

A wide-angle landscape photograph of a mountain valley. In the foreground, a paved road with a white dashed line curves through a hillside covered in trees with yellow and orange autumn foliage. The middle ground shows a deep valley where a thick layer of white clouds or fog has settled, obscuring the bottom. The surrounding mountains are steep and covered in dense evergreen forests. In the far distance, more mountain ranges are visible under a sky with soft, grey clouds. The overall lighting is soft, suggesting early morning or late afternoon.

Strategic Plan 2023–2028



CSSEA acknowledges, with gratitude, that its office is located on the traditional unceded territory of the *xʷməθkʷəy̓əm* (Musqueam), *Skwxwú7mesh* (Squamish), and *Səlilwətaʔ* (Tsleil-Waututh) Nations. CSSEA also acknowledges that its staff and members work throughout BC, on the traditional, ancestral and unceded territories of all of the First peoples and First Nations of this province. We acknowledge Treaties that are here in BC, the endeavours to self-determination and all who have cared for these lands from time immemorial.

On behalf of CSSEA’s Board of Directors and senior staff, we are pleased to present our 2023-2028 Strategic Plan. This iteration of CSSEA’s Strategic Plan reflects the collective efforts of our board, panels, government partners and staff, and has been two years in the making. Through this plan, we are committed to broadening CSSEA’s impact in the sector, adopting and embedding Reconciliatory actions into CSSEA’s activities, leveraging available technology to better collect data, and supporting the strategic HR delivery of member services and HR capacity building. It outlines clear goals and actionable steps that reinforce our priorities, responds to membership needs and positions us to deliver lasting impact in an evolving public sector landscape. As the Board Chair and CEO, we are united in our commitment to this work. We are proud that this plan was developed in deep collaboration with our senior staff, whose insights, experience and passion have shaped all aspects of it. Our team is well underway in operationalizing several of our key objectives and is implementing tactical planning that will address each goal holistically. And, as this Strategic Plan was developed during a transitional time at CSSEA, we are delighted that the Board unanimously endorsed it and believe it will serve as a clear roadmap for CSSEA’s work in the three years ahead.

RYAN CUCHERON, BOARD CHAIR

SANDRA CASE, CEO

Mission

To advance best practices in Human Resources and Labour Relations and act as a trusted advisor to our membership and government for the community social services sector.

Vision

A sustainable, resilient and engaged social services sector workforce.



Introduction and Purpose

This Community Social Services Employers’ Association’s (CSSEA’s) Strategic Plan for the fiscal year 2023 through 2028 sets forth four Strategic Goals which are to be operationalized with enabling objectives, strategies, high-level timings, responsibilities, resources and key deliverables by the CSSEA Management Team.

The Plan builds on the 2019 - 2022 Strategic Plan developed by the Board, Panels and staff and endorsed by CSSEA’s Board of Directors. The plan is also informed by a BlueSky consultation session held with the membership on October 25, 2022.

The Plan provides guidance and direction to CSSEA in its leadership role as a trusted resource with acknowledged expertise within the Community Social Services Sector (the Sector).

This Strategic Plan was endorsed by CSSEA’s Board of Directors on January 27, 2025 and CSSEA’s Management Team will now action its goals through an Operational Plan (see page 12). A measurement of progress will be provided on an ongoing basis through CSSEA’s Annual Report*.

*This Strategic Plan adapts key details from a larger document that sets forth parameters on facilitator methodology, background reviews, and internal and external environments considered. It is available in its entirety by contacting CSSEA.

Workshop Framework

A one-day strategic planning workshop was held on March 06, 2023. Participants included: the Board of Directors; General Services, Indigenous Services and Community Living Services Panels; representatives from funding organizations including Community Living BC (CLBC), the Public Sector Employers’ Council Secretariat (PSEC), Ministry of Children & Family Development (MCFD); and the CSSEA CEO and Senior Management. In total, there were 23 participants.

The planning process was centred on four fundamental questions and through thoughtful discussion of each, CSSEA’s mission, vision and guiding principles were refreshed.

These were the questions considered:

- 1. Where are we now?
- 2. Where do we want to be?
- 3. How do we get there?
- 4. How do we measure it?





Guiding Principles

We value the work of our member agencies and recognize the contribution members make to their communities and the people they serve.

We deliver quality services in a professional manner with honesty and respect.

We facilitate a positive, productive and diverse labour relations environment within the social services sector.

We endorse and promote the principles of Truth and Reconciliation.

We work collaboratively with our members and government, value member input and support and promote open and honest communication.

We are committed to best practices and seek to develop innovative solutions to labour relations and human resources issues.

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

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

Proposed Goals 2023–2028

The following strategic priority goals were adopted and endorsed by CSSEA's Board of Directors:

Goal 1

Broaden CSSEA's impact in the sector.

Goal 2

Adopt and embed Reconciliatory actions into CSSEA activities.

Goal 3

Leverage available technology to better collect data and support the strategic HR delivery of CSSEA member services.

