



2019-2022 Strategic Plan

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Introduction and Purpose

This document sets out the Strategic Plan for the Community Social Services Employers' Association (CSSEA) for the period FY19 through FY22. The plan documents: goals, objectives, strategies, high-level timings, responsibilities, resources and key performance indicators/deliverables.

This plan builds on the 2015 – 2018 Strategic Plan developed by the board, stakeholders and staff and endorsed by CSSEA's Board of Directors in October 2015. Much has been accomplished in the intervening years, and it was determined that the outline and many of the key attributes of the 2015 – 2018 Plan are still valid and relevant.

Indeed, as this planning process proceeded, it carried forward into this 2019 – 2022 Strategic Plan some of the in-process earlier projects; extended some 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 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 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) *Goals and Objectives* – goals are listed, followed by summary tables for each goal that outline the key objectives, strategies, timelines, resources and responsibilities.

Approach to Developing the Strategic Plan

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

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 September 11, 2018 facilitated by EY LLP. 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, CSSEA CEO and Senior Management. In total there were 18 participants in the session. The session included a review of progress against the previous Strategic Plan and discussion of the internal and external environment for the participants to consider throughout the workshop.

Content for the plan was then developed by participants during the workshop.

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
- With a new government, 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 human resource approaches to best support services
- 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, retention and succession planning is a significant challenge in the sector
- Management and excluded compensation is a concern of member agencies, particularly compression and inversion in relation to bargaining unit employees, which could increase the risk to retention and quality service delivery within the sector
- As CSSEA becomes more entrepreneurial, resources will require balancing to ensure it is not to the detriment of core services

- 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 that has dedicated and knowledgeable staff whose focus is on providing members with core LR and HR services. Its strengths include its responsiveness, experience and strategic insight, and its sophisticated data collection systems that support decisions in collective bargaining and by stakeholders.

Some key considerations of the internal environment include:

- Successful implementation of the 2019 collective agreements are a priority
- Data collection and analysis capability has improved significantly but continues to be a priority role
- Varying capacity of member agencies to manage their own HR / LR matters impacts the capacity to provide strategic level services
- Succession planning, taking into consideration the size and nature of employers' associations, is a priority for the sector
- Continuing to expand Member Boards' and Panels' understanding of CSSEA's services and legislated obligations

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

Vision and Guiding Principles

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

Vision

Deliver leading Human Resources and Labour Relations services that foster a sustainable, resilient and robust work force in social services.

Mission

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.

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, productive and diverse labour relations environment within the social services sector.

We embrace and promote the principles of Truth and Reconciliation.

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 recognize that we are a multi-employer association organized in three distinct divisions and we strive to balance the interests and aspirations of member agencies with the government mandate.

We believe employees are our most important resource and support them to be the best they can be.

Goals

CSSEA has five goals for the period 2019 to 2022:

1. Explore with government broadening CSSEA's role and membership.
2. Contribute to / play a leadership role in development an HR strategy for the sector.
3. Improve and strengthen the ability to collect and report meaningful, relevant, quality data that supports the work and priorities of the sector.
4. Examine the use of technology to leverage member services and engagement.
5. Enhance CSSEA's role in creating effective membership relations.

For each goal, initial objectives and strategies were identified. These were further developed by the CEO and leadership team.

Goal 1 – Explore with government broadening CSSEA’s role and membership.

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Year / Quarter	Responsibility	Priority*
Research and prepare discussion paper on potential broader role for CSSEA	<ul style="list-style-type: none"> Discuss with government if expanding membership fits within government’s policy and strategy for the sector 	<ul style="list-style-type: none"> Yes / No decision 	2019 – Q3	Gentil	3
	<ul style="list-style-type: none"> If yes, seek funding and / or guidance from government to develop discussion paper on pros, cons and next steps 	<ul style="list-style-type: none"> Contingent on strategy 1 – Yes / No 	2020 – Q1	Gentil	3

Goal 2 – Contribute to / play leadership role in development of an HR strategy for the sector.

