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Annual Report

CSSEA

Community Social Services Employers' Association

Excellence and innovation in human resources and labour relations
– Collective Agreement Interpretation – Health and Welfare Benefits Interpretation – HR/LR Advice on Discipline – Job Evaluation – Human Rights Legislation Interpretation – Collective Bargaining – Early Intervention Program – Employment Standards Interpretation – Grievance Management – Common Law Interpretation – Dispute Resolution – Workforce Adjustment – Statutory Interpretation – Arbitration Management – Successorship Issues Management – Labour Code Interpretation – HR/LR Policies and Procedures – Member Services – Sectoral Compensation and Benefits Analysis – CSSEA – Collective Agreement Interpretation – Health and Welfare Benefits Interpretation – HR/LR Advice on Discipline – Job Evaluation – Human Rights Legislation Interpretation – Collective Bargaining – Early Intervention Program – Employment Standards Interpretation – Grievance Management – Common Law Interpretation – Dispute Resolution – Workforce Adjustment – Arbitration Management – Dispute Resolution – Workforce Adjustment – Arbitration Management – Successorship Issues Management – Labour Code Interpretation – HR/LR Policies and Procedures – Member Services – Sectoral Compensation and Benefits Analysis – CSSEA – Your Human Resource / Labour Relations Solutions Provider – Collective Agreement Interpretation – Health and Welfare Benefits Interpretation – HR/LR Advice on Discipline – Job Evaluation – Human Rights Legislation Interpretation – Collective Bargaining – Early Intervention Program – Dispute Resolution – Workforce Adjustment – Arbitration Management – Employment Standards Interpretation – Grievance Management – Common Law Interpretation – Dispute Resolution – Workforce Adjustment – Statutory Interpretation – Arbitration Management – Successorship Issues Management – Labour Code Interpretation – HR/LR Policies and Procedures – Member Services – Sectoral Compensation and Benefits Analysis – HR/LR Advice on Discipline – Human Rights Legislation Interpretation – Excellence and innovation in human resources and labour relations

Excellence and innovation in human resources and labour relations

Report from the Chief Executive Officer

Defined by our achievements

My first year as Chief Executive Officer of CSSEA has been an engaging experience. The accomplishments we have made over the past twelve months are a testament to what is *possible*.

Our members' collective agreements were negotiated by CSSEA from beginning to end. Completed in forty-nine days over a period of six months, with no job action, negotiations resulted in key gains for employers. Rather than a separate agreement for each of our 202 member agencies, we negotiated a total of three agreements, one for each of our membership divisions—a significant step towards cross-sector parity.



CSSEA has emerged from this round of bargaining confident in the role we play in the social services sector and optimistic about the potential for further progress.

We are excited about the relationships we are building with stakeholders in our sector—unions, agency service providers, other employers' associations, and government. Effective partnerships provide the support, resources and perspectives needed to make substantial inroads into the development of workplace excellence. Already we have collaborated on some innovative projects—the Community Social Services Early Intervention Program, launched in July, and the new study on Employee Health in Community Social Services.

CSSEA has made considerable efforts to strengthen our partnership with members. Proactive communications and a re-emphasis on personal contact have led the way. We continue to improve our methods of delivering information and resources. We continue to create opportunities for dialogue. And we continue to serve the needs of each individual agency in balance with the needs of the sector.

I have been constantly impressed by the professionalism, capability and ingenuity demonstrated by members, associates, bargaining teams, board, panels and staff. Our year's achievements have helped to define CSSEA's identity and purpose.

Our successes, values and goals have been rolled into a proposed three-year strategic plan, which I look forward to sharing with the membership at our annual general meeting this fall. The plan will provide CSSEA with a solid framework from which to meet challenges, imagine possibilities and develop solutions in human resources and labour relations.

A handwritten signature in black ink, appearing to read 'Rick Mowles'. The signature is stylized and fluid, with a long horizontal stroke at the end.

Rick Mowles
Chief Executive Officer

Report from the Board of Directors

Transition successes

The 2004 AGM will bring closure to a challenging two-year period of transition, during which CSSEA changed significantly. Although our transition wasn't without mistake or dispute, today we can be proud of our progress and confident that we are well positioned for the future.

CSSEA's performance during the recent collective bargaining was exceptional. Bargaining required the collaborative effort of our panel members, membership and CSSEA staff. Together, we were able to create an environment in which major financial constraints and the expectations of unions and government were considered in the context of the practical requirements of agency management. Our membership was clear that bargaining was not just about financial concessions: it was also about relief from collective agreement restrictions that made effective management of agencies more difficult. Panel members and CSSEA staff worked diligently to accomplish a formidable task, and they were successful to a degree that is unprecedented in the sector.

