



# 2014

## Annual Report

Adding value & delivering more



Serving the community social services sector

# About the Community Social Services Employers' Association of BC

The Community Social Services Employers' Association of BC (CSSEA) provides human resources, labour relations, collective bargaining, research and knowledge management services to over 200 member agencies and 82 associate agencies throughout British Columbia. Since 1994, CSSEA has been the accredited bargaining agent for the community social services sector, negotiating three sectoral collective agreements governing more than 18,000 unionized social services employees.

CSSEA's members deliver a wide array of services to vulnerable clients across BC in three service divisions:

- ▶ Aboriginal Services
- ▶ Community Living Services
- ▶ General Services

CSSEA is relied upon by government and its members to be a leader in human resources and labour relations in the community social services sector to provide advocacy, support and advice to ensure the uninterrupted delivery of important social services. CSSEA is comprised of four departments that deliver services to members and associates:

- ▶ Human Resources and Labour Relations (HRLR) and Legal Services
- ▶ Research and Knowledge Management
- ▶ Corporate Services
- ▶ Communication Services

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

Research and Knowledge Management collects and analyzes sectoral compensation and workforce data, conducts research on external compensation and benefits, performs job classification and provides costing services during collective bargaining.

Corporate Services and Communication Services informs external stakeholders and internal clients and are responsible for communication, database maintenance, event planning, member and associate management and governance administration.

## Annual Report Design

The artwork used in the Annual Report was produced by clients who receive services from our members and associates. The majority of the art is proudly displayed in our offices and is a daily reminder of the important work of our members and associates.



# Vision & Guiding Principles

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





## Message from the Chair



In November, I was honoured to be selected as board chair and joined on the executive committee by Vice Chair, Lilla Tipton and Treasurer, Colleen Spier. The board also welcomed new government representatives Len Dawes from the Ministry of Social Development and Social Innovation and Anne Minnings from the Ministry of Children and Family Development. Each of them has provided valuable insight and advice and I greatly appreciate their contribution this year.

The chief accomplishment of the year, of course, was achieving the historic five-year collective agreements - remarkable for their length and compensation gains for the sector. These agreements are the first significant step to address the gap between social services and other sectors. The agreements also come with a guarantee in writing from government committing to funding the compensation increases. As time passes, I believe the negotiations and agreements will be remembered by the social services sector as a positive turning point for our relations with the Community Social Services Bargaining Association (CSSBA), government and most importantly our employees.

On behalf of the board and panels, I would like to articulate our thanks to the bargaining committee for volunteering their time to represent the interests of members during negotiations. CSSEA staff who worked side-by-side with the bargaining committee also deserve our thanks. Their hard work made the long hours more bearable through their attention to detail and anticipation of the committee's needs.

Another highlight of the year was the formation of the Building Trust Sub-Committee, flowing from the resolutions passed at the 2013 Annual General Meeting. Reporting to the board, the sub-committee developed strategies to build trust with members, such as the Member Satisfaction Survey. Going forward the board will monitor the implementation of the remaining strategies to further strengthen

CSSEA's reputation and relationship with its members. After all, CSSEA's greatest asset is its membership. By continuing to improve collaboration between CSSEA and its members, we will strengthen the sector's position in the province and ultimately result in improved services for our clients, which is the ultimate goal of the sector.

Notwithstanding, I am pleased to report that CSSEA has developed an amazing reputation crafted through relationship building from the highest levels of government to the smallest organizations in the province. CSSEA's entire staff is commended on their commitment to providing quality services to members and associates and for their individual strengths they bring to the various tables. Looking forward, the board will be conducting a review of the strategic plan in 2015, continuing to focus on "*adding value and delivering more*" for members and associates over the next five years.

Lastly, I would like to thank the members of the board and divisional panels for their support and dedication over the past year. Your involvement is important to ensuring CSSEA remains focused on its members and associates, and a strong and trusted leader in the sector. I encourage all members to get involved, whether by participating on a committee, attending meetings, or responding to surveys.

**Anne Nikon**  
Chair, Board of Directors



## Message from the CEO

It has been nearly three years since I became Chief Executive Officer and without hesitation, the past year has been the most rewarding. CSSEA successfully negotiated and ratified milestone collective agreements, while making significant progress towards accomplishing the goals of our 2012-2015 Strategic Plan.

The year's most prominent achievement was the ratification of the five-year collective agreements negotiated under the province's Economic Stability Mandate. These agreements represent a significant breakthrough for the social services sector as they address the shortcomings of the past and move the sector towards equality with other sectors, such as health and education. Most notably, they deliver much-deserved wage increases for employees and start to close the wage gap with community health workers - the top priority of members since I started. Also noteworthy was the unprecedented funding commitment letter secured from government, reaffirming that the compensation increases in the 2014-2019 collective agreements will be funded.

