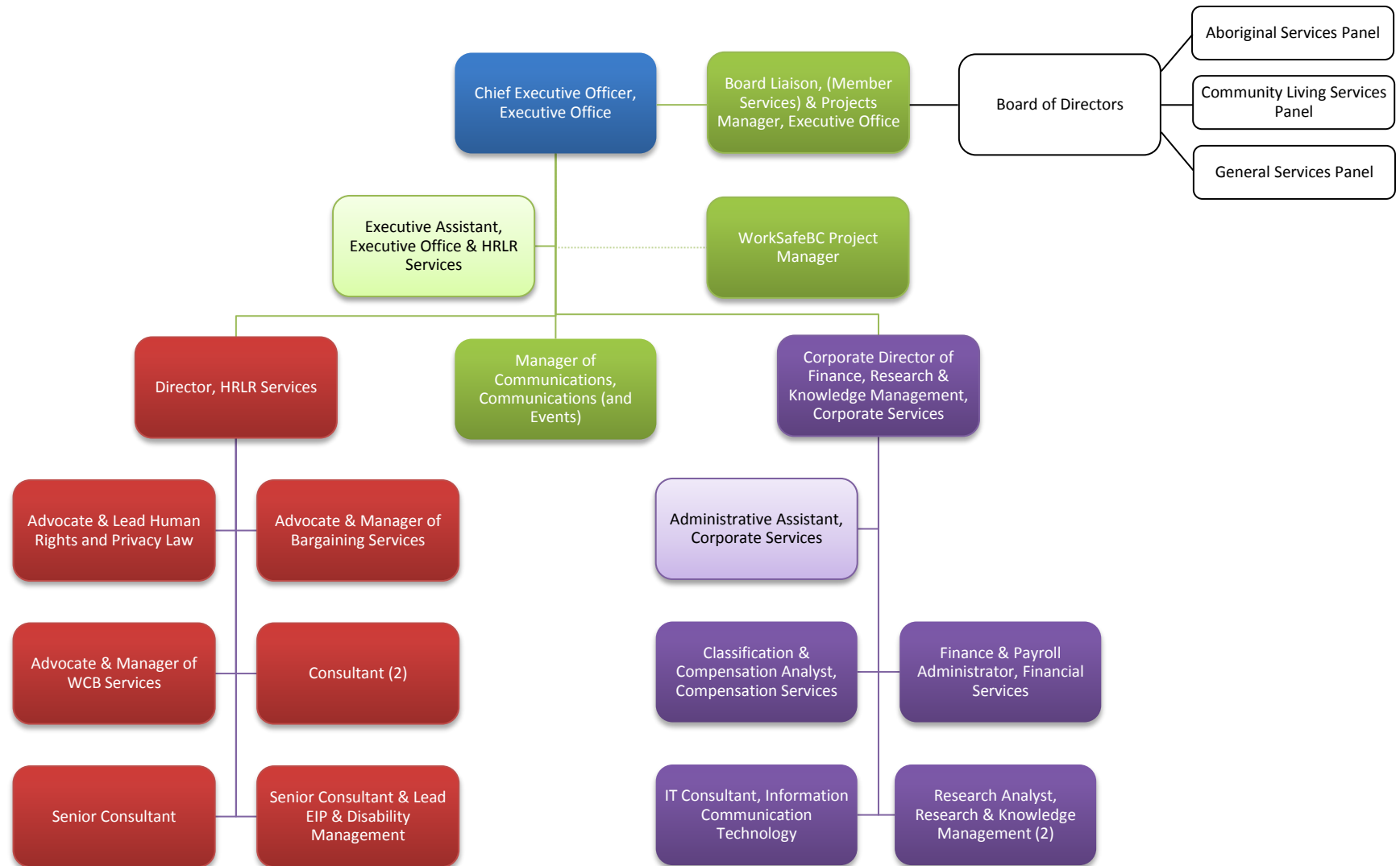
Panel Member Expense

Elected panel members are reimbursed for all eligible expenses incurred while performing panel responsibilities, based on the board policy *(A4-1) Governance – Financial– Board Member Expenses* (see Appendix 3). Panel members are not reimbursed for their time on the panel.

See Appendix 4 for a sample of the *Non-Employee Travel Expense Claim* form.

See Appendix 5 for a copy of the letter from PSEC authorizing board and panel members to receive government rates at hotels.

APPENDIX 1 - CSSEA ORGANIZATIONAL CHART



APPENDIX 2

GOVERNMENT BOARD REPRESENTATIVES

2016 – 2017

Board Members	Phone	Email
Reg Bawa Assistant Deputy Minister and Executive Financial Officer Financial and Corporate Services Ministry of Children and Family Development PO Bo 9738 Stn Prov Govt, Victoria, BC V8W 9S2 <i>Government Appointee</i>	250.953.3835	reg.bawa@gov.bc.ca cc: kathleen.merry@gov.bc.ca
Michael Lord Assistant Deputy Minister, Corporate Services And Executive Financial Officer Ministry of Social Development and Social Innovation PO Box 9934 Stn Prov Govt, Victoria BC V8W 9R2 <i>Government Appointee</i>	250.387.7035	michael.lord@gov.bc.ca cc: renee.fekete@gov.bc.ca
Seonag Macrae Chief Executive Officer Community Living BC 7 th Floor - Airport Square, 1200 W 73rd Ave, Vancouver, BC V6P 6G5 <i>Government Authority Appointee</i>	604.664.0107	seonag.macrae@gov.bc.ca cc: marilyn.almocera@gov.bc.ca
Chris Rathbone Executive Director Public Sector Employers' Council Secretariat PO Box 9400 Stn Prov Govt, Victoria, BC V8W 9V1 <i>Government Appointee</i>	250.356.0949	chris.rathbone@gov.bc.ca

APPENDIX 2

ABORIGINAL SERVICES PANEL

2016 – 2017

Panel Members	Phone	Email
Kathleen Bennett Executive Director Northwest Inter-Nation Family and Community Services Society 371 – 309 – 2 nd Avenue West, Prince Rupert, BC V8J 3T1	250.622.2514	kbennett@nifcs.org
Lyndale George/Karen Wainwright Co-Executive Director Haida Child and Family Services Society Box 86, 247 Eagle Road, Masset, BC V0T 1M0	250.626.5257	lyndale.george@hcfss.bc.ca karen.wainwright@hcfss.bc.ca
Colleen Lucier Executive Director Lii Michif Otipemisiwak Family & Community Services 707 Tranquille Road, Kamloops, BC V2B 3J1	250.554.9486 ext. 107	ed@lmofcs.ca
Judy Smith Chief Executive Officer La Société de les Enfants Michif (Métis Family Services) 13639 – 108 Ave, Surrey, BC V3T 2K4	604.584.6621	Judy.U.Smith@gov.bc.ca cc: jsmith@metisfamilyservices.ca
Bernadette Spence (Chair)* Chief Executive Officer Vancouver Aboriginal Child and Family Services Society 745 Clark Drive, Vancouver, BC V5L 3J3	604.872.6723	bernadette_spence@vacfss.com cc: cynthia_sumner@vacfss.com
Colleen Spier (Vice Chair)* Executive Director Island Métis Family & Community Services Society 345 Wale Road, Victoria, BC V9B 6X2	250.391.9924	colleen@metis.ca cc: kelly@metis.ca

* Divisional Board Representative

APPENDIX 2

COMMUNITY LIVING SERVICES PANEL

2016 – 2017

Panel Members	Phone	Email
Janice Barr* Executive Director Richmond Society for Community Living 170 – 7000 Minoru Blvd., Richmond, BC V6Y 3Z5	604.279.7043	jbarr@rscl.org
Fernando Coelho* Chief Executive Officer posAbilities Association of British Columbia 240 – 4664 Lougheed Highway, Burnaby, BC V5C 5T5	604.299.4001	fcoelho@posabilities.ca
Eileen Howells (Vice Chair) Executive Director Vernon and District Association for Community Living 4240 Alexis Park Drive, Vernon, BC V1T 6H3	250.542.2374	eileenvdacl@shawcable.com
Tammy Khanna (Chair) Executive Director Independent Living Housing Society of Greater Victoria 101 – 367 Burnside Road E., Victoria, BC V9A 1A7	250.383.2524	tammy@ilhs.ca
Tony Laing Executive Director Penticton & District Society for Community Living 180 Industrial Avenue West, Penticton, BC V2A 6X9	250.486.0341	tony@pdcscl.org
Kevin Lusignan Executive Director Community Ventures Society 200 – 1024 Ridgeway Avenue, Coquitlam, BC V3J 1S5	604.939.8070 ext. 2020	kevin.lusignan@communityventures.ca
Ellen Tarshis Executive Director Victoria Association for Community Living dba Community Living Victoria 3861 Cedar Hill Cross Road, Victoria, BC V8P 2M7	250.477.7231 ext. 226	etarshis@clvic.ca
Lilla Tipton* Executive Director Inclusion Powell River Society 201 – 4675 Marine Avenue, Powell River, BC V8A 2L2	604.485.6411 ext. 227	ltipton@pracl.ca

* Divisional Board Representative

APPENDIX 2

GENERAL SERVICES PANEL 2016 – 2017

Panel Members	Phone	Email
Diane Entwistle (Vice Chair) Chief Executive Officer Okanagan Boys & Girls Clubs 1434 Graham Street, Kelowna, BC V1Y 9H2	250.762.398 ext. 101	dentwistle@boysandgirlsclubs.ca cc: larchondous@boysandgirlsclubs.ca
Sanjay Gulati Executive Director Mission Community Services Society 33179 – 2 nd Avenue, Mission, BC V2V 1J9	604.826.3634	sanjay.gulati@missioncommunityservices.com
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CONSTITUTION AND BYLAWS

December 2010

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TABLE OF CONTENTS

CONSTITUTION

Constitution	1
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BYLAWS

Article 1: Interpretation.....	2
Article 2: Membership	2
Article 3: Membership Fees.....	3
Article 4: Divisions	3
Article 5: Meetings	4
Article 6: Proceedings at General Meetings	5
Article 7: Board	6
Article 8: Proceedings of the Board	9
Article 9: Panels.....	9
Article 10: Bargaining Agency	11
Article 11: Financial Administration	12
Article 12: Notices	13
Article 14: Proceedings Against Members or the Association.....	15
Article 15: Schedules	16
Article 16: Amendment of Constitution and Bylaws	16
Schedule	17

CONSTITUTION

1. The name of the association is the Community Social Services Employers' Association of British Columbia (CSSEA).
2. The purposes of this association are:
 - (a) to co-ordinate the following with respect to the social services sector:
 - (i) compensation for employees who are not subject to collective agreements;
 - (ii) benefit administration;
 - (iii) human resource practices; and
 - (iv) collective bargaining objectives;
 - (b) to foster consultation between the association and representatives of employees in the social services sector;
 - (c) to assist the Public Sector Employers' Council established under the *Public Sector Employers Act* in carrying out any objectives and strategic directions established by the council;
 - (d) to act as bargaining agent for its members; and
 - (e) to provide services to non-members where there is a mutual interest to do so and where the parties conclude service agreements which include payments to the association at a rate determined by the association to be appropriate for the services provided.

BYLAWS

Article 1: Interpretation

1.01 In these bylaws:

"**AGM**" means annual general meeting.

"**board**" means the group of individuals selected by panels and those appointed by the government to form the Board of Directors of the association.

"**director**" means an individual designated to the board.

"**division**" means a group of members as described in Article 4.

"**electronically**" means distribution through electronic means including but not limited to email or other web-based processes.

"**FTE**" or "**full-time equivalent**" means a unit of time worked equal to one person working 1957.5 hours in the one-year period before the calculation.

"**government member**" means a member of the association appointed under section 2.02.

"**mail**" means distribution via Canada Post.

"**meeting**" means a structured discussion taking place within a defined period, and includes discussions where members are not physically present in the same place or at the same time.

"**panel**" means the group of individuals designated by a division in accordance with Article 9, and "**panel member**" means one of those individuals.

1.02 The definitions in the *Public Sector Employers Act* on the date these bylaws become effective apply to these bylaws.

1.03 The definitions in the *Society Act* on the date these bylaws become effective apply to these bylaws, except where a different definition is permitted by law and is set out in these bylaws.

1.04 The *Interpretation Act* as amended from time to time or any successor legislation applies to the interpretation of these bylaws.

Article 2: Membership

2.01 The members of the association are:

- (a) employers designated as social services sector employers pursuant to the *Public Sector Employers Act*; and
- (b) persons appointed as members under section 2.02.

- 2.02 The government may appoint a maximum of three persons as members of the association, and may remove and replace any person so appointed.
- 2.03 A person becomes a member immediately upon designation or appointment.
- 2.04 Every member must uphold the constitution and comply with the constitution and bylaws, which constitute an agreement between the members and the association.
- 2.05 Every member is a member in good standing, except a member that:
- (a) has failed to pay the member's current annual membership fee or any other fee, levy or debt owing by that member to the association, and that member is not in good standing so long as the fee, levy or debt remains unpaid; or
 - (b) the board determines is not a member in good standing under section 14.01.
- 2.06 No member may be expelled, but a member ceases to be a member when it ceases to be designated under section 2.01 or is removed or replaced under section 2.02.