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Year / Quarter	Responsibility	Priority*
Work with sector stakeholders to identify strategies to improve recruitment and retention	<ul style="list-style-type: none"> Work and support planned or ongoing initiatives in the sector 	<ul style="list-style-type: none"> Inventory of initiatives developed / responsibilities assigned 	2018 – Q4	Gentil	1
	<ul style="list-style-type: none"> Seek funding from government to research the issues and do labour market analysis of the sector 	<ul style="list-style-type: none"> Yes / No 	2019 – Q3	Gentil	1
	<ul style="list-style-type: none"> Collaborate with MCFD and MSDPR to explore development of a recruitment agency for the social services sector 	<ul style="list-style-type: none"> Yes / no decision 	2019 – Q4	Gentil	1
Lead improvements to modernize the collective agreement	<ul style="list-style-type: none"> Building on employer input, develop inventory of long-term collective agreement objectives that could help improve recruitment, retention and administration of the collective agreements 	<ul style="list-style-type: none"> List of long-term objectives developed for 2022 collective bargaining and beyond 	2021 – Q2	Mark	3
Initiate discussions on competitive compensation rates for excluded and management compensation	<ul style="list-style-type: none"> Discuss with PSEC and government development of a strategy to maintain a competitive differential for management staff in relation to bargaining unit staff 	<ul style="list-style-type: none"> Provide data and analysis to PSEC 	2019 – Q1 Annually thereafter	Eric	1
	<ul style="list-style-type: none"> Discuss with PSEC and government development of a strategy to maintain competitive wage rates between union staff and bargaining unit equivalent / non-union 	<ul style="list-style-type: none"> Provide data and analysis to PSEC to support decision making 	2019 –Q2	Eric	2

Goal 3 – Improve and strengthen ability to collect and report meaningful, relevant, quality data that supports the work and priorities of the sector.

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Year / Quarter	Responsibility	Priority*
Continue to strengthen CSSEA’s role as the data repository for costing and labour market 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 	<ul style="list-style-type: none"> 86 % or higher agency participation 	Ongoing	Eric	2
	<ul style="list-style-type: none"> Discuss government making data reporting mandatory and support payroll extract strategy for the sector 	<ul style="list-style-type: none"> Secure one-time funding to move all employers to approved payroll platforms 	2019 – Q2	Gentil	2
	<ul style="list-style-type: none"> Discuss with funders their data requirements when developing funding templates (e.g. CLBC, MCFD, Health Authorities, etc.) 	<ul style="list-style-type: none"> Ongoing / annual activity 	Annually at Q4 and ongoing	Eric	1
	<ul style="list-style-type: none"> Explore preferred payroll vendor(s) strategy 		2020 Q3	Eric	3

Goal 4 – Examine the use of technology to leverage member’s services and engagement.

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Year / Quarter	Responsibility	Priority*
Enhance educational opportunities through use of technology	▪ Determine the priorities of the sector	▪ Sector engagement complete	2019 – Q2	Mark	2
	▪ Develop delivery platform for on-line education	▪ Platform ready	2020 – Q2	Eric	2
	▪ Conduct scan of available and relevant on-line courses that are adaptable / customizable to social services	▪ Inventory complete	2019 – Q4	Mark	2
	▪ Develop further offerings as required and place on-line	▪ At least one new offering placed on-line each fiscal year until full menu completed	2020 – Q2 and annually after	Mark	3
Assess feasibility of establishing a certification program for managers and HR practitioners in the sector	▪ Explore with post-secondary institutions and CHRP attributes of an HR certification program	▪ Feasibility study complete	2020 – Q3	Mark	3
Enhance member engagement through use of web conferencing	▪ Explore with government and members opportunities and limitations of integrating multiple platforms	▪ Summary of options and affordability	2020 – Q1	Eric	3
Design and develop new web site	▪ Develop brand new web site platform	▪ Platform ready	2019 – Q1	Eric and Doris	1
	▪ Populate / refresh content	▪ Content refresh complete	2020 – Q3	Mark and Doris	2

Goal 5 – Enhance CSSEA’s role in creating effective membership relations.

Objectives	Strategies	KPIs/ Deliverables	Timeline End Dates: Year / Quarter	Responsibility	Priority*
Develop CQI approach to ensure member engagement and satisfaction	<ul style="list-style-type: none"> Strengthen and reintroduce member satisfaction survey 	First survey in Q2, 2019	2019 – Q2 and triennially	Doris	2
Promote and support safer work places	<ul style="list-style-type: none"> Transition from the WSBC project to the Occupational Health and Safety Council for Social Services Develop on-line health and safety curriculum 	Transition complete	2019 – Q2	Gentil	1
		Curriculum complete	2020 – Q2	Satvinder	2
Promote and support consistency in collective agreement application	<ul style="list-style-type: none"> Update and maintain the collective agreement employer guides based on 2018 negotiations and emerging developments; publicize to members 	Employer guides bargaining related update complete and kept up to date going forward	2019 – Q2	Mark	1
Adopt the principles of Truth and Reconciliation	<ul style="list-style-type: none"> Form task force to determine how to adopt principles of Truth and Reconciliation within CSSEA’s mandate and functions 	Task force mobilized	2019 – Q2	Gentil and Mark	1
		Recommendations to board complete	2020 – Q1	Mark	2
		Implementation plan	2020 – Q3	Mark	3