The success at bargaining was a direct result of CSSEA's ten-year bargaining strategy, implemented when I started, and the commitment and dedication of our talented bargaining team that found the time, energy and belief to participate in two rounds of bargaining in less than a 12-month period. They, together with our spokesperson Peter Cameron, deserve our thanks and appreciation for this remarkable accomplishment.

Two years into the strategic plan, internal progress at CSSEA has enabled us to deliver on the plan's six goals in order to add value and deliver more to our members and associates.

One such example is work accomplished by the Research and Knowledge Management Department, establishing CSSEA as the data repository for the sector. The department has consulted with members and government to deliver new improved surveys; created reports that provide valuable insight into compensation and employee turnover in the sector; and most importantly, provided accurate data and

costing to the Public Sector Employers' Council Secretariat (PSEC), which was pivotal to the successful negotiation of the sector's new collective agreements.

A new philosophy in CSSEA's HRLR and Legal Services Department has focused expertise in the areas of Aboriginal law, WorkSafeBC, privacy and human rights law, while strengthening the core human resources and labour relations services our members and associates count on us to deliver. The department's quarterly HR Practitioners meetings in Vancouver are well attended and a valuable resource, as well as an opportunity to strengthen professional relationships in-person. Improved efficiency is evident in the Expedited Arbitration Protocol and the updated Harassment Protocol, which have both been very successful.

In a provincial environment of fiscal restraint with a funding freeze for the public sector, I am pleased to report CSSEA successfully achieved a positive budget variance this year. The achievement is more notable considering CSSEA incurred unexpected expenses due to a second Annual General Meeting and two consecutive rounds of collective bargaining in a 12-month period.

Looking ahead, the five-year agreements provide stability and will enable CSSEA to focus on sustainability by implementing cost saving and avoidance initiatives important for the long-term viability of the sector. The hiatus will also permit staff time and resources to be directed toward *"adding value and delivering more"* such as bending the sector's WorkSafeBC rates downward.

In 2015, CSSEA will begin work with the board and panels on a new strategic plan to guide the organization during what is hopefully four more years of labour peace before bargaining resumes in 2019.

**Gentil Mateus**  
Chief Executive Officer



# Strategic Plan Update

As we enter the final year of the three-year strategic plan, developed by CSSEA's board and panels, significant progress has been made on the six goals identified in the 2012-2015 Strategic Plan. Since 2012, CSSEA has completed over 80 per cent of the strategies identified toward meeting the goals of the plan and is well positioned to complete the remaining 20 per cent.

## **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 two of the Sector Data Project improving CSSEA's capacity to provide insightful reports on the status of the sector to members, government and PSEC. As a result, CSSEA is well on the way to becoming the data repository for the social services sector.

This work could not have been achieved without the support of the government and the employer data advisory group under the expert leadership of Eric Peraro, which will both continue to play a key advisory role in any future data enhancements.

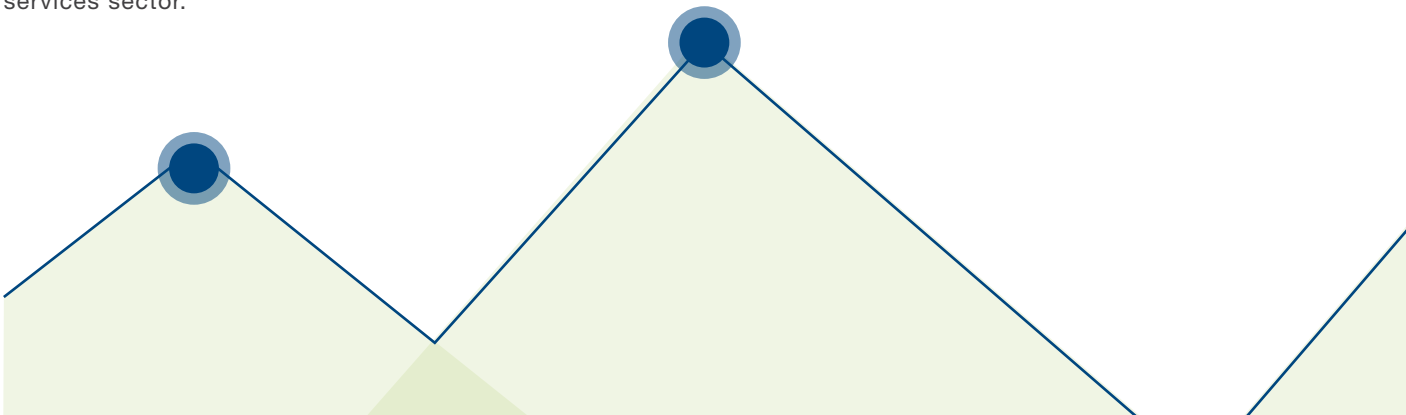
Informed through better quality sector data, CSSEA has played an active role with PSEC and ministries to better inform government on how to best meet the challenges and opportunities in the social services sector.