Article 3: Membership Fees

- 3.01 Every member, other than a government member, must pay any annual membership fee pursuant to section 3.02, and any additional levies or other fee imposed pursuant to section 3.03.
- 3.02
- (1) The board may establish an annual membership fee.
 - (2) A general meeting may, by special resolution, establish an annual membership fee or amend a fee established by the board.
 - (3) All funds received by the association must be applied to further the purposes of the association set out in the constitution.
- 3.03 Members at an AGM may establish an additional levy by special resolution.
- 3.04 Members of a division must pay any fee or levy established under section 9.07.

Article 4: Divisions

- 4.01
- (1) The association has the following divisions:
 - (a) members primarily providing services for community living, excluding the community living authority;
 - (b) aboriginal agencies; and
 - (c) all members except those described in paragraphs (a) and (b).
 - (2) The chief executive officer must assign members to divisions in accordance with this article.

- (3) A member may not belong to more than one division, except with express approval of the board.
- (4) A member may vote on all matters arising within and applicable to the division(s) to which the member is assigned.

Article 5: Meetings

- 5.01 (1) In order to participate in meetings of the association, a member must appoint a representative to act on its behalf in connection with meetings.
- (2) An appointment pursuant to subsection (1) is effective from the time the board receives notice of appointment until notice of revocation or replacement of that representative is received by the board.
- (3) For purposes of provisions of the bylaws relating to meetings, unless the context requires otherwise, "member" means a representative appointed under this section by a member in good standing.
- 5.02 (1) Every general meeting, other than an AGM, is a special general meeting.
- (2) The board may convene a special general meeting.
- (3) On the written request of at least 10% of the members, the secretary must convene a special general meeting.
- (4) A representative appointed pursuant to subsection 5.01 (1) is a member for all purposes with respect to any special general meeting of the association.
- 5.03 (1) Notice of a general meeting must be given to every member and the auditor, and no other person is entitled to receive a notice of a general meeting.
- (2) Notice of a general meeting must specify the place, day and time of meeting and, in the case of a special general meeting, the general nature of the business to be considered at that meeting.
- (3) The accidental omission to give notice of a meeting to a member, or the non-receipt of that notice by a member, does not invalidate proceedings at the meeting.
- 5.04 An AGM of the association must be held at least once in every calendar year and not more than 15 months after the holding of the last preceding AGM.
- 5.05 The association, in a general meeting, may make rules not inconsistent with these bylaws respecting any matter referred to in these bylaws or related to any of the purposes of the association.
- 5.06 (1) Every AGM must include a general session and divisional sessions.

- (2) (a) The chief executive officer or the designate of the chief executive officer and any director may attend the session of any division with voice but no vote.
- (b) Despite paragraph (a), a director may vote if entitled to do so as a member of a division.

Article 6: Proceedings at General Meetings

- 6.01 Where the bylaws are silent with respect to procedure at general and other meetings of the association, *Bourinot's Rules of Order* apply.
- 6.02 A special resolution is required for revocation or amendment of a board decision, for any changes to the association's constitution and bylaws, and for other purposes specified in the bylaws.
- 6.03 (1) Except for the election of a chair and the adjournment or termination of the meeting, business must not be conducted at a general meeting unless a quorum is present.
- (2) Subject to subsection (4), a quorum is 30 members.
- (3) If a quorum is not present within 30 minutes from the time appointed for a general meeting, the meeting:
- (a) is terminated if convened on the requisition of members; or
 - (b) in any other case, is adjourned until a date to be determined by the board.
- (4) If a quorum is not present at an adjourned meeting, within 30 minutes from the time appointed for the meeting, the members present constitute a quorum.
- 6.04 (1) Subject to subsection (2), the chair of the board, or the vice chair in the absence of the chair, is the chair of a general meeting.
- (2) The members present at a general meeting must choose one of their number to be chair of the meeting if:
- (a) the chair and vice chair are not present at the meeting within 15 minutes after the time appointed for holding the meeting; or
 - (b) the chair and the vice chair are unwilling to act as chair.
- 6.05 The members present at a divisional session must choose one of their number to be chair of the meeting.
- 6.06 (1) A general meeting may be adjourned from time to time and from place to place, but an adjourned meeting must not transact any business other than the business left unfinished at the adjourned meeting.

- (2) When a meeting is adjourned for 10 days or more, notice of the adjourned meeting must be given as in the case of the original meeting.
 - (3) Except as provided in subsection (2), it is not necessary to give notice of an adjournment or of the business to be transacted at an adjourned general meeting.
- 6.07 The board, panels and members may propose resolutions to a general meeting.
- 6.08 (1) Except for board resolutions, a general meeting must not consider a resolution unless it was submitted in writing by a member or panel to the board 30 days or more before the commencement of the meeting.
- (2) Despite subsection (1), a resolution submitted in writing to the chair of a general meeting by a panel or a member may be considered if approved by the board for consideration.

Article 7: Board

- 7.01 Between general meetings, the board may exercise the powers and must perform the duties of the association and administer the governance and affairs of the association consistent with the *Public Sector Employers Act*, and subject to the constitution, bylaws and rules of the association.
- 7.02 Without limiting the generality of section 7.01, the board may:
- (a) identify the human resource and labour relations interests and associated issues that are common to the sector, or which affect more than one division, or which are of sectoral significance;
 - (b) establish the human resource and labour relations objectives and strategies pertaining to those issues, including (without limitation) objectives and strategies for collective bargaining and the administration of collective agreements, in accordance with mandates and strategic directives of the Public Sector Employers' Council;
 - (c) advance those objectives and strategies in the best interests of the members in the sector and other public sector employers;
 - (d) coordinate compensation for employees in the sector who are not subject to collective agreements;
 - (e) ensure that divisional bargaining objectives and outcomes do not conflict with sectoral objectives or those of other divisions;
 - (f) communicate the human resource and labour relations interests of the sector to the Public Sector Employers' Council and to the provincial government;
 - (g) participate in the development of the Public Sector Employers' Council's strategies and mandates through the association's presence on the Council; and

- (h) develop policies as required and otherwise advance the purposes of the association as set out in the constitution.
- 7.03 The board must assist the Public Sector Employers' Council in carrying out its strategies and mandates.
- 7.04
 - (1) No rule or motion adopted by the association in a general meeting invalidates a prior act of the board that would have been valid if that rule or motion were not adopted.
 - (2) No act or proceeding of the board is invalid by reason only of there being in office less than the total number of directors permitted by section 7.05.
- 7.05 The composition of the board of directors of the association is determined at an AGM as follows:
 - (a) the community living members panel may elect up to three directors;
 - (b) the aboriginal members panel may elect up to two directors;
 - (c) the general members panel may elect up to two directors;
 - (d) Community Living British Columbia may designate one director; and
 - (e) the government may appoint up to three directors.
- 7.06
 - (1) A panel may at any time appoint a panel member as a director to fill a vacancy on the board where the vacant position was formerly occupied by a director designated by that panel.
 - (2) The term of the appointment of the replacement director shall be to the end of the term of the appointment of the director who vacated the position.
- 7.07
 - (1) The term of office for directors, other than the directors appointed under subsection 7.05 (d), commences at the time of their election.
 - (2) All directors shall be appointed for a two-year term, excluding directors appointed under section 7.06.
 - (3) Directors are eligible to serve consecutive terms.
- 7.08 The association must not require a director appointed by government under subsection 7.05 (d) to give security under section 30 of the *Society Act*.
- 7.09
 - (1) The board must suspend any director charged with a criminal offence pending the outcome of the criminal charges where, in the board's sole discretion, the charges or the alleged offence interfere with the performance of the director's duties and thereafter may declare the position vacant depending on the disposition of the case.

- (2) The board may establish a policy on director attendance and the policy may set out a number or percentage of meetings (consecutive or otherwise) which, if missed by a director, must result in that director's position being deemed vacant.
- 7.10 The association must not remunerate a director for being or acting as a director but may compensate directors for all expenses necessarily and reasonably incurred while engaged in the affairs of the association.
- 7.11 The board must elect a chair, vice chair and a treasurer from amongst the directors.
- 7.12
 - (1) The chair must preside at all meetings of the association and of the board, unless otherwise specified in the bylaws.
 - (2) The chair of the board is the association's representative to the Public Sector Employers' Council.
- 7.13 The vice-chair must carry out the duties of the chair during the chair's absence.
- 7.14 The treasurer must:
 - (a) oversee the financial affairs of the association; and
 - (b) report to the board and executive regarding the financial affairs of the association and other financial matters as required.
- 7.15
 - (1) The board must employ a person as the chief executive officer of the association, and determine his/her terms and conditions of employment.
 - (2) Subject to board policy and directives, the chief executive officer must:
 - (a) manage the association's general operation and administration;
 - (b) employ and retain such persons as are necessary for the proper administration and operation of the association and may delegate to them such of his or her duties and functions as he or she sees fit;
 - (c) attend panel meetings;
 - (d) negotiate service agreements with non-members, including appropriate charges for services;
 - (e) determine the appropriate allocation of staff support and assign staff to support the work of the board, panels and committees; and
 - (f) assign chief spokespersons for collective bargaining, execute collective agreements approved by the members and settle issues arising from those agreements.

- (3) The chief executive officer must perform the function of secretary to the board including, without limitation:
 - (a) issuing notices of meetings of the association and board;
 - (b) keeping minutes of all meetings of the association, panels and the board;
 - (c) maintaining custody of all records and documents of the association; and
 - (d) maintaining the register of members.

Article 8: Proceedings of the Board

- 8.01 (1) The board must meet as it determines necessary or advisable to conduct business and, may regulate its meetings as it sees fit.
 - (2) The board may from time to time fix the quorum necessary to transact business at a board meeting, and unless so fixed the quorum shall be a majority of the directors then in office.
 - (3) The chair may at any time, and the secretary must on the request of at least three directors, convene a board meeting.
- 8.02 (1) The board may appoint standing and special committees as it deems appropriate and may delegate any (but not all) of its powers to committees.
 - (2) A committee must consist of at least one director, and may include other directors and persons needed to facilitate the work of the committee.
 - (3) The board must appoint the chair of all committees and the chair must be a director.
 - (4) A committee must, in the exercise of any powers delegated to it, conform to the constitution, bylaws, rules and policies of the association and any directives or conditions imposed on it by the board, and must report everything done in exercise of those powers to the board.
 - (5) Subject to this section, the members of a committee may establish the committee's procedures as they see fit.
 - (6) A committee may make decisions respecting a matter only if the board has delegated the power to make such decisions to the committee and, despite any delegation or any other provision of the bylaws, a decision of a committee can be amended or rescinded by a decision of the board.

Article 9: Panels

- 9.01 At divisional sessions of the AGM, each division designates a panel as follows:

- (a) the division described in subsection 4.01(1)(a) designates the community living members' panel;
- (b) the division described in subsection 4.01(1)(b) designates the aboriginal members' panel; and
- (c) the division described in subsection 4.01(1)(c) designates the general members' panel.

9.02 The composition of each panel is determined as follows:

- (a) the members of a division may elect no more than eight panel members;
- (b) all panel members shall be elected/designated for a two-year term, excluding panel members appointed under section 9.04; and
- (c) one position per each panel election shall be reserved for a candidate who has not served on a panel for a period of at least four years.

9.03 The board must suspend any panel member charged with a criminal offence pending the outcome of the criminal charges where, in the board's sole discretion, the charges or the alleged offence interfere with the performance of the panel member's duties and thereafter may declare the position vacant depending on the disposition of the case.

- 9.04
- (1) A panel may appoint a replacement to fill a panel vacancy.
 - (2) Where a replacement member will be appointed, the panel will publicize the vacancy and will invite applications for the position.
 - (3) The panel will select a replacement member from the list of applicants.
 - (4) The term of the replacement member shall be until the date of the annual general meeting following the date of the replacement appointment.
 - (5) Where the term of the panel member who resigned and created the vacancy extends to the annual general meeting following the date of the annual general meeting noted in subsection (4) above, the term of the position to be filled by election shall be one year.
 - (6) A panel may at any time determine that a panel member has become ineligible for the panel duties or is ineligible for a particular period of time. In such circumstances, a panel may with a 75% quorum of the panel remove/suspend a panel member. The impacted panel member will not be eligible to vote in these circumstances.

9.05 A person may be a panel member only if that person;

- (a) is not an employee in a bargaining unit of a member or a person otherwise directly affected by the results of the association's collective bargaining;

- (b) is willing to devote the time necessary to fully discharge the responsibilities of a panel member;
 - (c) is a board member, owner or the senior management employee of a member in the division; and
 - (d) has been approved for election as a panel member by the member referred to in paragraph (c).
- 9.06 Subject to the constitution, bylaws, directives of the board and rules of the association, each panel is responsible for:
- (a) identifying the labour relations and human resource interests of the members of the division and acting to avoid or resolve conflicts with respect to those interests among members in the division;
 - (b) determining the collective bargaining objectives and goals that apply to the division, within the parameters established by the board;
 - (c) advising the board on the effectiveness of services provided by the association to members in the division, and reporting any conclusions or recommendations to the chief executive officer and the board;
 - (d) establishing financial policies and operational policies for the panel;
 - (e) maintaining financial and other records as may be required by board policy, and providing copies of those records to the board;
 - (f) assisting the board to develop human resource analyses and strategies that affect the division; and
 - (g) assisting the board in carrying out its responsibilities and in promoting the decisions and policies of the board to the division.
- 9.07 If necessary in order to pay the reasonable expenses of a panel:
- (a) the panel may establish a fee or levy on members of the division, provided that no member is required to pay more than six dollars per FTE per year; or
 - (b) the division's members may establish such fee or levy as they see fit, by resolution at the division's session during the AGM, and the Schedule applies to the vote.
- 9.08 Each panel must elect a chair, vice-chair and treasurer from amongst the panel members and may regulate its meetings as it sees fit.

