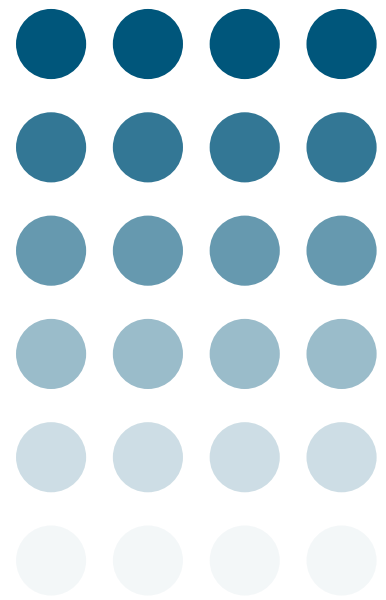


2013 Annual Report

Leading the way together



Vision & Guiding Principles

Vision

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

Guiding Principles

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

About CSSEA



The Community Social Services Employers' Association of British Columbia (CSSEA) coordinates the human resources and labour relations interests of more than 200 provincially-funded community social services employers in British Columbia.

Based in Vancouver, CSSEA is the accredited bargaining agent for its employers and negotiates three sectoral agreements covering more than 17,000 unionized social services employees. These agreements cover employers providing Aboriginal Services, Community Living Services and General Services.

CSSEA's goal is to be a leader in human resources and labour relations, and a trusted advisor to our membership and government for the community social services sector of British Columbia. Through stakeholder consultation and collective bargaining, CSSEA endeavours to build constructive and collaborative relationships with members, government, employees and unions, while continuing to attend to the evolving needs of its membership.

CSSEA has four service areas that provide services to its membership: Human Resources and Labour Relations (HRLR) Services,

Research and Knowledge Management, Corporate Services and Communications.

The HRLR Services team provides consistent, reliable and trusted advice on human resources and labour relations issues. The team provides negotiation and contract administration, third party representation, WorkSafeBC and benefit advice, disability management, training and education.

Research and Knowledge Management is responsible for collecting and analyzing sectoral compensation and workforce data; conducting research on external compensation and benefits; job classification; and providing costing services during collective bargaining. The team oversees information technology infrastructure, systems and website maintenance.

Corporate Services and Communications supports external stakeholders and internal clients and are responsible for communications, database maintenance, event planning, member and associate management and governance administration.

For additional information, visit www.cssea.bc.ca.



Message from the Chair

When I was selected as board chair in October 2011 my goal during my term was to re-engage members, and refocus CSSEA's operation to

improve services for members by placing their interests at the forefront of operations. I am content that after nearly two years as chair I believe I have achieved my goals. Together with the support of the board and assistance of CEO Gentil Mateus, CSSEA has matured and evolved to be a more effective member oriented organization.

The 2012-2015 Strategic Plan developed after broad consultation with the sector and stakeholders has become a roadmap for improvement and a touchstone for decision-making at CSSEA. The bold new vision statement has been embraced by the organization and operationalized over the past year. The collaborative approach taken by the board and the CEO has resulted in the Sector Data Project, the new HR Practitioners Meetings and the markedly improved communication with members. I would like to acknowledge the efforts of CSSEA staff and thank them for their dedication and commitment to the strategic plan.

CSSEA's greatest strength is its members, with their cumulative knowledge of the sector and commitment to quality client services. Over the past year, CSSEA has worked to leverage this knowledge to improve services and provide greater value to members. The Sector Data Project is a key example of the importance of member participation and feedback. Developed in consultation with members the project has streamlined data collection (saving valuable time) and provided value to members through enhanced reports. As a result of improved data, CSSEA has become a trusted advisor to government and members.

The salient point of the year was the successful conclusion of bargaining and the ratification of the

two-year collective agreements for each division. The agreements deliver on a number of priorities identified by members during consultation prior to bargaining, including a modest wage increase; initiatives to control the rising cost of benefits, including the mandatory early intervention program; and improved promotional and harassment complaint language. I am appreciative of the bargaining teams' efforts and on behalf of the board and panels I would like to thank them for their long hours and hard work required to reach negotiated agreements without the involvement of a third-party.

On a more somber note and despite CSSEA's recommendations, the funding ministries' decision to not globally address the additional costs of the new collective agreements has been disappointing and by-in-large a source of discontent for the membership. Rebuilding those fractured relationships based on trust and mutual respect will be one of the great challenges for the new board and CSSEA's administration.

I would like to thank all the members of the board and panels for their support and dedication over the past year. CSSEA's success is a result of your commitment and keen strategic guidance.