## **GOAL 2: Provide new value added services**

Over the past year, CSSEA has refined newly-expanded services for managing WorkSafeBC, human rights and privacy law issues. The HRLR and Legal Services Department has also continued to build on the success of the HR Practitioners meetings and has received positive feedback as future interest continues to grow.

CSSEA has also expanded its fee-for-services structure for non-member agencies; offering an array of human resources services at competitive market pricing.

In addition, CSSEA introduced two new programs to add value for members, the Executive Coaching Program addresses the need for professional development and the Computer Assistance Program supports agencies that find it financially difficult to upgrade their computer hardware.



### **GOAL 3: Continue to provide excellent core services**

CSSEA remains committed to delivering excellent services to members and associates. The regional assignment of consultants has been popular with members and allows for development of a regional knowledge base. The negotiation of Local Issues Agreements has created another opportunity to reinforce relationships.

CSSEA's in-house expertise continues to grow with the expansion of services to Aboriginal members and associates.

After an analysis of the associate program last year, CSSEA simplified the associate member fee structure to ensure the long-term sustainability of the program, while maintaining the quality of services offered to our members and associates.

To enable CSSEA to continue to deliver quality human resources and labour relations services, CSSEA has engaged with PSEC to develop strategies to balance the budget in 2015 and ensure the long-term viability of the organization. In addition, and recognizing the current fiscal pressures placed on the BC Government to control spending, CSSEA has pursued innovative solutions to add new revenue streams and control spending.

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

CSSEA regularly meets with funders, members, unions and sector advocacy groups to develop a united voice on matters of a common interest such as controlling the rising cost of benefits and WorkSafeBC rates, in order to ensure the long-term sustainability of the sector. With the stability of five-year collective agreements, this will be an area CSSEA will provide more attention to in 2015

### **GOAL 5: Establish mechanisms to foster universal trust**

CSSEA is committed to continuing to work on fostering trust in the sector by consulting frequently with our members and providing greater clarity around CSSEA's role and purpose under the

Public Sector Employers Act, as well as promoting transparency in all our processes. Internally, CSSEA continues to hold an annual one-day retreat for staff focusing on reinforcing our organizational values and promoting trust in all our interactions, both internally and externally.

Semi-annual meetings with the CSSBA to discuss HRLR issues in the sector have increased in frequency to quarterly meetings, due to their success at resolving contentious issues before the parties become entrenched and require a third party for resolution. This has contributed to a more cooperative relationship with most of the unions in the sector.

Also of note was the change in format for the ratification meetings. This year one large provincial ratification meeting was held with representatives from PSEC, funding ministries and members. This change from smaller regional meetings, allowed members to ask funding questions directly prior to voting on the tentative agreements, an opportunity that had not been available in the past. A teleconference meeting was also held for members who could not participate in-person.

A sub-committee of the board was created to examine ways to build trust with members. The sub-committee has made four recommendations, including the development of an annual Member Satisfaction Survey. The annual survey is intended to measure members understanding of CSSEA's role in the sector and their level of satisfaction with CSSEA's services.

### **GOAL 6: Refine governance to enable efficient delivery of strategy**

The meetings of the joint panels continue to be an excellent source of member feedback for CSSEA and are an excellent focus group for planning new initiatives. A number of changes have been introduced to the structure of the meetings, as well as the topics on the agenda. These changes will be reviewed by the panels in 2015 to ensure it continues to meet members needs.



# Members & 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 18,000 people throughout British Columbia.

Agencies must be CSSEA members if they meet the following criteria:

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

## Services provided by members

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

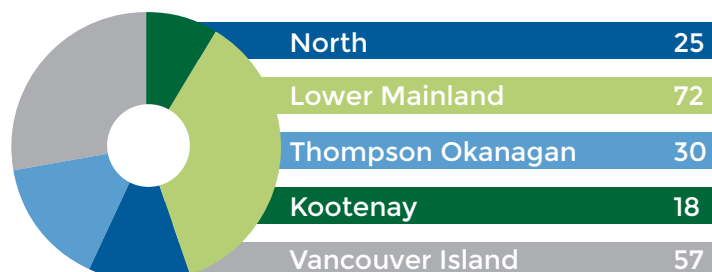
- ▶ Residential and day support programs for persons with disabilities
- ▶ Crisis intervention programs
- ▶ Transition houses and residential transition care
- ▶ Counselling and life skills programs
- ▶ Emotional behaviour therapy
- ▶ Counselling for sexually-abused persons and their families
- ▶ Respite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

**202**  
MEMBERS

MEMBERS  
BY DIVISION



MEMBERS  
BY REGION





## Associate Services

CSSEA associates are primarily agencies that have a community of interest within the community social services sector, but do not meet the criteria to be a member. Associates access our services and resources on a fee-for-service basis. Associate agencies are employers from each of CSSEA's three membership divisions: Aboriginal Services, Community Living Services and General Services.