Article 10: Bargaining Agency

- 10.01 The association is the bargaining agent for the members.

- 10.02 Each member agrees with each other member and with the association that it will not do or omit to do any act or thing which would be or constitute a breach of this article and agrees that the obligations in this article are enforceable against it by injunction at the instance of the association or any other member.
- 10.03 A member must not communicate with any union or association of unions that is the certified bargaining agent for the employees of any member in relation to any matter for which the association is the bargaining agent, except as provided for in the bylaws or as may be permitted by the board.
- 10.04 (1) The board may delegate to a committee, a member, or to a panel or group of members the right to negotiate all or part of a collective agreement and the right to interpret provisions and resolve disputes with respect to a collective agreement.
- (2) Where the board delegates these rights, it may prescribe directions or conditions, including (without limitation) a requirement for board ratification.
- (3) The board may withdraw the delegation or amend a direction or condition at any time.
- (4) During a strike or lockout, the board may require a member affected by the strike or lockout to take any action that, in the sole discretion of the board, is required in order to promote the members' interests in the outcome of the strike or lockout.
- 10.05 The chief executive officer must appoint the chief spokespersons for all collective bargaining - whether the bargaining is conducted on behalf of a member, a division or other group of members, or the entire membership - and the chief executive officer may assign other staff resources to bargaining committees as he/she determines appropriate.

Article 11: Financial Administration

- 11.01 The funds and other assets of the association must be used for carrying out the purposes of the association in accordance with the constitution and bylaws.
- 11.02 The association is a reporting society.
- 11.03 (1) The association must comply with the provisions of Part 4 of the *Society Act* with respect to deposit accounts, accounting records, inspection by members and financial statements.
- (2) The association must maintain an accounting system in accordance with generally accepted accounting principles.
- (3) All records and accounts must be open for inspection of the Auditor General and the Comptroller General.
- 11.04 The fiscal year end of the association is March 31.

- 11.05 (1) The board must adopt an annual budget before September 15 on each year to which the budget applies.
- (2) Each budget must set out all of the revenue the board anticipates that the association will receive in the current fiscal year, and any surplus accumulated from preceding years.
- (3) Each budget must set out all of the expenses the board anticipates that the association will incur in the current fiscal year.
- 11.06 (1) The association must comply with Part 5 of the Society Act.
- (2) An individual must not be appointed auditor for more than five consecutive years.
- 11.07 (1) With the prior approval of the Minister of Finance and Corporate Relations, the board, on behalf of the association, may enter into agreements to borrow and repay money.
- (2) The board must not issue a debenture without approval of a general meeting by special resolution.
- (3) A general meeting may further restrict the borrowing powers of the board by special resolution, but the restriction expires at the next AGM.

Article 12: Notices

- 12.01 In this article, “notice” includes notices of meetings, ballots and other documents exchanged between the association and its members.
- 12.02 Notices required by or given in accordance with these bylaws must be given in accordance with this article.
- 12.03 A notice may be given by personal delivery, mail, facsimile or electronically, and where mailed, must be addressed to the member’s address in the register or to the address of the head office of the association as the case may be.
- 12.04 Where notice is give by mail, it is deemed to be received on the fourth day, excluding Saturday, Sunday and holidays. Where notice is given electronically, it is deemed to be received within 24 hours of the time sent, excluding Saturday, Sunday and holidays.
- 12.05 A notarized statement by the chair, vice chair or chief executive officer that a notice was addressed in accordance with section 12.03 and that it was mailed or sent electronically on a certain date is conclusive evidence of those facts.

Article 13: Voting

- 13.01 Where a member is entitled to vote, every member has one vote except where it is stated that the Schedule applies.
- 13.02 Where the bylaws refer to a special resolution, the resolution requires for approval:

- (a) at a general meeting, a majority of not less than 60% of the votes cast; or
 - (b) in a vote conducted by mailed ballot, except a ratification vote, a majority of not less than 75% of the votes cast.
- 13.03
 - (1) A member is entitled to vote at general meetings, including sessions of the division to which the member belongs, in accordance with this section.
 - (2) Unless a ballot is demanded by a member, voting must be by show of hands.
 - (3) Where any member requests before a vote on a resolution that the vote be taken by ballot, the vote must be taken by ballot.
- 13.04
 - (1) Each member voting in an election must vote for the same number of candidates as there are positions to be filled by the election, or the ballot is spoiled.
 - (2) Where there are more candidates than there are positions to be filled by the election, the positions are filled by the candidates who receive the most votes, whether or not those candidates receive 50% of the votes cast.
 - (3) If the reserved position cannot be filled through election or acclamation, then it shall be filled through the process outlined in subsection 13.04(2).
 - (4) An election must be by ballot except in case of acclamation.
 - (5) Schedule 1 applies to voting in an election.
- 13.05 The following paragraphs govern ratification of proposed collective agreements:
 - (a) only members who would be bound by the agreement if ratified are entitled to vote on it, subject to paragraph (d);
 - (b) the Schedule applies;
 - (c) if more than 50% of the votes cast are in favour of ratification, the proposed contract is ratified by the members subject to paragraph (d); and
 - (d) where the board has determined that it must also ratify a proposed agreement, the agreement is subject to board ratification.
- 13.06
 - (1) In a vote conducted by mail, the board must provide notice in accordance with Article 12 to all members entitled to vote, and in this section “mail” includes personal delivery, facsimile and electronically.
 - (2) In order to be counted in a vote conducted by mail, the ballot must be received at the head office of the association not later than 5:00 p.m. local time in Vancouver on the

date established by the board and communicated to the members at or before the members' receipt of the ballot.

- (3) The accidental omission to give a ballot to a member entitled to receive one or the non-receipt of a ballot given to a member does not invalidate the outcome of the vote.

13.07 No staff person including the chief executive officer is entitled to vote at any board, panel or committee meeting.

Article 14: Proceedings Against Members or the Association

14.01 (1) In addition to any other powers the board has under the *Society Act*, the *Public Sector Employers Act* or these bylaws, the board may take action against a member if the member acts in a manner that is contrary to the constitution and bylaws of the organization or has otherwise acted in a manner detrimental to the interests of the association.

- (2) If the board has reason to believe that a member may have given reason for action under subsection (1), the board must investigate the reason for concern and must provide the member with an opportunity to respond in accordance with the principles of natural justice.

- (3) Where the board is satisfied that the member has acted in a manner contrary to the member's obligations set out in subsection (1), the board may do one or more of the following:

- (a) issue a warning to the member;
- (b) impose a fine on the member;
- (c) bar the member or the member's representative from meetings or membership on committees;
- (d) determine that the member is not in good standing for the period the board considers appropriate; or
- (e) advise any ministry or authority responsible for a member's service contract that the member is not in good standing

and the board must give written reasons for any action taken under this subsection.

- (4) Where the board has taken action against a member under this section, the member may appeal the board's decision by submitting the dispute to the process established under the *Commercial Arbitration Act*.

- (5) The association may take the action it considers appropriate to collect any fine imposed under this section including, without limitation, bringing an action in a court of competent jurisdiction to recover the debt.
- 14.02
- (1) Where a member believes that the association has been arbitrary, discriminatory or in bad faith in the representation of the member, the member may seek a remedy by way of an application to the board.
 - (2) Where the board receives an application under subsection (1), it must investigate the member's concern and, unless the matter is resolved, the board must set up a process to adjudicate the issue in a fair and timely manner.
 - (3) If either the member or the board is dissatisfied with the result of the adjudication pursuant to subsection (2), the member or the board may refer the dispute to the arbitration process established in the *Commercial Arbitration Act*.
 - (4) A member must not take any legal action against the association except as provided by this section.

Article 15: Schedules

15.01 The Schedule appended to these bylaws forms part of the bylaws for all purposes.

Article 16: Amendment of Constitution and Bylaws

16.01 Subject to the consent of the Minister responsible for the Public Sector Employers' Council, the association may amend the constitution and the bylaws by special resolution at a general meeting.

Schedule

1. For purposes of ratification of a collective agreement, “FTEs” means the FTEs who would be bound by the proposed agreement.
2. For purposes of voting for panel members, “FTEs” means bargaining unit FTEs who are providing services within the jurisdiction of a division.
3. For purposes of voting at AGMs, “FTEs” means bargaining unit FTEs.
4. For any ratification vote and election, the board must determine the number of FTEs for each member entitled to vote. The board may require members to provide information necessary for that purpose before a deadline established by the board. Where a member fails to provide the necessary information before the deadline, the board may deem the FTEs for that member to be less than 15, or more than 15 but not more than a number the board reasonably believes is the maximum number of the employer’s actual FTEs.
5. The board will determine the vote entitlement of the members entitled to vote according to the following table, where column A is the number of FTEs of a member, and column B is the number of votes to which the member is entitled.

Column A: FTEs	Column B: No. of Votes
Up to 15.....	1
15 to 49	2
50 to 99	3
100 to 149	4
150 to 249	5
250 to 349	6
350 to 449	7
450 and over.....	8



BOARD POLICIES

April 2017

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TABLE OF CONTENTS

A. GOVERNANCE

1. General

Conflict of Interest (A1-1)	1
-----------------------------------	---

Accountability Framework (A1-2)	5
---------------------------------------	---

2. Board

Confidentiality (A2-1)	12
------------------------------	----

Standing and Special Committee Terms of Reference (A2-2)	13
--	----

Director Attendance (A2-3)	14
----------------------------------	----

Representation of General Member Issues on the Board (A2-4)	15
---	----

3. Panel

Submission of Agenda Items to the Board by Panels (A3-1)	16
--	----

Panel Reimbursement (A3-2)	17
----------------------------------	----

Financial Administration Directive (A3-3)	18
---	----

4. Financial

Board Member Expenses (A4-1)	19
------------------------------------	----

B. CORPORATE

1. General

Confidentiality – Membership Lists, Membership Database, and Survey Data (B1-2)	22
---	----

Membership Directory (B1-3)	24
-----------------------------------	----

Privacy (B1-4)	25
----------------------	----

2. Financial

Signing Authority (B2-1)	29
--------------------------------	----

Spending Authority (B2-2)	30
---------------------------------	----

C. BARGAINING

1. General

2. Financial

Collective Bargaining Committee Expenses (C2-1)	31
---	----

Essential Services Expenses (C2-2)	34
--	----

D. SERVICES

1. Members

Member Status (D1-1)	35
Membership and Services (D1-1-1)	36
Member/CSSEA Communications (D1-1-2)	38
Data Collection (D1-2).....	40
Survey Reports Distribution (D1-2-1).....	41
Fees for Services Applying to Members (D1-3)	42
Sectoral Dispute Resolution Cases (D1-4).....	43
Conflict of Interest (D1-5)	44

2. Non-Members

Associate Status (D2-2)	45
Services: Agencies Granted Associate Status (D2-3)	46

E. REVISIONS

Revisions	48
-----------------	----

Policy Category	Governance – General	C&B Ref.		NA	Policy No.	A1-1
Title	Conflict of Interest					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To assist members of the board, panels and any such board standing or special committee, in their determination of a potential circumstance of conflict; to advise that a conflict of interest policy shall apply.

Terms:

Directors elected to serve on the CSSEA board of directors, panel members, and any board standing or special committee members, are to be governed by the association's *Conflict of Interest Guidelines*. The *Conflict of Interest Guidelines* shall be available to any member on request and provided to these bodies at their first meeting.

Conflict of Interest Guidelines

Board of Directors, Panel Members, Standing and Special Committee Members and the Chief Executive Officer

Application

Directors elected to serve on the CSSEA board of directors, panel members, standing and special committee members and the chief executive officer are subject to these *Conflict of Interest Guidelines*.

Conflict of Interest Defined

A conflict of interest is any situation where an individual's personal interests, or the interests of a close friend, family member, business associate, corporation or partnership in which they hold a significant interest, or a person to whom they owe an obligation may prevent them from acting in a fair, impartial and non-biased way and/or in the best interests of CSSEA.

Types of Conflict of Interest

There are two types of conflict of interest: actual and apparent.

i. Actual Conflict of Interest

An actual conflict of interest occurs when a director, panel member, standing or special committee member or the chief executive officer has knowledge of a private interest; and, in performing his or her official duties and responsibilities knows that there is the opportunity to further his or her monetary or non-monetary interests.

ii. Apparent Conflict of Interest

An apparent conflict of interest occurs when there is a reasonable perception, which a reasonably well-informed person could properly have, that in the exercise of his or her official duties and responsibilities a director, panel member, standing or special committee member or the chief executive officer may have been affected in representing the interests of CSSEA by his or her private interests.

Policy

Directors, panel members, standing or special committee members and the chief executive officer will not participate in any activities that would lead to an actual or apparent conflict of interest, except in situations where:

- a) There is an agreement to reimburse a director, panel member, standing or special committee member or the chief executive officer for expenses and liabilities by virtue of the position held, or
- b) Where the director, panel member, standing or special committee member or chief executive officer participates in activities that CSSEA regularly makes available to its members.

