

CSSEA NEWS

COMMUNITY SOCIAL SERVICES EMPLOYERS' ASSOCIATION

A member newsletter
published six times a year

October 2010
Volume 17, Issue 04

Why Leadership is an Inside Job®: Five Ways to Practice Personal Leadership

Michelle Ray, Walkabout Seminars International Inc.

Leadership begins with leading oneself. It has nothing to do with a job title or a plaque on a desk. During challenging times, individuals and organizations need to be reminded more than ever that we can control our own reality. The old adage "attitudes are caught not taught" serves us now as a timely message. Taking charge of ourselves requires the discipline to take the following actions:

Become aware of your inner dialogue: Numerous studies in the field of psychology have proven the connection between negative or positive thoughts contributing to a self-fulfilling prophecy. In fact, some research has proven the connection between optimism and longevity. It all begins with how we choose to interpret events that occur in our lives. By increasing our awareness of destructive thought patterns, we can improve our self-esteem, sense of well-being and become more self-directed.

Harness energy and channel it constructively: It may be surprising to consider that negative emotions have a purpose. The real value of such emotions is determined by how they are expressed. In the words of Dr. Michael LeBoeuf: "Adversity is an experience, not a final act." Think of what is possible when you choose to live in your imagination and begin to channel positive energy, commitment and belief in this direction.

"When we remember the wisdom of acknowledging, accepting and then letting go of what we cannot change, we can make headway and move forward."

Make work-life balance a priority: The term "work-life balance" is not an oxymoron! Effective people recognize that taking time out to relax for half an hour to an hour during a busy working day actually rejuvenates the mind and body. Think about where you expend energy as well as the values you live by. Are these two areas congruent? For example, when we say family time or living a healthy lifestyle is a high priority, yet we spend more than fifty hours a week at work, we are compromising our values with paradoxical priorities.

Surround yourself with positive people: There is no doubt that the company we keep says a lot about who we are. We may not be able to choose our families or who we work with, but we can choose who we socialize with! Negative attitudes are only contagious to the degree that we allow ourselves to "buy in."

Readers receive CSSEA NEWS via email and through our website. If your email address has changed, please notify us at cssea@cssea.bc.ca

Executive Editor
Kathie Best

Editor
Doris Sun

Contributing Writers
Bela Barros
Doris Sun
Lorne Rieder
Michelle Ray

To contribute suggestions, articles or photos, contact:

Doris Sun
604.601.3113
dsun@cssea.bc.ca

Community Social Services
Employers' Association
800 Two Bentall Centre
555 Burrard Street, Box 232
Vancouver, BC V7X 1M8

TEL 604.687.7220
1.800.377.3340
EMAIL cssea@cssea.bc.ca
WEB cssea.bc.ca



From the CEO

As the calendar turns to October, I am often left with two realizations. First, with school now fully in session, summer has become a memory. Secondly, with back-to-school a prominent thought on many minds, now is definitely the time to get back into the full swing of work.

With the AGM and Fall Conference taking place a few days from now, I think it is important to reiterate the significance of continued training. Because the workshops we offer cover a wide range of practical topics, I am confident participants will walk away with valuable knowledge and at the very least, a renewed sense of purpose when returning to their workplace.

Recently, there has been considerable movement on the Municipal Pension Plan (MPP), with government confirming funding for all eligible provincially-funded

employees groups. This decision from provincial funders provides relief to many of you who have been anxiously awaiting updates. I thank you for your patience through this process.

AUTUMN A TIME TO SHIFT GEARS
- Lorne Rieder

This past month also saw a resumption in collective bargaining. The bargaining teams met this past week with a focus to conclude a deal as quickly as possible. We are buoyed by the recent Labour Relations Board decision that clarifies the voting structure such

that the largest union and one additional union are required to conclude a deal.

Efforts continue in the conversion of the Healthcare Benefit Trust's (HBT) long-term disability to an insured plan, thereby eliminating the current unfunded liability of CSSEA member agencies. A reference group of CSSEA member agencies has been formed and an invitation for expressions of interest from potential insurers will proceed.

As we continue to follow up with these important issues, I look forward to updating you with more at this year's AGM ■



A recent appeal case of the British Columbia Labour Relations Board (LRB), *Lantic Inc. v. Canadian Office and Professional Employees' Union*, BLCRBD No. B102/2010, affirmed that supervisors were properly excluded from the bargaining unit due to their involvement in the discipline and discharge process.

The employer in this case was a Vancouver sugar refinery, which employed approximately 195 employees. Since 1947, the Retail Wholesale Union had been certified to represent a bargaining unit of employees comprised of approximately 150 production and maintenance workers in the refinery. Supervisors and support staff were non-unionized. COPE applied to be certified as the representative for a bargaining unit that included

10 supervisors and support staff in refinery operations.