This year, CSSEA simplified the Associate Services fee structure based on three principles: affordability, administrative ease and flexibility. The new service levels offered are Consulting Services including Bargaining (\$10,000 per year), Consulting Services (\$5,000 per year) and Subscription Services (\$150 per year).

Subscription Services offers smaller agencies access to CSSEA's valuable HRLR manuals, guides, templates and news updates with the flexibility of having access to a HRLR specialist at a low preferred rate.

Both levels of Consulting Services offer larger agencies, with regular demands, all the benefits of the Subscription Services level as well as the ability to access CSSEA's HRLR expertise on a regular basis, with or without collective bargaining, at a fixed cost.

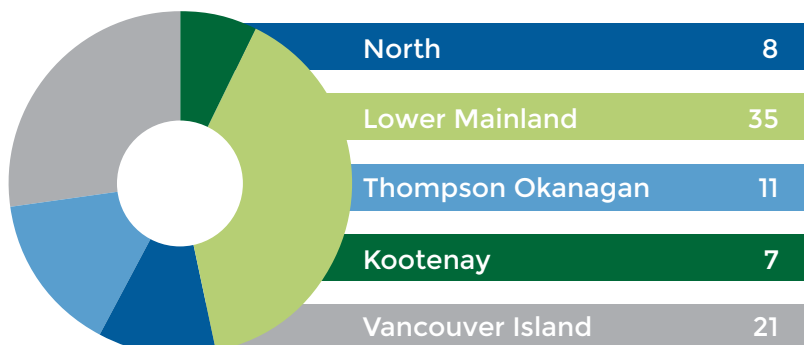
The new fee structure represents a change from past practice, which will ensure the quality and sustainability of the services offered.

**82**  
ASSOCIATES

ASSOCIATES  
BY DIVISION



ASSOCIATES  
BY REGION





# Bargaining Review

This year marked a significant achievement when 5-year collective agreements were reached and ratified by the community social services sector in early 2014.

The new collective agreements were made possible during framework discussions with the CSSBA, when it became clear both parties shared similar objectives that fit within the government's Economic Stability Mandate.

The Economic Stability Mandate allowed the sector to achieve significant gains in compensation

and enabled employees in comparable jobs, to close the gap with community health employees. Closing the wage gap will enable the sector to meet the challenge of recruiting and retaining qualified employees; a significant priority of employers.

The agreements also provide the sector with long-term labour stability for the next five years, ensuring no service delivery interruptions to clients and their families. The commitment from PSEC that the mandate was funded, was reinforced by a letter from government to our Board Chair at the conclusion of

bargaining and was a key factor for employers overwhelmingly voting in favour of ratification.

Following on the improved relationship established during the 2012 round of bargaining, this year's negotiations with the CSSBA were positive, respectful and productive, which is an encouraging sign for the work of joint union/management committees flowing from the collective agreements. Particularly the work required to implement cost saving and avoidance initiatives, such as the mandatory Early Intervention Program.

## Collective Agreements Highlights

### SIGNIFICANT WAGE INCREASES

The agreements provide much-deserved wage increases for employees that significantly close the wage gap with community health workers. Compared to other sectors that also reached agreements, CSSEA was able to achieve significantly higher comparability money to address recruitment and retention issues endemic to the sector.

### PROTECTION OF MANAGEMENT RIGHTS

The bargaining committee successfully negotiated improved contract language on a number of important issues that provides employers with greater flexibility, such as: improved language for promotions, non-pyramiding of wage premiums, and a less cumbersome and less expensive harassment complaint process.

### LONG TERM 5-YEAR AGREEMENTS

The agreements will end what recently has felt like a never-ending cycle of bargaining and provide the sector with labour peace and certainty for the next five years. This will enable the sector to focus on cost-saving initiatives in the area of long-term disability and extended health benefits to help the sector better control the rising costs of these benefits. It also ensures employers can provide greater focus on delivering quality services, free of labour disruptions, to clients and their families.

### BENEFIT COST CONTROL

The agreements represent recognition by the CSSBA of their role and responsibility for controlling the cost of benefits. This is a very positive step

towards the cooperation required to realize the savings and cost avoidance identified in the collective agreements. At the same time, the agreements ensure our members continue to have a choice of benefit providers that meet the comparability criteria.

### FUNDING COMMITMENT IN WRITING FROM GOVERNMENT

This was of paramount importance for the employer bargaining committee after the sector's experience with the 2012-2014 collective agreements. CSSEA is pleased that Board Chair, Anne Nikon, successfully secured a letter from government outlining their commitment to fund the wage, comparability and anomaly increases, and the negotiated benefit improvements included in the five-year collective agreements.