Directors, panel members, standing or special committee members and the chief executive officer:

- a) Will not accept gifts from an individual, group or society including travel or accommodation which create or appear to create a favoured position for an individual, group or society having business dealings with CSSEA. They may accept gifts or mementos of a token value not exceeding \$25.00 as part of the normal exchange of hospitality.
- b) Must disclose any financial assistance from a person having business dealings with CSSEA and cannot take part in any board or committee decision relating to that person.
- c) Will not approve any form of remuneration or expenses for herself/himself.
- d) Shall exercise care in the management of his or her affairs so as not to benefit, from the use of information acquired solely by reason of their position, or any transactions which involve decisions over which they have influence.
- e) Will not take part in any decision or transaction to engage a third party to scrutinize the affairs of the organization where a director, panel member, standing or special committee member or chief executive officer has a direct or indirect interest in the transaction.

Disclosure of a Conflict of Interest

- a) Directors, panel members, standing or special committee members and the chief executive officer must disclose, in writing, an actual or apparent conflict of interest to the board. This must take place at the first meeting of the board subsequent to the election of the board of directors or constitutional committees of the board or the appointment of the chief executive officer.
- b) In some circumstances, an actual or apparent conflict of interest may occur subsequent to the election of a director, a panel member or a standing or special committee member or appointment of the chief executive officer. In those instances, the conflict of interest must be disclosed, in writing, at the first board meeting after the conflict of interest becomes known.
- c) Upon disclosure, the board will evaluate whether there is a conflict of interest and the director, panel member, standing or special committee member or the chief executive officer who discloses the conflict of interest will not take part in the evaluation. The board will determine what steps will be taken to ensure that its operations are not impaired by the actual or apparent conflict.
- d) Any member of the board, a panel member or a standing or special committee member or the chief executive officer may request a determination by the board as to whether he or she has a conflict of interest. If a majority of the board members present and entitled to vote (excluding for these purposes, the member making the request) determine that there is no conflict of interest, then the member may vote and be counted in the quorum.
- e) All decisions on conflict of interest shall be included in the minutes of the board.

Review of a Board Decision

- a) A board decision is not reviewable if proper procedures are followed, the board has sufficient information to assess the nature of the disclosed interest, and the resolution authorizing the transaction is approved by the majority of those present and entitled to vote at the meeting.

Conflict of Interest Guidelines - CSSEA Staff

- a) The chief executive officer shall ensure that guidelines covering CSSEA staff are in place and are followed.

Failure to Comply with these Guidelines

- a) A director, panel member, standing or special committee member or the chief executive officer who has a conflict of interest and has not complied with this policy shall be subject to discipline by the board.
- b) A director, panel member, standing or special committee member or the chief executive officer is also subject to decisions made by the board under the section entitled “Disclosure of a Conflict of Interest” contained in these guidelines.

Policy Category	Governance – General	C&B Ref.		Const. 2	Policy No.	A1-2
Title	Accountability Framework					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To ensure that the business of the association is conducted in a manner consistent with *the Public Sector Employers Act* and within the Public Sector Employers’ Council core mandate and key accountability framework.

Terms:

The association will establish a business plan in accordance with the Public Sector Employers’ Council’s *Core Services of Employers’ Associations* document and the *Core Mandate & Key Accountability Framework*.

Core Services of Employers' Associations

- 1) Prepare for, coordinate and, if appropriate, conduct collective bargaining in a manner that must:
 - a) represent the interests of the membership to achieve workable, flexible and affordable terms and conditions of employment and;
 - b) respect the interests of the government pertaining to system wide application of terms within existing monetary and policy mandates and;
 - c) respect and solicit the interests of funding ministries to ensure contract terms do not hinder transition plans regarding the strategic shifts for delivery of services and, where possible, help facilitate these changes.
- 2) Perform contract management and policy coordination/implementation services in a manner that must:
 - a) ensure comprehensive representation of matters that have an industry or inter-industry imperative both in contracts and of policy or program design and implementation and;
 - b) protect the integrity of the negotiated language (such contract management may include representation at arbitration, WCB and the LRB).
- 3) Interpret policy and advise on labour relations interpretation and/or implications of key government policy and service decisions.
- 4) Conduct, administer and/or coordinate compensation strategies including job evaluation (design, descriptions, ratings, and salary grid), benefits administration, costing analysis, salary administration, and exempt/executive compensation strategies, including ensuring compliance with Employment Termination Standards.
- 5) Manage workforce adjustment and other strategies designed to assist employers and government with effective transition of programs and policy changes, including rights and obligations under legislation and collective agreements, assisting in development of plans or options to mitigate and/or minimize workforce adjustment impacts, and providing Employment Termination Reports.
- 6) Participate in shared services with other employers' associations where identified as an efficient and effective use of resources.

Core Mandate & Key Accountability Framework

CORE MANDATE & KEY ACCOUNTABILITIES	OBJECTIVES	ACTION REQUIRED BY EMPLOYERS' ASSOCIATION
A. Governance		
<p>Participation on Public Sector Employers' Council</p> <p><i>see sections 4(1) & 4(2)*</i></p> <p>* All section references are to the <i>Public Sector Employers' Act</i>, R.S.B.C. 1996, c. 384</p>	<p>Setting and co-ordination of strategic directions in human resource management and labour relations;</p> <p>Advising to government on public sector human resource issues;</p> <p>Planned solutions to public sector employer human resource issues;</p> <p>Consultation with representatives of public sector employees on relevant policy issues;</p> <p>Functioning in manner consistent with cost efficient and effective delivery of services.</p>	<p>Contribute to and support Council in fulfillment of its mandate;</p> <p>Assist the Council in carrying out any objectives and strategic directions established by the Council applicable to CSSEA.</p>
<p>Establishment and Maintenance of Board of Directors</p> <p><i>see sections 7(1)(a) & 7(1)(c)</i></p>	<p>Appointment and support of Directors.</p>	<p>Select candidates;</p> <p>Provide for representation of government on the association's Board of Directors;</p> <p>Orient and monitor expectations of Directors.</p>
<p>Strategic Direction – Government Mandate, Policy & Legislative Directions</p> <p><i>see sections 6(3)(b), 7(1)(c.1) & 7(d)</i></p>	<p>Implementation of mandate and policy directions from Government (e.g., Bills 27, 28, 29) and related agencies.</p>	<p>Ensure proper interpretation of mandate, policy, and legislative directions;</p> <p>Ensure accurate implementation;</p> <p>Comply with any strategic direction from Council.</p>
<p>Management of Constitution, Bylaws and related governance documents</p> <p><i>see sections 7(1)(c) & 7(4)</i></p>	<p>Accuracy of and adherence to governance documents.</p>	<p>Ensure <i>Constitution and Bylaws</i> up to date and reflect current mandate of association.</p>

<p>Membership</p> <p><i>see section 6(4)</i></p>	<p>Accurate application of membership requirements.</p>	<p>Ensure that every social services employer referred to in the definition of "public sector employer" in the Act becomes and remains a member of the Community Social Services Employers' Association;</p> <p>Ensure member employers continue to meet requirements of membership.</p>
<p>Core Mandate & Key Accountability Framework</p> <p><i>see sections 6(3)(b) & 7(1)(c.1)</i></p>	<p>Comparison of the association's performance against Objectives contained in Framework.</p>	<p>Measure the association's performance against individual Objectives contained in Framework over period of last Fiscal Year;</p> <p>Assess the association's success in meeting Objectives.</p>
<p>B. Member Relationships & Services</p>		
<p>Core Service Areas</p> <p><i>see section 6(2)</i></p>	<p>Effective direction of resources to and management of core service areas.</p>	<p>Identify existing and new core/non-core service areas with reference to <i>Public Sector Employers Act</i>;</p> <p>Monitor direction of resources to core/non-core service areas;</p> <p>Ensure timely, focused and relevant provision of core services.</p>
<p>Fees</p> <p><i>see sections 7(1)(b) & 7(2)</i></p>	<p>Levying of fees and assessments from members as needed to pursue the associations' purposes.</p>	<p>Assess necessity for fees/assessments from members;</p> <p>Levy fees/assessments as necessary.</p>
<p>Collective Bargaining</p> <p><i>see sections 6(2)(d) & 7(3)</i></p>	<p>Strategic and effective sectoral bargaining consistent with public sector mandates and strategic direction (where authorized by statute).</p>	<p>Coordinate collective bargaining objectives;</p> <p>Design/assist in designing of mandates;</p> <p>Conduct or coordinate negotiations;</p> <p>Ensure compliance with public sector mandates.</p>

<p>Collective Agreement management <i>see sections 6(2)(b) & 6(2)(c)</i></p>	<p>Timely, relevant, cost-effective management of relevant collective agreements in a manner consistent with the strategic direction and mandate of the sector.</p>	<p>Provide advice to members on contract interpretation;</p> <p>Ensure consistency of advice;</p> <p>Assist in implementation of contract provisions;</p> <p>Identify and communicate to membership issues of sector-wide interest;</p> <p>Support dispute resolution involvement (mediations, negotiations, etc.);</p> <p>Provide or assist in representation at hearings.</p>
<p>Exempt/Executive Compensation – <i>Public Sector Employers Act</i> <i>see sections 6(2)(a), 7(1)(c.2) & 7(1)(c.3)</i></p>	<p>Compliance with <i>Public Sector Employers Act</i> and Regulations</p>	<p>Identify core issues for association and sector arising from Act;</p> <p>Assess and ensure compliance of membership;</p> <p>Produce Compensation Plans & supporting Reports as needed/requested by Minister;</p> <p>Manage and provide employment contract information to Public Sector Employers’ Council for “senior employees” of the association and members;</p> <p>Rectify contraventions of Act by seeking recovery of overpayments.</p>
<p>Human Resource and Labour Relations Practices <i>see section 6(2)(c)</i></p>	<p>Coordination of Human Resource and Labour Relations practices in sector.</p>	<p>Identify HR & LR issues applicable to sector (e.g., aging workforce, etc.).</p> <p>Develop strategies to address HR & LR issues;</p> <p>Manage strategies for sector (e.g., recruitment, workforce adjustment, etc.).</p>
<p>Benefits Administration <i>see section 6(2)(b)</i></p>	<p>Coordination of benefits administration for sector.</p>	<p>Coordinate benefit administration for members.</p>

Training <i>see section 6(2)</i>	Assessment of and response to membership training needs.	Identify, develop, and implement training and development opportunities for membership (e.g., grievance arbitration, agreement costing, etc.).
Member Relations with Employees <i>see section 6(3)(a)</i>	Fostering of consultation between the association and representatives of employees in that sector.	
C. Corporate Operations		
Budget <i>see section 7(1)(d)</i>	Establishment of and adherence to budget.	Establish and monitor performance against budget.
Internal HR Issues <i>see section 6(2)</i>	Effective and strategic management of all aspects of HR Flow.	Manage HR Flow – Recruitment, Selection, Orientation, Training & Development, Performance Management, Secession Planning, Retirement, Severance, Outplacement. Ensure HR Practices consistent with broader corporate strategy.
Executive HR Management <i>see sections 6(2) & 7(1)(c.2)</i>	Recruitment, appointment, retention of executives; Evaluation of executives in relationship to objectives.	Select candidates; Negotiate compensation packages; Develop and implement retention plans; Develop and implement succession plan; Develop and implement performance management systems for executives.
Corporate Risks <i>see section 7(1)(d)</i>	Accurate identification and response to risks.	Identify and monitor risks. Report as needed to other stakeholders.
Sectoral Database <i>see sections 6(3), 7(1)(c.1) & 7(1)(c.3)</i>	Creation and maintenance of accurate database of sectoral wages and benefits.	Collect wages and benefits data from members. Provide data to Public Sector Employers' Council on timely basis.

		Coordinate with Public Sector Employers' Council and other employers' associations as needed to create and maintain compensation databases.
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Policy Category	Governance – Board	C&B Ref.		Bylaw Art. 7	Policy No.	A2-1
Title	Confidentiality					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To promote CSSEA member confidence that information relating to any issue of such a nature that the integrity of the association, its members or its members' clients may be at stake shall remain confidential.

Terms:

Upon assuming the duties and responsibilities as a director of the association, each director shall adhere to the association's *Policy on Confidentiality* (below). The '*Policy on Confidentiality*' shall be available to any member on request and provided to all board members at their first full board meeting following an annual general meeting.

Acknowledgment of Confidentiality

I hereby acknowledge and confirm that all confidential information I gain in the course of my being a member of the Community Social Services Employers' Association of British Columbia [CSSEA] board of directors whether it be confidential to CSSEA, to a member agency, or to clients being served by a member agency will remain in strict confidence during as well as after my term on the CSSEA board.

Policy Category	Governance – Board	C&B Ref.	Bylaw Art. 8.02(1)	Policy No.	A2-2
Title	Standing and Special Committee Terms of Reference				
Revises	NA	Revision Date:			
Effective Date	February 13, 2003				

Purpose:

To enhance the clarity of mandate, roles and responsibilities for committees that are established by the board.

Terms:

Before appointing a standing or special committee, the board must first approve the terms of reference for the committee and appoint the chair. The terms of reference may include the following:

- Overview of the purpose for the committee;
- Committee responsibilities;
- Board “powers” being delegated to the committee, if any;
- Composition of the committee members (as representing which group/sub-group of the CSSEA membership) and size maximum;
- Committee member selection process;
- Board member(s) to sit on the committee;
- Committee term;
- Committee meeting structure and schedule;
- Committee reporting structure, timelines and processes;
- Committee budget.

Policy Category	Governance – Board	C&B Ref.		Bylaw Art. 7.09(2)	Policy No.	A2-3
Title	Director Attendance					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To ensure the effectiveness of the board of directors to promote a continuity of information flow and input, to support decision making consistency and direction from all members of the board.