LRB Reaffirms Employers' Right to Exclude Supervisors that Execute a Disciplinary Role
by Bela Barros

The LRB panel found that the supervisors made the basic decision as to whether to impose discipline and that they made this decision on behalf of management. Therefore, the employees did, in fact, meet the test of effectively determining whether discipline

would be discharged – the effective determination test. This test assesses an employee's involvement in decisions regarding discipline and discharge, which in turn determines whether there is a conflict of interest in terms of being included in the bargaining unit.

The initial decision of the LRB had minimized the effective determination test and did not consider the potential conflict of interest that would arise by including these supervisors in the bargaining unit.

This decision benefits employers by allowing them to structure the workplace with certainty and confirms the degree to which supervisors involved in disciplinary decisions qualify as excluded from the bargaining unit. ■

You Asked, We Listened

During the recent town hall meetings, some members expressed their desire for clarification about the roles played by key stakeholders. To address these inquiries, we have launched a special series to look at the “who, what, why and how” of those stakeholder organizations. This series includes an examination of CSSEA’s role.

Who is CSSEA?

CSSEA is a non-profit society created by the provincial government to provide human resources and labour relations expertise, as well as to act as the bargaining agent, for its designated members.

What is CSSEA’s role?

- Balances the interests of member agencies and government to achieve its mandate
- Coordinating human resources and labour relations for more than 200 member social service organizations
 - Acting as the bargaining agent for its members
- Providing services to more than 100 associate organizations that do not meet CSSEA criteria for membership but wish to access its human resources and labour relations services on a fee-for-service basis.

How was CSSEA created?

CSSEA was originally established in 1994 to act as a bargaining agent for its members.

A restructuring occurred in 2003, resulting in CSSEA decreasing its number of members; taking on a new governance model; aligning its operations to reflect the major changes occurring within the social services sector; and increasing CSSEA’s commonality with other employers’ associations in the public sector.

Currently, social service agencies can become members of CSSEA if they are unionized; receive at least \$250,000 in annual funding from the provincial government, either directly or from regional and provincial authorities; and receive at least 50 percent of their total annual revenue from these provincial sources.

Why CSSEA?

In 1992, the *Commission of Inquiry into the Public Service and the Public Sector* embarked on a review of human resource practices, which resulted in the adoption of the Public Sector Employers Act (Bill 78).

The Act legislated the formation of the Public Sector Employers’ Council (PSEC) and a number of employers’ associations in the public sector, including CSSEA.

What are the limits of CSSEA’s role?

CSSEA can advise government of the HRLR implications of its actions but is precluded from advocating on behalf of member agencies.

In Profile: Margaret Laidlaw shares her experiences on leading staff at Cranbrook Society for Community Living (CSCL)

Fast Facts on Cranbrook Society for Community Living

- In existence since 1956
- Services 400 clients with 27 full-time employees
- Operates 2 group homes housing 10 significantly disabled individuals. One home is a medical model, while the other addresses individuals with behaviour issues and developmental issues
- Provides service under community inclusion for 65 people; service under employment program for 35 people
- Day program evolved from a recreation program to one that encourages independence in all areas of life including independent living

If someone were to walk into your agency on a random Wednesday, describe what they would see?

If you were to walk into the Community Living Centre, you would find clients participating in art, science and woodworking. Some individuals would be preparing for their afternoon jobs, both in the facility and out in the community.

How did you get into this field of work?

By accident. I had just left a 22-year career, working for a heavy equipment dealer and was at home contemplating what next, when I was asked by the Director

of Vocational Services if I would consider a short-term position in Administration. Does 7 ½ years constitute short-term?

What was it about your work that kept you around and continually motivated?

I am motivated by the folks we support, the wonderful staff at our agency and our Board of Directors who are extremely supportive and a valuable resource. We practice person-centred programming and planning. Everything we do is centred around who we serve and support. There is no slack time and time passes ever so quickly. The work that we do is challenging and rewarding.



Members of CSCL on a rock climbing trip.

Is emotional intelligence more or less important to you than academic intelligence. Why?

Emotional intelligence is more important than academic ability. We are working with a vulnerable population with a variety of abilities and disabilities. Being able to develop a positive relationship with those we support is a key to success. Being able to work and fit into the staffing complement is essential. Controlling your emotions and being able to read situations is important for the type

of work performed. Having said this however, academic ability complements success on the jobs. We do need staff that have some training to complement their emotional intelligence.



Activities also included an ice fishing excursion.

How often do you attend CSSEA's AGM as part of your continual training and development? What is your favourite thing about it?

I have been fortunate to be able to attend the last 4 conferences. My favorite thing about attending the AGM and Conference is the workshops provided. I often have a difficult time deciding what I would like to attend. The opportunity to network with other agencies and share experiences and information is also high on my list.