# Ratification Results

Members from each division voted in favour of ratifying the collective agreements as follows:

- ▶ Aboriginal Services: 100 per cent
- ▶ Community Living Services: 96 per cent
- ▶ General Services: 99 per cent

Overall 81 per cent of members participated in the ratification vote.

# Bargaining Committee

Thank you to the 2014 Bargaining Committee for their hard work to reach negotiated settlements.

## LEAD NEGOTIATOR - Peter Cameron

### EMPLOYER REPRESENTATIVES

**Janice Barr** (Community Living Services)  
Richmond Society for Community Living

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

**Brenda Byberg** (General Services)  
Haida Gwaii Society for Community Peace

**Fernando Coelho** (Community Living Services)  
posAbilities Association of British Columbia

**Brenda Gillette** (Community Living Services)  
Chilliwack Society for Community Living

**Tony Laing** (Community Living Services)  
Penticton and District Society for Community Living

**Michael McCoy** (General Services)  
Touchstone Family Association

**Anne Nikon** (General Services)  
W.J. Stelmaschuk and Associates Ltd.

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

**Colleen Spier** (Aboriginal Services)  
Island Métis Family Community Services Society

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

**Lilla Tipton** (Community Living Services)  
Inclusion Powell River Society

**Lois Wynne** (General Services)  
Sea to Sky Community Services Society

### STAFF REPRESENTATIVES

**Gentil Mateus**  
Chief Executive Officer

**Bela Barros**  
Consultant, HRLR and Legal Services

**Kathie Best**  
Director of Corporate Services

**Darroch Campbell**  
Manager of WorkSafeBC and Benefit Services and Advocate, HRLR and Legal Services

**Terry Honcharuk**  
Manager of Bargaining Services and Advocate, HRLR and Legal Services

**Thomas Marshall**  
Director of Communication

**Eric Peraro**  
Executive Director of Research and Knowledge Management



# HRLR and Legal Services Update

The past year has been a busy and exciting one for the HRLR team. Our team members not only concluded collective agreements for members and associates, but also spent many productive hours successfully resolving issues for our members through alternate dispute resolution (with private mediators, at the BC Labour Relations Board, and Canadian Industrial Relations Board). We also began work on some innovative initiatives.

We are proud to announce the successful conclusion of our WorkSafeBC COR Pilot Project at one of our member agencies, posAbilities. This success was the result of many hours of work by the agency (led by Fernando Coelho, CEO and Bouwe Wierdsma, HR Director) in consultation with WorkSafeBC expert Glenn Barned. The resulting COR designation will reduce WorkSafeBC costs for the agency immediately and in the future. Moving forward CSSEA will be exploring ways to offer this service to other members.

CSSEA's Aboriginal Services team, led by Shannon Bentley, has been very proud to provide services collaboratively with Aboriginal Services members and associates. Our newest member, White Buffalo, joined CSSEA on June 20, 2014, and we have been pleased to work with them. We continue to explore alternate dispute resolution methods, such as mediation and healing circles, with guidance from other members of our Aboriginal Services sector, such as the Vancouver Aboriginal Child and Family Services Society, under the direction of CEO Bernadette Spence and HR Director, Paul Hucul.

Additionally, we are excited by our ongoing labour relations work with the First Nations Health Authority. The past year saw the

commencement of collective bargaining, work on essential services, as well as a comprehensive inter-departmental review of their job classifications (by a team led by Eric Peraro, Executive Director of Research and Knowledge Management).

Other initiatives included implementation of an updated Harassment Protocol. The work of the HRLR team under the authority of Investigator, Corinn Bell has resulted in efficient and respectful resolutions of difficult and emotional issues. We are especially pleased with the positive feedback from members about the Harassment Protocol process and outcomes which leave no doubt as to the success of this updated language.

The continuing efficiency of our Expedited Arbitration Protocol has resulted in faster, lower-cost resolutions to grievances across the province. Initial fears, expressed at the outset of the protocol, of a floodgate of grievances have not materialized. Instead the statistics demonstrate a decreasing number of grievances being brought forward generally, and even fewer being advanced to hearing. This may be the result of the labour relations expertise of local employer representatives which steadily grows as their knowledge base expands and their confidence continues to rise.

For more information contact Jessica Gregory, Executive Director of HRLR and Legal Services at [jgregory@cssea.bc.ca](mailto:jgregory@cssea.bc.ca).

## Aboriginal Services: Growth and Innovation

### GROWTH

CSSEA's Aboriginal Services division continued to experience growth. The number of Aboriginal Services members and associates has increased to seven members and eight associates.

The White Buffalo Aboriginal & Métis Health Society in Kamloops is the newest Aboriginal Services member. White Buffalo certified this year with the BCGEU and is transitioning into the Aboriginal Services Collective Agreement. The Society delivers a broad range of community-based child and family care services including: primary care nurse practitioners, addictions and mental health counseling, family support, and infant development services.