Terms:

Where a director, other than a director appointed under Bylaw 2.01 (b), is absent for two consecutive meetings during a term of the board (being from annual general meeting to annual general meeting), the board may direct that the director be removed from his/her position on the board for the balance of the term.

When a vacancy occurs due to the preceding, Article 7.06 applies.

Policy Category	Governance – Board	C&B Ref.		Bylaw Art. 4.01	Policy No.	A2-4
Title	Representation of General Member Issues on the Board					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To ensure that the issues primarily of interest to members in a definable service delivery area are given due consideration by the board where no member of the board is a board member or senior manager of an organization in that service delivery area.

Terms:

Members in a definable service delivery area may designate a person to act on their behalf for the purpose of making representations to the board. Where the board is notified by a representative group of agencies in a service delivery area of the designation of a person for this purpose, the person is entitled to receive notification of board agendas, to appear at board meetings for specific agenda items and to submit agenda items (subject to reasonable limitation as determined by the chair); and to participate in discussion with respect to those agenda items.

Policy Category	Governance – Panel	C&B Ref.		Bylaw Art. 9.06	Policy No.	A3-1
Title	Submission of Agenda Items to the Board by Panels					
Revises	A3-1 February 13, 2003	Revision Date:			March 6, 2017	
Effective Date	April 1, 2017					

Purpose:

To clarify the process and timelines for the submission of panel issues before the board for consideration.

Terms:

Notice of scheduled board meetings will be provided to panels as soon as they are confirmed. Panels are to provide the secretary to the board with their panel-approved agenda items no later than two weeks prior to a scheduled board meeting. Agenda items received after the two week period ordinarily will be deferred to the next subsequent meeting of the board.

When submitting items to the board, panels should indicate if the items are of an informational nature or if the panel is seeking board direction or decision.

Policy Category	Governance – Panel	C&B Ref.		Bylaw Art. 9.06(d)	Policy No.	A3-2
Title	Panel Reimbursement					
Revises	A3-2 February 13, 2003	Revision Date:			March 6, 2017	
Effective Date	April 1, 2017					

Purpose:

To establish a policy for a panel where a panel chooses to provide reimbursement for expenses necessarily and reasonably incurred while engaged as a panel member.

Terms:

The panel must not remunerate a panel member for being or acting as a panel member but may reimburse panel members for all expenses necessarily and reasonably incurred while engaged as a panel member.

Policy Category	Governance – Panel	C&B Ref.	Bylaw Art. 9.06(e)	Policy No.	A3-3
Title	Financial Administration Directive				
Revises	A3-3 February 13, 2003	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Purpose:

To provide a policy to ensure panels maintain proper financial and other records.

Terms:

The funds and other assets of each panel must be used solely for the operational and administrative purposes of the panel in accordance with Article 9.

Each panel must maintain proper accounting records in respect of all its financial transactions, including:

- monies received and disbursed, and the matter in respect of which the receipt and disbursement took place;
- each asset and liability, and
- all other transactions affecting the financial position of the panel.

Upon request, a panel shall provide copies of those records to the board.

Policy Category	Governance – Financial	C&B Ref.	Bylaw Art. 7.10	Policy No.	A4-1
Title	Board Member Expenses				
Revises	A4-1 January 25, 2007 and January 1, 2012	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Purpose:

To reimburse directors for all expenses necessarily and reasonably incurred while engaged in the affairs of the association.

General:

The association shall not remunerate a director for being or acting as a director but shall reimburse expenses necessarily incurred to limits specified in this policy.

Where the policy requires receipts for reimbursement, a receipt will not be required if the expense is less than \$5.00.

Claims must itemize the purpose(s) for the expenses and be approved by the Chief Executive Officer or Executive Director, Finance, Research and Knowledge Management Services.

Travel Status:

A director is on travel status when absent from an area outside a radius of 32 kilometres of where the director ordinarily resides or performs his/her duties.

Travel status begins and ends at the designated departure and return locations. The departure and return locations may be the director's location of work or residence.

Travel Expenses:

CSSEA and the Government of British Columbia shall provide directors with a travel letter to verify their eligibility for BC Government rates while travelling on association business.

Directors should request the BC Government rate from hotels and other suppliers.

Transportation:

Original receipts are required for all travel expenses greater than \$5.00 except private vehicle allowances and local buses.

Vehicle Travel

When a private vehicle is used for distance travel instead of commercial transportation, the level of reimbursement shall be the lesser of (i) private vehicle allowance plus highway tolls and ferry costs, and (ii) the most economical commercial air transportation.

Directors using their own vehicles or rented vehicles are responsible for paying parking fines, traffic violation fines, and impoundment/towing fees for travel on association business.

Private Vehicle

Private vehicle allowance is intended to cover gas and maintenance costs associated with operating a personal vehicle. It does not apply to rental vehicles. The allowance is the private vehicle allowance in effect under the Government of BC's Travel Policy at the time of travel.

Directors are responsible for ensuring private vehicles are appropriately insured.

Where a director's vehicle is damaged as a direct result of attendance at board meetings, board committee meetings or other approved activities, CSSEA shall reimburse the director the cost of any deductible portion of insurance coverage on that vehicle up to a maximum of \$100.

Car Rentals

Local car rentals are permitted only if rental costs and fuel charges are less than that of local taxi(s).

Fuel charges for car rentals may be claimed.

Where possible, directors shall purchase the Collision Damage Waiver and Personal Accident Insurance options from the Insurance Corporation of BC; if not possible, these may be purchased from the car rental company.

Air Travel

Directors travelling by air shall obtain the most economical airfare.

Other Travel

Other travel costs may be claimed including:

- Bus travel;
- Toll charges;
- Ferry travel, including reservation fees;
- Taxi charges;
- Airport improvement and security fees
- Parking charges.

Accommodations:

Original receipts, the name of the property and dates stayed are required for all commercial accommodations.

No receipts are required for non-commercial accommodation.

Commercial Lodging

Directors may claim reimbursement of commercial accommodation costs according to the government rate plus applicable taxes published in the current Government of BC's Business Travel Accommodation Listing (guide).

The rates quoted in the guide are the maximum amounts that a director shall be reimbursed for.

Supplementary rates and applicable taxes for parking or internet access shall be reimbursed.

Non-commercial Lodging

Private lodging shall be reimbursed at \$30.00 per night.

Travel Per Diems:

While on travel status, directors are entitled to a daily per diem to cover meal and other out-of-pocket expenses, including gratuities, personal telephone calls, portage, dry cleaning and laundry.

Receipts are not required to claim per diems.

Where travel status is for a partial day or where a meal is provided, a meal claim shall not be made for the meal outside of travel status or provided.

The per diem shall be the rate for Group II employees in effect under the Government of BC's Travel Policy at the time of travel.

Business Meeting Expenses:

Directors may claim reimbursement for other business meeting expenses incurred on behalf of CSSEA.

Eligible expenses include, but are not limited to, meeting room rental, equipment rental, food and beverage services, on-site photocopying/faxing/electronic mail and telephone calls.

Meeting expenses shall be reasonably relative to the nature of the event, the number of people involved, and their positions.

Claims must itemize the purpose for the meeting(s) and names of attendees.

Policy Category	Corporate – General	C&B Ref.	NA	Policy No.	B1-2
Title	Confidentiality - Membership Lists, Membership Database, and Survey Data				
Revises	B1-2 February 13, 2003 and September 8, 2005	Revision Date:		March 4, 2013	
Effective Date	March 4, 2013				

Purpose:

To ensure membership lists, the membership database and survey data collected by CSSEA from members, are managed in a confidential manner and that such information that is released by CSSEA will only be released consistent with the terms of this policy.

Terms:

1. CSSEA Membership/Membership Lists

A membership list is a list of names of agencies and their mailing address, telephone and fax numbers, email addresses and website, that are currently members or associates of CSSEA.

- a. On verbal or written request, CSSEA will confirm the membership status of an agency and its membership division in one of the following ways:
 - Is a member
 - i. Became a member (date)
 - ii. Awaiting an Order-in-Council that will designate it a member
 - iii. Application for membership is in progress
 - Is not a member
 - i. Was a member but membership ceased on (date)
- b. CSSEA will maintain a current list of its members and associates on its website and where applicable a hyperlink to the member's and associate's website.
- c. On request, a list of current CSSEA member agencies and their service divisions may be forwarded to a provincial funding Ministry, the Community Social Services Bargaining Association (CSSBA), the Labour Relations Board, a sectoral service provider to member agencies, a sectoral association/federation, or any member agency.
 - ii. The Chief Executive Officer may authorize the distribution of the membership list beyond that noted above but shall advise the Board of Directors of such distribution at the next Board meeting.

2. Membership Database

The membership database includes contact names, nature of agency services/programs, source(s) and amounts of provincial government contract funding, employee and/or FTE counts, benefit plan provider, and union certification(s) and date of each certification.

Such information will be held in strict confidence and shall be released only as noted below:

- Upon request from a provincial government funding Ministry.
- Upon request from the Labour Relations Board.
- When a member agency wishes to undertake a specific survey of a limited number of members (i.e. significantly less than the total number of members in a service division), CSSEA may assist with the preparation of an appropriate list of survey participants along with relevant contact information.
- As appropriate, CSSEA will prepare funding and/or staffing related information in the form of an aggregate sum(s) for distribution beyond the above noted confidentiality exceptions (examples - press releases, advertising, collective bargaining, union membership, etc.). Such aggregate sums will not permit the calculation of the proprietary information of an individual member agency.

Special Note: Without prior approval from the primary agency contact, CSSEA will not release an address that would reveal the location of a home or shelter where services are provided.

3. Data Collected Through Member Survey

CSSEA will always state the purpose(s) for a member survey on the survey document and data collected through a member survey shall only be used for the stated purpose(s).

- Where the survey data collected can be utilized to update the information in the membership database, this shall always be one of the stated purposes of the survey i.e. bargaining unit FTEs for voting purposes at an annual general meeting.
- If, after a survey has been completed, additional but previously unstated uses for the survey data are identified, the data shall not be utilized for these additional purposes without the consent of the majority of the member agencies that participated in the survey.
- Information submitted in response to a survey will be maintained at CSSEA in a strictly confidential manner. Such information shall be accessible to only authorized CSSEA staff.
- Reports compiled from survey data will include only aggregate information that protects the identity of an individual member agency.
- Survey reports will be distributed based on CSSEA's Survey Reports Distribution policy.
- Data will not be disclosed to any individual or organization that has not been stipulated on the original survey unless authorization for the release has been obtained from the majority of the member agencies that participated in the survey.
- Upon request from the CSSBA and consistent with the union's legal rights to certain information that may be relevant during collective bargaining, CSSEA will release only that member agency data that is required by law to be released.

Policy Category	Corporate – General	C&B Ref.	NA	Policy No.	B1-3
Title	Membership Directory				
Revises	B1-3 February 13, 2003 and September 8, 2005	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Per the *Social Services Employers Regulation*, B.C. Reg. 84/2003.

Policy Category	Corporate – General	C&B Ref.		NA	Policy No.	B1-4
Title	Privacy					
Revises	NA	Revision Date:				
Effective Date	March 4, 2004					

Purpose:

Community Social Services Employers' Association (CSSEA)'s privacy policy outlines the principles and procedures for safeguarding the confidentiality and security of member, associate, and employee personal information.

The policy is based on the Canadian Standards Association (CSA) Model Code for the Protection of Personal Information (CAN/CSA-Q830-96) and the Personal Information Protection Act (PIPA) (Bill 38-2003).

Scope:

The policy applies to the collection, use, disclosure, and management of personal information about CSSEA's members, associates, and employees that are not incorporated. It does not apply to corporate or commercial entities that are members or associates.

Definitions:

Collection – the act of gathering, acquiring, or obtaining personal information from any source, including third parties, by any means.

Consent – voluntary agreement with what is being done or proposed. Consent can be either express or implied. Express consent can be given either orally or in writing; it is unequivocal and does not require inference on the part of CSSEA. Implied consent exists when CSSEA can reasonably infer consent based on action or inaction of the individual.

Disclosure – the act of making personal information available to a third party.

Use – the treatment, handling and management of personal information by and within CSSEA.

Employee – an employee of CSSEA

Personal Information – information about an individual that is identifiable and recorded in any form, excluding the name, position name or title, business telephone number, business address, business email or business facsimile number of the individual. For an employee, such information includes

information found in individual employment files, performance appraisals, and medical and benefits information.

Third Party – an individual or organization other than CSSEA, the member, associate or employee.

Principles:

1. Accountability

- a. CSSEA is responsible for all personal information under its control.
- b. Responsibility for the protection of personal information and compliance with this policy rests with CSSEA's Privacy Officer, even though other individuals may be responsible for the day-to-day collection and processing of personal information. Other individuals may be delegated to act on behalf of the Privacy Officer.
- c. CSSEA has developed policies and procedures to: protect personal information, receive and respond to complaints and inquiries regarding personal information, and train staff and communicate the personal information policies and procedures to members, associates, and staff.

2. Identifying Purposes

- a. CSSEA shall identify the purpose for collecting personal information at or before the time is collected, either orally or in writing.
- b. Unless required by law, CSSEA shall not use or disclose for any new purpose, personal information previously collected, without identifying the new purpose and obtaining the consent of the individual if required.