The future holds many challenges for the sector such as an ageing workforce, rapidly rising benefit costs and many recruitment and retention challenges. As I step down as chair, I believe CSSEA is well prepared to be a strong and trusted leader in the sector and it will find solutions to these difficult problems in consultation with its members. I encourage members to get involved, whether through becoming a board, panel or bargaining team member, responding to surveys or participating in pilot programs such as the centralized drug dispensary. Your involvement is the key to raising our profile with government and ensuring the sector remains sustainable and continues to deliver the valuable services our clients depend on.

A stylized, handwritten signature in black ink, appearing to read 'Bill Fildes'.

Bill Fildes

Chair, Board of Directors

Message from the CEO

As we reflect on the past year, I am pleased with all CSSEA has accomplished despite the many challenges faced by the sector and a very difficult bargaining mandate.

This year, bargaining was again a priority and I am pleased we were able to reach and ratify a two-year collective agreement for each division. Although the government's Cooperative Gains Mandate was particularly trying for the social services sector, the agreements were reached without third-party intervention. This round also saw greater collaboration with funders, benefit providers and WorkSafeBC during negotiations and a more respectful dialogue with the Community Social Services Bargaining Association at the bargaining table.

The agreements provide for reasonable increases in compensation for employees, institutes programs to control the rising cost of benefits and disability management, and enhances management flexibility in a number of areas. The length of the agreements (two years), however, does place additional pressures on CSSEA and the bargaining team. Bargaining has become an annual activity, where the parties are unable to implement all the strategies agreed to at the table before the next round of bargaining begins and brings most initiatives to a halt.

The implementation of the terms of the collective agreements has been more difficult than anticipated and has created angst and frustration in the membership due to concerns surrounding contract funding. Although this issue is outside CSSEA's mandate, anything that affects the ability to implement the terms of the collective agreements in their entirety is deeply concerning. As a result, CSSEA has spent significant time and resources briefing funders and making submissions to government as well as keeping the membership informed of developments and progress.

The evolution of CSSEA continues following the path set by the 2012 - 2015 Strategic Plan developed last year. The organization continues to refocus its efforts in areas that adds value to members like developing WorkSafeBC, human rights and privacy expertise; hosting regular meetings with HR Practitioners; offering regional workshops; continuing to engage the unions in

between bargaining years in an effort to address issues proactively and avoid costly disputes; and implementing a First Nations strategy

to better support our members covered by the Aboriginal Services Agreement. CSSEA has also reached out to sector stakeholders such as the BC CEO Network, the Federation of Community Social Services of BC and Inclusion BC, and while we do not always agree on every issue, it does not diminish the value of exchanging ideas and developing positions of common interest. Internally, we have rolled out a Performance Management program to better align the work of departments and staff with the organization's strategic goals. As a result, nearing the midpoint of the three-year strategic plan CSSEA has successfully implemented approximately 70 per cent of the strategies associated with the six goals.

There is a lot of work that still needs to be done in the social services sector and to make CSSEA the best public sector employers' association in British Columbia. It starts with everyone at CSSEA deeply respecting the work of our member agencies and having a clarity of purpose in providing members and associates with a range of human resources tools to enable them to continue delivering quality services to clients and families. Ultimately the measure of our success is the success of others in the social services sector.



Gentil Mateus

Chief Executive Officer





2012 -2015 Strategic Plan Update

CSSEA's 2012-2015 Strategic Plan outlined three focus areas and six goals to establish CSSEA as a leader in human resources and labour relations for the community social services sector of British Columbia. Since the board's endorsement of the plan in May 2012, CSSEA has developed objectives and strategies tied to key performance indicators

and a timeline to achieve our goals and realize our vision.

Over the past year, significant progress has been made in meeting the objectives developed to achieve the goals outlined in the strategic plan.

Goal 1: To continue to enhance CSSEA's status as a trusted advisor to members and government on human resources and labour relations issues in the sector

The Research and Knowledge Management department has completed phase one of the Sector Data Project, enabling CSSEA to provide timely and accurate reports to members, government and PSEC to inform decisions and to support arguments to further the interests of the sector.

CSSEA has also created forums for member to discuss legislation and HRLR issues of importance to the sector.

Goal 2: Provide new added value services

Based on a review by CSSEA's management team of its core services, combined with input from members and analysis of HR trends, CSSEA identified gaps and took measures to add value by expanding services for managing WorkSafeBC, human rights and privacy cases.

Additionally, the HRLR Services department has established regular meetings for HR Practitioners, focused on developing a consistent provincial approach to labour relations issues, collective agreement language and professional development.