### INNOVATION

With this growth, the range of services required by our Aboriginal Services agencies is broadening too. Currently, we are representing one of our newest Aboriginal Services associates in the negotiation of their first collective agreement. We are breaking new ground with this negotiation by engaging in interest-based bargaining - an innovative alternative to conventional collective bargaining. This approach is particularly attractive to our associate as it encourages understanding between the parties at the outset which in turn nurtures relationship building for the future.

Another distinctly new service we recently commenced, at the request of a new Aboriginal Services associate, was the comprehensive redesign of their job description, factor rating and classification system.

For more information contact Shannon Bentley, Aboriginal Services Advocate, HRLR and Legal Services at [sbentley@cssea.bc.ca](mailto:sbentley@cssea.bc.ca).

# HRLR and Legal Services Update

(continued)

## Bargaining Services Update

In addition to achieving new sectoral collective agreements for Community Living Services, General Services, and Aboriginal Services members, CSSEA provides extensive independent collective bargaining services on behalf of both members and associates.

Over the past year, we have re-negotiated five associate agreements of two or three years duration with the various unions prevalent in our sector (e.g. BCGEU, HEU, BCNU). Additionally, bargaining is in progress for three agreements and the parties are optimistic they soon will be complete.

CSSEA has also provided bargaining support and advice to two associates who opted to keep their bargaining in-house, in order to achieve better economies of scale, which has to date resulted in

one successful contract renewal.

In addition, CSSEA manages the local issues bargaining process flowing from the sectoral collective agreements. To date, 84 local issues agreements have been reached and 33 remain to be concluded.

CSSEA's recently finalized Bargaining Plan mandates that all these bargaining relationships will, as always, be actively monitored to ensure the best chance of success for expeditious and cost-effective contract renewal in the future.

For more information contact Terry Honcharuk, Manager of Bargaining Services and Advocate, HRLR and Legal Services at [thoncharuk@cssea.bc.ca](mailto:thoncharuk@cssea.bc.ca).



### ASSOCIATE NEGOTIATIONS COMPLETED AND ONGOING

Agreements Reached 5

Ongoing Negotiations 4



### LOCAL ISSUES NEGOTIATIONS

Local Issues Agreements Reached 84

Ongoing Local Issues Bargaining 33

# HRLR by the numbers

**59** Grievances dealt with before regional Expedited Arbitration Hearings

**4** Grievances dealt with at regional Expedited Arbitration Hearings

## EXPEDITED ARBITRATION\* CASES BY REGION

<b>KAMLOOPS</b>	》》》》》》 7 0
<b>VANCOUVER</b>	》》》》》》》》》》》》》》》》》》》》》》》》》》》》 34 》》》 3
<b>PRINCE GEORGE</b>	》》》》》》》》 11 0
<b>VICTORIA</b>	0 > 1
<b>KOOTNEYS</b>	> 1 0
<b>KELOWNA</b>	》》》》》 6 0

\*Within the BCGEU/CSSEA Expedited Arbitration Protocol

**143**  
Files Opened

- 121 Arbitration files
- 7 Certification files
- 6 Workers Compensation Appeal Tribunal (WCAT) files
- 4 Harassment files
- 4 Statutory Breach files
- 1 Labour Relations Board file

## TOP 5 GRIEVANCE ISSUES



- 1** 37 Dismissal cases
- 2** 7 Suspension cases  
7 Wage cases

- 3** 23 Discipline cases
- 4** 6 Lay off cases  
6 WCAT cases
- 5** 5 Benefits cases  
5 Harassment cases  
5 Hours of Work cases



## Research & Knowledge Management Update

The Research and Knowledge Management Department is responsible for collecting and analyzing compensation and workforce data in the community social services sector.

The team conducts research on compensation, benefits and workforce trends, and provides settlement costing support for collective bargaining.

The department is also responsible for maintaining the sector's classification system, known as the Joint Job Evaluation Plan (JJEP).

Lastly, the department is responsible for managing the smooth operation of CSSEA's information technology infrastructure and data systems.

### 2013 Compensation and Employee Turnover Survey and Reports

Thank you to all the members who completed the 2013 Compensation and Employee Turnover Survey!

Over 80 per cent of members, a new high, completed the 2013 survey. The new survey merged four annual surveys into one annual survey, in order to save members time by eliminating duplication, automating input and reducing data collection to once a year.

To support members CSSEA organized four regional orientation sessions in Surrey, Vancouver, Nanaimo and Victoria and held additional online orientation sessions for agencies unable to attend in-person.