3. Consent

- a. CSSEA shall obtain the consent of the individual required for the collection, use, or disclosure of personal information, except where it would be inappropriate or is required by law.
- b. An individual's consent may be express, implied, or given through an authorized representative such as a legal guardian, lawyer, or person having power of attorney.
- c. An individual may withdraw consent at any time, subject to legal or contractual restrictions, provided CSSEA is given reasonable notice.

4. Limits for Collection

- a. CSSEA shall only collect personal information for the purposes identified and use only methods of collection, which are fair and lawful.

5. Limits for Use, Disclosure, and Retention

- a. Personal information will only be used for the purposes for which it was collected, except with the consent of the individual or as required by law.
- b. CSSEA shall retain personal information only as long as necessary or expected to be necessary for the fulfillment of identified purposes or as required by law.

6. Accuracy

- a. CSSEA shall make reasonable efforts to ensure personal information is accurate, complete, and current as necessary for the identified purposes.
- b. CSSEA shall not routinely update personal information unless it is necessary to fulfill the purposes for which the information was collected.

7. Safeguards

- a. CSSEA will safeguard personal information appropriate to the sensitivity of the information to prevent its loss or theft, as well as unauthorized access, disclosure, copying, use or modification, regardless of the format in which it is held.
- b. CSSEA shall use appropriate security measures when disposing of personal information.

8. Openness

- a. CSSEA is open about the policies and procedures it uses to protect personal information. Information about these policies and procedures will be made available to individuals either in electronic or written format.
- b. The following information will be made available:
 - i. The name, title, and address of the person accountable for the policies and procedures and to whom complaints or inquiries can be forwarded.
 - ii. A description of the type of personal information held by CSSEA, including a general account of its use.
 - iii. A copy of any brochures or other information that explain the policies and procedures.
 - iv. An explanation of what personal information is provided to related organizations.

9. Individual Access

- a. Upon request, CSSEA shall within a reasonable time period, inform an individual of the existence, use, and disclosure of his or her personal information and shall provide access to that information.
- b. Individuals may be asked to be specific about the information they would like access to and to submit their request in writing or electronically.
- c. CSSEA shall make the information available within 30 days or provide written notice of extension where additional time is required to fulfill the request.
- d. If a request is refused, CSSEA shall notify the individual in writing, documenting the reasons for refusal and resources for recourse available to the individual.
- e. If the information is successfully demonstrated to be inaccurate or incomplete, CSSEA shall amend the information as required. Where appropriate, the amended information shall be transmitted to third parties having access to the information in question.

10. Challenging Compliance

- a. An individual shall be able to direct any complaints, concerns or questions regarding this privacy policy in writing or electronically to the Privacy Officer. If the Privacy Officer is unable to address the individual's concern, the issue may be referred to the Chief Executive Officer. At any point in this process, the individual may also write to the Privacy Commissioner.

b. Contact Information:

Community Social Services Employers' Association of BC (CSSEA)
Suite 800
Two Bentall Centre
555 Burrard Street, Box 232
Vancouver BC V7X 1M8
Attention: Privacy Officer
Email: privacyofficer@cssea.bc.ca

Policy Category	Corporate – Financial	C&B Ref.		Bylaw Art. 7.11	Policy No.	B2-1
Title	Signing Authority					
Revises	B2-1 February 13, 2003, June 9, 2014 and July 21, 2016	Revision Date:			March 6, 2017	
Effective Date	April 1, 2017					

Purpose:

To designate signing officers for the association.

Terms:

The signing authority for the association shall be vested in any two of the following:

- Chair;
- Vice-chair;
- Treasurer;
- Chief executive officer;
- Manager responsible for finance & administration;
- Executive Director of Finance, Research and Knowledge Management Services; or
- Director of HRLR Services.

No signing authority shall approve or sign a payment made payable to himself or herself.

Policy Category	Corporate – Financial	C&B Ref.	Bylaw Art. 7.15; 11.05	Policy No.	B2-2
Title	Spending Authority				
Revises	B2-2 February 13, 2003	Revision Date:		March 4, 2013	
Effective Date	March 4, 2013				

Purpose:

To establish spending authorities for Capital and Operational expenditures. The purpose of establishing spending authorities is to allocate the responsibility for cost containment to each cost centre.

Definitions:

Operational Expenditure – Any expenditure, other than a capital expenditure, incurred in the general operation of the association and the delivery of the association’s services.

Capital Expenditure – Any expenditure for an asset having a useful life greater than one year and a cost in excess of three thousand dollars (\$3,000). Capital expenditures include acquisition costs such as installation, freight, transportation insurance, duties and applicable taxes, testing and preparation.

Terms:

The chief executive officer (CEO) shall annually prepare a budget for the association for review and approval by the board. The budget shall include operational and capital expenditures.

Operational Expenditures:

Approval

Expenditures payable to a coordinator or manager require approval by the chief executive officer.

Expenditures payable to the chief executive officer require approval by the chair or treasurer.

Spending Authority – The coordinator or manager of each cost centre has spending authority for that cost centre and has responsibility for ensuring operational expenditures follow the guidelines set by the annual approved budget.

The chief executive officer has spending authority for all cost centres.

Capital Expenditures:

Approval

Expenditures payable to a coordinator or manager require approval by the chief executive officer.

Expenditures payable to the chief executive officer require approval by the chair or treasurer.

Spending Authority – The CEO has spending authority for all capital expenditures.

Policy Category	Bargaining – Financial	C&B Ref.	Bylaw Art. 10	Policy No.	C2-1
Title	Collective Bargaining Committee Expenses				
Revises	C2-1 January 25, 2007 and January 1, 2012	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Purpose:

To reimburse employer bargaining representatives for all expenses necessarily and reasonably incurred while engaged in collective bargaining.

General:

Members designated as bargaining representatives shall be eligible for expense reimbursement.

Bargaining representatives shall not claim remuneration or wages for being or acting as a bargaining representative.

Reimbursements shall be no more than six (6) designated representatives per bargaining table.

Where the policy requires receipts for reimbursement, a receipt will not be required if the expense is less than \$5.00.

Claims must itemize the purpose(s) for the expenses and require approval from the CSSEA chief spokesperson, or where necessary, the alternate spokesperson.

Travel Status:

A bargaining committee representative is on travel status when absent from an area outside a radius of 32 kilometres of where the representative ordinarily resides or performs his/her duties.

Travel status begins and ends at the designated departure and return locations. The departure and return locations may be the bargaining committee representative's location of work or residence.

Travel Expenses:

CSSEA and the Government of British Columbia shall provide bargaining committee representatives with a letter to verify their eligibility for BC Government rates while travelling on association business.

Bargaining committee representatives should request the BC Government rate from hotels and other suppliers.

Transportation:

Original receipts are required for all travel expenses greater than \$5.00 except private vehicle allowances and local buses.

Vehicle Travel

When a private vehicle is used for distance travel instead of commercial transportation, the level of reimbursement shall be the lesser of (i) private vehicle allowance plus highway tolls and ferry costs, and (ii) the most economical commercial air transportation.

Bargaining committee representatives using their own vehicles or rented vehicles are responsible for paying parking fines, traffic violation fines, and impoundment/towing fees for travel on association business.

Private Vehicle

Private vehicle allowance is intended to cover gas and maintenance costs associated with operating a personal vehicle. It does not apply to rental vehicles. The allowance is the private vehicle allowance in effect under the Government of BC's Travel Policy at the time of travel.

Bargaining committee representatives are responsible for ensuring private vehicles are appropriately insured.

Where a bargaining committee representative's vehicle is damaged as a direct result of attendance at committee meetings or other approved activities, CSSEA shall reimburse the representative the cost of any deductible portion of insurance coverage on that vehicle up to a maximum of \$100.

Car Rentals

Local car rentals are permitted only if rental costs and fuel charges are less than that of local taxi(s).

Fuel charges for car rentals may be claimed.

Where possible, bargaining committee representatives shall purchase the Collision Damage Waiver and Personal Accident Insurance options from the Insurance Corporation of BC (ICBC); if not possible, these may be purchased from the car rental company.

Air Travel

Bargaining committee representatives travelling by air shall obtain the most economical airfare.

Other Travel

Other travel costs may be claimed including:

- Bus travel;
- Toll charges;
- Ferry travel, including reservation fees;
- Taxi charges;
- Airport improvement and security fees

- Parking charges.

Accommodations:

Original receipts, the name of the property and dates stayed are required for all commercial accommodations.

No receipts are required for non-commercial accommodation.

Commercial Lodging

Employer bargaining representatives may claim reimbursement of commercial accommodation costs according to the government rate plus applicable taxes published in the current Government of BC's Business Travel Accommodation Listing (guide).

The rates quoted in the guide are the maximum amounts that a director shall be reimbursed for.

Supplementary rates and applicable taxes for parking or internet access shall be reimbursed.

Non-commercial Lodging

Private lodging shall be reimbursed at \$30.00 per night.

Travel Per Diems:

While on travel status, employer bargaining representatives are entitled to a daily per diem to cover meal and other out-of-pocket expenses, including gratuities, personal telephone calls, portage, dry cleaning and laundry.

Receipts are not required to claim per diems.

Where travel status is for a partial day or where a meal is provided, a meal claim shall not be made for the meal outside of travel status or provided.

The per diem shall be the rate for Group II employees in effect under the Government of BC's Travel Policy at the time of travel.

Policy Category	Bargaining – Financial	C&B Ref.		Bylaw Art. 10	Policy No.	C2-2
Title	Essential Services Expenses					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To establish terms of reference for expenses arising out of the processes and designation of social services deemed to be essential by the Labour Relations Board.

Terms:

During a strike or lockout, agencies affected by such action shall bear any expenses associated with essential services designation, including but not restricted to strike headquarters.

Policy Category	Services – Members	C&B Ref.		Bylaw Art. 2; 3	Policy No.	D1-1
Title	Member Status					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To establish terms of reference for member status and the services available to members.

Definition:

Member

A social service agency that meets the definition of “member” established in the CSSEA Constitution & Bylaws.

CSSEA shall develop member services in accordance with the key accountability framework (refer to A1-2) and consistent with the needs of its members. Certain services may be provided on a ‘fee for service’ basis.

Terms:

Where a member is not in good standing, CSSEA may withdraw services upon thirty (30) days’ written notice delivered to the agency.

Policy Category	Services – Members	C&B Ref.	Bylaw Art. 2	Policy No.	D1-1-1
Title	Membership and Services				
Revises	D1-1-1 March 8, 2011, December 2011 and June 9, 2014	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Purpose:

To establish criteria for membership in CSSEA and the date on which member services commences for new members and ceases for terminating members.

Terms:

Membership Criteria

- CSSEA members are employers that meet the following criteria:
 - are unionized;
 - receive at least 50 percent of its total agency revenue from provincial ministries and/or authorities through ongoing, direct service contracts, including provincial fee-for-service contracts;
 - receive at least 50 percent of its provincial contract revenue from non-health ministries or authorities;
 - are not a stand alone alcohol and drug service provider;
 - have a community of interest with the community social services sector;
 - its unionized component including related management/administration must receive at least \$250,000 from provincial ministries and/or authorities through ongoing, direct service contracts, including provincial fee-for-service contracts, excluding:
 - revenue for parent/provincial government shared-cost daycare programs;
 - revenue from a federal/provincial funding transfer agreement where service contracts continue to be directly with the federal government. This revenue will be included when the service contracts are converted to the Province; and
 - grants, bequests, interest or other revenues generated by the agency; or
 - are eligible under Information Appendix D – Continuity of Service and Employment Memorandum.
- An employer that meets the criteria for membership shall have access to member services provided by CSSEA commencing on the date the employer is advised, in writing, its membership status in CSSEA is confirmed.

Termination of Membership

A member will cease to have membership status as follows:

1. Decertification – effective the date the notice of decertification is issued by the Labour Relations Board.
2. Out of Business – effective the date on which a member ceases to be a registered legal entity.
3. Below Contract Revenue Threshold – upon confirmation that a member’s contract revenue does not meet the criteria for membership for two (2) fiscal years (24 months) that was in effect when the agency became a designated member of CSSEA. When this occurs, the member will be advised in writing that its membership in CSSEA will be terminated effective at the end of the current collective agreement.
4. Change in Board Policy or Government Regulation – effective the date of termination specified.

Transitioning of Services

A former member may receive transitional services during a transition period that will begin on the date on which the member’s membership in CSSEA is terminated. These services will be provided for a period as determined by the chief executive officer which shall not exceed ninety (90) days from the date of the signed Order in Council removing the agency from membership in CSSEA or the effective date of a change in Board Policy or Government regulation. The chief executive officer may establish a transition plan taking into consideration matters at issue or in process.

Voluntary Termination from Membership

A member that no longer meets the criteria for membership that was in effect when it became a designated member of CSSEA and has been served notice of membership termination effective March 31 of the following fiscal year can voluntarily terminate its membership in CSSEA at an earlier date by requesting to do so in writing to the Chief Executive Officer.

Policy Category	Services – Members	C&B Ref.	Bylaw Art. 2	Policy No.	D1-1-2
Title	Member/CSSEA Communications				
Revises	D1-1-2 March 29, 2007	Revision Date:		June 8, 2010	
Effective Date	June 8, 2010				

Purpose:

To establish terms of reference for communication between members and CSSEA.

Terms:

A member is a social service agency that meets the definition of “member” established in the CSSEA Constitution & Bylaws and by board policy.

CSSEA’s primary responsibility is to the board of directors or owner of a member agency.