CSSEA has also completed a request for qualifications and developed a list of qualified service providers in a variety of fields that compliment CSSEA's services at a preferred rate for our members.

Goal 3: Continue to provide excellent core services

In addition to establishing meetings with HR Practitioners, CSSEA has identified the need to deliver targeted services to unique groups of members, outside the mainstream, to better support there business requirements.



2012 -2015 Strategic Plan Update

Goal 4: Strive to create a united voice in the sector on matters of common interest to the members

CSSEA held various regional meetings, training sessions and information sessions in 2012 and 2013 to engage and inform the membership.

In addition, CEO Gentil Mateus met personally with 117 members across the province to develop an understanding of regional and agency-specific issues in support of developing a common message for the sector.

CSSEA has also presented regularly at meetings of the BC CEO Network and the Federation of Community Social Services of BC, as well as engaged with Inclusion BC and CLBC on a regular basis.

Goal 5: Establish mechanisms to foster universal trust

CSSEA has worked to develop trust in the sector through greater transparency and improved communication with members, government, unions and other key stakeholders.

New communications products such the monthly CEO Update, improved website and new platforms have contributed to better execution of our communications strategy.

Similarly, semi-annual meetings with the unions have fostered more constructive and positive relationships by enabling us to raise and resolve contentious issues before the parties become entrenched.

Goal 6: Refine governance to enable efficient delivery of strategy

To provide a more meaningful role for panels, the three panel meetings were combined into one joint quarterly meeting, to better engage panel members and provide a forum to discuss key sectoral issues and make recommendations to the board for consideration.

In addition, the Research and Knowledge Management department has positioned

CSSEA to be the data repository for the sector by developing a single survey, albeit more comprehensive, to replace the previous four annual surveys. By emphasizing the importance of data, offering orientation sessions for members across British Columbia and with the support of the BC CEO Network and the Federation of Community Social Services of BC the overall completion rate for the survey has increased significantly from a low of 60 per cent in 2012 to approximately 80 per cent in 2013.



Next steps

Halfway through the three-year plan, significant progress has been made with 70 per cent of all the strategies completed and the remainder close to completion or well underway.

To provide greater focus to its day-to-day work, CSSEA has rolled out a new Performance Management Program to align departmental and individual staff performance with the strategic goals of the organization, as set by the board and panels.

In 2014/15, CSSEA will provide a full evaluation of its performance against the plan and in conjunction with the board and panels prepare for the development of a new three-year strategic plan.

Bargaining Review



Bargaining: The Year in Review

7

After 12 months of bargaining and a marathon 14 consecutive days of negotiations in February and the beginning of March, CSSEA reached tentative two-year agreements for Community Living Services and General Services and subsequently Aboriginal Services two and a half weeks later.

The agreements were negotiated under the government's Cooperative Gains Mandate that allowed for modest wage increases offset by cost savings and/or avoidances, which was particularly challenging for the social services sector.

Entering negotiations the three key priorities for employers were recruitment and retention, controlling rising benefit costs and maintaining management flexibility and these agreements provide improvements in all three key areas.

The agreements provide for a modest 3.3 per cent compensation increase for employees that starts to marginally close the gap with the community health sector in a number of classifications; institute programs to control the rising cost of benefits and long term disability in collaboration with WorkSafeBC and benefit providers; and maintain management flexibility while at the same time fostering improved relationships with the unions. Overall CSSEA's bargaining teams were happy that we were able to reach fair and affordable collective agreements that met the needs of the sector and ensured the end of service disruptions for the length of the agreements.

However, the success at the bargaining table has been tempered by what the sector perceives is an unfair strategy on the part of the funders to cover the added wage costs until the savings identified under the Cooperative Gains Mandate are realized in 12-18 months.

Finally, we were pleased with the positive and respectful tone of this round of bargaining, which we hope is indicative of both parties desire to work cooperatively in the future.

Comprehensive Bargaining Plan a Success

Key to the success of bargaining was the development of a comprehensive Bargaining Plan using data provided by members that identified issues and challenges the sector faced and potential strategies for reaching an agreement.

Highlights of the Collective Agreements

General Wage Increase

- 1.5 per cent (effective April 1, 2013)
- 1.5 per cent (effective January 1, 2014)

Additional Wage Increase of 1.0 per cent to Step 1 (effective April 1, 2013)

\$400,000 Labour Market Adjustment Fund for Classifications Listed in Appendix A – Wage Grids (effective April 1, 2013)

Centralized Drug Dispensary pilot for CSBT members to control the cost of extended healthcare benefits by reducing the cost of medication for chronic illnesses such as high blood pressure and diabetes.