The data collected by the survey was used to negotiate the 2014-2019 collective agreements and produce four new reports and one updated report:

- ▶ Executive Director/CEO Salary Report (New)
- ▶ Management & Excluded Salary Report (New)
- ▶ Management & Excluded Salary Supplementary Report [not-for-profit and private] (New)
- ▶ Non-Union Salary Report (New)
- ▶ Employee Turnover Report (Updated)

In addition, CSSEA generated Agency-Specific Employee Turnover Reports for members to compare themselves against the sector as a whole. A Community Justice – Employee Turnover Report was also prepared for select member agencies.

Next year, these reports will be updated and enhanced to be more informative and useful to members based on the data collected by the 2014 Compensation and Employee Turnover Survey.

The data was also uploaded to the Workforce Information System (WFIS) for members to compare their agency against aggregate sector data along eight labour force metrics:

- ▶ Total Compensation Cost
- ▶ Total Compensation Comparison
- ▶ Agency Funding Comparison (New)
- ▶ Benefit Participation & Family Status (New)
- ▶ Paid Sick Leave per Employee (New)
- ▶ Paid Sick Leave Days per FTE (New)
- ▶ Inactive Employees per 100 Provincially-funded Employees (New)
- ▶ Inactive Employees per 100 Provincially-funded FTEs (New)



## Sector Data Project – Update

CSSEA has begun implementing Phase 2 of the Sector Data Project in order to support CSSEA’s goal to be the data repository of labour market information for the community social services sector.

### HIGHLIGHTS OF PHASE 2

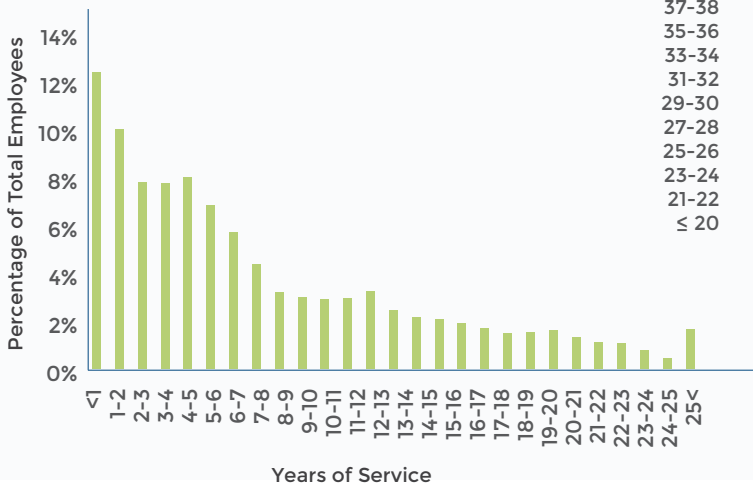
- ▶ Inviting associates for the first time to complete a modified version of the 2014 Compensation and Employee Turnover Survey.
- ▶ Refining the 2014 Compensation and Employee Turnover Survey based on input from the sector data committee.

- ▶ Holding seven regional orientation sessions and five online webinars for members to become familiar with the 2014 Compensation and Employee Survey in order to increase the completion rate.
- ▶ Launching WFIS 2.0 – the upgraded web-based information system now allows members to download previous survey submissions, enter survey information online and download reports.

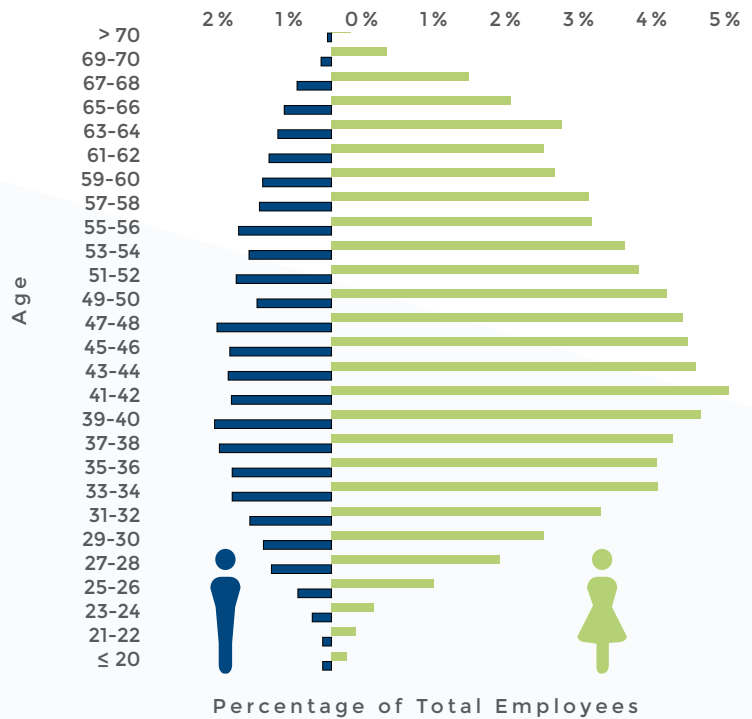
## Highlights of the 2013 Compensation and Employee Turnover Survey

### COMMUNITY SOCIAL SERVICES EMPLOYEE SENIORITY

as of Dec. 31, 2013



### COMMUNITY SOCIAL SERVICES EMPLOYEE AGE AND GENDER COMPOSITION as of Dec. 31, 2013



For more information contact Eric Peraro, Executive Director of Research and Knowledge Management at [eperaro@cssea.bc.ca](mailto:eperaro@cssea.bc.ca).