Upon becoming a member of CSSEA, the board of directors or owner of the member agency will designate a staff person to act on their behalf regarding communications between the member and CSSEA. The individual will normally be the Chief Executive Officer (CEO) or Executive Director of the member; however, where appropriate, the board or owner may designate another staff person to fill this role.

Each member is required to provide CSSEA with the name and contact information of its board chair or owner.

The individual designated by the board or owner will be identified in the CSSEA database as the Primary Member Contact.

Except as noted below, communication between CSSEA and members will be via the Primary Member Contact or his/her designate.

Communication with Member Agency Board/Owner

CSSEA will communicate directly with the chair of the board of directors or owner of a member agency on:

- issues relating to the employment and compensation of the CEO or Executive Director, and other senior management employees who report directly to the board of directors or owner;
- collective agreement ratification votes; and

- any other matter designated by the CSSEA board of directors requiring direct contact with the chair of the board of directors or owner.

Communication of Government Messaging to Members

Upon request of a provincial funder or government representative, CSSEA will forward a message from government to its members only if the message is written on government letterhead and is signed by a representative of government therefore clearly identifying the source of the message as coming from the government.

Policy Category	Services – Members	C&B Ref.	NA	Policy No.	D1-2
Title	Data Collection				
Revises	D1-2 February 13, 2003	Revision Date:		September 8, 2005	
Effective Date	September 8, 2005				

Purpose:

To ensure that CSSEA is able to conduct sectoral analyses for the purposes of conducting the business of the association and meeting its statutory obligations.

Terms:

Members are required to provide CSSEA with accurate and current contact, compensation, health and welfare and other such data on a regular basis.

Policy Category	Services – Members	C&B Ref.	NA	Policy No.	D1-2-1
Title	Survey Reports Distribution				
Revises	D1-2-1 September 8, 2005	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Purpose:

To establish terms for the distribution of survey reports.

Terms:

1. A survey report is the document produced by CSSEA from the compilation and analysis of survey data collected from the members relating to a specific issue.
2. Only member agencies that participated in the surveys will receive survey reports which will be distributed via email or mail to the primary contact of each participating member agency.
3. Survey reports will be distributed to the CSSEA board of directors, panel members and CSSEA staff.
4. Survey reports relating to sector compensation will be made available to associates for a fee.
5. Survey reports are not to be copied or shared with other members, associates, non-members or non-associates.
6. Survey reports that are deemed to be beneficial to the community social services sector will be posted to the CSSEA website and will be distributed to all members and associates. Upon request, non-members and non-associates will have access to these reports.
7. Non-members and non-associates will not have access to any survey reports.

Policy Category	Services – Members	C&B Ref.	Bylaw Art. 3	Policy No.	D1-3
Title	Fees for Services Applying to Members				
Revises	D1-3 June 9, 2014	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Purpose:

To establish the CSSEA policy on fees for services to members.

Terms:

1. In arbitrations and before employment tribunals on matters determined by CSSEA not to have sectoral implication, members are responsible for third-party costs, including travel, meal and accommodation expenses.
2. The same fee may also apply to other matters determined by the board on a case-by-case basis, provided that the use of the services by the member is optional; and provided that no fee applies before a board determination and notification of the member(s) affected.
3. The association may also charge a fee for training, which will be a flat fee per participant based on an estimated cost for CSSEA to deliver the training.

Where there is question as to whether or not a fee for service applies, the chief executive officer will make a determination, which is subject to an appeal to the board. At the chief executive officer's discretion, a lesser or greater hourly fee, or a rebate may be applied to an agency in exceptional circumstances.

Policy Category	Services – Members	C&B Ref.	Bylaw Art. 10	Policy No.	D1-4
Title	Sectoral Dispute Resolution Cases				
Revises	D1-4 February 13, 2003	Revision Date:		March 6, 2017	
Effective Date	April 1, 2017				

Purpose:

To establish the role and responsibility of CSSEA for dispute resolution cases that have or may have sectoral implications.

Terms:

If a member becomes involved in a dispute with sectoral implications (“sectoral cases”), CSSEA has the authority to assume conduct and carriage of the case from the outset to final disposition. Sectoral cases include but are not limited to:

- Matters before the Labour Relations Board;
- Arbitrations involving disputes concerning the interpretation, application or administration of common collective agreement language; or that has general application to the social services sector;
- Arbitrations involving common employer issues in the sector;
- Matters involving legislative interpretation/application (including *Employment Standards Act*, *Labour Relations Code*, *Human Rights Code*, and *Workers Compensation Act*) and legislation of special application to the social services sector involving legislation interpretation and application.

Where a member is involved in a dispute described above, the member shall inform CSSEA when the dispute arises. Whether or not a dispute is a sectoral case will be determined by the chief executive officer or designate, whose decisions may be appealed to the board.

A member may use CSSEA for representation on cases that are not sectoral cases subject to the policies established by CSSEA (refer to Policy No. D1-3).

Policy Category	Services – Members	C&B Ref.		NA	Policy No.	D1-5
Title	Conflict of Interest					
Revises	NA	Revision Date:				
Effective Date	January 19, 2006					

Purpose:

To establish terms of reference under which advice and support is provided to members.

Terms:

1. Advice and support provided to a member will be consistent with the terms of the *Employers' Guide to the Collective Agreement*.
2. Advice and support will be provided to a member only when such advice and support will not be to the detriment of CSSEA or another member.
3. No member will be supported in a third party hearing when the position of that member acts against the interest of CSSEA or another member.

Policy Category	Services – Non-Members	C&B Ref.		Const. 2(e)	Policy No.	D2-2
Title	Associate Status					
Revises	NA	Revision Date:				
Effective Date	February 13, 2003					

Purpose:

To establish terms of reference for Associates.

Definitions:

Associate

An agency which is not a member of CSSEA may be granted Associate status where there is a mutual interest between CSSEA and the agency to do so. For the purpose of the policy, the expression mutual interest is given to mean the common or shared interest between CSSEA and an agency where: CSSEA, as the Community Social Services Employers' Association, has an interest in providing human resources and labour relations services with a specific emphasis on labour relations for employers whose employees are represented by a union or general human resource services for employers who have no unionized employees and where the agency has an interest in having those services provided by CSSEA.

The factors to determine mutual interest may vary based on the services and organization of a particular agency. A factor that will be considered by CSSEA is whether the agency provides services: to or on behalf of individuals or families or the communities in which they live; that are necessary for the purposes of facilitating access to the necessities of life; to maintain or improve employability; or to improve the social functioning of individuals and families.

Terms:

The chief executive officer shall review agency applications, determine whether there is a mutual interest, and approve or deny applications for Associate status.

Where an agency is granted associate status, CSSEA shall act as a contractor to the agency. In discharging its responsibility, CSSEA will be guided by sound labour relations principles and human resource practices considering the interests of the employer and the implications of decisions or settlements on the social services sector or public sector in general.

Policy Category	Services – Non-Members	C&B Ref.		Const. 2(e)	Policy No.	D2-3
Title	Services: Agencies Granted Associate Status					
Revises	D2-3 June 9, 2014	Revision Date:			March 6, 2016	
Effective Date	April 1, 2017					

Purpose:

To establish terms of reference for the provision of services to agencies granted Associate status.

Definitions:

Consulting Services including bargaining

Includes the following consulting services:

- Collective bargaining
- Human resources
- Labour relations
- Job classification
- 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
- HRLR templates, resources and best practices materials
- HRLR email alerts

Subscription Services

Includes the following services:

- Access to the CSSEA website
- Job posting services
- Preferred rates from partner service providers
- Access to CSSEA's annual fall conference
- HRLR templates, resources and best practices materials
- HRLR email alerts

Terms:

1. Where an agency is granted Associate status, it may purchase:
 - i. Subscription services, or
 - ii. Consulting services, or
 - iii. Consulting services including bargaining.
2. In addition to i) above, Associates may also purchase at an hourly rate the following additional services:
 - i. Collective bargaining
 - ii. Human resources
 - iii. Labour relations
 - iv. Job classification
 - v. Compensation analysis
 - vi. WorkSafeBC appeals
 - vii. Other HRLR services
3. In addition to ii) above, Associates may also purchase at an hourly rate collective bargaining services.
4. Travel costs, including meals and accommodations, are not included in any of the services indicated above.
5. As a condition of Associate status, the agency shall sign an Associate Services Agreement regarding the terms and conditions of Associate status.

REVISIONS

March 6, 2017

- A3-1 Governance – Panel: Submission of Agenda Items to the Board by Panels**
Revised by changing reference from Bylaw Article 9.04 to Bylaw Article 9.06; and by changing the time period agenda items are to be provided to the secretary of the board from three weeks to two weeks.
- A3-2 Governance – Panel: Panel Reimbursement**
Revised by changing reference from Bylaw Article 9.04(d) to Bylaw Article 9.06(d).
- A3-3 Governance – Panel: Financial Administration Directive**
Revised by changing reference from Bylaw Article 9.04(e) to Bylaw Article 9.06(e).
- A4-1 Governance – Financial: Board Member Expenses**
Revised by changing Director, Corporate Services to Executive Director of Finance, Research and Knowledge Management Services.
- B1-1 Corporate – General: Pre-Existing Policies**
Deleted policy, since policies referenced (“Violence in the Workplace Accord”, “Joint Job Evaluation Committee” and “CSSEA Transition Project Focus Groups”) were no longer in effect.
- B1-3 Corporate – General: Membership Directory**
Revised by changing intentionally blank page to have a reference to the *Social Services Employers Regulation*, B.C. Reg. 84/2003.
- B2-1 Corporate – Financial: Signing Authority**
Revised by adding the Director of HRLR Services to the list of signing officers.
- C2-1 Bargaining – Financial: Collective Bargaining Committee Expenses**
Revised by changing reimbursement limits from three designated representatives to no more than six.
- D1-1-1 Services – Members: Membership and Services**
Revised by adding reference to Bylaw Article 2; by changing criteria for members who are below contract revenue threshold to two fiscal years and termination of membership from the following fiscal year to the end of the current collective agreement; and by changing the contact for the voluntary termination from membership from the Direct, Member Services to the Chief Executive Officer.
- D1-2-1 Services – Members: Survey Reports Distribution**
Deleted \$50 report fee.

D1-3 Services – Members: Fees for Services Applying to Members
Revised by changing \$150 representation fee to members being responsible for third-party costs when matters are not sectoral.

D1-4 Services – Members: Sectoral Dispute Resolution Cases
Revised by adding reference to Policy No. D1-3.

D2-3 Services – Non-Members: Services: Agencies Granted Associate Status
Revised by adding meals and accommodations to travel costs.

July 21, 2016

B2-1 Corporate – Financial: Signing Authority
Updated title change from Executive Director, Research and Knowledge Management to Executive Director of Finance, Research and Knowledge Management Services.

June 9, 2014

B2-1 Corporate – Financial: Signing Authority
Revised by adding the Executive Director, Research and Knowledge Management to the list of signing officers.

D1-1-1 Services – Members: Membership and Services
Revised by removing the reference to the signing date of Information Appendix D.

D1-3 Services – Members: Fees for Services Applying to Members
Revised by changing the hourly rate charged for services to members from \$95.00 to \$150.00.

D2-3 Services – Non-Members: Services: Agencies Granted Associate Status
Revised by updating the Definitions and Terms to align with the new Associate fee structure implemented April 1, 2014.

March 2013

B1-2 Confidentiality – Membership Lists, Membership Database, and Survey Data
Revised to permit the posting to the CSSEA website of the names of members and associates and a link to their websites.

B2-2 Spending Authority
Revised the definition of Capital Expenditure from \$1,500 to \$3,000.

December 2011

A4-1 Board Member Expenses
Revised to allow current provincial government to inform per diem and private vehicle allowances effective January 2012.

C2-1 Collective Bargaining Committee Expenses

Revised to allow current provincial government to inform per diem and private vehicle allowances effective January 2012.

D1-1-1 Membership and Services

Revised to change the reference from funding to revenue or contract revenue to better reflect the intent of the policy.

Revised to amend the date of Information Appendix D.

March 2011

D1-1-1 Membership and Services

Revised to clarify overall funding sources, funding threshold to apply to the unionized component-only, and the termination of membership and transitioning of services.

June 2010

D1-1-2 Member/CSSEA Communications

Revised to address communication of government messaging to members.

December 2008

D1-1-1 Membership Criteria

Renamed policy and revised eligibility to include multi-service agencies that offer a daycare service only if provincial funding does not include funding for shared-cost parent/provincial government daycare.

September 2007

D1-1-1 Provision of Member Services

Revised eligibility to include Information Appendix D- Continuity of Service and Employment Memorandum

March 2007

D1-1-2 Member/CSSEA Communications

New policy to establish terms of reference for communication between members and CSSEA.

January 2007

A4-1 Board Member Expenses

Revised mileage and travel per diem allowances.

C2-1 Collective Bargaining Committee Expenses

Revised mileage and travel per diem allowances.

D1-1-1 Provision of Member Services

New policy to outline criteria for membership, date when services commence and terminate, and transitioning of services

D2-1 Transition Period Extension of CSSEA Services

Policy deleted, amalgamated into D1-1-1 - was not passed by Board

January 2006

D1-5 Conflict of Interest

New policy establishing terms for advice and support

September 2005

B1-2 Replace Membership or Contact Lists with Confidentiality – Membership Lists, Membership Database, and Survey Data.

To guard and expand confidentiality of membership lists, database, and survey data.

B1-3 Membership Directory

Eliminated policy pending re-introduction of membership directory.