Mandatory Early Intervention Program to control the rise of long term disability costs by supporting injured employees to return to the workforce earlier.

Bargaining Review



2012 Bargaining Committee

Thank you to the 2012 bargaining teams for their long hours of work and their dedication helping lead negotiator Peter Cameron and CSSEA staff reach negotiated agreements.

Aboriginal Services

- **Kathleen Bennett** - Northwest Inter-Nation Family and Community Services Society
- **Robert Donahue** - formerly with Island Métis Family and Community Services Society
- **Bernadette Spence** - Vancouver Aboriginal Child and Family Services Society
- **Colleen Spier** - Island Métis Family and Community Services Society

Community Living Services

- **Janice Barr** - Richmond Society for Community Living
- **Fernando Coelho** - posAbilities Association of British Columbia
- **Brenda Gillette** - Chilliwack Society for Community Living
- **Tony Laing** - Penticton and District Society for Community Living

- **Lilla Tipton** - Powell River Association for Community Living

General Services

- **Bill Dartnell** - Langley Community Services Society
- **Tony Lapointe** - formerly with Mission Community Services Society
- **Carol Metz Murray** - Tri-City Transitions Society
- **Dorothy McKin** - formerly with Ishtar Transition Housing Society
- **Anne Nikon** - W.J. Stelmaschuk and Associates Ltd.
- **Marianne Sorensen** - formerly with AWAC – An Association Advocating for Women and Children
- **Anne Nikon** - W.J. Stelmaschuk and Associates Ltd.

Observer

- **Manjit Bains** - Ministry of Children and Family Development

Members and Associates

Members

CSSEA members are social services employers contracted and funded by the provincial government to provide a range of community social services. Primarily not-for-profit agencies, member organizations range in size from under 10 to more than 700 employees and collectively employ approximately 17,000 people throughout British Columbia.

CSSEA members must meet the following criteria:

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

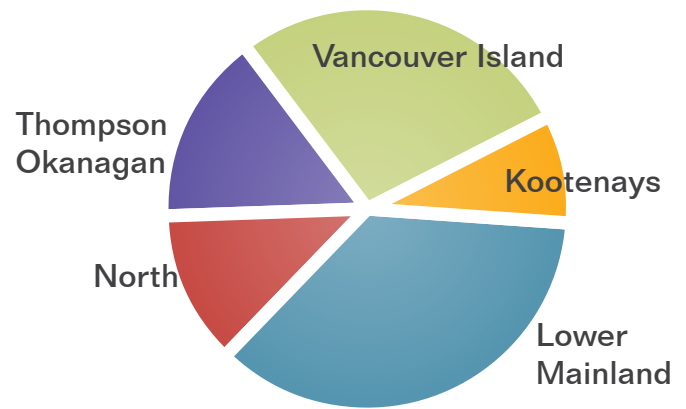
Services provided by members

The contract services delivered by members focus on support and care programs for a wide variety of vulnerable clients, such as:

- People with physical, mental and developmental disabilities
- At-risk youth
- Women experiencing family violence
- Families and children with special needs
- New Canadians, refugees and non-English speaking residents
- Aboriginal individuals and communities
- Children who witness abuse

Members by Division

Division	No. of Agencies
Aboriginal Services	6
Community Living Services	100
General Services	93
Members pending approval	4
Total	203



Members by Region

Region	No. of Agencies
Kootenay	18
Lower Mainland	73
North	25
Thompson Okanagan	31
Vancouver Island	56

New Members (2012-2013)

Merritt Youth and Family Resources Society (MYFRS)

MYFRS is a non-profit, charitable organization dedicated to developing and delivering programs and services for individuals and families living in the Nicola Valley.

Members and Associates

Associate Services

Many agencies and organizations that do not meet the criteria for CSSEA membership access our resources on a fee-for-service basis. These employers may not be unionized or have distinct funding sources which do not coincide with the threshold criteria for membership, however they do have a community of interest with the community social services sector. Associate agencies comprise of employers from each of CSSEA's three membership divisions: Aboriginal Services, Community Living Services and General Services.

Activities involving associate agencies have increased this year, which corresponds to preparations for bargaining and collective agreement negotiations for some of these employers. Bargaining services may include negotiating a first collective agreement or renewing existing agreements.