# Financial Statements

## COMMUNITY SOCIAL SERVICES EMPLOYERS' ASSOCIATION OF BC

Statement of operations and accumulated surplus year ended March 31, 2014

	2014 Budget	2014 Actual	2013 Actual
	\$	\$	\$
<b>Revenues</b>			
Provincial Operating Grant	2,469,255	<b>2,469,255</b>	2,473,447
Fees	314,475	<b>389,951</b>	235,731
Sales	-	-	250
Interest	35,650	<b>27,619</b>	38,905
	<b>2,819,380</b>	<b>2,886,825</b>	2,748,333
<b>Expenses (Note 6)</b>			
Human Resource and Labour Relations Services	1,193,699	<b>1,306,209</b>	1,148,120
General	930,610	<b>900,550</b>	1,238,636
Membership	257,046	<b>193,074</b>	145,555
Research and Knowledge Management	643,068	<b>523,699</b>	509,787
Bargaining	-	<b>128,988</b>	354,611
	<b>3,024,423</b>	<b>3,052,520</b>	3,396,709
<b>Deficiency of revenues over expenses</b>	(205,043)	<b>(165,695)</b>	(648,376)
Accumulated surplus, beginning of year	1,508,520	<b>1,508,520</b>	2,156,896
<b>Accumulated surplus, end of year (Note 7)</b>	1,303,477	<b>1,342,825</b>	1,508,520

Statement of financial position as at March 31, 2014

	2014	2013
	\$	\$
<b>Financial assets</b>		
Cash and cash equivalents	<b>1,403,276</b>	1,758,210
Accounts receivable	<b>112,628</b>	111,497
	<b>1,515,904</b>	1,869,707
<b>Liabilities</b>		
Accounts payable and accrued liabilities	<b>237,414</b>	400,332
Deferred revenue	<b>7,905</b>	8,905
Tenant inducements	<b>61,985</b>	78,368
Obligations under capital leases (Note 3)	<b>35,483</b>	28,904
	<b>342,787</b>	516,509
<b>Net financial assets</b>	<b>1,173,117</b>	1,353,198
<b>Non-financial assets</b>		
Tangible capital assets (Note 4 and Schedule 1)	<b>98,118</b>	114,901
Prepaid expenses	<b>71,590</b>	40,421
	<b>169,708</b>	155,322
<b>Accumulated surplus (Schedules 2 and 3)</b>	<b>1,342,825</b>	1,508,520

Commitments (Note 5)

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 CSSEA's offices.

# Board & Panels

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## BOARD

### ABORIGINAL SERVICES

**Collen Spier**, Treasurer  
Island Métis Family & Community Services Society

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

### COMMUNITY LIVING SERVICES

**Lilla Tipton**, Vice Chair  
Inclusion Powell River Society

**Brenda Gillette**  
Chilliwack Society for Community Living

### GENERAL SERVICES

**Liz Barnett**  
North Shore Disability Resource Centre Association

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

### GOVERNMENT REPRESENTATIVES

**Wes Boyd**  
Ministry of Social Development and Social Innovation (left in February 2014)

**Len Dawes**  
Ministry of Social Development and Social Innovation (joined in February 2014)

**Rob Mingay**  
Public Sector Employers' Council Secretariat

**Anne Minnings**  
Ministry of Children and Family Development (joined in May 2014)

**Anne Sandbu**  
Ministry of Children and Family Development (left in May 2014)

### AUTHORITY REPRESENTATIVE

**Doug Wollard**  
Community Living British Columbia

## PANELS

### ABORIGINAL SERVICES

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

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

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

### COMMUNITY LIVING SERVICES

**Janice Barr**  
Richmond Society for Community Living

**Fernando Coelho**  
posAbilities Association of British Columbia

**Brenda Gillette**  
Chilliwack Society for Community Living

**Eileen Howells**  
Vernon and District Association for Community Living

### GENERAL SERVICES

**Liz Barnett**  
North Shore Disability Resource Association

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

**Sanjay Gulati**  
Mission Community Services Society

**Michael McCoy**  
Touchstone Family Association

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

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

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

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

**Sheri McCluskey**  
Malaspina Community Resource Services Ltd.

**Lilla Tipton**  
Inclusion Powell River Society

**Craig Monley**  
Okanagan Boys & Girls Clubs

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

**Kelley Williams**  
Robson Valley Support Society

**Lois Wynne**  
Sea to Sky Community Services Society



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Serving the community social  
services sector