What would you say to a new staff member attending his/her first AGM?

I would tell a new staff member that CSSEA's AGM and Conference are well done. The size of the conference is amazing. The workshops provide us the opportunity to do our jobs better. As this sector goes forward, CSSEA is progressive and keeps us abreast of leadership concepts as they change and evolve. ■

Recognize life's learning opportunities: Rarely do we acknowledge hurdles or obstacles in life as opportunities, especially when we are in the midst of a personal or professional crisis. When we remember the wisdom of acknowledging, accepting and then letting go of what we cannot change, we can make headway and move forward. In the words of Oscar Wilde: "The aim of life is self-development. To realize one's nature perfectly - that is what each of us is here for." ■

Be sure to join Michelle for her AGM Keynote Luncheon on October 5 at 12:10pm!

You may have noticed...



The last few communications we sent have taken on a new look. Instead of attached PDF files, we introduced a new format, in which our communications have been imbedded into the email.

This initiative represents our continued efforts to improve our communications and to make them more user-friendly.

We would love to hear your feedback or suggestions! Please contact Doris Sun, at dsun@cssea.bc.ca with your thoughts!

Don't Forget!



This year's AGM will continue to be green so we have informed all presenters to minimize handouts.

In order to get the most out of your sessions, please preview the presentations prior to the AGM.

All presentations can be found on the 2010 AGM and Fall Conference webpage of our site.

Just look for the Conference Presentations section under Table of Contents.

Turnover Survey Report Now Available!

We have compiled the results of our 2009-2010 Annual Turnover Survey and have posted the report on our website. We received great feedback on the survey and thank all of you for participating.

While turnover rates have decreased, they continue to be a concern to those in many member agencies.

To access the report, go to our website and click on Surveys/Survey Reports.

CSSEA Staffing Changes

CSSEA is excited to announce that Bela Barros will be taking on a new position as our Research Analyst. Bela has worked at CSSEA for the last three years as a Senior Administrative Assistant. We are happy to welcome her into this new role!

HRLR Consultant Oliver Demuth has recently left CSSEA for a new opportunity. We thank Oliver for his great service over the past two years and wish him the best as he moves forward in his career.

Sectoral Case Updates

Continuity of Service Grievance – Issue: The HEU has filed an application with the Labour Relations Board (LRB) seeking a declaration that they are the bargaining agent for a bargaining unit currently serviced by the BCGEU. CSSEA has also filed a submission with the LRB asking for the HEU's application to be dismissed on a number of grounds. The BCGEU has also filed a submission requesting dismissal of the HEU's application. **Status:** Awaiting Labour Relations Board's decision on preliminary objections of CSSEA and the BCGEU.

Use of sick leave by part-time employees – Issue: Use of sick leave credits by part-time employees on days outside their regularly scheduled shifts. **Status:** Hearing dates are being set.

Joint Job Evaluation Program (JJEP) – Issue: Re-interpretation of the documents governing the JJEP to include CSSEA's legislated role. **Status:** A hearing date with Arbitrator John Steeves is to be scheduled for the fall subject to any conflicts with bargaining.

Calculation of Hours for Wage Rate – Issue: To be determined by union. **Status:** The parties have appointed Arbitrator Wayne Moore. A case management meeting was held August 16th . The Union is now required to provide information and argument to CSSEA.

Class 4 Driver's License – Issue: Interpretation of Article 28.12, specifically, which costs an employer is obligated to pay. **Status:** Files are being consolidated before a single arbitrator, Vince Ready, for adjudication. CSSEA will be canvassing members for information in preparation for litigation.

Improper Activities of BCGEU Representatives – Issue: Improper actions were conducted against a CSSEA member by renegade members of the BCGEU. **Status:** The President of the BCGEU issued a formal written apology.

Labour Relations Board Applications Decision – Issue: CSSEA had filed submissions with the LRB regarding the failure of the CSSBA to bargain in good faith due to the internal dysfunction created by the Articles of Association. CSSEA had also applied for interested party status in the CSSBA's applications. **Status:** CSSEA was successful in establishing its right to participate in the ongoing adjudication and in securing a certainty regarding the internal decision making process of the CSSBA. This outcome will assist the parties in achieving a collective agreement at the bargaining table.

Upcoming Surveys

It's survey season! We will soon be sending out the Management and Excluded Compensation Survey and the Executive Director/CEO Compensation Survey. We thank you in advance for your participation and look forward to sharing our results with you!

Rate our Services!



Every year, we invite you to provide thoughts on CSSEA's services. This is your chance to tell us what we are doing well and where we need to improve.

To fill out the Service Satisfaction Survey, please check the What's New section on our website. The survey will also be handed out at the upcoming AGM. Thank you for your comments and suggestions!