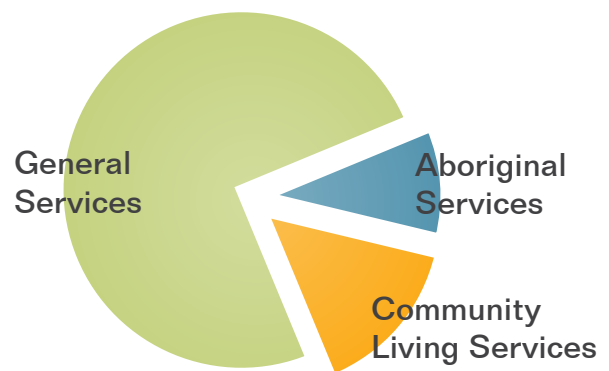
In addition to bargaining services, other contract services include:

- Employment legislation interpretations
- Compensation advice and services
- Dispute resolution services i.e. grievances, arbitrations
- Collective agreement application and interpretation
- HRLR training
- Resource materials and information bulletins

For more information about members and associates contact Kathie Best, Director of Corporate Services at kbest@cssea.bc.ca.

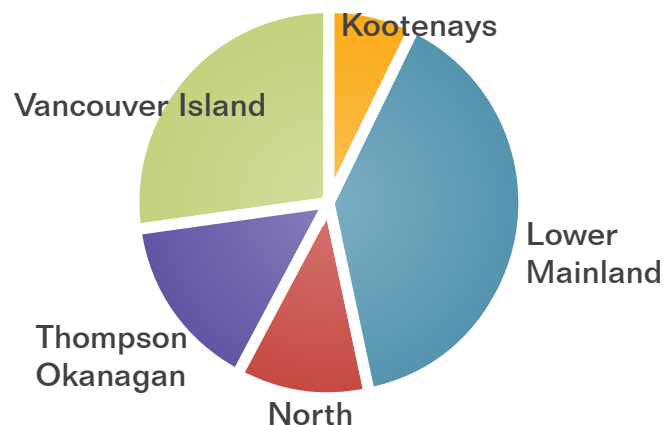
Associates by Division

Division	No. of Agencies
Aboriginal Services	8
Community Living Services	12
General Services	61
Total	81



Associates by Region

Region	No. of Agencies
Kootenay	6
Lower Mainland	32
North	9
Thompson Okanagan	12
Vancouver Island	22



HRLR Services Update

CSSEA's services to members continue to focus primarily on human resources, labour relations and legal services. Our strong and service-oriented HRLR Services team responds on a day-to-day basis to members' and associates' concerns on a range of topics, including issues pertaining to discipline and/or dismissal of employees, human rights, duty to accommodate, job posting, hours of work and appointment language.

The team represents members at mediation and arbitration, both sectorally



Jessica Gregory, Executive Director HRLR Services

and individually, and negotiates local issues and associate members' collective agreements. The HRLR Services team also travels throughout the province

to deliver services locally wherever and whenever required, within budgetary constraints.

Harassment Pilot Project & Protocol

In early 2013, the BCGEU and CSSEA negotiated and implemented a Harassment Pilot Project to address concerns involving costs and challenges faced by members in the administration of some harassment complaints. In collective bargaining, the CSSBA agreed to globally implement a Harassment Protocol and having reviewed the Harassment Pilot Project in place between CSSEA and the BCGEU; it is expected other members of the CSSBA will engage in discussions with CSSEA to that end. In essence, the CSSEA/BCGEU Harassment Pilot Project is designed to allow for efficient and cost-effective resolution of

harassment complaints involving excluded Managers, Supervisors and Executive Directors.

It provides for the appointment of either Corinn Bell or Brian Foley as a "mutually agreed upon independent investigator" who will commence work within thirty days with broad authority to determine their own process; make findings of fact; determine whether harassment has occurred; attempt to mediate a resolution; and/or dismiss the complaint. If necessary and deemed appropriate by Ms. Bell or Mr. Foley, a hearing can be convened or a report can be issued. However, it is expected that those two steps will be the exception, not the rule, since the goal is to minimize the effects of the complaint on those individuals not involved and restore the environment of the

workplace.

The feedback on the experiences from the Pilot Project to date has been quite positive. The expeditious nature of the investigator's involvement has been of great assistance with both Mr. Foley and Ms. Bell providing a healthy dose of common sense and legal knowledge in addressing the issues. Costs of these investigations have been dramatically reduced and the emotional impact on the workplace has similarly improved. This work will be ongoing as new complaints arise. However, the number of recent complaints has declined.

For more information contact Jessica Gregory, Executive Director of HRLR Services at jgregory@cssea.bc.ca.