Goal 4

Build HR capacity and knowledge in CSSEA's members by leveraging both technology and effective member relations.



Operational Plan

Goal 1

Broaden CSSEA's impact in the sector

Objectives	Strategies
Publicize CSSEA's current role and scope of mandate of member services	Re-organize current About Us page on website into reader-friendly segments and break up heavy text sections with infographics and an engaging layout Assign prominence to this page on new CSSEA homepage Revise content as CSSEA's role evolves
Review the November 2019 White Paper on expanding the scope of CSSEA's role and mandate, identify the government's policy goals that would be addressed, and decide on which option best supports government to meet its policy goals. Determine steps to be taken for implementation, changed roles, governance and necessary resources	Convene with PSEC and key funders to review appetite to advance White paper principles Ensure membership is advised and aligned If idea is endorsed, coordinate resource planning and communications strategy prior to execution
Participate in the Social Services Roundtable	Work ongoing
Participate in, and contribute to, planned or ongoing HR initiatives in the Sector	Non-Union Agency Compensation and Employee Turnover Reporting Initiative Social Services Compensation Standards Project: <ul style="list-style-type: none">SSSCS Management Classification and Compensation PlanSSSCS Non-Union Compensation Plan Report
Continue to work with PSEC Secretariat and other public sector employers' associations to collectively address human resource capacity building and succession planning within CSSEA	Work ongoing
Build human resource capacity in the Sector	Improve the Early Intervention Program under the oversight of the Joint Disability Committee MOA#13 to reduce time spent away from work due to sickness and disability, and increase the productivity and engagement of the existing workforce Improve OH&S practices in the sector under the oversight of the provincial OHS committee MOA#17 to avoid injuries sustained at the workplace and reduce time spent away from work, and increase the productivity and engagement of the existing workforce

Goal 1 – continued

Objectives	Strategies
Work with the PSEC Secretariat to implement an excluded compensation framework for the sector	Work ongoing
Pursue cost-containment, efficiency, and service delivery improvements through the Benefits Review Committee MOA#15	Work ongoing
Continue to lead improvements to modernize the collective agreements	Work ongoing
Meet with the unions in the sector to promote understanding and improved human resource practices	Schedule regular and ongoing meetings with the leadership of the Unions and CSSEA to discuss emerging issues and innovative/best human resource practices in the sector
Commit to celebrating the successes of the community social services sector by continuing to tell the stories of outstanding individuals through the annual Community Social Services Awards of Excellence.	Work ongoing

Operational Plan continued

Goal 2

Adopt and embed Reconciliatory actions into CSSEA activities	
Objectives	Strategies
Embed Reconciliatory actions at CSSEA to bring its activities in better alignment with reconciliation practices	Develop and adopt an action plan based on best reconciliation practices and feedback from CSSEA's Indigenous communities
Embed Reconciliatory practices in the Indigenous Services (IS) Collective Agreement	<p>Pursue the objectives jointly agreed upon in the 2022 to 2025 IS Collective Agreement that support the adoption of Reconciliatory practices, and improved human resource capacity, employee engagement and service delivery to Indigenous communities</p> <p>Negotiate further changes in the 2025 round of bargaining that support the adoption of Reconciliatory practices, and improved human resource capacity, employee engagement and service delivery to Indigenous communities.</p>

Goal 3

Leverage available technology to better collect data and support the strategic HR delivery of CSSEA member services	
Objectives	Strategies
Ensure that data is provided to the funders in a digital way on an agreed timeframe and frequency	<p>Implementation of the Non-Union Agency Employee Compensation and Turnover Reporting initiative; and</p> <p>With the consent of the agencies, complete agency compensation and turnover data</p>
Work with MCFD and SDPR to include recruitment and retention questions in the compensation and turnover surveys	<i>Work ongoing</i>

Goal 3 – continued

Objectives	Strategies
Work with PSEC Secretariat to strengthen data systems, improve accuracy, and enhance CSSEA's data research and analysis capacity, with particular attention on opportunities to support Gender-Based Analysis Plus (GBA+)	<i>Work ongoing</i>
Secure appropriate resources to update and make available technologies for CSSEA and the membership to facilitate the collection of necessary data	<i>Work ongoing</i>

Goal 4

Build HR capacity and knowledge in CSSEA's members by leveraging both technology and effective member relations	
Objectives	Strategies
Improve CSSEA's online presence and offerings	<p>Update the posted Collective Agreement Interpretation Guides based on provincial bargaining outcomes</p> <p>Develop an Essential Services resource and database for members for the 2025 round of bargaining</p> <p>Enhance online education offerings in the Leadership HUB</p> <p>Update the CSSEA website</p> <p>Better identify and communicate about emerging HR/LR issues and challenges of the membership</p>



Suite 800 - Two Bentall Centre
555 Burrard Street, Box 232
Vancouver, BC V7X 1M8

Toll-Free 1 800 377 3340
Tel 604 687 7220
Fax 604 687 7266