Page left intentionally blank

D1-2 Data Collection

Eliminate “through HR Link or other mechanisms.” HR Link has been abandoned.

D1-2 -1 Survey Reports Distribution

New policy establishing terms for distribution

March 2004

B1-4 Privacy

New policy establishing compliance with the Personal Information Protection Act

APPENDIX 5

COMMUNITY SOCIAL SERVICES EMPLOYERS' ASSOCIATION OF B.C.

Non-Employee Travel Reimbursement

Nº N-007841

Submit completed form, along with original receipts to:

CSSEA
Suite 800 555 Burrard Street
Box 232
Vancouver, BC V7X 1M8

Cheque Payable to: (Please print or type)

Name:	
Address:	
City:	Postal Code:
Purpose of Travel:	Contact Name & Telephone:

Travel			ACCOMMODATION					MEALS		
M	D	Y	City/Purpose	Claim	B	L	D	Mon	Costs or per diem	
Total A:								Total B:		

Travel			TRANSPORTATION AND PARKING			
M	D	Y	Mode	Travel To/From	Other	Km
Total C:					Total Km:	

I certify this expense claim is a true statement of disbursements and/or allowances for which entitlement is as a result of travel on CSSEA business, and for which I/my agency have not, nor will be reimbursed by any other party.

Signature of Claimant:	Date Signed:	X Hens/Kms = Total D: TOTAL (A+B+C+D): \$
------------------------	--------------	--

(For Accounting use only)

Received:
Vendor #:
Due:
Posted:

Expense Code #	Cost Centre #	Amount
Authorized by		
Date:		

NON-EMPLOYEE 1-CC 1-2/2/2017

Distribution:

WHITE - CSSEA

YELLOW - Retain for your records

APPENDIX 5



Group II provincial government rates (Update: April 1, 2013)

Re: Board Member Expenses (Board Policy A4-1)
Collective Bargaining Expenses (Board Policy C2-1)
Employee Travel Policy (CSSEA Employee Policy Manual page 32)

Full Date	B Only	L Only	D Only	B & L Only	L & D Only	B & D Only	Incidentals No Meals Claimed	Private Vehicle Allow/KM
\$49.00	\$22.00	\$22.00	\$28.50	\$30.00	\$36.50	\$36.50	\$14.00	\$0.52

APPENDIX 6



Our Ref: 349635

February 29, 2016

To Whom It May Concern:

This letter will serve as official recognition that the Community Social Services Employers' Association (CSSEA) is established by provincial government statute.

The bearer of this note is conducting business on behalf of CSSEA during the period of April 1, 2016 to March 31, 2017, and is therefore appropriately recognized by the Government as conducting business on its behalf.

Your cooperation in according the privilege of a BC provincial government rate at your hotel is very much appreciated.

Sincerely,

Christina Zacharuk
President and CEO

cc: Gentil Mateus, Chief Executive Officer
Community Social Services Employers' Association

Ministry of Finance	Public Sector Employers' Council Secretariat	Mailing Address: PO Box 9400 Stn Prov Govt Victoria BC V8W 9V1	Location Address: 210 - 880 Douglas St Victoria BC V8W 2D7 250.387.0842
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2015-2018 Strategic Plan

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Centre
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Table of Contents

Introduction and Purpose	3
Approach to Developing the Strategic Plan.....	3
Context.....	4
Mandate.....	4
Vision and Guiding Principles.....	5
Focus Areas and Goals.....	5
Goals 1-4	6

Introduction and Purpose

This document sets out the Strategic Plan for the Community Social Services Employers' Association (CSSEA) for the period FY15/16 through FY17/18. The plan documents: goals, objectives, strategies, high-level timings, responsibilities, resources and key performance indicators/deliverables.

This plan builds on the 2012 – 2015 Strategic Plan developed by the board, stakeholders and staff and endorsed by CSSEA's Board of Directors in May 2012. Much has been accomplished in the intervening years and it was determined that the outline and key attributes of the 2012 – 2015 Plan are still valid and relevant.

Indeed as this planning process proceeded, it carried forward into this 2015 – 2018 Strategic Plan some of the incomplete earlier projects, extended completed, successful projects by identifying new requirements, and based on emerging challenges, identified new initiatives.

The updated plan is action-oriented and will continue to guide the evolution of the organization within the sector.

Once fully developed, the plan will be endorsed by CSSEA's Board of Directors. Following that, Operational Plans will then be completed. The intent is to review the progress and update the Strategic Plan on an annual basis.

This document is laid out in the following sections:

- (i) *Approach* – describes the consultative approach to developing this plan.
- (ii) *Context* – provides a very high-level overview of the external and internal environment in which CSSEA operates.
- (iii) *Mandate, Vision & Guiding Principles* – the mandate is presented followed by an updated vision and guiding principles for CSSEA.
- (iv) *Focus Areas, Goals and Objectives* – identified areas of focus and broad goals

are listed, followed by summary tables for each goal that outline the key objectives, strategies, timelines, resources, etc.

Approach to Developing the Strategic Plan

This plan was developed in consultation with the CSSEA Board, General Services, Community Living Services, Aboriginal Services Panels, and BC Government funding organizations.

The approach to developing the Strategic Plan included consultation with stakeholders to understand the internal and external environments, including:

- (i) *Background Document Review* - A review including, for example, previous Strategic Plans, CSSEA's current operating plans and documentation and Service Plans from various ministry funders.
- (ii) *Workshop* - a 1-day strategic planning workshop was held on June 8, 2015 facilitated by Ernst & Young. Participants included: the Board of Directors; General Services, Aboriginal Services and Community Living Services Panels; representatives from funding organizations including Community Living BC (CLBC), the Public Sector Employers' Council Secretariat (PSEC), Ministry of Children & Family Development and Ministry of Social Development; and, CSSEA CEO and Senior Management. In total there were 22 participants in the session. The session included a review of progress on the previous Strategic Plan, and discussion of the internal and external environment, for the participants to consider throughout the workshop.

Content was then developed by participants during the workshop, as input for this plan.

Context

CSSEA provides collective bargaining, labour relations (LR) and human resources (HR) services to its members and associates throughout the community social services sector.

External Environment

The Strategic Plan needs to consider the environment in which CSSEA operates. Some key factors identified include:

- CSSEA is operating in a highly diverse and complex sector
- Members are faced with a number of external pressures to provide more services in an increasingly tight fiscal environment
- The policy landscape is continuing to evolve and mature. Funders and legislated bodies such as BC Government ministries and PSEC will continue to evolve service delivery models and approaches to collective bargaining over the coming years
- Funding organizations have different approaches and data requirements
- Increasing complexity and volume of reporting requirements gives rise to the need for improved data collection
- Talent attraction and retention continues to be a significant challenge in the sector
- Management compensation is becoming an increasing concern of member agencies, particularly for compression and inversion, which could increase the risk of quality service delivery within the sector
- A new round of bargaining will begin to ramp up in 2018
- As CSSEA becomes more entrepreneurial, resources will require balancing to ensure it is not to the detriment of core services
- Increasingly the sector is encouraged by government to share services with other employers' associations and between service providers

Internal Organization

CSSEA is a relatively small organization with limited capacity that has dedicated and knowledgeable staff that provide core LR and basic HR services to members. Its strengths include its responsiveness, its objectivity and insightfulness, and the data collection for the purposes of collective bargaining and enabling stakeholders' effective decision-making.

Some key considerations of the internal environment include:

- Earlier preparation and collection of data for the next round of bargaining (2019)
- Earlier collection of annual wage increases & comparables to facilitate decision-making
- Varying capacity of member agencies to better manage their own HR / LR matters
- Succession planning, taking into consideration the size and nature of employers' associations
- Continuing to expand Member Boards' and Panels' understanding of CSSEA's services

Mandate

CSSEA was established in 1994 under the Public Sector Employers Act (Bill 78). Its mandate is defined under the Act:

- To assist the Public Sector Employers' Council (PSEC) in carrying out any PSEC objectives and strategic directions of the Council
- To act as the bargaining agent for its membership
- To coordinate human resources practices, collective bargaining, benefit administration, and compensation for non-contract employees in the social services sector
- To foster consultation with social service sector unions
- To provide services to non-members where there is a community of interest, on a fee-for-service basis

Vision and Guiding Principles

CSSEA's vision and guiding principles were modified by participants during the Strategic Planning workshop.

Vision Statement

Leader in Human Resources and Labour Relations and trusted advisor to our membership and government for the community social services sector

Guiding Principles

We value the work of our member agencies and recognize the contribution members make to their communities and 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.

Focus Areas and Goals

Three focus areas were identified: Government Policy and Relation, Business Operations and Services, and Member Engagement that encompass four broad goals.

These are listed below.

Government Policy & Relations

- Continue to enhance its status as a trusted advisor to members and government on HR & LR issues in the sector.

Business Operations & Services

- Continue to explore new added value services.
- Continue to provide excellent core services.

Member Engagement

- Maintain excellent member relations

For each goal, initial objectives and strategies were identified. These will be developed further by the CEO and Board of Directors.

Focus Area – Government Policy and Relations

Goal 1: Continue to enhance its status as a trusted advisor to members and government on HR & LR issues in the sector

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility / Resources (Yr 1)	Priority *
Be the data repository for costing information in the sector.	<ul style="list-style-type: none"> Continue to improve data collection and increase participation to inform members and government on HR & LR issues and costing Seek funder input (e.g., MoH, CLBC, MCFD, etc.) Facilitate a consistent funding approach from all funders 	<ul style="list-style-type: none"> 98% or higher agency participation Provide equal access to aggregate data to all stakeholders 	Q3 - 2015	Eric	1
Review management and excluded wages in comparison to comparable positions in other relevant sectors.	<ul style="list-style-type: none"> Review and assess management and excluded wages, in alignment with PSEC and other government initiatives 	<ul style="list-style-type: none"> Engage a third party or have CSSEA generate a sector report 	Q3 - 2016	TBD	3

Focus Area – Business Operations and Services

Goal 2: Continue to explore new added value services

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility / Resources (Yr 1)	Priority *
Support sustainability in the sector by increasing the organizational capacity of member agencies and through partnerships with external stakeholders.	<ul style="list-style-type: none"> ▪ Vendor preferred pricing programs ▪ Common / preferred systems (e.g., payroll, training) ▪ Continue executive coaching ▪ Continue computer assistance program ▪ Explore potential for additional services ▪ Explore potential for shared services 	<ul style="list-style-type: none"> ▪ # of preferred pricing opportunities for members ▪ # of members participating in programs ▪ Complete evaluation of current initiatives 	Q4 - 2018	Gentil	2
Continue to build and provide fee-for-service offerings to non-members.	<ul style="list-style-type: none"> ▪ HR as a managed function on fee-for-service ▪ Collective bargaining ▪ Explore potential for additional services ▪ Evaluate impact on members before expanding non-member services 	<ul style="list-style-type: none"> ▪ # of participants ▪ \$ cost / resource impact on member services ▪ \$ revenues for service ▪ Member evaluation 	Q4 - 2018	Gentil	3

Focus Area – Business Operations and Services

Goal 3: Continue to provide excellent core services

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility Resources (Yr 1)	Priority *
Develop a strategy for delivering services that reflects diversity of members & complexity of sector.	<ul style="list-style-type: none"> ▪ Create an inventory of member services ▪ Consult with members on service needs ▪ Create mechanism to identify sector needs and group them by service division and/or topic-specific groups ▪ Develop service level agreement (SLA) where applicable 	<ul style="list-style-type: none"> ▪ Create mechanism to identify service needs ▪ Develop SLAs where appropriate ▪ Complete database of members services 	Q2 - 2016	Gentil	2
Grow HR/LR capacity in individual agencies.	<ul style="list-style-type: none"> ▪ Track HR/LR issues and support needs through the creation of a provincial grievance database ▪ Update Employers' Guide / Best Practice Manual (perhaps use Advisory Group via HR/LR practitioners or agency experts) ▪ Provide webinars / remote support ▪ Provide mentoring opportunities for HR/LR practitioners ▪ Regional meetings / training ▪ Continue HR/LR practitioner meetings ▪ Provided targeted HR/LR training services 	<ul style="list-style-type: none"> ▪ % members included in grievance database ▪ # updated guides ▪ # of regional meetings and/or education sessions 	TBD	Gentil/Eric	2

Focus Area – Member Engagement

Goal 4: Maintain excellent member relations

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Yr 1 Q1-Q4	Responsibility / Resources (Yr 1)	Priority*
Be transparent to members in communications, and ensure clear roles, responsibilities and processes.	<ul style="list-style-type: none"> Improve processes to provide timely and clear information Continue with CEO monthly updates 	<ul style="list-style-type: none"> # of agencies contacted per year Communication survey results 	Q3 – 2018	Gentil	1
Ensure member agencies are the priority for core services.	<ul style="list-style-type: none"> Develop processes to make sure response standards for core services are achieved Monitor performance and delivery of core services Collect member feedback annually 	<ul style="list-style-type: none"> Member service survey results # response times # of audits 	Q3 - 2018	Gentil	3
Foster high member engagement.	<ul style="list-style-type: none"> Showcase HR practitioners within the sector Foster meaningful opportunities for members to meet each other and CSSEA staff Provide data to support members' decisions with aggregate data and analysis 	<ul style="list-style-type: none"> # attendance at events # of website hits % participation in committees # of webinars # of regional forums 	Q3 - 2018	Gentil	1