HRLR Services Update

HRLR Practitioners Meetings

As part of CSSEA's operational plan, HRLR Services organized and hosted four HR Practitioners Meetings: September 2012, December 2012, April 2013 and September 2013. The meetings, which were well attended and received, provided opportunities for HR Managers of member agencies to participate in training in workplace investigations, Bill 14, and the 2013 Sector Data survey. In addition,

HR Managers participated in roundtable discussions to share experiences about operational HRLR issues with other HR Managers in different service divisions. The meetings allowed CSSEA to provide updates to the HR Managers on sectoral matters including collective bargaining, essential services, harassment, and sectoral arbitrations. Recognizing the wealth of information and experiences amongst the HR Managers, future meetings will focus on strategic HR initiatives undertaken by member agencies and sharing best practices among members.



Sara Viveiros, AiMHi Human Resources Generalist

If your HR Manager would like to attend, please email Nicole MacIsaac at nmacisaac@cssea.bc.ca for the date of the next meeting.

Aboriginal Services Update

The Aboriginal Services Collective Agreement was successfully ratified in April and contains some provisions unique to the aboriginal agencies. These include the Aboriginal Alternative Dispute Resolution Process which is "a flexible, inclusive process intended to facilitate the peaceful, respectful resolution of disagreements between parties to this collective agreement. It is intended to be a guiding process to assist people with relating in harmony. For example, the Aboriginal alternative dispute process could include an Elder's council or peace-making circle" (Article 9.6). Although it is early

days yet with this new dispute resolution process, CSSEA is hopeful that it will provide another means to resolve disputes while preserving, if not strengthening, the relationship of the parties involved.

The Aboriginal Services division continues to grow with one new member and two new associates for a total of six and eight respectively - the largest group in CSSEA's history.

The Northwest Inter-Nation Family and Community Services Society is the newest Aboriginal Services member. The society delivers community-based child and family care services that protect and preserve the unique cultural identity of every child and family.

The two newest associates are the First Nations Health Authority and the Xolhemet Society.

The First Nations Health Authority is Canada's first province-wide aboriginal health authority. The Authority's vision is to transform the health and well-being of British Columbia's First Nations and Aboriginal people by dramatically improving healthcare.

The Xolhemet Society, based in Chilliwack, supports victims of family violence by providing safe shelter and support services to break the cycle of abuse.

For more information contact Shannon Bentley, Advocate Aboriginal Services at sbentley@cssea.bc.ca.

HRLR Services Update



Pilot Project – WorkSafeBC Health and Safety Certificate of Recognition

In early 2013, CSSEA began work on a pilot project with posAbilities Association of BC and Safety Expert Glenn Barned with a goal to reduce the agency's WorkSafeBC premiums by earning a Health and Safety Certificate of Recognition (HSCOR). The HSCOR is awarded to employers that implement and maintain an occupational health and safety management system that exceeds regulatory requirements. In recognition, HSCOR-designated employers are entitled to a 10 per cent rebate off their WorkSafeBC assessment fee.

The goal of the project for CSSEA was to become familiar with the process and the

resources required for an agency to earn the HSCOR designation.

Although the project is still ongoing CSSEA is hopeful that the HSCOR designation will provide savings for posAbilities and create a knowledge base for the HSCOR process that can assist other CSSEA members in the future.

CSSEA would like to thank WorksafeBC, Mr. Coelho and Mr. Wierdsma of posAbilities and Mr. Barned for their participation in the program.

For more information contact Jessica Gregory, Executive Director of HRLR Services at jgregory@cssea.bc.ca.

Revised Expedited Arbitration Protocol Agreement Nets Benefits

CSSEA is pleased to report the revised Expedited Arbitration Protocol Agreement has been an efficient and effective means of resolving grievances and controlling costs for members. The protocol was first introduced in 2010, between CSSEA and the BCGEU, and was later revised in 2011 to incorporate additional efficiencies. It allows grievances to be dealt with regionally at least once a year, or more frequently, depending on the case load for each region around the province.

In 2012/13, a total of 105

grievances were filed to be heard using the protocol and 79 per cent (83) of them were dealt with before the expedited hearing date. The remaining 21 per cent (22) went to expedited arbitration and were dealt with in a timely and cost effective manner due to the pooling of arbitration/mediation costs, where appropriate.

A review of the protocol was



conducted by Arbitrator Wayne Moore in December 2012 where he found that for the most part the scheduled sessions were able to proceed when there were files left to address. Some cancellations were encountered in the fall of 2012 due to Essential Services Designations which diminished the parties' available resources; those dates were adjourned with specific dates in mind. Feedback from participants was universally positive and accordingly, Arbitrator Moore has not recommended any changes to the protocol. Arbitrator Moore is expected to conduct another review of the protocol agreement in due course.