We have learned a great deal through the bargaining process in terms of what we can improve on and what we do well.

We can improve on our communication with our members—not only asking for input, but also responding. We know that staff, the board and panel members must all be fully engaged in this process, and that communication must be a two-way street.

We should never lose sight of what we do well. Through our bargaining and our day-to-day activities, CSSEA is a successful example of an employers' association under the *Public Sector Employers' Act*—effectively coordinating human resource and labour relations practices in a manner that is consistent with government policy and the needs of our members.

I believe that, with our membership and staff, we have the foundation to build on the successes of our transition. I am thankful for the honour of working with all of you and of serving as chair of the CSSEA board through this exciting period.



Deanna Kratzenberg

Deanna Kratzenberg
Chair, Board of Directors

CSSEA Staff Directory

Name	Direct Phone	Position	Email
Angela Davies	604.601.3111	Consultant, HR/LR	adavies@cssea.bc.ca
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Parveen Mann	604.601.3104	Senior Consultant, HR/LR	pmann@cssea.bc.ca
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Vanessa Wong	604.601.3137	Consultant, HR/LR	vwong@cssea.bc.ca



Community Social Services Employers' Association

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2004 Annual Report

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Auditors' Report

To the Members of
Community Social Services Employers'
Association of B.C.

We have audited the statement of financial position of Community Social Services Employers' Association of B.C. (the "Association") as at March 31, 2004 and the statements of operations, changes in net assets and cash flows for the ten months then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2004 and the results of its operations, changes in net assets and cash flows for the ten months then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in cursive script that reads "Deloitte & Touche LLP".

Chartered Accountants
Vancouver, British Columbia
July 28, 2004

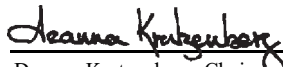
**Deloitte
Touche
Tohmatsu**

**COMMUNITY SOCIAL SERVICES
EMPLOYERS' ASSOCIATION OF B.C.**
Statement of Financial Position
March 31, 2004

	<u>March 31,</u> <u>2004</u>	<u>May 31,</u> <u>2003</u>
ASSETS		
CURRENT		
Cash and cash equivalents	\$ 2,810,177	\$ 2,824,853
Accounts receivable	85,850	53,574
Prepaid expenses	37,194	46,480
	<u>2,933,221</u>	<u>2,924,907</u>
CAPITAL ASSETS (Note 3)	<u>160,510</u>	<u>231,110</u>
	<u>\$ 3,093,731</u>	<u>\$ 3,156,017</u>
LIABILITIES		
CURRENT		
Accounts payable	\$ 210,040	\$ 325,360
Deferred revenue	576,166	862,016
	<u>786,206</u>	<u>1,187,376</u>
NET ASSETS		
Invested in capital assets	160,510	231,110
Restricted (Note 4)	954,871	954,871
Unrestricted	1,192,144	782,660
	<u>2,307,525</u>	<u>1,968,641</u>
	<u>\$ 3,093,731</u>	<u>\$ 3,156,017</u>

COMMITMENTS (Note 5)

APPROVED BY THE BOARD


Deanna Kratzenberg, Chair


Rick Mowles, Chief Executive Officer

**COMMUNITY SOCIAL SERVICES
EMPLOYERS' ASSOCIATION OF B.C.**
Statement of Operations
Ten months ended March 31, 2004

	Ten months ended March 31, 2004	Year ended May 31, 2003
REVENUE		
Provincial Operating Grant	\$ 2,636,000	\$ 3,598,990
Federal Operating Grant	-	5,058
Fees	54,130	54,940
Interest	79,099	68,595
	2,769,229	3,727,583
EXPENDITURES		
Consulting	311,811	331,591
Delivery	8,169	12,758
Depreciation	47,132	69,090
Directors and committees	28,383	107,052
Equipment	40,625	54,489
Labour negotiations	104,126	1,034
Legal, accounting and other professional services	126,163	133,700
Loss on disposal of capital assets	41,194	-
Member education	3,142	2,758
Non-recoverable GST	32,767	35,909
Occupancy	218,898	277,183
Office supplies	8,317	10,347
Photocopy and printing	7,343	21,202
Salaries and benefits	1,322,427	2,164,824
Telephone and facsimile	31,937	37,837
Travel and training	97,911	123,013
	2,430,345	3,382,787
EXCESS OF REVENUE OVER EXPENDITURES	\$ 338,884	\$ 344,796