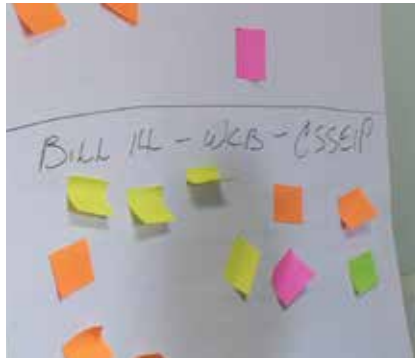
For more information contact Bela Barros, HRLR Consultant at fbarros@cssea.bc.ca.

HRLR Services Update

WorkSafeBC Services

CSSEA's expansion of services to include those associated with WorkSafeBC issues has steadily increased over the past twelve months. A significant component of this new work has arisen in response to Bill 14 - The Workers Compensation Amendment Act, that expanded the coverage of mental stress claims. Under Bill 14 employees may be entitled to compensation for a mental disorder that is a reaction to bullying and harassment in the workplace.

In response, CSSEA has been working with employers in the sector to ensure they are prepared to meet these new requirements. Employers have been provided with a template Bullying and Harassment Policy and advised that the existence of such a policy in the workplace



is critical. Employers have also been encouraged to have a specific response protocol in place when complaints of bullying and harassment are received and designate an individual to receive and investigate allegations. CSSEA has recommended that employers provide training to staff and supervisors in their workplace and take a proactive stance with respect to preventing bullying and harassment.

CSSEA has been active in guiding employers with

managing their WorkSafeBC claims. It is important for employers to play an active role in the management of workplace incidents and participate in the adjudication of WorkSafeBC claims.

CSSEA is currently representing members in seven active claims files at various points of appeal (Review Division & WCAT). So far in 2013, CSSEA has received inquiries from dozens of members on the claims process, particularly with respect to Bill 14 claims, and dealing with bullying and harassment complaints in forums outside the Workers Compensation Act (human rights complaint, collective agreement grievance and wrongful dismissal action).

For more information contact Darroch Campbell, Manager of WorkSafeBC and Benefits Services and Advocate at dcampbell@cssea.bc.ca.

Privacy & Human Rights

The HRLR Services team continues to receive human rights complaints and grievances and privacy requests from members. In the past year, the team responded to complaints on behalf of employers in front of the BC Human Rights Tribunal and successfully litigated human rights grievances at mediations and arbitrations.

Key human rights matters include:

- Responding to a discrimination complaint on the basis of marital status and family status
- Litigating termination and discipline grievances alleging violations to the employer's duty to accommodate

- Resolving discrimination grievances involving undue delay in the return to work process
- Responding to discrimination grievances on the basis of disability

Privacy requests CSSEA has dealt with include assisting employers to comply with their obligations under privacy statutes and laws and interpreting new developments in privacy law. In addition, the HRLR Services team made submissions with respect to two separate access to information requests that resulted in protecting confidential employer information from being disclosed to the public and third parties.

For more information contact Tamina Mawji, HRLR and Privacy Consultant at tmawji@cssea.bc.ca.

Research and Knowledge Management Update



Sector Data Project

In the fall of 2012, CSSEA launched work on the Sector Data Project to create an integrated data collection and reporting system for the community social services sector. The project's key goal was to make CSSEA a repository of labour market information for the community social services sector.

CSSEA is pleased to report phase one of the project is complete and work has commenced on phase two of the project.

Guided by a committee comprised of representatives from the sector and government, phase one combined four annual surveys (Wage and Benefits, ED/CEO Compensation, Management and Excluded Compensation and Employee Turnover) into one combined Sector Data Survey. Benefits of the new survey include eliminating duplication, saving time, automating input and reducing data collection to once a year.

Phase one also included the development of the Workforce Information System (WFIS), a sophisticated data reporting tool for agencies. WFIS will give agencies access to their previous data submissions and the ability to generate member-specific reports.

During phase two of the project CSSEA will further enhance WFIS with more reports based on members input and additional data collection options such as web based data entry and payroll extracts.

2012 Employee Turnover Survey Reports

As part of CSSEA's commitment to deliver value to members, we were pleased to provide members with agency-specific employee turnover reports generated from the 2012 Employee Turnover Survey. The new reports allowed members to compare their agency against the sector as a whole.

For more information contact Eric Peraro, Executive Director of Research and Knowledge Management at eperaro@cssea.bc.ca.

Updated Website

In 2012/13 CSSEA launched a new website that features a new fresh look, more intuitive navigation, and additional resource information. It has also been optimized for mobility so members can access the CSSEA website using the browser on their mobile phone and tablet devices. Although the website has been modernized, it will continue to be a work in progress to ensure it remains up to date and relevant to members.



Financial Statements

Statement of operations and accumulated surplus year ended March 31, 2013

	2013 Budget	2013 Actual	2012 Actual
	\$	\$	\$
Revenues			
Provincial Operating Grant	2,469,255	2,473,447	3,048,937
Fees	217,050	235,731	230,572
Sales	250	250	525
Interest	26,400	38,905	39,695
	2,712,955	2,748,333	3,319,729
Expenses (Note 6)			
Human Resource and Labour Relations Services	1,253,670	1,148,120	1,392,649
General	1,192,246	1,238,636	902,449
Research and Knowledge Management	454,009	509,787	252,752
Bargaining	307,453	354,611	275,611
Membership	166,868	145,555	342,707
	3,374,246	3,396,709	3,166,168
(Deficiency) excess or revenues over expenses	(661,291)	(648,376)	153,561
Accumulated surplus, beginning of year	2,156,896	2,156,896	2,003,335
Accumulated surplus end of year (note 7)	1,495,605	1,508,520	2,156,896

Approved by the Board of Directors.

Note: The above is an excerpt from the Audited Financial Statements. The complete Audited Financial Statements are available at the offices of CSSEA or on our website at www.cssea.bc.ca.

Statement of financial position as at March 31, 2013

	March 31, 2013	March 31, 2012
	\$	\$
Financial assets		
Cash and cash equivalents	1,758,210	2,636,444
Accounts receivable	111,497	119,943
	1,869,707	2,756,387
Liabilities		
Accounts payable and accrued liabilities	400,332	587,578
Deferred revenue	8,905	13,409
Tenant inducements	78,368	94,751
Obligations under capital lease (Note 3)	28,904	23,192
	516,509	718,930
Net financial assets	1,353,198	2,037,457
Non-financial assets		
Tangible capital assets (Note 4 and Schedule 1)	114,901	67,707
Prepaid expenses	40,421	51,732
	155,322	119,439
Accumulated surplus (Schedules 2 and 3)	1,508,520	2,156,896
Commitments (Note 5)		

Board and Panels



Board of Directors 2012/13

Aboriginal Services

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

Bernadette Spence - Vancouver Aboriginal Child and Family Services Society

Community Living Services

Bill Fildes, Board Chair - AiMHi - Prince George Association for Community Living

Brenda Gillette - Chilliwack Society for Community Living

Eileen Howells - Vernon and District Association for Community Living

General Services

Liz Barnett, Vice Chair - North Shore Disability Resource Centre Association

Bill Dartnell, Treasurer - Langley Community Services Society

Government Representatives

Wes Boyd - Ministry of Social Development and Social Innovation

Lucas Corwin - Public Sector Employers' Council Secretariat (left July 2013)

Rob Mingay - Public Sector Employers' Council Secretariat (joined July 2013)

Anne Sandbu - Ministry of Children and Family Development

Authority Representative

Carol Goozh - Community Living British Columbia

Board and Panels

Panels 2012/13

Aboriginal Services

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

Colleen Lucier - Lii Michif Otipemisiwak Family & Community Services Society

Taylor Scobie - Haida Child and Family Services Society

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

Bernadette Spence - Vancouver Aboriginal Child and Family Services Society

Colleen Spier - Island Métis Family and Community Services Society

Community Living Services

Janice Barr - Richmond Society for Community Living

Fernando Coelho - posAbilities Association of British Columbia

Bill Fildes - AiMHi - Prince George Association for Community Living

Brenda Gillette - Chilliwack Society for Community Living

Eileen Howells - Vernon and District Association for Community Living

Tony Laing - Penticton & District Society for Community Living

Sheri McCluskey - Malaspina Community Resource Services Ltd.

Lilla Tipton - Powell River Association for Community Living

General Services

Liz Barnett - North Shore Disability Resource Centre Association

Brenda Byberg - Haida Gwaii Society for Community Peace

Bill Dartnell - Langley Community Services Society

Lena Horswill - formerly with Nelson Community Services Centre

Tony Lapointe - formerly with Mission Community Services Society

Craig Monley - Okanagan Boys and Girls Clubs

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

Marianne Sorensen - formerly with AWAC – An Association Advocating for Women and Children



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