**COMMUNITY SOCIAL SERVICES
EMPLOYERS' ASSOCIATION OF B.C.**
Statement of Cash Flows
Ten months ended March 31, 2004

	Ten months ended March 31, 2004	Year ended May 31, 2003
OPERATING ACTIVITIES		
Excess of revenue over expenditures	\$ 338,884	\$ 344,796
Items not affecting cash		
Depreciation and loss on disposal of capital assets	88,326	69,090
	427,210	413,886
Changes in non-cash working capital		
Accounts receivable	(32,276)	9,313
Prepaid expenses	9,286	(2,421)
Accounts payable	(115,320)	(46,776)
Deferred revenue	(285,850)	(614,700)
	3,050	(240,698)
INVESTING ACTIVITY		
Capital asset purchases	(17,726)	-
NET CASH OUTFLOW	(14,676)	(240,698)
CASH POSITION, BEGINNING OF PERIOD	2,824,853	3,065,551
CASH POSITION, END OF PERIOD	\$ 2,810,177	\$ 2,824,853

**COMMUNITY SOCIAL SERVICES
EMPLOYERS' ASSOCIATION OF B.C.
Statement of Changes in Net Assets
Ten months ended March 31, 2004**

	Ten months ended March 31, 2004					Year ended May 31, 2003	
	Invested in Capital Assets	Restricted for Capital Assets	Restricted for Labour Relations Activities	Restricted for Project Activities	Unrestricted	Total	Total
Balance, beginning of period	\$ 231,110	\$ 204,540	\$ 658,333	\$ 91,998	\$ 782,660	\$ 1,968,641	\$1,623,845
Excess (deficiency) of revenue over expenditures	(70,600)	-	-	-	409,484	338,884	344,796
Balance, end of period	\$ 160,510	\$ 204,540	\$ 658,333	\$ 91,998	\$ 1,192,144	\$ 2,307,525	\$1,968,641

**COMMUNITY SOCIAL SERVICES
EMPLOYERS' ASSOCIATION OF B.C.**
Notes to the Financial Statements
Ten months ended March 31, 2004

1. INCORPORATION AND NATURE OF OPERATIONS

The Community Social Services Employers' Association of B.C. (the "Association") was constituted on January 13, 1994 under the Society Act of British Columbia, to coordinate and provide human resource planning and development and labour relations management services to its members. The Association is a non-taxable entity as defined by the Income Tax Act.

During the year, the Association changed its year end from May 31 to March 31.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and reflect the following significant accounting policies:

(a) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, bank deposits and term deposits with an original maturity of ninety days or less.

(b) Revenue recognition

The Society follows the deferral method of accounting for contributions. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

(c) Capital assets

Capital assets are recorded at cost and depreciation is provided as follows:

Furniture and fixtures	20% declining balance method
Computer and communication equipment	20% declining balance method
Leasehold improvements	Over remaining term of lease

(d) Deferred revenue

Deferred revenue represents government grants received for specific expenditures expected to be incurred in subsequent years.

**COMMUNITY SOCIAL SERVICES
EMPLOYERS' ASSOCIATION OF B.C.**

Notes to the Financial Statements

Ten months ended March 31, 2004

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(e) *Use of estimates*

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates.

3. CAPITAL ASSETS

	March 31, 2004			May 31, 2003
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Furniture and fixtures	\$ 147,931	\$ 117,672	\$ 30,259	\$ 53,459
Computer and communications equipment	315,704	203,781	111,923	164,203
Leasehold improvements	81,896	63,568	18,328	13,448
	\$ 545,531	\$ 385,021	\$ 160,510	\$ 231,110

4. RESTRICTED NET ASSETS

	March 31, 2004	May 31, 2003
Restricted for capital assets	\$ 204,540	\$ 204,540
Restricted for labour relations activities	658,333	658,333
Restricted for project activities	91,998	91,998
	\$ 954,871	\$ 954,871

These internally restricted amounts are not available for other purposes without approval of management and the Executive Committee of the Association.

**COMMUNITY SOCIAL SERVICES
EMPLOYERS' ASSOCIATION OF B.C.**
Notes to the Financial Statements
Ten months ended March 31, 2004

5. COMMITMENTS

- (a) The Association entered into a lease effective October 1, 1995, expiring 2006. The base rental commitments for the fiscal years ending March 31 are as follows:

2005	\$	88,000
2006		44,000
	\$	<u>132,000</u>

- (b) The Association also leases office equipment with varying terms, expiring between 2005 and 2006. The rental commitments for the fiscal years ending March 31 are as follows:

2005	\$	16,791
2006		915
	\$	<u>17,706</u>

6. FINANCIAL INSTRUMENTS

As at March 31, 2004, the book value of cash and cash equivalents, accounts receivable and accounts payable approximates their fair value.